

# EQUALITY, DIVERSITY AND INCLUSION STRATEGY

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



# INTRODUCTION

THE NATIONAL  
LOTTERY

BRITISH  
WEIGHT  
LIFTING



# INTRODUCTION



**At the UK Sports Institute we are committed to fostering an inclusive and diverse environment where everyone is treated with respect, dignity and fairness.**

This strategy outlines our mission, and commitment to creating a workplace that celebrates diversity, embraces equity of opportunity, and empowers all individuals to excel. It is currently delivered as part of the 'People' objective within Mission 2025.

Adopting and committing to an Equality, Diversity, Inclusion strategy is essential for our future success: to welcome the diversity of thought and experience that will create truly high performing teams, and to ensure our UKSI people are more reflective of the athlete population we support. But also this strategy will support the overall betterment of our people, key stakeholder and society as a whole.

More detail on our proposed activities can be found in our Diversity and Inclusion Action Plan (DIAP).



# ABOUT OUR WORKFORCE



## The UKSI workforce can be split into four areas:

- Sport (primarily practitioners working embedded in sports)
- Health (a central service that focusses on health delivery)
- Medicine (a specific discipline which has a multitude of specialist qualifications)
- Corporate (primarily HR, finance, legal, communications 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.

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 diverse in some areas. Equally, we see an opportunity to influence and role-model best practice within those areas.

We also recognise that there will be areas of the organisation such the 'corporate' workforce that we are likely to see an increase in representation at a quicker rate.

# WHERE WE ARE NOW – THE DATA

**The UKSI workforce diversity data is shown in the next slide.  
This data was taken at 31 January 2024.**

- In 2022 we set 10 Year diversity ambitions for the UKSI, which now align to the latest UK 2021 census. Our 10 Year Ambition is for the UKSI to have a workforce population that reflects the UK demographic by 2032.
- We know from our diversity data that we are significantly under-represented (compared to the UK population) in two key areas: ethnic diversity and disability representation. The activities in the following strategy and associated DIAP will focus in particular (but not exclusively) on those two protected characteristics.

# WHERE WE ARE NOW – THE DATA

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 as 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%	

# MOVING TOWARDS THE FUTURE



**We acknowledge that there are nine protected characteristics but we recognise the importance of valuing all diversity to create a truly inclusive culture.**

We also recognise and understand the importance of intersectionality so that diversity and particularly protected characteristics are not treated as independent or non-related areas.

We understand that socio-economic status is not a protected characteristic but that it is an important factor in EDI.

We recognise the importance of our senior leaders committing to learning about EDI, and in them role-modelling the right behaviours and language. This is captured in part in our DIAP in the continuous improvement section.

We believe we have an opportunity to work closely with sports to support them in achieving their EDI objectives and ambitions, and to ensure that our workforce is representative of the athletes in sports.

# OUR MISSION

**We believe in the importance of our EDI strategy.**

We believe that achieving our EDI strategy will enable three key outcomes:

- 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 forms
- 2.** To ensure our long-term organisational success by meeting the needs and wants of the next generation of athletes, sports personnel and our future workforce
- 3.** To support sports and the wider High Performance System to be more representative of and provide better support to the athletes we exist to serve



# OUR MISSION



**Our EDI Strategy Mission therefore 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 to breaking down systemic barrier to a career within the high-performance sporting system.**

# THE NEW STRATEGY

SARACENS  
MAVERICKS

# OUR NEW EDI STRATEGY

## OUR VISION

To build a workplace that champions equity, celebrates diversity and fosters an inclusive culture that empowers our people to excel

## OUR MISSION

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 to breaking down systemic barrier to a career within the high-performance sporting system.

### Pillar 1

Representation

### Sample tactics

Eliminate bias from recruiting processes; recruitment training; development of a wider talent pool; consideration of internships

### Pillar 2

Inclusive workplace culture

### Sample tactics

Engagement of our people in education and upskilling opportunities; development of network groups; continuation of flexible working approaches

### Pillar 3

Accountability and continuous improvement

### Sample tactics

Compliance with legal obligations, pay gap reports, leadership learning and role-modelling



# OUR NEW STRATEGY IS BUILT ON 3 PILLARS:



## Representation

Representation is about having a broad spectrum of voices, experiences and thinking which enriches our teams and organisation. Diverse representation in all areas of the organisation brings a wealth of perspectives, innovation and creativity to our work. This diversity plays a key role in creating truly high performing teams, and more diverse UKSI staff population which also supports sports and UK Sport in our collective ambitions to create a more diverse workforce across the high-performance system.

## Inclusion

Inclusion is vital, to ensure that everyone feels they can speak up and that their voice will be heard. It enhances our organisational sense of belonging, embodies our UKSI care value and can increase our people's engagement as they feel acknowledged, understood and valued.

## Accountability and Continuous Improvement

Accountability and Continuous Improvement ensures everyone is committed to this strategy.



# OUR EDI OPERATING PRINCIPLES

## Clear communication

We prioritise transparent and inclusive communication, disseminating information openly, using accessible language, and actively seeking diverse perspectives.

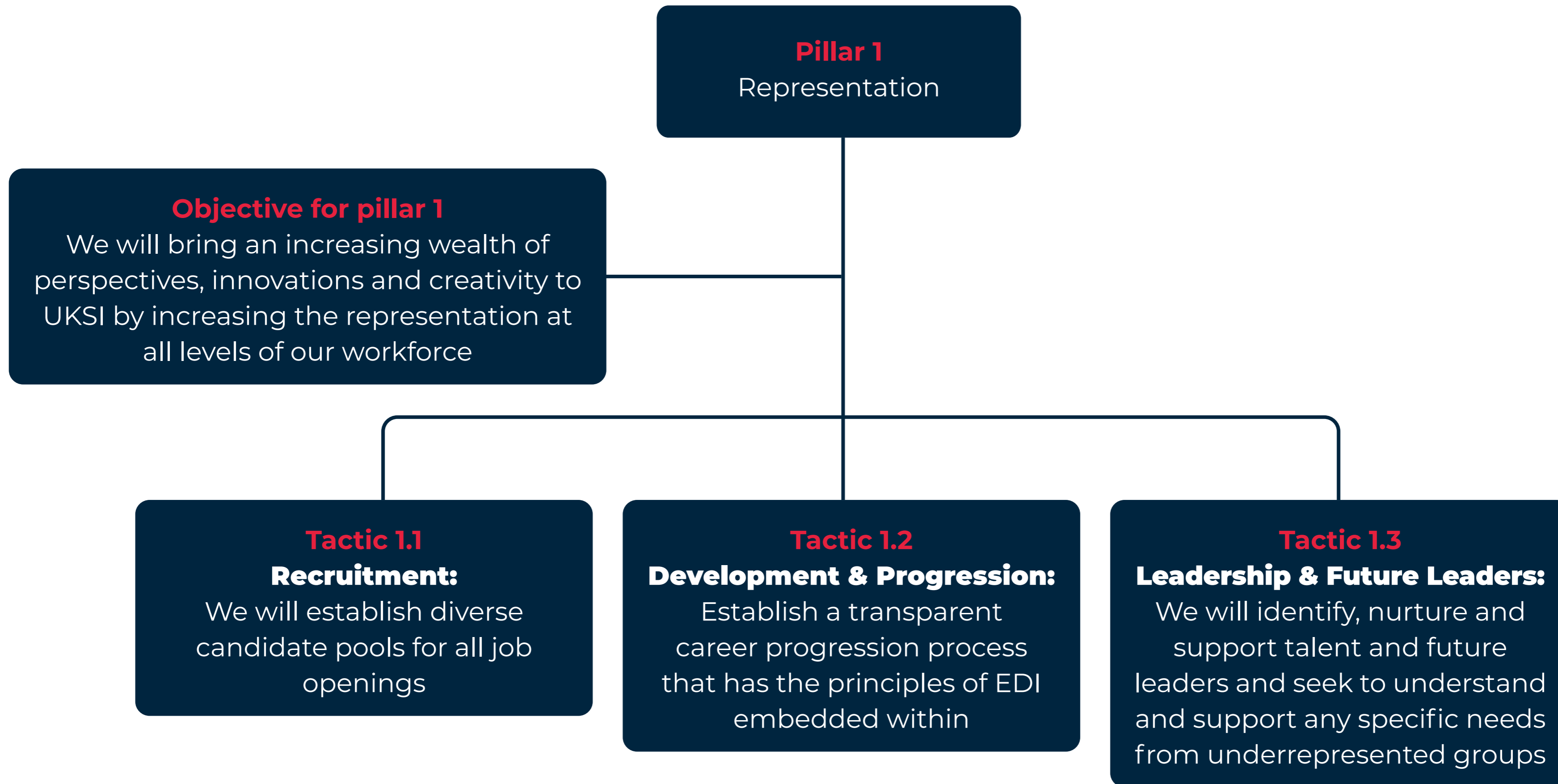
## Empathy

Our strategy will be driven by empathy. This means to us that our strategy will prioritise and resonate with the perspectives, feelings and needs of all our people especially our underrepresented population to inform our decisions and actions.

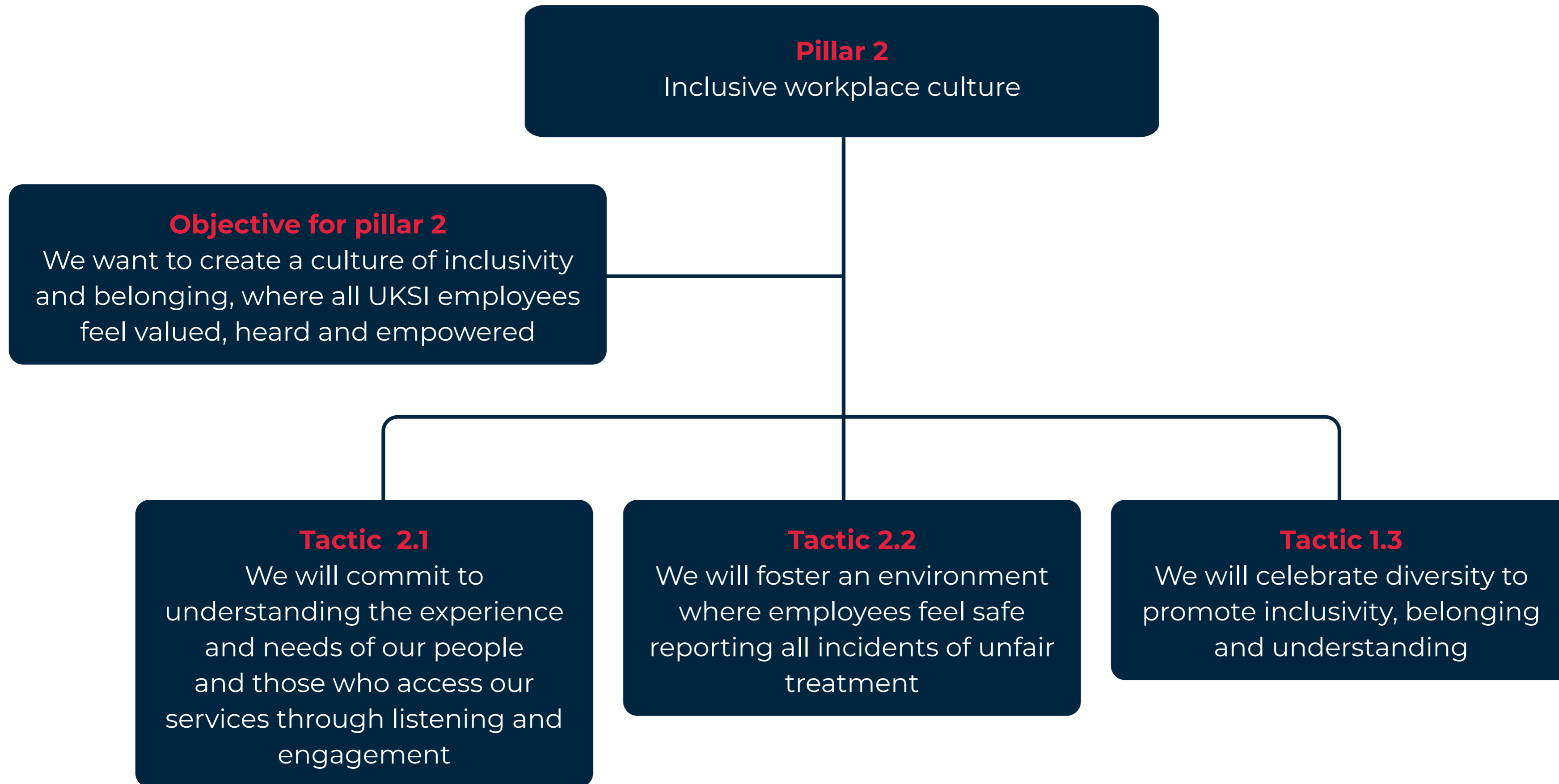
## Data-informed

Our strategy and the decisions we make will be data-informed, regularly analysing both qualitative and quantitative data. By benchmarking against ONS and relevant organisations, we ensure alignment with national demographics and relevant trends. This approach facilitates a clear understanding of our employee population, identifies gaps and needs, and guides targeted action for progress, measured through tangible outcomes.

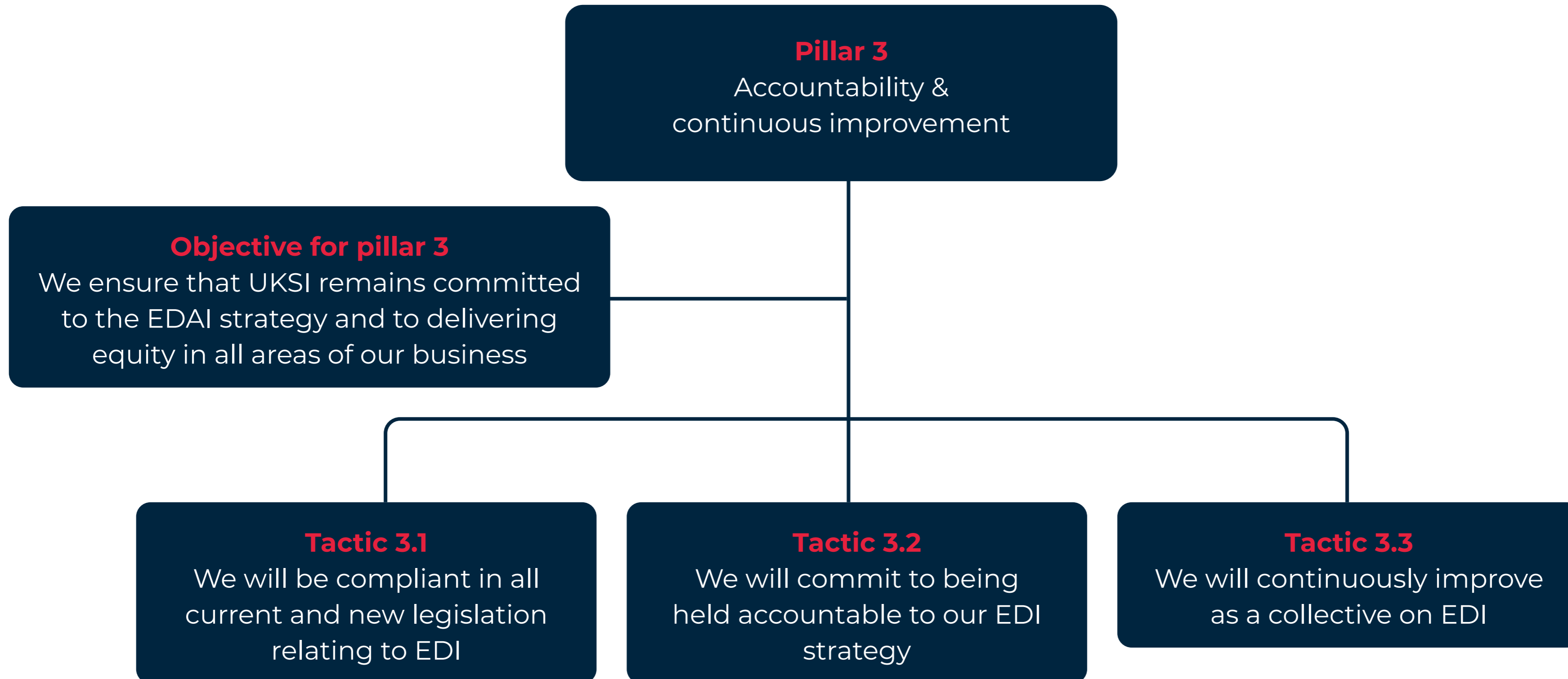
# REPRESENTATION - OBJECTIVES AND TACTICS



# INCLUSIVE WORKPLACE CULTURE



# ACCOUNTABILITY & CONTINUOUS IMPROVEMENT





# APPENDIX 1: EDI DATA

## AS AT 31 JANUARY 2024

Age	
18 - 24	<10
25 - 30	56
31 - 35	84
36 - 40	79
41 - 45	58
46 - 50	39
51 - 55	22
56 - 60	19
61+	<10
<b>Total</b>	<b>368</b>

Disability	
Disabled people	15
No disability	279
Prefer not to say	<10
Non-disclosure	71
<b>Total</b>	<b>368</b>

Ethnicity	
Ethnically diverse	12
White	284
Prefer not to say	<10
Non-disclosure	70
<b>Total</b>	<b>368</b>

Gender	
Female	193
Male	175
<b>Total</b>	<b>368</b>

Sexual Orientation	
Bisexual, Gay & Lesbian	15
Heterosexual	258
Other	<10
Prefer not to say	<10
Non-disclosure	85
<b>Total</b>	<b>368</b>

Religion	
Buddhism	<10
Christian (inc. C of E, Catholic, Protestant)	116
Jewish	<10
Muslim	<10
None	168
Other	<10
Prefer not to say	<10
Non-disclosure	74
<b>Total</b>	<b>368</b>

Actual response count between 1 and 10 have been described as less than 10 to reduce the risk of individual identification.



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