

UK Sport's Diversity and Inclusion Action Plan (DIAP), 2021-2026

UK Sport's Diversity and Inclusion Action Plan (DIAP) sets out UK Sport's ambitions for advancing diversity and inclusion at every level of its own organisation.

This DIAP represents just one of our four priorities outlined in our [Equality, Diversity and Inclusion \(EDI\) strategy](#) published in June 2021 and covering all aspects of UK Sport's remit, both external and internal. Our DIAP is also part of a requirement in the revised Code for Sports Governance, which requires organisations in receipt of UK Sport and/or Sport England funding to publish 'clear ambitions to ensure that their leadership represents and reflects the diversity of the local and/or national community'. The Code also requires all organisations to create a DIAP that identifies actions needed to achieve, support and maintain their ambitions; demonstrate a strong, public commitment to promote, embed and advance diversity and inclusion on the Board, Senior Leadership Team and beyond; agree the DIAP with UK Sport and/or Sport England; and publish and review this on at least an annual basis.

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

- **Ambition 1: Our people are reflective of UK society**
- **Ambition 2: We talk and act confidently about inclusion**
- **Ambition 3: Our leaders are visible and passionate on inclusion**
- **Ambition 4: We foster an inclusive culture across the organisation**

Each ambition is underpinned by a list of targeted actions, intended goals, responsible leads and timeframes; and covers our Board, Senior Leadership Team (Directors and Heads) and workforce. Areas that specifically relate to the Board have been highlighted in blue for ease.

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

- **By 2031, the people in UK Sport will be fully reflective of UK society.** Specifically, this means that our Board, Senior Executive Leadership, and Workforce, will separately and collectively be comprised of min: 50% female, 20% disabled, 14% diverse ethnic background, and 3% LGBTQ+, as well as people with different lived, regional and socio-economic experiences. This KPI will be updated as UK society changes, and in line with the prevailing national census data. Whilst the representation targets we have set ourselves 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 will establish baseline data to determine a clear ambition in this area, and envisage the target being above the upper quartile.

The success of this Plan 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 cross-organisational EDI Working Group, who ensure we deliver against our overall EDI strategy for high performance sport; and on a quarterly basis by our Directors Team. Our Board will review the Plan and progress against it on at least an annual basis, with direct support and challenge from our Board Diversity Champion. 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. We anticipate aligning this Plan with the requirements of the revised Equality Standard for Sport, due to be released in 2022.

At UK Sport, we are determined to ensure that high performance sport is where the nation's diverse and exceptional talent belong and have the opportunity to be the best they can be. This starts from our organisation and this Plan sets out our determination to make this happen.

Approved: October 2021

Last reviewed by UK Sport Board: October 2021

AMBITION 1: OUR PEOPLE ARE REFLECTIVE OF UK SOCIETY

Outcomes:

- 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

	Action	Lead	Intended goal	By when
Recruitment targets and targeted initiatives	1.1 Based on national benchmarks from the 2011 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. 13%) and LGBTQ+ (min. 3%) for the whole of UK Sport, including Board, Senior Executive and wider workforce. Targets to be updated based on 2021 Census.	Chair/CEO/ People Director	Increase in the number of recruits from diverse backgrounds at Board, Senior Executive and wider staffing to attract broader diversity of thought.	Recruitment targets met by 2026
	1.2 Research and introduce targets for socio-economic and regional diversity.	People Director/Senior EDI Advisor	Broaden our ambitions away from simply protected characteristics	October 2022
	1.3 Provide short term, temporary placements to young people under the Kickstart Scheme to support people with different lived, regional and socio-economic experiences.	People Director	Provide entry point and future pipeline of individuals from under-represented backgrounds	October 2021, with first cohort through by summer 2022
	1.4 Mandate diverse shortlists based on recruitment targets for under-represented groups as set out in 1.1-1.2, so long as candidates meet minimum requirements of the role. (Complements 1.14 which focuses on training and supporting recruiting managers).	People Director/ Recruiting Managers	An increased number of recruits are from under-represented groups.	tbc
Data	1.5 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/ People Director	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)

	1.6 Review diversity data of all applicants applying for roles at UK Sport and where they exited the recruitment process.	People Director	Mitigation identified for any bias or disadvantage	tbc
Recruitment policies, processes training and development	1.7 Ensure new members receive a full, formal and tailored induction bespoke to their needs, skills and experience on joining the Board.	Chair/CEO	Board members experience an open and inclusive environment that enable them to make a full contribution to Board discussion decision-making and development	Ongoing
	1.8 Undertake and maintain in writing: a) a record of an annual evaluation of the Board's own skills, performance and effectiveness which should encompass diversity in all its forms, including due regard to lived experience; b) a record of annual appraisal of each individual Director, and CEO; c) a record of evaluations of its Committees Agree and implement a plan to take forward any actions resulting from the evaluation.	Chair and Board	Skills are retained, developed and harnessed to promote the continuous improvement of the Board and its Committees	Ongoing
	1.9 Advertise roles more widely as well as in a targeted way to reach new and more diverse groups and networks, ensuring all job adverts are written in a way that is as inclusive as possible.	People Director	Pool of diverse candidates for UK Sport and Board roles widens	tbc
	1.10 Review and, where necessary, update our HR policies to ensure that they are inclusive in nature. Implement new policies where there may be gaps.	Senior EDI Advisor, with Head of HR	Provide clear guidance for staff and line managers and help facilitate discussion about workplace inclusion issues	December 2021
	1.11 Wherever possible, ensure all roles can continue to be open to flexible working.	People Director	Extend talent pool to wider geographical areas and greater socio-economic spread.	tbc
	1.12 Informed by diversity stats at key stages of the recruitment process (e.g. response to job advert, 1st interview, assessment, 2nd interview), carry out end-to-end review of the recruitment process with a focus on how diversity can be maximised in each part of the process - including through a drive to reduce essential criteria in Job Descriptions.	People Director/HR/ Senior EDI Advisor	Inclusive recruitment processes guarantee all talent an equal opportunity of selection Candidates feel valued and supported throughout the process. Any bias or barriers are identified and removed	tbc

	1.13 Interview panels to be diverse and comprise, as a minimum, gender and ethnic diversity.	People Director	Inclusive recruitment processes guarantee all talent an equal opportunity of selection. Candidates feel valued and supported throughout the process. Any bias or barriers are identified and removed	tbc
	1.14 Review and update recruitment and selection training, and mandate its completion by all hiring managers, ensuring managers are informed, supported and engaged to help meet recruitment targets.	People Director, Senior EDI Advisor	Upskill panel members and ensure unbiased interviews; behaviour change is promoted and embeds across the organisation	tbc
	1.15 Embed EDI in induction, recruitment and selection, and all management training; use the new Learning Management System to target appropriate training at staff; develop an easily accessible EDI resource hub on the new intranet.	People Director, Senior EDI Advisor	Introduce new starters to our EDI values and strategy, continue to raise awareness and reinforce best practice in this area	tbc
Retention, Development and Progression	1.16 Consider whether, and if so how, UK Sport can use its panels and committees as development opportunities to develop future Board-ready candidates, including through the setting up of a Board Observer scheme.	Chair	Board candidates enter the recruitment process with first-hand experience of UK Sport governance	October 2022
	1.17 Introduce mentoring, reverse-mentoring (with Board and senior leadership team), job-shadowing and/or sponsorship opportunities for underrepresented staff.	People Director	Level the playing field through positive action designed to raise the profile of under-represented staff and give them access to senior decision-makers	March 2023
	1.18 Apply a diversity lens to the outcome of the annual PDP process and in-year promotions; introduce any necessary corrective measures.	People Director/Line Managers	Check for indicators of bias, ensure a level playing field and inform any training or talent development interventions	tbc
	1.19 Develop initiatives/partnerships/programmes to enable targeted upskilling and capacity building among priority groups.	People Director	Build a strong, more diverse talent pipeline into the organisation in the future.	March 2023
	1.20 Analyse attrition rate of current diverse workforce, identify any causal indicators and introduce any necessary corrective measures.	People Director	Check for issues of culture to inform any training or policy interventions	April 2022

AMBITION 2: WE TALK AND ACT CONFIDENTLY ABOUT INCLUSION

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

Communications	2.1 Regularly advocate for EDI in substantive internal and external strategic comms.	Chair/ Board EDI Champion/CEO/ DT, Heads and Managers	Increase awareness of, comfort with and empathy for all aspects of diversity in the workforce. Through Culture Health Check, increasing number of staff in the organisation feels we are doing this well.	Ongoing
	2.2. Continue the discussions about race; hold similar conversations about other differences (e.g. disability and LGBTQ+ issues to surface the lived experiences of our people); agree language and tone around EDI matters, embedding this culturally in our organisation.	Senior EDI 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.	Ongoing
	2.3 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.	Engagement Team	UK Sport is an inclusive organisation which takes pride in and celebrates the diversity of its employees	Ongoing

AMBITION 3: OUR LEADERS ARE VISIBLE AND PASSIONATE ON INCLUSION

Outcomes:

- UK Sport **Board composition** represents and better reflects the diversity of UK society
- 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**

Board	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.	Board/Board EDI Champion	Board fully incorporates EDI as part of its decision-making, reviews DIAP and publishes outcomes	October 2022 (annually)
	3.2 As part of the annual Board effectiveness review, consider whether the Board needs further training about equality, diversity and inclusion (e.g. legal and moral issues, new policy developments).	Chair	To upskill Board members and allow them to role-model desired behaviours	Annually
Executive Leadership (Directors and Heads)	3.3 Executive EDI sponsor from DT leadership team is appointed and oversees implementation of UKS DIAP, in close liaison with Board EDI Champion, EDI team, EDI Working Group, Anti-Racism Group and EDI Steering Group.	Deputy CEO	To influence senior level buy-in and engagement, champion new initiatives and amplify EDI communications	May 2021 (Deputy CEO appointed)
	3.4 DT (working with Heads) check and challenge on an at least quarterly basis the implementation of the DIAP and separate cross-organisational EDI strategy, progress against KPIs and risks within corporate risk register.	Deputy CEO	EDI organisational plan regularly reviewed by Directors and demonstrates progress	Quarterly
	3.5 Directors and Heads to adopt and share an individual SMART EDI objective as part of their PDPs; inspire best practice EDI activity; and support bespoke inclusion initiatives. Consideration to be given to all staff adopting a smart EDI personal objective.	Directors Team, Heads	DT publicly role-model intention, behaviour change and commitment, and enhance accountability	April 2022
Staff	3.6 Establish the minimum expectation of staff to engage in the EDI agenda, attend relevant training programmes, contribute to delivery of the cross organisational EDI strategy and devise a means to measure individual/team performance.	All staff	All staff are encouraged and empowered to deliver against the EDI strategy and drive the pace of change	From October 2021

AMBITION 4: WE FOSTER AN INCLUSIVE CULTURE ACROSS THE ORGANISATION

Outcomes:

- Annual culture survey shows all UK Sport people feel **psychologically safe, more included and valued** in the workplace
- EDI WG and ARG 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 and EDI working Groups Data, Standards and Surveys	4.1 Establish and maintain an Anti-Racism Group (ARG) which is open to all Board and staff members and implements a targeted action plan following internal discussions and review of 'Tackling Racism and Racial Inequality in Sport' (TRARIIS).	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
	4.2 Establish and maintain an EDI Working Group to steer and help implement organisation-wide EDI activity, based on the cross-organisational EDI strategy.	Deputy CEO and Head of Sporting System	A strategic programme of measurable activities furthers EDI in UK Sport, making tangible difference	Ongoing
	4.3 Increase EDI data disclosure rates achieved in the "Count me in!" campaign to above 80%.	Directors Team	A fuller picture of the diversity of our workforces is gained to inform interventions and enable us to measure the effectiveness and impact of our remedial action	November 2022
	4.4 Work towards Inclusive Employers' national inclusivity standards.	Senior EDI Advisor	To access external expertise, improve our practices and gain public recognition for progress in this area	First submission on Inclusive Employers' Foundation standard to be completed by February 2022
	4.5 Ensure our peoples' views about levels of inclusion and belonging at UK Sport are captured as part of UK Sport's People Plan, and incorporate actions (drawn from those findings) within this plan.	People Director	Annual culture survey to determine whether at UK Sport, people feel psychologically safe, more included and valued	Ongoing
Culture	4.6 Ensure that Board and SLT effectiveness reviews incorporate work to gauge the degree to which there is a culture of inclusivity in those groups.	Chair/CEO/Deputy CEO	Areas of improvement and progress are identified at the leadership of the organisation	Ongoing
	4.7 Based on staff interest/demand, set up Employee Resource Groups (ERG) for underrepresented groups.	All Staff	Peer group support is established, providing a sounding board for their needs and serve as internal consultants/agents on EDI issues	May 2022
	4.8 Review our policies and procedures on bullying, harassment and discrimination to ensure they reflect our zero-tolerance approach and capture EDI issues. If required, create a toolkit for staff and line	Deputy CEO/People Director	Nurture an organisational culture where people feel respected and comfortable being themselves, free from discrimination, offensive behaviour or bullying. To ensure	tbc

	managers; deal with any complaints quickly and appropriately.		all staff are clear on what constitutes unacceptable behaviour and how to deal with any reported incidents	
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