



DIVERSITY & INCLUSION ACTION PLAN

2024-2025

WELCOME TO OUR DIVERSITY AND INCLUSION ACTION PLAN (DIAP)



Matt Archibald

UK Sports Institute CEO

I'm excited to share the UK Sports Institute's Equality, Diversity, and Inclusion (ED&I) Strategy alongside our new Diversity and Inclusion Action Plan (DIAP). This plan isn't simply just another document, but rather a commitment to building an organisation where everyone feels valued, respected, and empowered to be their authentic selves.

At the UKSI, we know that strength and performance lie in diversity, you can see it throughout the sports we support. Everybody across the institute brings unique perspectives, experiences, and talents that we aim to embrace; and this diversity also supports our overall ED&I strategy.

We have already made some positive steps towards our ED&I goals, but we know there's still much to do. This DIAP is a roadmap that will provide clear steps and measurable goals, it is a tool to align our people and bring meaningful change, both within UKSI and across the high-performance sector.

I encourage everyone to embrace this journey and together we can create a welcoming and respectful environment for everyone that contributes to breaking down systematic barriers and further improving our collective performance.

INTRODUCTION

The UKSI's Diversity and Inclusion Action Plan (DIAP) is the action plan for our EDI (Equality, Diversity and Inclusion) Strategy. The EDI Strategy is part of our overall UKSI Strategy, Mission 2025, and [published here](#) and is delivered through the 'People' objective.

For clarity, the EDI Strategy is a long-term strategy, which will be delivered over the period 2024-2029. This DIAP provides an action plan for the first year of the strategy, i.e. for April 2024 to March 2025. All deliverables for the year are identified, and actions targeted at beyond March 2024 but which we believe are important to keep in view are shaded out in grey. We have done this to show where activity delivered in 2024 will directly inform how we move towards longer-term actions.

ABOUT OUR WORKFORCE

The UKSI workforce can be split in to four areas:

1. Sport (primarily practitioners working embedded in sports)
2. Health (a central service that focusses on health delivery)
3. Medicine (a specific discipline which has a multitude of specialist qualifications)
4. Corporate (primarily the people, finance, legal, communications, operations and administration teams)

Thinking about our workforce in this way helps to provide some insight into the unique challenges and opportunities that we may see in each area. For example, in the 'sport' workforce, we acknowledge that we do not sit in isolation from the rest of the high-performance system, and we will need to work closely with sports, with whom we recruit embedded practitioners. We also understand that there are challenges we face around recruiting more diverse science and medicine practitioners, as this industry is not particularly diverse in some areas. Equally, we see an opportunity to influence and role-model best practice within those areas. Finally, we recognise that there will be areas of the organisation, e.g. the 'corporate' workforce, that we are likely to see an increase in representation at a quicker rate as this is made up of a wide pool of individuals.



OUR COMMITMENT TO EDI

The Strategy and DIAP establish the UKSI's commitment to delivering a more inclusive culture and working environment for UKSI people, in all strategies, teams and levels, through increased diversity and equality. In our EDI Strategy, we are clear on the importance of EDI to our organisation. We have been a long-term champion of the importance of diversity in all its forms to create high-performing teams.

Our EDI Commitment is made clear in the statement of our Chair, which is [published on our website](#). EDI is a standing Board agenda item at least once a year and we have a nominated EDI Champion at Board level. At Senior Leadership Team level, there is an SLT EDI Strategy lead and an SLT EDI Champion. The Board EDI Champion meets every two months with the SLT lead for updates and discussion. The EDI strategy is a standing item on SLT meeting agendas at least twice each year. The delivery of the strategy is the responsibility of the EDI Working Group, a cross-organisation group which meets monthly to review progress and set objectives. The Working Group is supported in turn by our Employee Network Group.

In building the strategy and this DIAP, the Board and SLT have both undertaken two EDI specific sessions and by 1 April 2024 both leadership groups will have had the opportunity to review, input into and approve the documents. In addition, the Working Group has had an opportunity to review and input on two occasions. Every member of our Employee Network Group (circa 30 people) has invited to a group engagement session and a 121 strategy familiarisation session, to ensure they have had opportunity to share their views but also so that they can advocate for the strategy and DIAP and hold the Working Group accountable for its delivery. In building this document we have also assessed ourselves against the Partner Support Questionnaire as provided by the independent consultant for the process.

THE JOURNEY TO TODAY

The UKSI first introduced an EDI strategy in 2021. The UKSI set 10 year EDI ambitions in 2022, for it to achieve by 2032. These are known as our 10 Year EDI Ambitions and they reflect our intention for the UKSI workforce to be reflective of British society. In 2022, when these were originally set, our ambitions were aligned to the UK Census of 2011.

In the first few years, the strategy focussed on building the cultural, data and organisational foundations for making long-term change. In 2021, EDI focussed questions were added to our annual all-employee survey for the first time. These included 'I believe the UKSI role models the standards expected for equality, diversity and inclusion' and 'I feel included and comfortable to be my authentic self', are now integrated fully and are monitored annually.

Results for those questions each year are below:

	2021 net positive %	2022 net positive %	2023 net positive %
'I believe the UKSI role models the standards expected for equality, diversity and inclusion'	63%	67%	65%
'I feel included and comfortable to be my authentic self'	82%	88%	81%

2023 was a significant year for the UKSI in relation to EDI. In 2023, the UKSI appointed its first EDI Manager, tasked with reviewing and updating the original strategy, and ultimately making our EDI strategy more ambitious. Also in 2023, the UKSI ran its first ever dedicated EDI staff survey, to understand better the composition of our workforce and their experiences of working with us and in sports. This had a 42% employee completion rate. The results of this survey were reported back to the workforce in an all staff call in November 2023 and to the Board in December 2023. The analysis of the survey has informed a number of actions in the DIAP.

The EDI Working Group terms of reference was updated in 2023 and is now responsible for reviewing and tracking progress against the strategy. Members of this group include key stakeholders outside the EDI Team, e.g. Head of Paralympic Performance Support, Recruitment Business Partner. The SLT EDI Strategy lead and the SLT EDI Champion are members of this group, and report from the Working Group to the Board via the standing agenda item on EDI, quarterly board EDI reports and through the EDI Board Champion.

The EDI Employee Network Group was created to focus on listening to the business & colleagues, ensuring those voices are heard. This group has a wider representation across the organisation but not in all professions (departments) and includes representation from UK Sport. The Chair and Vice-Chair of this group are members of the Working Group and report to the Working Group via verbal updates.

2023 was also an important year in terms of the visibility of the EDI strategy at SLT and Board level. The SLT has undertaken several strategy and EDI engagement and reflection sessions, to begin a collective journey to understanding their role in leading inclusively. The Board has also has EDI agenda items at each of the last three Board meetings.

In recognition of the importance of this strategy, we have increased our resource over the last 18 months in this area, in the following ways:

Recruitment of an EDI Manager (initially at 0.4 and recently increased to 0.8FTE)

Addition of project management support at 0.2 FTE

Increase in EDI lead time (initially at 0.4 and recently at 0.6)

We have identified that an area for development for our EDI strategy is to further increase our stakeholder engagement. In addition to those directly with the UKSI (i.e. our board and employees), our key stakeholders include UK Sport, HoPS (Heads of Performance Support working with NGBs) and universities. This year, we will develop and explore a more systematic approach to stakeholder engagement.



OUR SUCCESSES SO FAR

While we recognise there is always more that can be done, we are proud of the successes we have achieved so far.

In addition to the additional support and activity outlined above we have also:

- Appointed a Boardroom Apprentice, as part of the Government's Levelling up Department Boardroom Apprentice scheme
- Seen that the UKSI reflects the UK population (as per the 2021 census) in relation to those who belong to the LGBTQ+ community
- Appointed two females to our Board in 2023
- Created two new EDI related policies, around transitioning at work and the menopause
- Appointed four 10,000 interns for summer 2024, as part of the 10,000 Black Intern Scheme
- Subscribe to the Disability Confident scheme, which means we automatically shortlist job applicants who have a long-term health condition or disability, if they meet the minimum criteria for the role.
- Taken part in the London Pride parade for the first time, demonstrating our support for and in celebration of the LGBTQ+ community with our UK Sport colleagues.
- Reduced our Gender Pay Gap to <4%
- Run a pilot mentoring program at Loughborough as part of our university engagement plans
- Run an external assessment on our website which reported it as being 100% compliant with accessibility best practice
- Checked accessibility for the Learning Arena, which is triple A compliant

We have published our successes on our [website](#).

ABOUT OUR DATA

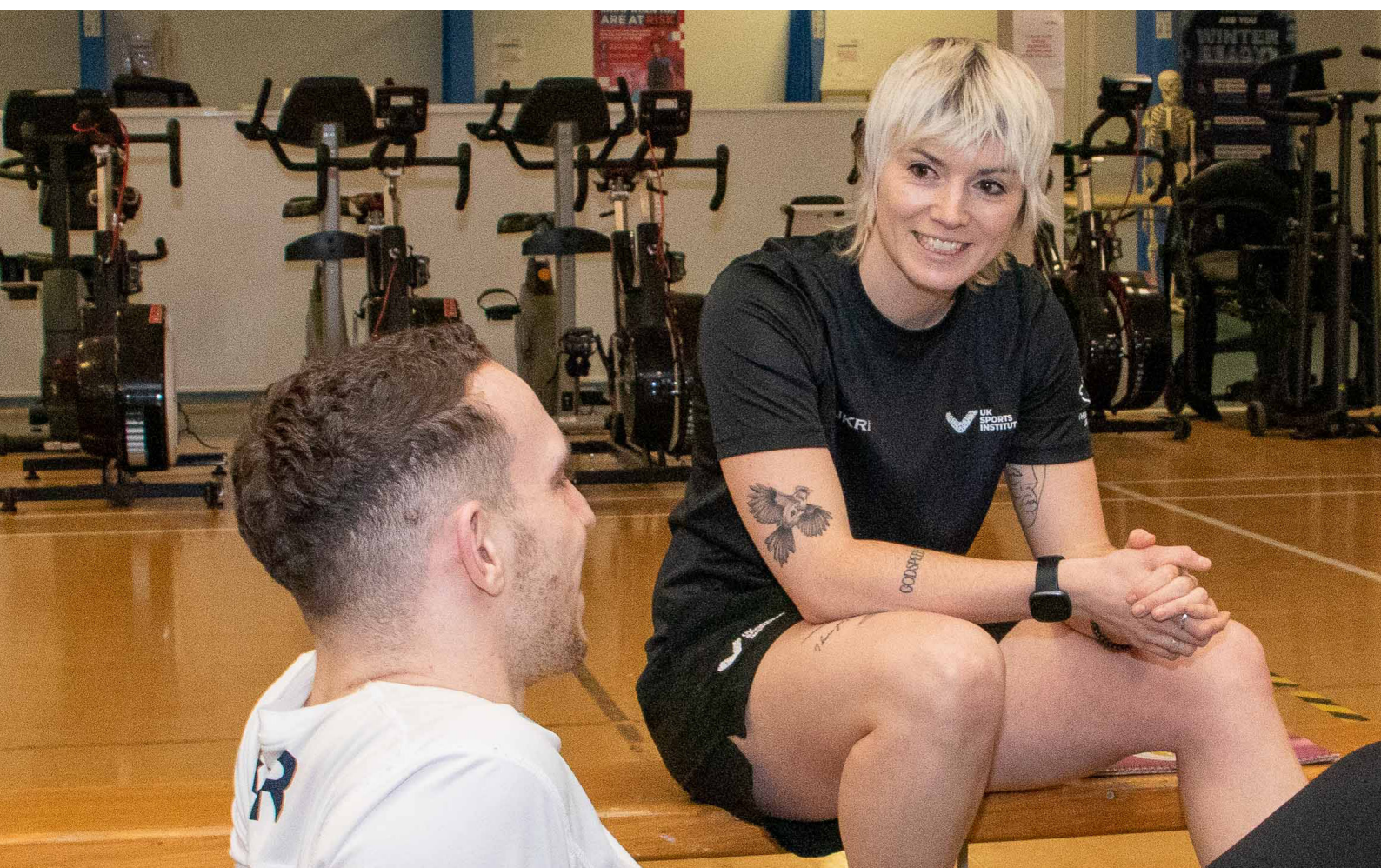
Recently, we have updated our EDI ambitions to bring them in-line with the 2021 UK census data. The monitoring of our ambitions is reported quarterly to the SLT and to the Board. EDI data is collected on the UKSI workforce, our SLT and our Board.

Our organisational data still shows a significant gap in representation amongst ethnically diverse and the disabled population. Individuals who are ethnically diverse make up 3% of our employee population and 4% of staff have disclosed they have a disability. As such those two areas are priority areas for the UKSI to tackle through its strategy and DIAP.

The EDI data collected via our People system (Cascade) is in relation to the nine protected characteristics and does not currently include socio-economic data. We recognise this is a gap, but we are starting to look at how we could integrate this more appropriately. As part of the EDI survey in 2023, this data was gathered for the first time. When the responses were analysed, it showed 78% of respondents had studied at University or completed a degree. Also, 54% of respondents disclosed either of their parents, had not studied at University or completed a degree. These results indicate a range of socio-economic backgrounds within the UKSI workforce.

The table shown below shows the demographic of UKSI as at 31 January 2024, against our newly updated 2031 ambitions.

Characteristic		31 Jan 2024	Ambition (UK Census Data 2021)
Gender	Male	48%	50% female (at least 48%)
	Female	52%	
Sexual Orientation	All other sexual orientations	4%	At least 3% identify lesbian, gay, bisexual
	Heterosexual	70%	
Ethnicity	Ethnically diverse	3%	14% ethnically diverse (at least 12%)
	White (inc White English/Welsh/Scottish/N.Irish/British)	77%	
Disability	Disabled people	4%	20% declared disabled (at least 15%)
	No disability	76%	



OUR STRATEGY AIMS AND OBJECTIVES

Our strategy is a multi year strategy that will run alongside the UKSI's overall organisational strategy through to 2029. Our Strategy Mission is to implement a comprehensive and proactive EDI strategy that permeates all aspects of our organisation, creating a welcoming and respectful environment for everyone and that contributes towards breaking down systemic barriers to a career within the high-performance system.

We believe that our EDI strategy will enable us to achieve three key outcomes, which will in turn enable us to make significant progress towards meeting our 10 year diversity ambitions:

1. To welcome talented people from the widest possible talent pool, ensuring they feel included and valued, and supporting us to be better able to create high performing teams that welcome diversity in all its form
2. To ensure our long-term organisational success to meeting the needs and wants of the next generation of athletes, sports personnel and our future workforce
3. To work with sports and the wider High-Performance System to be more representative of and provide better support to the athletes we exist to service

At the end of this one-year action plan, as a minimum we want to have achieved the following:

- Consistent and quality role-modelling from the Senior Leadership Team and other senior leaders in the area of EDI
- Staff survey scores in our annual survey regarding questions relating to EDI are trending upwards
- The completion rate for our data collection improves significantly to enable us to report more accurately
- EDI is a key part of, and clearly visible within, the UKSI's all organisational strategy for the next cycle
- All organisation mandatory EDI training is successfully rolled out, meeting the identified completion rate

DIAP

As per our strategy, this DIAP is divided into three pillars: 1. Representation, 2. Inclusive Workplace Culture and 3. Accountability and Continuous Improvement. These three areas are the 'what', of our strategy, and are underpinned by three ways of working, which are essentially the 'how'. These three areas are being Data Informed, having Empathy and clear Communication. These themes are visible in the tactics and activities. More information on the tactics for each pillar and what action we will take can be found in the DIAP below.

This DIAP specifically relates to the 12 month period from April 2024 to March 2025. However, there are some activities which we feel are important and where actions this year will directly inform the direction of that tactic, the activity has been included but 'greyed out'.

This DIAP will be reviewed regularly as per the governance outlined and be published in accordance with the Code for Sports Governance.

Representation

Objective

We will bring an increasing wealth of perspectives, innovations and creativity to UKSI by increasing the representation at all levels of our workforce

Tactic

1.1 Recruitment: We will establish diverse candidate pools for all job openings

Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
1.1.1. We will get feedback from candidates and act upon where possible to ensure they feel valued and supported throughout the recruitment process	<ul style="list-style-type: none"> Successful introduction of all-candidate feedback mechanism (By Winter 2024) 50% new joiners complete the feedback survey (Current completion rate at 2 weeks is 35%) 	EDI Lead/ People Team	<ul style="list-style-type: none"> Create process to enable all job applicants to feedback on their experience of the recruitment process. (Winter 2024) Review of feedback from new joiners and its analysis to be included in People management reports. (Spring 2024) Regular reporting back to working group and at least annual report back to network group with view to obtain an action plan (On going)
1.1.2 We will provide education to our staff on structurally embedded privilege and barriers to eliminate bias during candidate selection	Recruitment training will be mandated for all colleagues involved in recruitment activity.	Head of Learning/EDI Manager /EDI Lead	<ul style="list-style-type: none"> Work with Learning on a process by which the requirement to complete mandatory recruitment training, is triggered when an individual is selected to be part of the recruitment process e.g. shortlisting and/or interview activity (Winter 2024)
1.1.3 In partnership with UKSI People team to actively assess the communication and advertising of all roles to ensure there are no barriers for people from underrepresented groups in particular individuals from ethnically diverse groups and disabled people	Regular (quarterly) review by UKSI Recruitment Business Partner with feedback to working group; Measurement will be agreed once needs have been identified	Talent Partner	<ul style="list-style-type: none"> Use data to better understand what part of the recruitment process the potential barrier to entry for people from underrepresented groups is and develop action plans accordingly. (Ongoing) Conversations with recruiting teams on drafting of job descriptions (ongoing) Communications team to support on recruitment activity with promotion online (Ongoing) We will create question and skill based recruitment assessment (By end 2024)
1.1.5 We will establish partnerships with universities and professional bodies to enhance talent pathways of our underrepresented groups, in particular individuals from ethnically diverse groups and disabled people	1-2 partnerships with targeted universities established in 2024, expanding to include those in lower socio-economic status areas in 2025	EDI Manager	<ul style="list-style-type: none"> UEL guest lecturing programs (Complete for Winter 2024, exploration of next iteration) Loughborough mentoring and exploration of additional para support (Ongoing) Identification of UKSI Bases point of contact and establishment of regular meetings Other professional bodies identified and outreach underway e.g. CSP, UKSCA, BASES and IOA
We will collaborate with schools across the UK, introducing young people to the work we do, and inspiring & supporting them to have a career in sport.	Explore an outreach programme to schools throughout the UK	EDI Lead	<ul style="list-style-type: none"> Plan to run an insights day for 2025 in a school for year 9 (Start 2025) Exploration of potential engagement with Team GB get set program Research and consideration of third parties who could support with outreach activities with schools

Representation

Objective

We will bring an increasing wealth of perspectives, innovations and creativity to UKSI by increasing the representation at all levels of our workforce

Tactic

1.2 Development & Progression: Establish a transparent career progression process that has the principles of EDI embedded within

Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
1.2.1 We will create talent development opportunities based on identified needs, which enables progression of our people from under-represented groups	Measurement to be agreed once development needs have been identified	EDI Manager / L&D team	<ul style="list-style-type: none"> Early exploration of Supporting Female Talent programme (Spring 2024) Project to scope out what we do from an EDI perspective in succession planning (Summer 2024) We will engage the EDI working group and network group in consultative sessions to understand how our people experience career progression, with particular reference to people from unrepresented groups
1.2.2 Actively assess the communication and advertising of existing (training) programs and opportunities to ensure there are no barriers for people from under-represented groups	All programmes live in 2024 are developed with EDI consideration and, if necessary, with particular focus on attracting diverse talent (Autumn 2024)	EDI Manager / L&D team / Communications team	<ul style="list-style-type: none"> Work with L&D team to understand all planned formal learning programmes (Early 2024) Review with L&D and programme lead the proposed communications for each programme (Early 2024)
Consideration of redeployment of UKSI employees who have coaching and/or mentoring experience to support those who may have specific needs such as sponsorship, mentorship, access to coaching	Individuals who identify that they (self-referral) or a team member would like additional support can access this	EDI Manager	<ul style="list-style-type: none"> This will be actioned once we have gathered information on potential needs (By Spring 2025)

Tactic

1.3 Leadership & Future Leaders: We will identify, nurture and support talent and future leaders and seek to understand and support any specific needs from underrepresented groups

Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
1.3.1 Devise targeted & bespoke leadership development opportunities to increase succession pipeline to leadership positions (e.g. Board/SLT), based on the specific needs of underrepresented groups	Measure the number of people from underrepresented groups who engage with leadership & other development opportunities (e.g. Head of Performance Support development program)	EDI Manager	<ul style="list-style-type: none"> Boardroom apprentice 2024 - (Spring 2024) Establish the measurement process for assessing for who applies for and attends leadership programs (Summer 2024) Obtain intelligence on barrier to applications for leadership opportunities. (Winter 2024) SLT to review their own succession plans with an EDI lens (Winter 2024)
1.3.2 Create talent pipeline plan which may include internships, mentorships, sponsorships and leadership programs as necessary to support diverse talent	By Spring 2025 will develop 3 specific plans that will develop talent pipelines	Recruitment Business Partner/ EDI Lead/ EDI Manager	<ul style="list-style-type: none"> Internships/studentship plan under development (Spring 2025) Loughborough university mentoring program (From Spring 2024) 10,000 Black Interns programme involvement (Summer 2024)
1.3.3 Working with a diverse range of partners and others in the system to diversify the sources from which we develop our talent & recruit our future leaders	By Spring 2025, have a set of specific actions that we are undertaking with stakeholders	Recruitment Business Partner/ EDI Lead/ EDI Manager	<ul style="list-style-type: none"> Work with UK Sport on retired Paralympian program (Winter '24) - ongoing Work with HoPS to identify ways of diversifying the talent pool of future leaders, with the aim of scoping out appropriate activity. (Early 25)

Inclusive Workplace Culture			
Objective			
We want to create a culture of inclusivity and belonging, where all UKSI employees feel valued, heard and empowered			
Tactic			
2.1 We will commit to understanding the experience and needs of our people and those who access our services through listening and engagement			
Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
2.1.1 We will empower our staff, including our SLT to be championing EDI in our organisation, so they can better understand and amplify the voices of our people that represent various demographics and identities	Members of SLT who volunteer to champion EDI in place by autumn 2024 Employees who champion EDI developed in 2024 for 2025 launch	SLT lead/ EDI Manager	<ul style="list-style-type: none"> SLT volunteers to undertake period of learning to build knowledge around EDI (From March 2024) SLT confident to champion EDI (Autumn 2024) Scope training requirements for future champions (Autumn 2024) We will undertake a reverse mentoring pilot (by March 2025)
2.1.2 We will implement a structured process to continually engage and listen to the experiences of our underrepresented workforce including growth of resource/ network groups	2023 EDI Survey results shared and an action plan developed by March 2024 Development of 1-2 subject specific network groups by end 2024	EDI Manager	<ul style="list-style-type: none"> Conduct EDI-specific workforce survey every 2 years and provide timely feedback to organisation (Summer 2025) Support our people to volunteer to lead network groups or communities Review EDI survey questions to clarify when responses are in relation to UKSI or relate to the experience of our people who are embedded in Sports and consider feedback mechanism to the sports we work with Development of listening circle concept by April 2025
2.1.3 We will develop and communicate a clear statement of commitment to EDI by our Chair of board, CEO and SLT to be published internally and externally	CEO and SLT statements to be developed Chair to review existing statement and update if appropriate	SLT lead / Communications team	<ul style="list-style-type: none"> CEO/SLT statement to be published (Spring 2024) Chair statement to be reviewed (Spring 2024)
2.1.4 Standardise the onboarding process and commit to exit interviews, including when individuals move roles internally	By Winter 2024 we will implement the first set of changes to the onboarding and exit interview process	EDI Lead/ People team	<ul style="list-style-type: none"> Onboarding portal to be implemented for all new joiners (Winter 2024) Continue with existing process for undertaking exit interviews (Ongoing) but conduct internal communications campaign to encourage exiting staff to undertake exit interview (By Autumn 2024) Create process to capture feedback to include those who move internally (Winter 2024) Consider revising the current reporting process to enable the exit interview data to be more transparent

Inclusive Workplace Culture			
Objective			
We want to create a culture of inclusivity and belonging, where all UKSI employees feel valued, heard and empowered			
Tactic			
2.2 We will foster an environment where employees feel safe reporting all incidents of unfair treatment			
Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
2.2.1 We will ensure all reports in relation to EDI will be dealt with quickly and appropriately	100% of reports are dealt with in line with our policies	Safeguarding lead / EDI Manager/ People Team	<ul style="list-style-type: none"> • Education to our people of a no tolerance policy around all forms of discrimination and reminders of existing grievance processes • Launch of new 'My Concern' platform for reporting of safeguarding, discrimination, whistleblowing issues etc • Regular feedback from People & Safeguarding if any concerns are EDI related
2.2.2 We ensure that the reporting process for any EDI related issues are widely communicated	Launch of the new reporting portal Increase in staff survey results for 'I feel confident that I can raise concerns'	Safeguarding lead / EDI Manager/People Team	<ul style="list-style-type: none"> • Reinforcing in communication the Zero Tolerance approach to discrimination and that all concerns will be reviewed and investigated when appropriate

Inclusive Workplace Culture			
Objective			
We want to create a culture of inclusivity and belonging, where all UKSI employees feel valued, heard and empowered			
Tactic			
2.3 We will celebrate diversity to promote inclusivity, belonging and understanding			
Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
2.3.1 – We will celebrate cultural, religious, and other diversity events	15% increase in attendance at time to talk days and education sessions by 2025	EDI Lead/ EDI Manager	<ul style="list-style-type: none"> Introduce metrics for monitoring attendance (April 2024) At least six time to talk or small group education sessions to be delivered, (current proposed list includes. Race Equality Week; International Women's Day; Neurodiversity Celebration week, Mental Health Awareness Week; Pride & Disability Pride) (Throughout 2024) At least two external speakers on EDI subjects sourced (Spring 2024) Increase para imagery through representation campaign (Spring 2024)
2.3.2 – We will continue to provide flexible working arrangements so that we can accommodate diverse needs	Benchmark to be identified after discussion with People	EDI Lead/ People team	<ul style="list-style-type: none"> People team to advise on number of formal flexible working requests to understand approval percentages (Summer 2024) Liaise with the Learning Team to consider if flexible working requests and arrangements can be included in line management training (Spring 2024) We will scope out implementing a flexible bank holiday policy (Early 2024) Scope out where there are may be barriers to flexible working and what that means to individuals at UKSI (By Summer 2024)
2.3.3 – We will complete a comprehensive review/audit of physical infrastructures and digital resources, ensuring that all are universally accessible	Website is fully accessible as approved by external audit Network group consensus approval of digital resources	EDI Manager/ Communications team/Operations Team	<ul style="list-style-type: none"> Site assessments to be developed by network group (End of 2024) Website accessibility testing (Ongoing – Every 2 years) - Annual audit of digital resources supported by Employee network group (January 2025)
2.3.4 – We will bring to life our EDI strategy through story telling	Actively encourage the number of people happy to share their personal story internally or externally	EDI Manager/ Communications team	<ul style="list-style-type: none"> Work with the network group to identify who are happy to role model this internally (By Winter 2024) Work with comms team to create and publish stories (By Winter 2024)
2.3.5 – We will provide formal and informal engagement sessions to increase our people's skills and confidence to talk freely about our differences	Introduce at least two information sharing/ upskilling sessions	EDI Manager/ Communications team	<ul style="list-style-type: none"> Work with the network group to identify subjects where education and confidence-building sessions would be welcome (April 2024) Introduce and implement sessions across online and in-person events (End of 2024) Compulsory completion of EDI training, for all existing employees (Autumn 2024)

Accountability & Continuous Improvement			
Objective			
We ensure that UKSI remains committed to the EDI strategy and to delivering equity in all areas of our business			
Tactic			
3.1 We will be compliant in all current and new legislation relating to EDI			
Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
3.1.1 - We will commit to ensure all policies, process and practices are updated in line with new & amended EDI legislation	<p>All policies are up to date and in line legislation</p> <p>Implement EDI impact assessments</p>	EDI Lead/ EDI Manager	<ul style="list-style-type: none"> All policies are up to date (Early 2024) Website assessed as fully accessible (early 2024) Launch of EDI impact assessments internally (By end of 2024) Identification of process for tracking use of EDI impact assessments (By end of 2024) Undertake EDI impact assessment on all People Policies (2025)
3.1.2 - We will conduct pay gap reports on key demographics where there will be sufficient data to create insight	All pay gap reports considered appropriate are conducted annually and results shared	EDI Manager/ People team	<ul style="list-style-type: none"> 2023 Gender Pay Gap report shared on All Staff Call (Feb 2024) All reports published externally on UKSI website (Ongoing) Internal Gender Pay Gap report to be developed, which removes some of the criteria of the government process to enable a more accurate UKSI-specific view on areas of improvement (Summer 2024) Ongoing active consideration of other pay gaps reports (Ongoing)
Tactic			
3.2 We will commit to being held accountable to our EDI strategy			
Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
3.2.1 - We will respond to feedback received through the reporting process and adjust activities as appropriate	Every 'set-piece' survey e.g. staff survey or EDI survey has specific feedback mechanism / opportunity to all staff	EDI Lead/ EDI Manager	<ul style="list-style-type: none"> Informal and formal feedback from all/any individual in the organisation is considered and where appropriate discussed at working group Establish whether data from the employee engagement survey can be reported by protected characteristic Feedback and action plans for staff survey delivered annually Feedback on EDI survey delivered post-survey Feedback to be proactively sought after any L&D programme delivery

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1.3.2 Create talent pipeline plan which may include internships, mentorships, sponsorships and leadership programs as necessary to support diverse talent	Employees diversity data completion % improves vs current 80%	EDI Manager/ People Systems & Payroll Lead	<ul style="list-style-type: none"> • Key indicators for tracking agreed and finalised (Spring of 2024) • Review whether the data collection measures currently used are in line with the 2021 Census Data, including socio-economic data and highlight where there is a deliberate use of different language • We will collaborate with Performance data to create dashboards to track progress (Summer 2024) • We will publicise our EDI ambitions to the entire UKSI (Spring 2024) • Employee diversity (Cascade) data to be used to track progress against ambitions • Regular communication how the EDI data gathered is used • New project management tool to developed to keep working group accountable (Spring 2024)
3.2.4 - We will collaborate with key industry experts in these areas to complete audits that hold us accountable	Measure to be set post-identification	EDI Manager	<ul style="list-style-type: none"> • Identify appropriate audits and relevant industry experts (Throughout 2024) • Consideration, potential with external support, of what the organisation can do to be anti-racist • Finalise list of potential audits (Spring 2025)
3.2.5 - We will embed the use of the diversity inclusion action plan (DIAP) and the Moving to inclusion framework	Successful approval and subsequent monitoring of the DIAP	EDI Lead/ EDI Manager	<ul style="list-style-type: none"> • DIAP to be finalised (April 2024) • DIAP to be reviewed every quarter by core EDI team and working group. Priorities for the following quarter to be decided in that meeting(Throughout 2024) • DIAP updates to be shared at every Board meeting as part of regular EDI reporting • Progress against the DIAP to be embedded into all –organisational communications such as All Staff Call & Website

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3.2 We will commit to being held accountable to our EDI strategy			
Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
3.2.6 – Onboard all those who have leadership responsibilities in the organisation to the EDI strategy including education, upskilling and role modelling	SLT increasingly visible, active and confident to role model leadership in this area	EDI SLT Lead	<ul style="list-style-type: none"> • Board engagement in EDI strategy planned for 2024 (by end 2024 TBC) • SLT engagement and education opportunities scoped • SLT more confident to role model leadership in this area • Ascertain how we can actively engage with senior leadership groups (e.g. HoPS, TLs, OMs and HoS) • Senior leaders in the organisation (below SLT) speak to the EDI strategy and are engaged • All new starters with senior leadership responsibilities have specific EDI induction.
All UKSI employees will have EDI objectives as part of their PDR to aid their personal and professional development	90% of UKSI employees have EDI objective	EDI Manager/ Line Managers	<ul style="list-style-type: none"> • Work with L&D team and line managers to introduce EDI objectives (End of 2025) • Identify process for tracking completion (End of 2025) • Consideration on how Line Managers can be accountable to providing an inclusive experience for all colleagues (end 2025)

Accountability & Continuous Improvement			
Objective			
We ensure that the UKSI remains committed to our EDI strategy and to delivering equity in all areas of our business			
Tactic			
3.3 We will continuously improve as a collective on EDI			
Action	Key Results (Smart Goal)	Who	Initiatives (Planned & Completed)
3.3.1 - We will provide the organisation with mandatory EDI training and any other training deemed relevant/ appropriate	Over 90% completion rate of mandatory training within three months of training opening 100% of new starters complete	EDI Manager	<ul style="list-style-type: none"> Continue mandatory EDI training for new starters (Ongoing) All new starters have a specific EDI induction (Ongoing) Agree format and regularity of training roll-out (Autumn 2024) Completion of mandatory training by all staff (End of 2024) Horizon-scan for other types of training that could be developed (Start 2025)
3.3.2 - We will commit to research and achieve key kitemarks of EDI standards where these are appropriate to UKSI strategy	All kitemarks identified for application, are successfully secured	EDI Lead/ EDI Manager	<ul style="list-style-type: none"> Identification of suitable kitemarks (End 2024) Review the renewal of the Government's Disability Confident Status scheme (Winter 2024/25)
3.3.3 - We will regularly seek examples of best practice from inside and outside the sports sector	Liaise with NGB EDI leads Liaise with working & network groups to Identify 3 appropriate organisations and identify EDI contacts	EDI Manager	<ul style="list-style-type: none"> Continue to attend quarterly meetings with NGB network leads (Ongoing) Ongoing work with UK Sport to align to overall high-performance system approach e.g. SLT lead to sit on UK Sport advisory panel and regular meetings between UK Sport and UKSI Leads (Ongoing) Create appropriate method to glean examples of best practice (Summer 2024) Create and implement suitable process to enable feedback to key stakeholders (Summer 2024) We will explore what would be involved in UKSI becoming explicitly anti-racist (By end of 2024)
3.3.4 - We will specifically review exit interviews from underrepresented groups to understand key EDI themes	100% of exit interviews will be reviewed on a month-by-month basis	Recruitment Business Partner/ EDI Lead	<ul style="list-style-type: none"> The outcome of analysis to be included in quarterly People management reports (Summer 2024) Exit interview data from 21/22 to be reviewed (2025)
3.3.5 - Commit to on-going learning of systemic and structural barriers, privileges and allyship that impact our current and future people		EDI Manager	<ul style="list-style-type: none"> EDI Working and Employee Network Group to role model the process of ongoing learning (Ongoing) Board and SLT to continue to role model the process of ongoing learning (Ongoing) ** Other initiatives in DIAP will support this action e.g. Time to talks days etc
We will use the employee survey results to identify areas for improvement	EDI specific survey every 2 years	EDI Manager	<ul style="list-style-type: none"> Outcome of surveys communicated within 3 months of completion (Mid 2025) Publishing of the results, recommending by priority, the areas for improvement (Mid 2025)

WE CARE.
WE COLLABORATE.
WE INNOVATE.
WE EXCEL.



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