Diversity and Inclusion Action Plan

2021-2024

Creating lasting change
Being part of the solution
Contents

1 Chief executive’s welcome 3
2 Board champion statement 5
3 Introduction 6
   3.1 Purpose 7
   3.2 Our public pledges 9
   3.3 Our statutory duties 9
   3.4 How does the plan work? 10
   3.5 What are the key ambitions for the plan? 10
4 Our Plan 11
   4.1 Leadership – creating and sponsoring a climate for change 12
   4.2 Attracting, progressing and retaining diverse talent 14
   4.3 Wider change through employee engagement and learning 16
   4.4 How we all have a role to play 17
   4.5 The key roles in our inclusive ecosystem 18

Appendices 19
   Appendix 1 – Year Four, 2024 20
   Appendix 2 – Progress since 2021 35
   Appendix 3 – Inclusion and diversity practices at Sport England 39
   Appendix 4 – Staff composition 43
   Appendix 5 – Statutory responsibilities 47
   Appendix 6 – Tackling Racism and Racial Inequality in Sport (TRARIIS) 48
   Appendix 7 – Our accreditations 49
Chief executive’s welcome

Through our words and actions, we’re creating the climate, and becoming both sponsors and role models, for the future we want to build.

This Diversity and Inclusion Action Plan clearly sets out our ambitions as an organisation and it is entering its fourth year of a four-year plan.

Our plan aims to be ambitious, in both changing behaviour and making progress.

Importantly, it describes what this means in practice: creating a climate for change, and setting ourselves targets to be more representative of British society today.

We’ll achieve this by being more self-aware and crucially by attracting, progressing, and retaining diverse talent.

It’s hugely important to me that all employees are treated fairly and with respect and that they can flourish and reach their full potential. This means ensuring we deliver on a wide range of workplace outcomes for staff, around recruitment, progression, and our decision-making processes in relation to roles and structure.

Inequality cannot be tackled by one-off disconnected initiatives – our action plan is therefore intended to look across our actions and translate them into tangible impact and results.

We monitor and report on progress annually and remain focused on achieving our goals at all staff levels across Sport England.

Reflecting on our progress in 2023 we’ve increased staff awareness of culture and respect for each other, emphasising the significance of positive working environments and relationships.

We’ve enhanced our flexible working policies, with good feedback from staff, but recognise the challenges of working in a more hybrid fashion and how we can improve this.

We have strong data from our internal staff surveys and our own staff monitoring data, where our internal benchmarking tells us we’ve had an increase in our staff representation and particularly from job applicants. But we acknowledge there is still more to do to reach our organisation’s goals to be representative of British society.

Tackling inequality is at the heart of our 10-year strategy, Uniting the Movement.

Our equality, diversity and inclusion work is intrinsically linked to this strategy – and the role leadership will play in delivering our ambition is, therefore, critical.
We’ve received positive independent external feedback on the plan itself and our work to deliver it – with recommendations that enable us to focus and set some new equality objectives in 2024.

We have an opportunity to set bolder representation targets and alternative ways in which we can consider representation with innovative actions to improve.

What challenges do we recognise we face? Engagement with our diversity and inclusion work is collective; we want everyone in the organisation to appreciate the role they play. We need to create more opportunities for engagement with our plan of work, so that everyone feels they have been involved in its journey and the areas of focus as an organisation, in their teams, and individually.

Notwithstanding our equality, diversity and inclusion journey over the past three years, I hope that we’ve set out an agenda for real change in this plan. It’s a catalyst for change that needs to be understood at every level across the organisation.

These are our equality priorities and everyone in the organisation plays a critical role in achieving them. There’s real power in us all working together to make progress: ensuring we create lasting change so that everyone feels valued and can thrive in our organisation.

Tim Hollingsworth
Chief executive
The review and update of the Sport England Diversity and Inclusion Action Plan reflects the ongoing commitment to learning, improving, and remaining relevant.

Sport and physical activity must be open and accessible to all as it has a fundamental role to play in the nation's physical and mental health.

As well as being Sport England’s Board Champion for equality, diversity and inclusion, I'm also a South Asian woman and guardian to my older, disabled brother.

The review and update of the Diversity and Inclusion Action Plan reflects the ongoing challenges in society which continue to impact access and participation in sport and physical activity. Tackling these inequalities requires a competent, compassionate, and representative workforce.

At Sport England, a more diverse Board continues to focus on enabling long-term, systemic change that will create further opportunities for more people. Changes in organisational practice and culture are critical to achieving a diverse, inclusive workforce at every level.

Progress has continued in implementing the Diversity and Inclusion Action Plan. These actions remain critical in ensuring Sport England is in the best position to advance the ambitions of its strategy ‘Uniting the Movement’, which places tackling inequalities at its core.

But the pursuit of parity internally and externally in sport and physical activity must be constant and relentless. It must be driven at an organisational level and valued individually.

This updated plan draws on broad consultation. In particular, our employee and equality networks have regularly engaged in valuable discussion.

The issues we face are complex. Our approach will need to constantly evolve. Maintaining the checks and challenges of our approach within and outside the organisation is essential to achieving positive and sustainable change.

The challenges we face in sport and physical activity are deeply connected to wider inequalities that we cannot ignore. But we know that sport and physical activity play a powerful role in connecting communities and improving quality of life.

This isn’t just about fairness: there’s an economic imperative to being relevant to and representative of the communities we serve.

Rashmi Becker
Board champion for equality, diversity, and inclusion
Section 3

Introduction

We’re committed to creating sustainable, lasting change in our approach to equality, diversity and inclusion, and our internal Diversity and Inclusion Action plan is our roadmap to making this a reality.
Our plan aims to:

• Be ambitious in changing our behaviours and ensuring we make progress in advancing equality within our organisation
• Be inclusive in our daily interactions and decisions, and act as the catalyst to create opportunities that support our employees’ career development and progression
• Be measurable and regularly reviewed by our internal Equality, Diversity and Inclusion group, and our Board and Executive members.

3.1 Purpose

Our long-term strategy, Uniting the Movement, has a vision to imagine a nation of more equal, inclusive, and connected communities – a country where people live happier, healthier and more fulfilled lives. This vision translates into how we want our own employees to feel about their employment and will form the basis of our People & Culture Strategy, which places our values and equality, diversity and inclusion at its heart.

Our goal is to create an inclusive culture where everyone accepts and views as a strength the difference we all bring to our organisation. We want all our employees to thrive, as they’re our greatest resource and key to the successful implementation of our strategy.

We’re setting ourselves ambitious targets around equality, diversity and inclusion as creating a diverse and inclusive workplace is an ongoing journey. We know that our workforce isn’t as diverse as we would like it to be, and we recognise that wider societal issues will impact upon us as an employer.

Our Diversity and Inclusion Action Plan is our roadmap to delivering these ambitions. It takes an internal perspective of our organisation whilst maintaining a critical awareness of our role in modelling inclusive behaviours across the sports and physical activity sector.

Although we’ve made progress in representation this isn’t enough. We’ve announced our ambition to attract new people, progress and retain existing talent from culturally diverse backgrounds and we’re agreeing specific targets, based on ONS data, for ethnic minority representation over the next five years. **We aspire to be representative of British society today.**

This isn’t our only goal as we also strive to meaningfully reflect the disabled and LGBTQ+ communities.

Our plan isn’t only about representation. The experience of our employees in the workplace is just as key and we want all our employees to feel included, progress and be supported at work. It’s important to us that all voices are welcomed and heard, and we all have shared responsibility for making this a reality.
One of our four values is, **We Are... Inclusive**. This value is paramount in supporting our belief that everyone should have the right to benefit from sport and physical activity regardless of age, background or ability.

In terms of an inclusive culture, we know that by being more diverse we’ll make better decisions, be better able to meet the needs of the breadth of audiences we serve and, ultimately, actively reduce the inequalities present in sport and physical activity.

Our inclusive value echoes what our employees have told us:
- we value diverse perspectives and treat everyone with dignity and respect
- we feel able to share our ideas, and we listen to the voices of others
- we respect each other, always mindful of the impact of our thoughts, words and behaviour.

Our Diversity and Inclusion Action Plan encourages our employees and teams to explore our inclusive value and to understand how we’ll further support employees to develop the behaviours that are expected of them. Additionally, we expect regular discussion of all our values and this forms a cornerstone of our Coaching and Valuing Performance Framework.
3.2 Our public pledges

Not only does our long-term strategy have a strong commitment to equality, we’ve made public pledges on how we want to champion equality, diversity, and inclusion throughout our people practices as an employer. These pledges are enshrined through our commitments to:

- the Race at Work Charter
- the Disability Confident Employer Scheme
- the Mindful Employer scheme.

These pledges are more than just plaques on our walls – they provide us with strong frameworks to work within, and the guidance to help us make sustained progress and lasting change.

3.3 Our statutory duties

Not only is having equality, diversity and inclusion ambitions the right thing to do, it also complies with our statutory duties under the Equality Act 2010, and our specific equality duties as a public body – such as adhering to the annual Gender Pay Gap Information Regulations 2017, in addition to Equal Pay Audits.

As a public body our equality duties mean we must:

- publish our equality objectives
- annually report our progress towards achieving our objectives
- work towards eliminating discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between people who share a protected characteristic and people who don’t.

Further details on our statutory obligations can be found in Appendix 5 and these will be built into our annual delivery plans.
3.4 How does the plan work?

Our Diversity and Inclusion Action Plan articulates our widest ambitions and commitments over a four-year period.

It’ll be accompanied by practical annual plans highlighting specific equality objectives and goals – some of these objectives will be about maintaining our current position, while others will be about where we need to make progress if we identity gaps between where we’re now and where we want to be in the future.

Our plans will be developed by taking an evidence-based approach to understanding our position on an annual basis through analysing the various forms of data we collect, and by seeking intelligence on what we could do differently as we move forward.

Our analysis won’t only review staff demographic data but also seek insight into our success in building an inclusive culture. It’ll gain the views of the Equality, Diversity and Inclusion Group, our trade union and employee networking groups, as well as reviewing the results of our employee engagement surveys.

This in-depth analysis will also enable us to measure, and therefore celebrate our success and hold ourselves to account, and to take remedial action if the pace of our progress slows.

Our plans will be published both internally and externally and we’ll report on our progress annually. Communication and engagement with our employees is key and each annual plan will be supported by a communications and engagement plan.

This is a focused action plan and work around agile working and wellbeing can be found in the relevant parts of the People Strategy. As part of the Race at Work Charter, zero tolerance of harassment and bullying is included – however, most debate around this sits within our relationship with our trade union, PCS, and Whitley Council meetings.

Other documents that reflect our ongoing commitment to diversity but fall outside of this plan include our family-friendly policies and other matters relating to individual grievances and contracts of employment that have regulatory underpinnings.

3.5 What are the key ambitions for the plan?

These are the equality objectives we’ve identified as priorities over the next four years:

1. Leadership creating and sponsoring a climate for change
2. Attracting, progressing and retaining diverse talent
3. Wider change through employee engagement and learning

While we’ve prioritised these themes, we continue to support areas of work being implemented within our wellbeing priorities – another key area of our People Strategy.
Section 4

Our plan
4.1 Leadership – creating and sponsoring a climate for change

Why is leadership important?

Our leadership team has already strongly signalled a public commitment to equality, diversity and inclusion in employment through our external partnerships and our leadership behaviours.

Additionally, the integral role of equality within our strategy, Uniting the Movement, demonstrates the leadership team’s determination to build and foster an organisation that’s truly inclusive of all people and of all backgrounds.

Our team knows that diverse organisations can be more effective, and that building an environment where everyone – from any background – can be their authentic self at work is simply the right thing to do.

Our leaders understand leadership needs to be seen through the lens of inclusion, they make it clear that supporting equality in the workplace is the responsibility of all leaders. Of course, leadership can be found in different parts of the organisation and we all have an immense role in fostering our inclusion efforts.

Our leadership team is committed to addressing the recommendations of Tackling Racism and Racial Inequality in Sport (TRARIIS). Further details on TRARIIS can be found in Appendix 6.

Finally, having diversity in leadership communicates to staff that there’s a pathway to leadership and shows them a concrete example of what it looks like.
How will we support leaders over the next four years?

In our annual delivery plans we’ll highlight specific actions, which will centre on building positive inclusive leadership behaviours for the forthcoming 12 months.

Typically, activity will encourage leaders to:

- demonstrate the inclusive leadership behaviours, found in our leadership model
- respect individuals, listen carefully, and builds positive relationships
- actively engage diverse voices
- seek to understand others difference and the causes of conflict
- understand people’s lived experience and build empathy
- keep everyone in the team included and connected, regardless of their work pattern or location
- actively appreciate everyone’s efforts
- support the implementation of the TRARIIS self-assessment framework, through the leadership team and for all colleagues at Sport England

- Executive Directors will work with their leadership teams on an annual basis to agree directorate goals and actions that promote anti-racism. This will include reviewing progress on the implementation of the TRARIIS Race Equality Framework
- develop their own inclusion goals and support activities that drive the development of our employees to act as a local catalyst for change
- share progress with their teams and celebrate success
- hold team members to account on all equality, diversity and inclusion matters and on our We are... Inclusive value and through our Coaching and Valuing Performance framework.

Further details of our full leadership model can be found on our staff intranet.
4.2 Attracting, progressing and retaining diverse talent

Why is attracting, progressing and retaining diverse talent important?

We are committed to building a diverse organisation, with an inclusive culture, and authentic, visible leadership at every level. Our strategy has an ambition to attract new and retain existing talent from Black, Asian and ethnic minority groups. But this isn’t our only ambition – we want our workforce to reflect all sections of society as we know that this will have positive outcomes for us.

To recap our inclusive value, we strongly believe that as a diverse employer we will better understand our sector and the communities we serve. We believe that:

- our diverse teams will perform better and will be more able to harness innovation and;
- as a diverse organisation, we’re more likely to have an engaged workforce that attracts and retains talent.

Our activity in this area will be multifaceted to support both new recruitment and create an inclusive culture to retain and progress talent.

How will we achieve a more diverse talent pool?

In our annual delivery plans we’ll highlight specific actions for the forthcoming 12 months and these actions will centre upon how we can attract and retain talent, both internally and externally, from under-represented groups.

Positive recruitment practices will continue to be important. These help us to find the right people with the right skills and abilities for the right roles at the right time. Recruitment is a critical activity for us and if we get it right, this will drive diversity within our workforce. Typically, activity will include:

- setting targets or goals on an organisational and directorate level and reviewing these annually
- continuing to support and develop inclusive recruitment practices to remove any barriers from employment and encourage under-represented applicants through positive action
- exploring how we can diversify our candidate pool through apprenticeships, paid internships and other training opportunities
- reviewing what positive action can be considered to progress and develop talent internally.

Ambitious goal

Having an ambitious goal to be more representative of our wider society will increasingly be important for us. Whereas previously we agreed to seek to improve the diversity of our workforce year-on-year, moving forward, through our plan, we wish to set a clearer, internally focused target for measurable change over a more defined period of time – specifically to ensure a continued focus on the issue of under-representation.

Our ambition:

- is realistic but stretching – given our profile, hiring and turnover trends
- has the visible support of leaders and the wider engagement of all colleagues
- is supported by action plans to deliver the targets and it’s regularly monitored.
**How will we retain diverse talent?**

If we achieve our ambitions to attract more talent from under-represented groups, it’s important that we don’t develop a revolving door of talent. To prevent this, we need to focus upon building an inclusive culture and provide progression and developmental opportunities for under-represented groups. Of course, it’s important that development is obtainable for **all our employees** as we want everyone to thrive, grow and enjoy their roles and in so doing deliver our strategy, Uniting the Movement.

In our annual plans, we’ll focus upon developing an inclusive culture by:

- building a strong onboarding process
- rolling-out initiatives to root out, challenge and eliminate any inequalities in the employee lifecycle
- continuing to support our employee networking groups who help us to amplify diverse voices across our organisation
- through our staff engagement surveys and focus groups, continuing to gather data about the culture within our organisation
- continuing to support positive action initiatives to help career development and progression for under-representative groups (such as BITCs Mentoring Circles, our internal Activate Programme and secondments)
- through new mentoring guidance and our appraisal scheme, encouraging all our employees to fully reach their potential.
4.3 Wider change through employee engagement and learning

Why is engagement with our colleagues important?

The engagement of colleagues more widely remains important as achieving our goals around diversity and inclusion needs collective action, ownership, and accountability from across the organisation. This is of paramount importance in encouraging our employees to develop the behaviours championed in our value, *We are... Inclusive* and driving forward an inclusive culture.

Additionally, ensuring all our employees have opportunities to learn and grow supports our wider goals to have an engaged workforce which thrives and is happy. Engaged employees tend to be more motivated and productive and are likely to be greater advocates for our organisation and our strategy, Uniting the Movement.

How will we achieve greater engagement in our diversity ambitions?

In our annual delivery plans we’ll highlight specific actions for the forthcoming 12 months. These actions will centre upon encouraging our employees to learn more about different topics in this field, use a perspective-taking approach and utilise this learning in their everyday working lives. Typical areas of focus will be:

- initiatives to raise awareness of diverse cultures to support colleagues in their roles to deliver our long-term strategy and to create a community of learning. Current examples include ‘Be an Active Bystander’, raising awareness of the Disability Confidence scheme; Let’s Talk about Race and other areas
- an annual programme of learning and development opportunities (in-person, remote and via our internal learning and communication platforms)
- encouraging staff to talk about our *We are... Inclusive* value as part of our Coaching and Valuing Performance Framework and the TRARIIS self-assessment framework.

Human Resources and Development Team
Reviewed in March 2024
4.4 How we all have a role to play

Our plan takes an ‘ecosystem approach’ – this is crucial and involves us all. It’s important that everyone in the organisation collaborates within our ecosystem and is committed to living our *We are... Inclusive* value by:

- listening to and welcoming diverse voices
- demonstrating inclusive behaviours and advancing equality and diversity
- championing respect, fairness, and dignity at work
- support learning for everyone enabling them to thrive at work

- valuing relationships with different groups and recognising the intersectionality. Each of us has a myriad of identities that overlap and intersect in dynamic ways to gain a deeper understanding of different perspectives.

We believe that there’s real power in us all working together making progress to effect change. However, some people have specific roles within our ecosystem.
## 4.5 The key roles in our inclusive ecosystem

<table>
<thead>
<tr>
<th>Role/Group</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chief Executive</strong></td>
<td>Provides strong purposeful leadership on all equality, diversity and inclusion matters</td>
</tr>
<tr>
<td><strong>Board champion equality, diversity and inclusion</strong></td>
<td>Represents the views of the Equality, Diversity and Inclusion Group at Board level and conversely the views of the Board to the wider organisation</td>
</tr>
<tr>
<td><strong>Chief Strategy Officer</strong></td>
<td>Executive with responsibility for all internal equality, diversity and inclusion matters</td>
</tr>
<tr>
<td><strong>Strategic lead HR and development</strong></td>
<td>Lead for all internal equality, diversity and inclusion matters related to our role as an employer</td>
</tr>
<tr>
<td><strong>Diversity and inclusion manager</strong></td>
<td>Subject matter expert on equality, diversity and inclusion issues relating to our role as an employer</td>
</tr>
<tr>
<td><strong>Employee networks</strong></td>
<td>Our networking groups amplify diverse voices and engage with colleagues within the ecosystem</td>
</tr>
<tr>
<td><strong>Allies</strong></td>
<td>Visible advocates and allies of everyday inclusion who act at all times. Allies learn about their role and this can be done through education, examining biases, and becoming someone who intervenes instead of being a bystander</td>
</tr>
<tr>
<td><strong>Executive director for policy &amp; integrity and Equality, diversity and inclusion in sport director</strong></td>
<td>Leads our over-arching approach to tackling inequalities in sport and physical activity</td>
</tr>
<tr>
<td><strong>Executive sponsor for our Equality Networks and BITC Race at Work Sponsor</strong></td>
<td>Using their voices to advocate the work that needs to be done</td>
</tr>
<tr>
<td><strong>The Equality, Diversity and Inclusion Group</strong></td>
<td>The Group has oversight of internal work that we undertake to ensure that it improves equality, diversity and inclusion within our own organisation. The Group cascades information following each meeting to their directorates</td>
</tr>
<tr>
<td><strong>Senior leaders</strong></td>
<td>Leaders set expectations, shape group dynamics and role model inclusive behaviours</td>
</tr>
<tr>
<td><strong>Line managers</strong></td>
<td>Managing diverse teams ensuring fairness in decision-making, including recruitment decisions and career progression opportunities, project allocation, role modelling and challenging behaviours</td>
</tr>
<tr>
<td><strong>PCS (our union)</strong></td>
<td>A valuable contributor and partner in achieving our equality, diversity and inclusion agenda</td>
</tr>
<tr>
<td><strong>All staff</strong></td>
<td>Employees play an important role in developing inclusive workplaces. For example, calling out exclusionary behaviour and treating colleagues with fairness and respect.</td>
</tr>
</tbody>
</table>
Appendices
## Appendix 1 – Diversity and Inclusion Action Plan – Year Four, 2024

### Equality Ambition 1. Leadership

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Ensure our leadership team understand their role in driving forward our equality, diversity and inclusion ambitions</td>
<td>Leaders and their teams able to articulate why equality, diversity and inclusion is important and are clear what they need to do in creating a climate for change</td>
<td>HR Team and working with specialists</td>
<td>Ongoing</td>
<td>Coaching and Valuing Performance Framework</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Inclusive Leadership Programme and our Leadership Model as part of our appraisal process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All leaders to share a blog/email/statement/pledge detailing their ‘why’ for diversity and inclusion in their areas of work and that they are allying with DIAP</td>
<td>Executive Directors</td>
<td>Dec 2024</td>
<td>Occurrence and staff feedback to pledges</td>
</tr>
</tbody>
</table>
### Equality Ambition 1.
#### Leadership

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>As part of the Race at Work Charter individual Executive Directors to agree measurable inclusion goals</td>
<td>Individual inclusion goals as part of the Coaching and Valuing Performance Framework</td>
<td>Chief Executive</td>
<td>95% of leadership achieved inclusion goals by December 2024. Reviewed annually.</td>
<td>Coaching and Valuing Performance Framework, Inclusive Leadership Programme and our Leadership Model as part of our appraisal process</td>
</tr>
<tr>
<td></td>
<td>Research and reporting findings from the new Race at Work Charter commitments for supply chains and allyship</td>
<td>HR Team/Procurement Team/Equality Leads</td>
<td>Completed '23</td>
<td>Recommendations shared with keys stakeholders following research</td>
<td></td>
</tr>
</tbody>
</table>
### Equality Ambition 1.
#### Leadership

**Leadership – Amplifying diverse voices**

| 1.3 | For us and for our Network Executive Sponsors to continue to support the Equality Network Groups | Agree individual equality objectives with your Networks | Executive Sponsor/Equality Network Leads | Annually | Equality network leads, through their regular updates, provide content, so as to improve the findings.

<p>| Analysis of regular reporting, listening, educating, actioning, and determining next steps | Executive Network Sponsor and Networks | Annually | Annual report on findings, progress and recommendations |</p>
<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4</td>
<td>Leadership – Amplifying diverse voices</td>
<td>Following successful pilot, continue to run our Reverse Mentoring Scheme and launch cohort two</td>
<td>HR Team</td>
<td>Quarter 4 ‘24</td>
<td>Evaluation of the programme to show increased knowledge sharing and greater awareness of staff experiences across the employment journey - leading to accelerated individual and organisational development</td>
</tr>
<tr>
<td></td>
<td>Mentoring - introduce an expansion of our reciprocal mentoring scheme to assist self-directed learning and development</td>
<td>Mentoring guidance to be developed and launched</td>
<td>HR Team</td>
<td>Quarter 4 ‘24</td>
<td>Staff survey and evaluate success of the guidance in terms of meeting individual development goals</td>
</tr>
<tr>
<td>1.5</td>
<td>Share insight about sponsorship across leadership</td>
<td>Discuss sponsorship at senior leadership team</td>
<td>HR Team</td>
<td>Completed</td>
<td>Inclusive Leadership Programme evaluation</td>
</tr>
<tr>
<td>Number</td>
<td>Goal</td>
<td>Action point</td>
<td>By whom</td>
<td>By when</td>
<td>Measured by</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------------------------</td>
<td>--------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>1.6</td>
<td>Define our internal communications approach for equality, diversity and inclusion, ensuring an open culture with good communication channels</td>
<td>Communications plan to be agreed leading to regular updates across the business to include Chief Executive, Board and Equality, Diversity and Inclusion Group work</td>
<td>Digital, Marketing and Communications Team</td>
<td>Quarter 4 ‘24</td>
<td>Staff engagement ED&amp;I Group consultation</td>
</tr>
<tr>
<td>1.7</td>
<td>As part of the Race at Work Charter demonstrable commitment at Board level to zero tolerance of harassment and bullying</td>
<td>Statement and support for our Dignity at Work initiatives to be incorporated into the Dignity at Work and Code of Conduct policies</td>
<td>Executive Leadership Team</td>
<td>Completed ‘24</td>
<td>Staff Engagement Survey and successful completion of the Dignity at Work Programme</td>
</tr>
<tr>
<td>Number</td>
<td>Goal</td>
<td>Action point</td>
<td>By whom</td>
<td>By when</td>
<td>Measured by</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
<td>--------------</td>
<td>---------</td>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>1.8</td>
<td>Raise awareness of Dignity at Work with all employees to support understanding and engage with inclusion in our day to day interactions reflecting respect and dignity for all colleagues against our <strong>We are... Inclusive</strong> value</td>
<td>Procure and deliver our ‘Building an inclusive workplace climate’ engagement programme (extension of previous initiatives for line managers)</td>
<td>HR Team</td>
<td>Completed ‘23</td>
<td>Staff Engagement Survey</td>
</tr>
<tr>
<td></td>
<td>Roll out our Continuing Conversations programme</td>
<td>Staff to feel informed about their responsibilities confident and prepared to approach workplace bullying, harassment and incivility, and having been provided with the capability, knowledge, resources and tools needed to do so</td>
<td>HR Team</td>
<td>Annual ongoing</td>
<td>Staff engagement survey and number of complaints</td>
</tr>
</tbody>
</table>

HR Team working with key stakeholders

Where everyone in their team comes together to discuss their experience of the working climate in their particular team. Teams will be invited to develop a Team Charter and regularly reviewed to check on progress.
<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.9</td>
<td>Gender Pay Gap Reporting</td>
<td>Leadership specific communications to help raise awareness and transparency of the report</td>
<td>HR Team</td>
<td>Annual ongoing</td>
<td>Staff engagement</td>
</tr>
<tr>
<td></td>
<td>Ethnicity Pay Gap Reporting</td>
<td>Publish our pay and gender pay and ethnicity pay gaps</td>
<td>HR Team</td>
<td>Annual ongoing</td>
<td>Understanding and closing gender and ethnicity pay gaps</td>
</tr>
<tr>
<td>1.10</td>
<td>Maintain our Disability Confident Employer Scheme commitments and our work with the Business Disability Forum, to support our work against the key criteria of the scheme</td>
<td>Self-assess and build into our recruiting, managing and developing people with a disability or health condition</td>
<td>HR Team</td>
<td>Ongoing</td>
<td>Staff engagement, increased awareness among line managers and all staff</td>
</tr>
<tr>
<td>Number</td>
<td>Goal</td>
<td>Action point</td>
<td>By whom</td>
<td>By when</td>
<td>Measured by</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
<td>--------------</td>
<td>---------</td>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>1.11</td>
<td>TRARIIS, support the Development Framework</td>
<td>Attendance of internal and stakeholder group workshops</td>
<td>Equality, Diversity and Inclusion Sport Director</td>
<td>Completed in 2022</td>
<td>Regular attendance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TRARIIS Self-Assessment Framework is completed by all colleagues at Sport England. Executive Directors will commit to annual review of anti-racist approaches within directorates and will publish these internally</td>
<td>Executive Directors with their teams</td>
<td>Ongoing</td>
<td>Measurement, evaluation and reporting through the self-assessment framework</td>
</tr>
<tr>
<td>Number</td>
<td>Goal</td>
<td>Action point</td>
<td>By whom</td>
<td>By when</td>
<td>Measured by</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
<td>--------------</td>
<td>---------</td>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Attracting Diverse Talent</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Continued support for our inclusive recruitment practices, launched in 2020</td>
<td>Regularly review the success of current practices in recruiting diverse talent</td>
<td>HR Team</td>
<td>Ongoing</td>
<td>Half-yearly reporting of new starters and recruitment statistics to our Equality, Diversity and Inclusion Group/ Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>External Inclusive Recruitment Audit</td>
<td>HR Team</td>
<td>Completed ‘23</td>
<td>Incorporate any learnings into our recruitment processes</td>
</tr>
<tr>
<td>2.2</td>
<td>Review the attractiveness of our careers page and the inclusive messages conveyed</td>
<td>Survey of new starters and working with specialist organisations</td>
<td>HR Team</td>
<td>Quarter 4 ‘24</td>
<td>Number of diverse applicants</td>
</tr>
<tr>
<td>2.3</td>
<td>Ambitious goal-setting targets by ethnicity and disability over a five-year period</td>
<td>Organisational targets agreed and published on our website</td>
<td>ED&amp;I group/ Executive Directors/ HR Team</td>
<td>Ongoing and yearly review</td>
<td>HR dashboard, trends and reported to Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ongoing target discussions. Options paper for approval by our Executive Team/Board</td>
<td>HR Team</td>
<td>Completed ‘23</td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>Goal</td>
<td>Action point</td>
<td>By whom</td>
<td>By when</td>
<td>Measured by</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
<td>--------------</td>
<td>----------</td>
<td>----------</td>
<td>------------------------</td>
</tr>
<tr>
<td>2.4</td>
<td>Research and report findings for non-traditional routes into our organisation</td>
<td>Explore the creation of an apprenticeship or work placement scheme</td>
<td>Strategic lead, HR and directorates</td>
<td>Completed</td>
<td>Approval of proposal</td>
</tr>
<tr>
<td></td>
<td>Supporting TRARIIS</td>
<td>Executive Directors will update through the annual review on race equality action of directorates</td>
<td>Executive Directors and their leadership teams</td>
<td>Annually</td>
<td>Achievement of targets</td>
</tr>
</tbody>
</table>
### Equality Ambition 2.
**Attracting, progression and retaining diverse talent**

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td>Greater transparency of equality data in recruitment and staff profile</td>
<td>Creation of HR dashboard on recruitment and employee data</td>
<td>HR Team</td>
<td>Completed</td>
<td>Number of diverse applicants and appointments</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Completed Feb ’23 and shared regularly thereafter</td>
<td>Positive action to address under-representation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sharing the dashboard with decision makers on an annual basis</td>
<td>HR Team</td>
<td>Dec ‘24</td>
<td>Comparisons to internal/external benchmarks and best practices to identify areas of strength and areas for improvement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Investigate how we can collect social mobility variables and caring data and use this to inform decisions about attraction and retention</td>
<td>HR Team</td>
<td>Dec ‘24</td>
<td></td>
</tr>
</tbody>
</table>
## Equality Ambition 2.
### Attracting, progression and retaining diverse talent

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6</td>
<td>Positive action initiatives to develop existing employees and build a talented pipeline from within</td>
<td>External mentoring programmes, secondments, and our internal Activate programme</td>
<td>HR Team</td>
<td>Ongoing</td>
<td>Evaluation and progression</td>
</tr>
<tr>
<td>2.7</td>
<td>Employee experience – we’ll never lose sight of our employees’ experiences and voice</td>
<td>Through our staff engagement surveys and focus groups we’ll continue to gather data about the culture of working within our organisation</td>
<td>HR Team</td>
<td>Every 12-18 months</td>
<td>Staff Engagement Report by directorate and groups</td>
</tr>
<tr>
<td>2.8</td>
<td>Achieve the Moving to Inclusion Framework</td>
<td>Review by development pillars: Leadership, Culture, Experience, Relationships and Communication. These pillars form the base of the ‘Moving to Inclusion’ Self Diagnostic Tool and a series of self-reflection diagnostic indicators that will enable Sport England to consider areas of strength and areas for improvement</td>
<td>Working group</td>
<td>Dec ’24</td>
<td>The framework provides supportive suggestions for improvement in these self-identified areas, which feed into continuous improvement planning and implementation</td>
</tr>
<tr>
<td>2.9</td>
<td>Equal pay</td>
<td>Regular Equal Pay Audit and ethnicity pay gap reporting</td>
<td>HR Team</td>
<td>Completed March ‘24</td>
<td>Progress report to Executive and Board</td>
</tr>
</tbody>
</table>
### Equality Ambition 3.  
**Wider employee engagement and learning**

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Increasing awareness of diverse cultures and backgrounds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Continue with equality training for all staff to increase awareness</td>
<td>Voluntary rolling training and raising awareness programme promoted</td>
<td>HR Team</td>
<td>Ongoing</td>
<td>Evaluation forms</td>
</tr>
<tr>
<td></td>
<td>and build inclusive skills</td>
<td></td>
<td></td>
<td></td>
<td>Staff Engagement Survey</td>
</tr>
<tr>
<td></td>
<td><strong>Measurement and engagement</strong></td>
<td>Develop eLearning pathways</td>
<td>HR Team</td>
<td>Dec ’24</td>
<td>Engagement and evaluation report</td>
</tr>
<tr>
<td></td>
<td><strong>Offer regular updates on organisational progress towards anti-racism</strong></td>
<td>Offer regular updates on organisational progress towards anti-racism, through TRARIIS five themes for action and the self-assessment framework</td>
<td>Executive Directors</td>
<td>Annually</td>
<td>Annual report</td>
</tr>
<tr>
<td>3.2</td>
<td>Duty to adjust and provide ongoing and anticipatory support</td>
<td>Review our Workplace Adjustment Policy</td>
<td>HR Team</td>
<td>Completed ‘23</td>
<td>Staff satisfaction and validation by external experts Business Disability Forum</td>
</tr>
<tr>
<td></td>
<td><strong>Workplace adjustments and comprehensive support in providing an inclusive and barrier-free workplace</strong></td>
<td>Soft launch the ‘This is Me’ profile</td>
<td></td>
<td>Completed ‘23</td>
<td>Staff feedback</td>
</tr>
<tr>
<td></td>
<td><strong>Line manager training and staff communications</strong></td>
<td>Line manager training and staff communications</td>
<td></td>
<td>Ongoing</td>
<td>Line Manager feedback</td>
</tr>
</tbody>
</table>
### Equality Ambition 3.
**Wider employee engagement and learning**

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal</th>
<th>Action point</th>
<th>By whom</th>
<th>By when</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Increasing awareness of diverse cultures and backgrounds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Engagement with colleagues through continued support for employee networking groups and allies</td>
<td>Regular meetings</td>
<td>Equality Leads</td>
<td>Ongoing</td>
<td>Membership and measuring success</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Allies programme to be considered as part of our BITC Race at Work Charter</td>
<td>Executive Sponsor and Allyship Co-Leads</td>
<td>Quarter 4 ‘24</td>
<td>Evaluation of programme</td>
</tr>
<tr>
<td>3.4</td>
<td>A programme of engagement/seminars/training on topics in the workplace led by experts in this field, helping to raise awareness, empathy, change behaviours and support inclusion at our organisation. We will offer race equality training to support TRARIIS</td>
<td>Existing equality and diversity schedule of training to be reviewed, and embedded within the wider learning and development schedule of training</td>
<td>HR Team</td>
<td>Regularly reviewed</td>
<td>Staff engagement Evaluations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inclusion by Design staff training</td>
<td>Equality, diversity and inclusion in Sport Director</td>
<td>Dec ‘24 and ongoing</td>
<td>Staff evaluations and impact on areas of the framework</td>
</tr>
<tr>
<td>3.5</td>
<td>On–line equality, diversity and inclusion training to be reviewed and benchmarked against new providers</td>
<td>A review sub–group to be set up</td>
<td>HR Team</td>
<td>Dec ‘24</td>
<td>Recommendations to be brought to the Equality, Diversity and Inclusion Group</td>
</tr>
<tr>
<td>Equality Ambition 3.</td>
<td>Wider employee engagement and learning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.6 We aim to make educational materials available through SharePoint and encourage personal responsibility for developing knowledge and literacy in diverse topics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Materials to be uploaded in SharePoint in readiness for sharing more widely and increasing visibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HR Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quarter 2 ‘24</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff engagement/ feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To increase awareness amongst managers on equality related topics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Briefings on recent cases to be added to SharePoint</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HR Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dec ‘24</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Line manager feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2 – Progress since 2021

Diversity and Inclusion Action Plan

Our Diversity and Inclusion Action Plan is always evolving, a continuous process of improvement, not a one-off initiative and can be challenging. We’ve been working intensively to reach our inclusion goals – both in terms of our workforce composition, and to ensure that our employees have opportunities to raise their awareness and understanding of inclusion through formal and informal learning programmes.

The DIAP was launched in July 2021, and the first activities within the plan were delivered towards the end of 2021. We measure our achievements through our employee engagement survey and data collected from other sources including via exit interviews, appraisals, learning evaluations and the recruitment, retention and progression data we capture.

Our staff engagement results were very positive, and our goal is to maintain these as we face challenges as an organisation, such as inflation.

Key achievements

1. Building an Inclusive Workplace Climate

In September 2023 we launched our ‘Building an Inclusive Workplace Climate’ programme. The programme emphasises the significance of positive working environments and relationships, ensuring everyone can have the best experience at work.

Through our words and actions, we want this to be a culture where everyone feels engaged, motivated, respected, and included.

The training will continue to be embedded within local teams through a cascade ‘Continuing Conversations’ session running in 2024, where teams will be asked to reflect on the programme, what needs to continue or change, and will be invited to create a Team Charter.

As part of the Code for Sports Governance, our organisation’s own Diversity and Inclusion Action Plan was submitted for moderation, a process of external assessment by a group of professionals and academics, independent of Sport England, who are reviewing all sports DIAPs.

The DIAP was evaluated for quality in the areas of Strategy and Leadership, Governance, Representation, Stakeholder participation and Data.

We received a positive Moderation Report.

3. Inclusive Recruitment Audit

We procured an Inclusive Recruitment Audit, working with diversity specialists Pearn Kandola. The report outlined the best-practice principles for each stage of the recruitment process, the strengths and risks associated with Sport England’s recruitment process and recommendations for improvements to the process.

The audit was favourable in many areas, and specifically identified no disproportionate impact for race/ethnicities but did recommend some wider actions such as reviewing our inclusive recruitment training [currently online] and other areas relating to competencies and already part of our People & Culture Strategy. We are also exploring our brand.

4. Inclusive Leadership Programme

The programme delivered to 89% of our senior managers was designed to help our leaders gain a practical understanding of Inclusive Leadership.

Participants were encouraged to discover the connection between creating a more inclusive environment and enhancing team effectiveness.

The programme was rated by 90% of participants as either “meeting” or “more than meeting” their expectations. Reported learnings included:

• “Being more self-aware of my actions to ensure that I am inclusive.”
• “Focus on my relationships and how I can create a dynamic for everyone to flourish”
• “Reflect on my own style and how I need to adjust this to be inclusive.”

We’ll ask if this programme has embedded and led to behaviour change through our employee-engagement survey, and via our appraisal processes. We’re encouraging all our leaders to receive feedback on our value **We are... Inclusive.**
5. Reciprocal Mentoring Scheme

Launched in September 2021 with 11 pairings, the topics discussed included race, age, disability, gender and pregnancy/maternity. The scheme aimed to enrich and empower both individuals by bridging the gaps between our senior and our more junior employees, accelerating development and increasing awareness of staff experiences both inside and outside of the workplace.

Our scheme evaluations have told us that participants, both mentees and mentors, valued this initiative, with individuals able to focus on their bespoke learning goals. The results showed that 90% would encourage other employees to participate in the future. Reported key learnings included:

- “I grew more confident after participating as I learnt a lot about my own skills as a mentor.”
- “I realised it was ok to voice a different opinion which was not the norm to ensure that any decision includes a cross-section of colleagues.”

We’re looking to expand this programme as the trial evidenced the benefits of mentoring and developing a learning mindset. We believe, as a reverse mentoring programme, that this scheme will also act as a positive action plan to aid career progression.

6. Gender Pay Gap Reporting

Gender pay gap reporting has brought transparency to workplace gender equality issues that need addressing, but it’s the action that follows that makes the real difference. Publishing the data is only one part of the picture – the real value of the exercise lies in the interpretation of the data, the identification of the causes of the gap, and the action taken to address any issues.

We’ve been working hard on the analysis of our data and sharing our findings internally. In 2023 we were pleased to report that both our mean and median pay gaps have decreased since last years report. While we continuing to move in the right direction we know there is some work to be done.

We are committed to continuing with our inclusive strategies including flexible working practices, family friendly policies, career path discussions through appraisal, reviewing recruitment and selection data, and analysing our people data.
7. Data and insight
We’ve developed excellent data tools to monitor our progress. We track diversity data through our recruitment and employee life-cycles, and this helps us to inform decision-making in the future. Our diversity data response rates are high. We’ve developed a new interactive data reporting tool, and we are sharing this data with our ED&I group and individual Executive Directors. This helps highlight progress towards our aspirational targets, make comparisons with ONS data and ensure regular discussion at Leadership Team level.

8. Positive Action Programmes
Other achievements include our positive action programmes – being part of the BITC Mentoring Circles programme, our internal Activate Programme and work on our Careers page to improve attraction via storytelling with videos included about what’s special and unique about working at our organisation.

9. Wider employee engagement and learning
Our learning and development on diversity topics is ongoing, so not a one-off exercise. We provide a mixture of virtual training, lunch and learns and resources. We consider how the training can be made relevant to each individual and their job role and ensure we evaluate the effectiveness of awareness training. A selection of the sessions we’ve delivered and continue to deliver through our rolling programme is provided below.

- Inclusive Leadership Programme for all senior managers 2021-2022
- Let’s Talk About Race for Strategic Leads
- Being Active Bystanders for all staff
- Micro-incivilities & Aggressions for all staff
- Neurodiversity awareness for all staff
- Menopause sessions for line managers and all staff
- Disability Confidence for Line Managers
- Disability sessions for all staff – to Share or Not to Share
- Mental Health Awareness for Line Managers
- Wellbeing for Line Managers

- Throughout the year access to a variety of webinars and resources
- A Dignity at Work Programme commenced in 2023 for all staff, line managers and our Executive Team.

Summary
In the three years of our current plan, we’ve completed many of our goals. Other actions are either ongoing, in progress with key milestones being met, or are being brought forward to the next annual action plan.

We’ve engaged across various groups, have increased the transparency of our work across the organisation and have provided raising awareness opportunities at all staff levels.
Diversity and inclusion are not new to Sport England, and we have a wealth of initiatives already in place to support our staff and our diversity ambitions. These are outlined below.

Recruitment, selection and progression

We recognise the importance of inclusion and diversity in recruiting and retaining the skills and talent we need. Positive recruitment practices continue to be important. These help us to find the right people with the right skills and abilities for the right roles.

The action we have taken:

- We’ve improved our careers site and job packs – this includes clear messaging on what equality, diversity and inclusion means to us
- Staff have made some videos for our careers page on what is special about working at Sport England
- We ensure that the wording of job descriptions and adverts is inclusive, free from bias, accessible for candidates outside of sport, and in plain English
- We use name-blind recruitment – a process to remove identifying information, such as sex and ethnicity, to avoid potential bias and encourage employers to consider candidates based on the strength of their skills, knowledge, and experience
- We’ve extended our advertising reach by promoting our opportunities to new audiences on specialist websites
- We’ve included positive action statements in our job adverts as a part of our efforts to reflect a diverse community
- We ensure the application pack includes a diversity data monitoring form that is completed by our candidates and handled in line with data protection regulations, so this is kept separately from the completed application and not shared with the panel
- We use anonymised reports that draw from recruitment data to help us understand the diverse profiles of our candidates and anonymously track who is short-listed, interviewed, and appointed. This provides us with meaningful information to guide our internal discussions and activities.
• We encourage all recruiting managers, and anyone on an interview panel, to undertake an interview skills training course, to ensure a high-quality candidate experience

• Our advice to interviewers is to keep the guidance handy and remind themselves of it before they make decisions

• To minimise bias, we use ‘nudges’ in our recruitment documents as a reminder and guide before decisions are made

• We have positive action initiatives in place to support career development, such as mentoring circles through Business in The Community (BITC) and an extension to our Activate programme, supporting career development for our more junior grades.

**Building senior commitment to inclusion**

Our senior leaders set the tone for the behaviour that is expected from our employees. And, with a drive towards increasing diversity within Sport England, attention is also being paid to how inclusive our governance structures are. We work with senior leaders to embed inclusion into the organisation’s way of doing things, highlighting the importance of inclusive leadership.

**The action we have taken:**

- Actively championed and sponsored inclusion activities
- Developed self-awareness and understanding of bias within relationships, decision making and culture
- Role-modelled inclusive behaviour in people management, and in their own leadership team
- Developed a leadership model with inclusion embedded.

**Developing our line manager capability**

We recognise that line managers play a key role in inclusion. The relationship they have with staff, and how they go about people management practices and policies, all has an impact on an employee’s opportunities and their day-to-day experiences of work.

Treating all employees with dignity and respect, supporting their learning and development, and ensuring they can have their say in the workplace is important. Managers need to ensure that there is a level playing field for their team, and support employee’s individual needs.
**The action we have taken:**
- Examine internal progression and recruitment data to ensure that there is a level playing field and address any hiring bias
- Run a development programme, Leading Inclusively, for our line managers
- Raised awareness of important topics such as race, disability, neurodiversity, LGBTQ+, menopause and wellbeing
- Provided a reciprocal mentoring programme.

**Involve all our staff in inclusion**

We aim to ensure that all Sport England staff understand and appreciate the role they play in building an inclusive workplace environment. We have clear standards of behaviour for inclusion, treating everyone with dignity and respect, and empowering our staff to challenge exclusive behaviour.

**The action we have taken:**
- We’ve run ‘Dignity at Work’ programmes for our line managers and all staff
- We’ve embedded equality, diversity, and inclusion into our induction programme
- We have eLearning on the topics of bullying and harassment (mandatory completion)
- Supported our Equality, Diversity, Inclusion Group so that it has representation from all directorates and all levels
- We work with our Equality Staff Networks
- We’ve hosted ‘Let’s Talk about Race’ sessions run by specialist providers
- We’ve incorporated our values, including *We are... Inclusive*, into our appraisal process
- Our staff development plans include diversity training. The training is essential for creating an inclusive ethos and culture
- We have run sessions on ‘Be an Active Bystander’, ‘Tackling Micro Incivilities and Aggressions’, ‘Intersectionality’, ‘Menopause’, and ‘Neurodiversity Awareness’
- As part of our wider engagement programmes, we continue to demonstrate our commitment to encouraging colleagues to be open about mental health and wellbeing.
Evaluate our policies and practices

We’ve created policies to support diversity, inclusion, and equity at Sport England. These need to be implemented by Line Managers and assisted by an inclusive workplace environment.

The action we have taken:

• We offer very generous maternity and shared parental leave pay
• We offer return to work coaching for employees returning from maternity leave or shared parental leave
• We have workplace adjustment guidance in place and provide training to support implementation
• We have developed a ‘This is Me’ inclusion profile, which provides a bespoke tool for making practical workplace adjustments for those who may need extra support, whether that be now or in the future. The aim is to be inclusive and have a positive effect on working life

We have a flexible working policy
We provide guidance on trans awareness in the workplace
We have a diversity and inclusion policy
We have a dignity at work policy.

Examine organisational culture, climate, and values

The engagement of colleagues more widely remains important, as achieving our goals around diversity needs collective action, ownership, and accountability from across the organisation. All of what we do is developed in consultation with our Equality, Diversity, and Inclusion Group, with representatives from our employee networks and staff union.

The action we have taken:

• Our **We are... Inclusive** is value embedded in the decisions we take and integrated into our appraisals
• We have clear mechanisms for feedback through our staff engagement and use annual and pulse surveys, examining results by groups
• We have a ‘Building a positive workplace climate programme’ for all staff, including our senior leadership team and line managers.
Appendix 4 – Staff composition

We are committed to building a diverse organisation, with an inclusive culture and authentic, visible leadership at every level.

We prioritise and collect good quality people data to assess the make-up of our workforce and our Board, assisting us to identify underrepresentation and solutions, so that we can focus our activities appropriately and build a diverse workforce that is reflective of society.

The data is from January 2024. Our data focuses on ethnic groups, disability (referred to as disabled/long-term conditions), gender and LGB.

Our Executive Team and Board

Our Executive Team comprises of seven members and our Board comprises of nine members.

As numbers for each are less than ten, we are unable to report the diversity breakdown due to General Data Protection Regulations (Information Commission Code of Practice).
**Employees**

**Gender**

- 56.3% Female
- 42.8% Male
- <10% Non-binary

**Ethnic group**

- 86.2% White
- 12.9% Culturally diverse backgrounds
- 0.3% Prefer not to say
- 0.6% Not known

**Age range**

- Just under two-thirds of employees are aged between 30-49 representing 61% of staff.

- 10.5% 20-29
- 26.9% 30-39
- 33.2% 40-49
- 23.7% 50-59
- 5.7% 60+
Sexual orientation

- Heterosexual: 91.6%
- LGB: 5.1%
- Prefer not to say: 2.4%
- Not known: 0.9%

Part-time employees

- 12.6%

Part-time employees by gender

- Female: 83.3%
- Male: 16.7%
- Non-binary: <10%

Disabled and long-term conditions

- Disabled: 9.3%
- Non-disabled: 87.7%
- Prefer not to say: 2.4%
- Not known: 0.6%

*GDPR rules applied
**New Starters**

These figures reflect the period from October 2020 to January 2024.

**Gender**

- **Female**: 62.6%
- **Male**: 33.7%

**Sexual orientation**

- **Heterosexual**: 85.3%
- **LGB**: 10.4%
- **Prefer not to say**: 2.5%
- **Not known**: 1.8%

**Disabled and long-term conditions**

- **Disabled**: 82.2%
- **Non-disabled**: 15.3%
- **Prefer not to say**: 0.6%
- **Not known**: 1.8%

**Ethnic Group**

- **White**: 84%
- **Culturally diverse backgrounds**: 14.1%
- **Not known**: 1.8%
Appendix 5 – Statutory responsibilities

We have statutory responsibilities – Public Sector Equality Duties, Gender Pay Gap reporting, Equal Pay Audits, Equality Act and guidance from the Civil Service Commission.

**Equality Act 2010**

We comply with equality law and implement good practice in all aspects of employment including recruitment, pay, working hours, managing staff and developing policies.


**Public Sector Equality Duties**

We’re a public sector organisation and have Public Sector Equality Duty responsibilities and due regard across all of our functions including:

- eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advancing equality of opportunity between people who share a relevant protected characteristic and people who don’t share it
- fostering good relations between people who share a relevant protected characteristic and people who don’t share it
- meeting specific Equality Duties through the publication of this Diversity and Inclusion Action Plan and through our Annual Progress Review Report.

**Gender Pay Gap Reporting and Equal Pay**

We publish details of our approach to reward externally through our Equal Pay Audits and Gender Pay Gap reporting.

www.sportengland.org/corporate-information/equality-and-diversity

Our Equal Pay Audits take place regularly and the Gender Pay Gap Report is reported annually, based on a snapshot of 31 March of the preceding year.

**Guidance from the Civil Service Commission**

It’s a requirement of the Constitutional Reform and Governance Act that selection for recruitment to the Civil Service must be on merit on the basis of fair and open competition.

https://civilservicecommission.independent.gov.uk/recruitment/
Appendix 6 – Tackling Racism and Racial Inequality in Sport (TRARIIS)

Sport England has committed to addressing the recommendations of the Tackling Racism and Racial Inequality in Sport and the Tell Your Story reports, published in June 2021. Sport England, the other home country sports councils and UK Sport have agreed to do this through the five themes for action: Leadership, Workforce, Our People, Investment and Insight.

Over the last two years, we have worked with Sport England colleagues and members of the TRARIIS Stakeholder Group to design our own race equality self-assessment framework. To reinforce our commitment to taking proportionate and appropriate action to be an anti-racist organisation, we have included key actions from our TRARIIS commitment within our Diversity and Inclusion Action Plan.
Appendix 7 –
Our accreditations /commitments

The Prince’s Responsible Business Network

disability confident

MINDFUL EMPLOYER