

DIVERSITY AND INCLUSION ACTION PLAN (DIAP) 2021-2026



A message from our CEO – Sally Munday

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 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 – our progress over the last 4 years and plans for our own organisation and people for the next year.



INTRODUCTION

UK Sport's purpose is to lead high-performance sport to enable extraordinary moments that enrich lives. In May 2021, shaped and informed by a public consultation of over 4,000 individuals from the general public and the sports sector, we launched our [10 year Strategic Plan](#) in which we set out our new mission to create the greatest decade of extraordinary sporting moments; reaching, inspiring and uniting the nation.

At the heart of the Strategic Plan are UK Sport's three ambitions: to keep winning and win well, to grow a thriving sporting system and to inspire positive change, with equality, diversity and inclusion embedded into how each of these ambitions are achieved. The Plan provides the opportunity to create a sporting system that is truly collaborative, inclusive and representative of UK society, and one that people aspire to be a part of.

Equality, diversity and inclusion are central to this mission.

In June 2021, we published our [Equality, Diversity and Inclusion \(EDI\) Strategy](#) to ensure that the Olympic and Paralympic high-performance community is where the nation's diverse and exceptional talent belongs and has the opportunity to be the best they can be. The Strategy covers all aspects of UK Sport's remit, both external and internal, and focuses on four priority areas:

- To power a more diverse and inclusive Olympic and Paralympic team that delivers a broader range of champions and medallists than ever before.
- To increase the diversity of leadership of high-performance sport in national and international sports bodies.
- To promote and embed inclusion across UK Sport's external programmes.
- To drive with pace, ambition and accountability the equality, diversity and inclusion agenda within UK Sport.

UK Sport's Diversity and Inclusion Action Plan (DIAP) represents the fourth priority and sets out our ambitions for advancing equality, diversity and inclusion at every level of the organisation.



UK SPORT'S DIAP

Our DIAP is centred on four core goals for our own organisation:

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

UK Sport 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

Each goal is underpinned by specific activity assigned to responsible leads with a target timeframe for delivery. The DIAP covers our Board, Senior Leadership Team (Directors and Heads) and workforce.

The DIAP is focused on achieving the following headline KPIs for our organisation:

By 2031, the people in UK Sport will be reflective of UK society. Specifically, this means that our Board, Senior Leadership Team and Workforce will separately and collectively be comprised of min: 50% female, 20% disabled, 18% diverse ethnic background, and 3% LGBTQ+, as well as people with different lived, regional and socio-economic experiences.

The representation targets we have set ourselves are based on national demographic benchmarks from the 2021 census. Whilst they are key to enabling us to measure success, they are not an end in themselves. We will always recruit the best individual for every role to help drive our ambition of creating an inclusive workplace environment where diversity of thought is fully represented.

The people we recruit from 2022 to 2026 will be in line with our intended 2031 diversity ambitions. This means that the group of people that we welcome to our organisation in this period will reflect the diversity of thought, experience and background that we are aiming to achieve across the whole organisation no later than 2031. This will ensure that we are changing the composition of UK Sport to meet our 2031 aims.

A high proportion of our people feel that UK Sport role models the standards expected for equality, diversity and inclusion. We have established baseline data to determine a clear ambition in this area and set a target above the upper quartile.

The success of this DIAP will be owned and shaped by our people. This includes taking action to identify and remove barriers to representation and inclusion, as well as actively implementing our own learning from internal staff discussions, working groups and public commitments made in EDI areas, such as those outlined following the Sports Councils' review into Tackling Racism and Racial Inequality in Sport (TRARIIS).

Progress against this Plan will be monitored by our EDI Advisory Panel, chaired by our Board Diversity Champion, who ensure we deliver against our overall EDI strategy for high performance sport; and on a quarterly basis by our Directors' Team. In line with the revised Code for Sports Governance requirements, our Board will also review the Plan and progress against it on at least an annual basis. We will be transparent and public on how much progress we are making against the actions we have set out; and where we are not doing enough and what we will do about it.



OUR PROGRESS

In developing the 2025/26 DIAP we have reviewed progress made over the last year. Some highlights include:

- Implementation of the recommendations of the external review into UK Sport's recruitment process
- A significant increase from 78% to 100% of staff disclosing their personal EDI data
- Further progress towards our recruitment and internal representation goals to ensure UK Sport is reflective of the diversity of UK society
- Voluntary production and internal circulation of our gender and ethnicity pay gap reports
- Delivery of sector wide Race conference aligned to our TRARIIS commitments
- First Insight Day hosted for ethnically diverse and socially disadvantaged children to showcase roles in the sport sector

OUR PROGRESS

GOAL 1

Our people are increasingly reflective of UK society

Workforce – There has been progress this year with regards to the representation of ethnically diverse people in our workforce. The figure is currently 14.8% with the target being 18% by 2031. Gender remains in favour of females with the figure 56.5% and is ahead of the 50% target. Representation from the LGBTQ+ community stands at 11.6% and is ahead of the 3% target. Disabled people represent 12.7% of our workforce with the target being 20%. Whilst there is no set target for socio-economic representation and no current benchmarking, staff who identify as being from lower socio-economic backgrounds is 12.8%.

Recruitment and attraction – Recruitment targets have been set to increase representation across UK Sport and the targets are the same as those set for the workforce. New hires from an ethnically diverse background this year have been 19% which is slightly ahead of the target of 18%. Since the introduction of the guaranteed interview scheme for those from an ethnically diverse background 40% of candidates have opted into the scheme when applying. With regards to gender, new female hires are at 58%, ahead of our target. The LGBTQ+ community make up 9.5% of new hires. 4% of new hires are disabled people and 5% of candidates who declared a disability have opted into the guaranteed interview scheme.

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

We continue to utilise our Anti-Racism Group to host a range of ethnically diverse leaders to share learnings and provide opportunities to staff. We also utilise this group to talk about UK Sport's ethnicity pay gap and to provide a space for staff to talk about any other issues relating to race.

We continue to deliver webinars for staff that focus on our differences and to provide an opportunity for staff to present on their experiences or to invite external speakers in.

The impact is measured by the question in the Culture Feedback survey '*Do you feel confident to talk about issues of inclusion?*' the target is that 80% of staff agree with the statement and the target was met.

OUR PROGRESS

GOAL 3

UK Sport leaders are passionate about EDI and foster an inclusive culture

Every EDI priority for UK Sport has a dedicated lead at Head level who will ensure that UK Sport has EDI embedded into their area.

To ensure that leaders at UK Sport are delivering against their remit, UK Sport has established an EDI Advisory Panel to provide oversight of the delivery of our DIAP and wider EDI Strategy. The panel includes 2 board members, as well as three independent external members to add perspective and challenge and provide expertise in delivering change. Through this approach the UK Sport Board has a clearer line of sight into EDI activity and progress. The Panel has met six times since its creation in January 2024.

The impact of the work undertaken by leaders is measured through the Culture Feedback Survey. The target is that the majority of staff agree that *'UK Sport role models the standards expected for equality, diversity and inclusion'* this year's target was met.

GOAL 4

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

We have increased personal diversity data disclosure rates of UK Sport staff to 100% (the target was for 80%) for all protected characteristics, enabling us to plan and deliver more targeted data-led interventions to promote equality and progression in UK Sport.

With regards to recruitment procedures, in the last 12 months there has also been the introduction of diverse interview panels where possible with a gender split being the minimum requirement. Shortlisting is conducted by hiring managers and HR intervene to ensure those who have opted into the guaranteed interview scheme initiatives (disability & ethnically diverse) and who meet the minimum requirements are included. Mandatory training for hiring managers is available via the Learning Arena and all managers are required to undertake this prior to hiring for the first time. For neurodivergent candidates we have created a toolkit to assist in both the selection stage and onboarding.

To measure how respected and valued staff feel, we ask the following question in the Culture Feedback Survey *"Do you feel valued and included at UK Sport?"*, the target is that 80% of staff agree with this statement, this target was met this year with 81.2% agreeing with the statement.

UK SPORT'S DIVERSITY AND INCLUSION ACTION PLAN (DIAP), 2021-2026

GOAL 1

OUR PEOPLE ARE INCREASINGLY REFLECTIVE OF UK SOCIETY

Outcomes:

- UK Sport **Board composition** represents and better reflects the diversity of UK society
- Inclusive recruitment processes guarantee all talent an **equal opportunity** of selection
- Candidates feel **valued and supported** throughout the process
- **Targets help deliver an increase** in the number of new recruits with diverse backgrounds

See table overleaf

Recruitment targets and targeted initiatives

ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
1.1 Based on national benchmarks from the 2021 Census and internal data, agree and implement 5-year recruitment targets for women (50%), people with a disability (min. 20%), those with ethnically diverse backgrounds (min. 18%) and LGBTQ+ (min. 3%) for the whole of UK Sport, including Board, Senior Executive and wider workforce.	Chair/CEO/ Head of HR	Increase in the number of recruits from diverse backgrounds at Board, Senior Executive and wider workforce to attract broader diversity of thought	Recruitment targets met by 2026
1.2 Introduce new socio-economic indicators into Cascade (HR System) to enable us to benchmark the current levels of socio-economic diversity within the workforce. Subject to the results, agree and introduce an additional target for socio-economic diversity.	Head of HR/EDI Transition Advisor	Ensure we represent the socio-economic diversity of the UK population as a whole	April 2025 (target to be agreed by September 2025)
1.3 Launch a 6-month Paralympian placement opportunity for two Paralympians in transition to gain insight into, and experience of a range of roles in sports administration.	Head of HR	Build a strong, more diverse talent pipeline into the organisation in the future and increase the lived experience of high-performance sport within the organisation to the benefit of the wider sector	March 2025
1.4 Create and run an outreach programme with educational institutions with diverse student populations to raise awareness of the range of roles available in UK Sport and disrupt any perceptions or assumptions held about the organisation.	Head of HR	Showcase the range of careers in sport to marginalised groups who would not otherwise have access to the sector	Deliver outreach events to UEL and one non-London based University (Leicester?) by September 2025
1.5 Mandate diverse shortlists. Offer guaranteed interviews to candidates from those groups which are currently most underrepresented in UK Sport: people from ethnically diverse backgrounds or disabled people, so long as they meet the minimum requirements of the role. (Complements 1.14 which focuses on training and supporting recruiting managers).	HR Lead/ Hiring Managers	Achieve an increase on the 2024 recruitment outturns in respect of people recruited from underrepresented groups i.e. more than 7% with a disability or long-term health condition, more than 8.4% from an ethnically diverse background	April 2025

	ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
Data	1.6 Plan and scope a potential 18-month apprenticeship role targeted at applicants from a socially disadvantaged background (aligned to 1.2 above).	Head of HR	Provide an entry point for an individual from an underrepresented background	Scoping for the apprenticeship role to have concluded by September 2025
	1.7 Undertake audits (together with DCMS, in respect of those positions where recruitment is the responsibility of DCMS) of applications for UK Sport Board, committee and panel, and senior leadership posts, to capture diversity data on applicants (by reference to the protected characteristics and any other key diversity indicators, such as socio-economic status, education and professional background).	Chair/CEO/ Head of People	Where possible (in light of public appointments being led by DCMS), understand and baseline the diversity of applicants for Board, panel and senior leadership posts and enable challenge of non-diverse shortlists.	Ongoing (in line with positions becoming vacant)
	1.8 Review diversity data of all applicants applying for roles at UK Sport and where they exited the recruitment process.	Head of HR	Mitigations identified for any bias or disadvantage	September 2025
Recruitment, Policies, Processes, Training & Development	1.9 Ensure new board members receive a full, formal and tailored induction bespoke to their needs, skills and experience on joining the Board. This may include specific additions to their Board Induction Pack, personal L&D as well as discussions with the Chair, other Board members or members of UK Sport.	Head of HR/Head of People	Check for issues of culture to inform any training or policy interventions	April 2025 for new Chair Board induction and then ongoing for new members
	1.10 Assess the effectiveness of our current advertising outlets and recruitment partners in helping us reach new and more diverse groups and networks. Use those insights to engage with new and different job boards and agencies.	Head of HR	Ensure transparency, help identify and address causal indicators	By September 2025
	1.11 Conduct an equality impact assessment (EQIA) of any new HR policy before it is introduced. Review existing policies on a 2 year rolling basis to ensure that they remain inclusive in nature.	EDI Transition Advisor, with Head of HR and Legal Team	Provide clear guidance for staff and line managers and help facilitate discussion about workplace inclusion issues	Policies on Neurodiversity and Sexual Harassment Preventative Duty to be assessed by April 2025.
	Update policies in line with the EQIA outcomes and implement new policies where there may be gaps.			

ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
1.12 Monitor the impact of the changes to our recruitment processes following the implementation of the recommendations of the HR review.	Head of HR	Inclusive recruitment processes guarantee all talent an equal opportunity of selection	Signs of positive change evidenced by September 2025
1.13 Interview panels to be diverse and comprise, as a minimum, gender and ethnic diversity. (See 1.14 for training requirements). HR team to monitor adherence to the guidelines. Create a pool of fully trained, diverse interview panellists to serve as independent assessors.	Head of HR	Impact of unconscious bias mitigated. Candidates see aspects of their identities represented in the panel members and trust their capabilities	Pool of independent interviewers to be set up by September 2025
1.14 Mandate the completion of updated recruitment and selection training by all hiring managers, ensuring managers are informed, supported and engaged to help meet recruitment targets.	Head of HR	Upskill panel members and ensure unbiased interviews; behaviour change is promoted and embeds across the organisation	Implemented as part of recruitment review, delivered by March 2025.
1.15 Evolve the candidate portal on Recruitment Plus to reinforce our commitment to EDI.	Head of HR	Provide a better candidate experience	April 2025
1.16 Categorise each role in the organisation to determine the minimum official qualification required and whether previous experience in high-performance sport is essential.	Head of HR	To attract candidates with different skills and experience gained in other sectors	May 2025

ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
1.17 Participate as a Host Board in the Levelling Up Department's Board Apprentice Scheme to provide development opportunities for the board candidates from underrepresented backgrounds.	Chair	Board candidates enter the recruitment process with first hand experience of UK Sport governance	Engage with the 2025 application process when it opens in October 2025
1.18 Introduce reverse-mentoring (with Board or senior leadership team), for our staff members who graduate from the inaugural Aspire to Lead Programme.	Head of HR/EDI Transition Advisor/Directors/ Heads of	Level the playing field through positive action designed to raise the profile of underrepresented staff and give them access to senior decision-makers	Mentoring to begin in September 2025
1.19 Analyse attrition rate of current diverse workforce, identify any causal indicators and introduce any necessary corrective measures.	Head of HR	Check for issues of culture to inform any training or policy interventions	Beginning January 2025
1.20 Produce and publish our gender and ethnicity pay gap reports internally and externally. Identify actions to address imbalances.	Head of HR	Ensure transparency, help identify and address causal indicators	By October 2025

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

Outcomes:

- **EDI values and principles** are embedded in all ways of working and in the planning and delivery of all UK Sport activity
- UK Sport staff have greater **awareness of and empathy for** all aspects of diversity in the workforce and more confidence to talk about issues of inclusion



	ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
Communications	2.1 Deliver an employee engagement plan to increase organisational-wide understanding of the importance of EDI to celebrate diversity and to raise awareness and greater depth of understanding of the action UK Sport is taking in this space to drive positive change. This to include presentations at Staff Huddle, articles in Inside Track, webinars etc.	Senior Leadership Team / HR Team	UK Sport is an inclusive organisation which takes pride in and celebrates the diversity of its employees. Teams are confident about how to embed EDI into their everyday activity	Minimum of one intervention per month
	2.2 Continue focused discussions about race; hold similar conversations about other differences (e.g. disability, socio-economic/ educational background and LGBTQ+) to surface the lived experiences of our people; agree language and tone around EDI matters, embedding this culturally in our organisation.	Senior Leadership Team/ EDI Transition Advisor	Increase awareness of, comfort with and empathy for all aspects of diversity in the workforce. Encourage staff to bring their whole identities to work and foster a culture of allyship	Minimum of one EDI dedicated webinar per month. Measure using Annual Staff Survey

GOAL 3

OUR LEADERS ARE PASSIONATE ABOUT EDI AND FOSTER AN INCLUSIVE CULTURE

Outcomes:

- Board Diversity Inclusion Action Plan (**DIAP**) is **fully embedded**: progress against it regularly assessed
- EDI organisational plan regularly reviewed by Directors and **demonstrates progress**
- Board EDI Champion routinely **challenges decision-making**

	ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
Board and Senior Leadership Team	3.1 Board reviews DIAP at least every 12 months, with regular engagement and challenge from Board EDI Champion. Updated DIAP to be published at least every 12 months. (Last formally reviewed by Board in February 2025).	Board/Board EDI Champion	Board fully incorporates EDI as part of its decision-making, reviews DIAP and publishes outcome	Following February 2025 Board review of DIAP
	3.2 Following the organisational restructure, the Senior Leadership Team to ensure that protected characteristics/inclusion issues are discussed and embedded across UK Sport.	Senior Leadership Team	Senior Leadership Team publicly role-model intention, behaviour change and commitment and enhance accountability	Senior Leadership Team communicate to all staff on progress on a regular basis.
Staff	3.3 Each individual staff member agrees a personal EDI objective aligned with UK Sport's values and in support of the ambitions in our EDI Strategy and DIAP. We engage with inclusion initiatives and attend relevant training to grow our understanding and increase our confidence to contribute effectively to our EDI agenda.	All Staff	All staff are encouraged and empowered to contribute to delivery against the EDI Strategy and DIAP and drive the pace of change. They are held accountable for their contribution in the annual appraisal round	Through our PDPs and our day-to-day work

GOAL 4

OUR POLICIES, PROCEDURES, WORKING PRACTICES AND CULTURE ARE FULLY INCLUSIVE. OUR PEOPLE FEEL RESPECTED AND VALUED

Outcomes:

- Annual staff survey shows all UK Sport people feel **psychologically safe, more included and valued** in the workplace
- EDI AP and Anti-Racism Group input informs and shapes **inclusive, anti-racist strategies**
- More **equitable outcomes** achieved in the representation and progression of female, disabled and ethnically diverse staff

Anti-Racism Group and EDI Advisory Panel,
Data, Standards and Surveys

ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
4.1 Maintain an Anti-Racism Group (ARG) which is open to all Board and staff members and oversees implementation of our separate, targeted 'Tackling Racism and Racial Inequality in Sport' (TRARIIS) Action Plan.	CEO	Deliver on UK Sport's mission to become an anti-racist organisation and accelerate the pace of delivery internally and across the system	Ongoing (bi-monthly meetings)
4.2 Maintain an EDI Advisory Panel to provide expert, strategic and technical advisory support and challenge on our progress on EDI and the implementation of our EDI Strategy.	Deputy CEO and Head of Sporting System	A strategic programme of measurable activities furthers EDI in UK Sport and across the high-performance system, making tangible difference	Ongoing (quarterly meetings)
4.3 Introduce an annual internal workforce data update exercise to maintain EDI data disclosure rates achieved in the "Count me in!" campaign to above 80%.	Head of HR	To maintain a robust picture of the diversity of our workforce to inform interventions and enable us to measure the effectiveness and impact of our remedial action	First communication to be issued in April 2025
4.4 Work towards Disability Confident Employer Level 2.	EDI Transition Advisor/HR Manager	To access external expertise, improve our practices and gain public recognition for progress in this area	Evidence to be submitted by December 2025

Anti-Racism Group and EDI Advisory Panel, Data, Standards and Surveys	ACTIVITY	RESPONSIBLE OWNER	INTENDED OUTCOME	BY WHEN
	4.5 Maintain or improve on the 2024 Culture Feedback favourability score of 76.2% against the question “Do you feel valued and included at UK Sport?”.	Head of HR	Annual staff survey to determine whether at UK Sport, people feel psychologically safe, more included and valued	2025 Staff Survey
Culture	4.6 Ensure that Board and SLT effectiveness reviews include work to assess the culture of inclusivity in those groups and identify any additional training needs.	Chair/CEO/Deputy CEO	Areas of improvement and progress are identified at the leadership of the organisation	Annually
	4.7 Following the organisational restructure, encourage staff to take ownership of EDI focused network groups across UK Sport to support each other.	All Staff	A clear directive is given to staff to enable peer group support, provide a sounding board for the needs of underrepresented groups to help with attraction and retention, and serve as internal consultants/agents on EDI issues	By April 2025, with initial networks to be implemented by June 2025