

**UK
SPORTS
INSTITUTE**

DIVERSITY AND INCLUSION ACTION PLAN REVIEW

2024 - 2025

WELCOME



MATT ARCHIBALD
UK Sports Institute CEO

As we reflect on the past year, I am proud to present the annual review of our Diversity and Inclusion Action Plan (DIAP). This review highlights our ongoing commitment to building an organisation where everyone feels valued, respected, and empowered to be their authentic selves.

Over the past twelve-months, we have made significant progress towards our equality, diversity, and inclusion (EDI) goals. This review outlines the steps we have taken, the challenges we have faced, and the measurable outcomes we have achieved. It serves as both a reflection of our journey and a roadmap for the future, guiding us towards continued growth and improvement.

I am grateful for the dedication and hard work of everyone involved in advancing our EDI strategy. Together, we are creating a welcoming and respectful environment that breaks down systemic barriers and enhances our collective performance.

I invite you to join us in celebrating our achievements and embracing the opportunities ahead. Together, we can continue to build an organisation where diversity is not just acknowledged but celebrated, and where every individual can thrive.

COLLABORATE. WE INNOVATE. W



INTRODUCTION

The UKSI's Diversity and Inclusion Action Plan (DIAP) is the action plan for our EDI (Equality, Diversity and Inclusion) Strategy, which can be [found here](#).

The EDI Strategy is part of our overall UKSI Strategy, Mission 2025, and [published here](#) and is delivered through the 'People' objective.

Over the past year, we have made significant strides in our EDI journey across all levels of the UK Sports Institute. This annual review highlights our achievements, identifies areas for development, and contains a detailed update against every line of our DIAP. The learnings from this review will shape our ongoing work through the EDI strategy.

THE JOURNEY TO TODAY

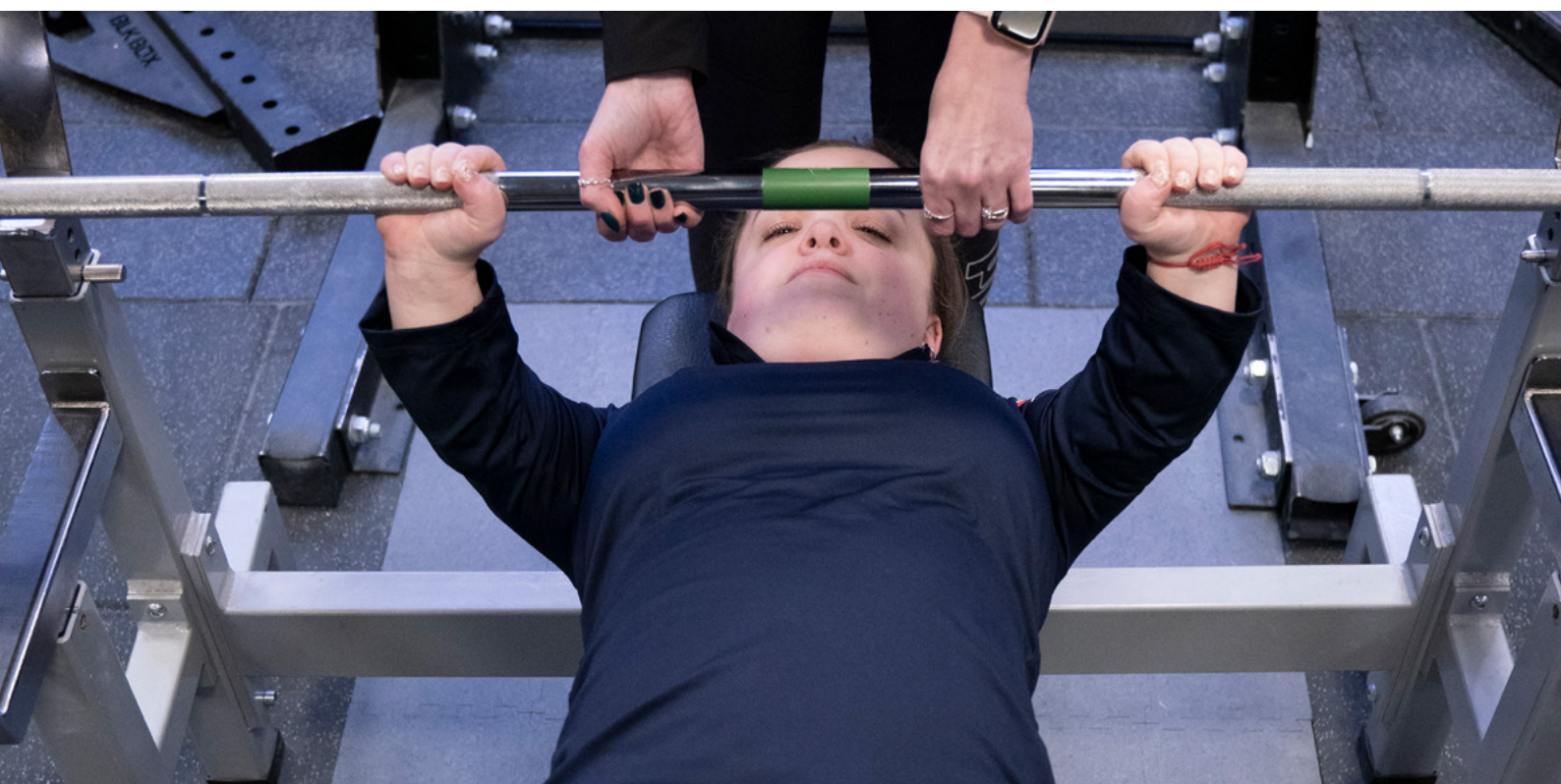
The UKSI launched the current EDI strategy in 2024, built on the success of the previous 2021-2024 strategy, and set accompanying representations ambitions 2022-2032 with the goal of our UKSI workforce being representative of UK society from Census 2011.

The delivery of the UKSI DIAP has been driven by the EDI Working Group, in consultation from the EDI Employee Network Group, both groups are comprised of UKSI staff members who either work closely to a goal closely related to EDI, recruitment for example, and/or staff with a passion and interest in EDI. We have also formed two sub-network groups, to create peer-to-peer connections across our workforce, specifically supporting neurodivergence and new parents.

In addition, the UKSI has further developed our all staff survey questions to include deeper insight to EDI issues. As well as the current role modelling, authentic self, and environment questions we have included a confidence measure around talking about differences with regards to EDI considerations.

Results for those questions each year are below:

| | 2021 net positive % | 2022 net positive % | 2023 net positive % | 2024 net positive % |
|---|---------------------|---------------------|---------------------|---------------------|
| 'I believe the UKSI role models the standards expected for equality, diversity and inclusion' | 63% | 67% | 65% | 78% |
| 'I feel included and comfortable to be my authentic self' | 82% | 88% | 81% | 86% |
| 'I feel my work environment enables me to perform at my best' | - | 74% | 73% | 77% |
| 'I feel confident to talk freely about individual differences in regards to equality, diversity, and inclusion' | - | - | - | 82% |





2024 was a momentous year for the UKSI in relation to EDI. The first UKSI DIAP was accepted and signed off by UK Sport, we successfully recruited an EDI Manager with increased resource from 0.4 to 0.8FTE. The delivery of the UKSI DIAP has been driven by the EDI Working Group, in consultation from the EDI Employee Network Group, both groups are comprised of UKSI staff members who either work closely to a goal closely related to EDI, recruitment for example, and/or staff with a passion and interest in EDI. We have also formed two sub-network groups, to create peer-to-peer connections across our workforce, specifically supporting neurodivergence and new parents.

The EDI Working Group held quarterly face-to-face meetings throughout the year, specifically aimed at prioritising actions, and increasing collaboration cross-teams to deliver the DIAP. The additional project management support also allowed for monthly catch ups between working group members and the project management lead ensuring any risks, opportunities and updates were captured accurately and promptly. The Working Group membership also expanded through this DIAP to include key members of the organisation from the data and learning teams. Regular reporting from the Working Group to SLT, and Board, have continued through 2024 culminating in two quality EDI SLT discussions in January and February 2025 and a Board update delivered in March 2025.

The Employee Network Group met six times from March 2024 to March 2025 to discuss a range of topics including LGBTQ+ inclusion, anti-ableism and neurodiversity. Through DIAP updates provided at the Employee Network Group meetings, several members offered to support or deliver DIAP actions aligned to their areas of work. Examples of this include an assessment of inclusive software available to UKSI staff, an in-depth project scope of reverse mentoring, and delivery of guest lectures to our partner universities.

Through this year, we have identified areas for development in the next DIAP. These include: greater consideration of outcome measures of EDI initiatives, partnership developments, and wider multi-organisation engagement, such as professional bodies.

OUR SUCCESSES SO FAR

While we recognise there is always more that can be done, we are proud of the successes we have achieved through the 2024-2025 DIAP.

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

- Completed the 2024-2025 cycle of the Boardroom Apprentice, and appointed a Boardroom Apprentice for the 2025-2026 cycle, as part of the Government's Boardroom Apprentice scheme
- Delivered an internship programme, in partnership with 10,000 Interns project, for three ethnically diverse individuals across the Athlete Health/Mental Health team, Performance Data team, and People team
- Completed the first phase of Women Thriving, a research project that explores barriers and enablers currently influencing women in achieving their professional potential within the institute
- Signed a Memorandum of Understanding with the University of East London to address the historical underrepresentation amongst people from an ethnically diverse background
- Created and launched a new Equality Impact Assessment procedure capable of capturing EDI considerations across policy creation, event planning, and decision making
- Renewed our commitment to the Disability Confident scheme, that empowers positive action within our recruitment process to shortlist disabled applicants for interview when they meet minimum requirement criteria
- Designed a tailor-made inclusive recruitment workshop aimed at encompassing all aspects of EDI relating to the current recruitment process
- Continued to monitor our gender pay gap, while staying aware of potential government proposals to introduce ethnicity and disability pay gap
- Enrolled all staff, new and current, onto our EDI eModule for learning completion by March 2025
- Increased staff EDI data reporting to 70% completion across the institute

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

ABOUT OUR DATA

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.

Over the previous year we have regularly reported our ambitions to the UKSI Senior Leadership Team and UKSI Board, the EDI data collected relates to our staff workforce and Senior Leadership Team.

Our organisational data still shows a significant gap in representation amongst ethnically diverse and the disabled population. Individuals who are ethnically diverse make up 4.5% of our employee population (an increase from 3% in 2024) and 8.6% (an increase from 4% in 2024) of staff have disclosed they are disabled. As such these two areas remain a priority for the UKSI to tackle through its strategy and 2025-2026 DIAP.

The EDI data collected via our People system (Cascade) includes gender, marital status, ethnicity, sexual orientation, religion and belief, caring responsibility, and disability with a further consideration of neurodiversity. Throughout the 2024-2025 DIAP we also introduced a measure of socio-economic background and education background.

The table shown below shows the demographic of UKSI as of 31st March 2025, against our 2032 ambitions.

| Characteristic | | 31st March 2025 (%) | Ambition (UK Census Data 2011) |
|--------------------|--|---------------------|--------------------------------|
| Gender | Male | 45.5 | |
| | Female | 54.5 | 50% (At least 48%) |
| Sexual Orientation | Heterosexual | 75.5 | |
| | All other orientations | 5.8 | At least 3% |
| | Prefer not to say | 2.0 | |
| | No response | 16.7 | |
| Ethnicity | GEM | 4.5 | 14% (At least 12%) |
| | White (inc. white English /Welsh/ Scottish/NI/British) | 80.3 | |
| | Prefer not to say | 0.3 | |
| | No response | 14.9 | |
| Disability | Disabled | 8.6 | 20% (At least 15%) |
| | Non-disabled | 75.5 | |
| | Prefer not to say | 0.8 | |
| | No response | 15.2 | |

DIAP

This DIAP review, as per the UKSI EDI Strategy, is divided into three pillars: 1. Representation, 2. Inclusive Workplace Culture and 3. Accountability and Continuous Improvement.

In addition to the original DIAP 2024-2025 information, a line-by-line commentary column has been created to provide a detailed update or outcome for each planned action and initiative. Some initiatives are planned to be developed and carried forward into the 2025-2026 DIAP, a separate DIAP will be created to capture the appropriate next steps and ongoing work for these initiatives.

This DIAP review and subsequent 2025-2026 DIAP will be published in accordance with the Code of 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) | Commentary |
|---|--|---|--|--|
| 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) • 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) | <ul style="list-style-type: none"> • Successfully introduced an automatically generated survey goes to all applicants for roles through Recruitment Plus. Reviewed quarterly by Recruitment Partner alongside People Team. • New starter survey for all new starters after 3 months and 6 months launched September 2024. Analysis included in quarterly people management reports. • Completion rate of new starters survey risen from 35% to 88% throughout 2024-25. • Regular reporting internally is currently not possible; all new joiner reports currently retained within People team |
| 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) | <ul style="list-style-type: none"> • New face-to-face inclusive recruitment workshop successfully developed December 2024. Pilot will run in April 2025 for select UKSI people, with roll out scheduled for June 2025. • Inclusive Recruitment workshop will be a requirement for all hiring managers to complete. Active consideration of targeted approach to selecting learners for this workshop. • New eModule created for all recruitment panel members giving a distilled version of the inclusive recruitment workshop. • Disability Confident scheme renewed at Level One until 2027. • Scoped positive action considerations for recruitment including 'Ethnicity Confident' scheme mirroring the process of Disability Confident scheme for applicants from diverse ethnic backgrounds |

Representation

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Tactic

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

| Action | Key Results (Smart Goal) | Who | Initiatives (Planned & Completed) | Commentary |
|--|---|-----------------------|---|--|
| <p>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</p> | <p>Regular (quarterly) review by UKSI Recruitment Business Partner with feedback to working group; Measurement will be agreed once needs have been identified</p> | <p>Talent Partner</p> | <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) | <ul style="list-style-type: none"> • Data identified to assess potential barriers at the application stage of the process, and at onboard of the new starter stage of the process. Data gap identified during the interview stage of the process. • Data indicates at application stage there are no clear issues with the recruitment process or barriers identified. However, there is a clear gap between the number of diverse applicants shortlisted vs those appointed, and the cause for this needs further investigation. • To ensure quality assessment, data analysis must be done as a manual process and therefore it becomes a challenging and time-consuming task. • Creation of a bank of inclusive practitioner-based job descriptions is complete, further work in this area is ongoing. • Communications activities include; interview with Joanna, 10k interns' video, PL interns' video, Gender Pay Gap • Skills based assessment system has been scoped and proposed; however decision to adopt this system is currently paused |
| <p>1.1.4 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</p> | <p>1-2 partnerships with targeted universities established in 2024, expanding to include those in lower socio-economic status areas in 2025</p> | <p>EDI Manager</p> | <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 | <ul style="list-style-type: none"> • UEL MOU re-signed for 2025-26 with clear partnership initiatives • Six guest lectures for 2025-26 already delivered, with a further two lectures to be delivered for Level 6 and level 7 students in Spring 2025 • Loughborough mentoring pilot completed and learnings exercise completed subsequently. Ongoing conversations with Loughborough on collaboration on para support • BASES engagement started and conversations ongoing with how best to support development of diverse talent • Limited progress this year, but ongoing conversations with other third parties including universities and professional bodies to understand their population data and consider how we could align UKSI recruitment process to diverse talent plans |

Representation

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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) | Commentary |
|---|--|--|---|--|
| 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 reference to people from unrepresented groups | <ul style="list-style-type: none"> • Pilot complete. Project called Women Thriving, comprising interviews and small groups of 50 women over nine sessions across the UKSI. Report now complete and circulated to SLT and all participants. Next steps to be identified through initiatives planned in 2025-26 DIAP • No formal succession planning exercise in 2024-25. Consideration for 2025-26 • Not complete in 2024-25. Consultative sessions with working group and network group planned for 2025-26 |
| 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) | <ul style="list-style-type: none"> • 2024-25 has been spent collating and understanding the data behind take-up of formal learning activities and programmes. This data still requires more detailed investigation that will be supported by the development of The Learning Arena in April 2025 • Next steps will be identified once data assessment is nearer completion • Communications will be part of next steps identified |
| 1.2.3 Consideration of re-deployment of UKSI employees with 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"> • Learnings in mentoring and internships across multiple programmes have been gathered throughout the year. These will be collated into a mentoring and internships offer. Individual needs outside of the offer will be considered as part of its development. | <ul style="list-style-type: none"> • Learnings in mentoring and internships across multiple programmes have been gathered throughout the year. These will be collated into a mentoring and internships offer. Individual needs outside of the offer will be considered as part of its development. |

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

1.3 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) | Commentary |
|---|---|---|---|--|
| 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) | <ul style="list-style-type: none"> Boardroom apprentice programme for 2024 now complete. Feedback from the programme now complete. Boardroom apprentice programme participation renewed for 2025. Learnings will be incorporated into this year's programme and into any future leadership recruitment See commentary for point 1.2.2 – data is being collated, and next steps will follow See commentary for point 1.2.1 |
| 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) | <ul style="list-style-type: none"> See commentary for point 1.2.3 Loughborough mentoring programme complete for 2024-25 10,000 Interns programme complete for 2024-25 Performance Lifestyle interns programme complete for 2024-25 |
| 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) Work with HoPS to identify ways of diversifying the talent pool of future leaders, with the aim of scoping out appropriate activity. (Early 25) | <ul style="list-style-type: none"> Agreement with UK Sport that UKSI will signpost opportunity to para-athlete community through UKSI channels. Early engagement with HoPS community has been successful. EDI training and further engagement scheduled for September 2025. HoPS involvement in recruitment training pilot planned to ensure HoPS and sport input is captured. |

| 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) | Commentary |
| 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 | <p>Members of SLT who volunteer to champion EDI in place by autumn 2024</p> <p>Employees who champion EDI developed in 2024 for 2025 launch</p> | 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) | <ul style="list-style-type: none"> • SLT learning underway: bespoke learning packages shared with SLT members for National Inclusion Week September 2024 • Work ongoing to support SLT to feel confident to champion EDI, plans will be formalised through the 2025-26 DIAP • Future champions work to be rolled over into 2025-26 DIAP • Reverse mentoring project scope completed. Reverse mentoring to be considered as part of future mentoring and internships offer to be included in 2025-26 DIAP |
| 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 | <p>2023 EDI Survey results shared and an action plan developed by March 2024</p> <p>Development of 1-2 subject specific network groups by end 2024</p> | 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 | <ul style="list-style-type: none"> • Next EDI survey and action plan scheduled for summer 2025 • New structure for EDI network group introduced in spring 2024 and new chair for 2025-26 being inducted January 2025 • New network groups under development • Listening circle concept to be built into ENG and specific network groups to share good practice internally throughout the institute |
| 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 | <p>CEO and SLT statements to be developed</p> <p>Chair to review existing statement and update if appropriate</p> | 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) | <ul style="list-style-type: none"> • Complete and published internally through SharePoint and externally on UKSI website • Complete and published internally through SharePoint and externally on UKSI website |

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) | Commentary |
|--|--|-----------------------|---|---|
| 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 | <ul style="list-style-type: none"> • Onboarding portal developed and now live. This provides a far greater opportunity to get feedback from new joiners and to challenge line managers on any identified gaps • Exit interview completion rate now at 80% (external exits) • Exit interview option now available for those undergoing internal moves (uptake data not yet available). UKSI Exit Interview policy updated in September 24 to include internal movements. Recruitment partner engaging line managers regularly on conducting exit interviews for internal moves, and importance also reinforced in recruitment training • Exit interview data reviewed by People team, shared with EDI Manager and SLT on a quarterly basis via Quarterly People reports, and People team and CEO six-monthly reviews |

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) | Commentary |
|--|---|--|--|---|
| 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 | <ul style="list-style-type: none"> • EDI related policies have been updated to include zero tolerance language where appropriate • My Concern successfully launched • Process for assessment of any discriminatory behaviours flagged through My Concern would involve EDI Manager |
| 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 | <ul style="list-style-type: none"> • See commentary on 2.2.1 • Net positive 87% response, year-on-year change of +12% from 2023, for "I feel empowered to raise any concerns about behaviours or practices of anyone in the HPS system, and I am clear on how to do so" |

| 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) | Commentary |
| 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) | <ul style="list-style-type: none"> • Metrics introduced for Time to Talks in spring 2024 • Six Time to Talks delivered over the period of the DIAP, including two external speakers within those sessions. Time to Talk Sessions: <ul style="list-style-type: none"> • Race • Stress and Burnout • Pride in Sports • Dyslexia • Neurodiversity • Sexual Harassment • Para imagery parity assessment across UKSI digital channels complete (onboarding portal, UKSI website, Learning Arena etc) |
| 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 may be barriers to flexible working and what that means to individuals at UKSI (By Summer 2024) | <ul style="list-style-type: none"> • Number of formal flexible working requests now confirmed. 100% of formal requests are approved. More work required to understand line manager understanding and support for flexible working • Flexible working to be incorporated into line manager training programme • Flexible bank holiday policy included in 2024 Benefits Review. Scheduled for SLT review in February 2025 • Scope what flexible means to UKSI employee will be considered in the 2025-26 DIAP |
| 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) | <ul style="list-style-type: none"> • Site assessment work completed on three sites (Bisham, Bath, Sheffield) and one sport site (Caversham) • List of suggested changes shared by EDI manager to Operations Managers • Network group provided with a template for local site assessment and meeting assessment • Website accessibility testing complete. UKSI website is 100% compliant with accessibility best practice • Consideration of how all UKSI digital sites will be assessed for accessibility and readability to be ongoing and included in 2025-26 DIAP |

| Inclusive Workplace Culture | | | | |
|---|--|----------------------------------|---|--|
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| 2.3 We will celebrate diversity to promote inclusivity, belonging and understanding | | | | |
| Action | Key Results (Smart Goal) | Who | Initiatives (Planned & Completed) | Commentary |
| 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) | <ul style="list-style-type: none"> • This has not taken place over the course of this DIAP period. This is an area that should arise naturally as people feel more comfortable with the UKSI's culture of inclusion • Numerous stories with an inclusion lens published this year including Gender Pay Gap report, 10k interns project, female cyclist back pain story, and female athlete health work |
| 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) | <ul style="list-style-type: none"> • Network group consulted on agendas for future meetings in Spring 2024. That consultation informed the schedule of Time to Talk and network group meetings • These have only been online to maximise attendance. • Mandatory EDI training for all employees launched Winter 2024 for completion by 31 March, currently at 87% completion |

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) | Commentary |
|---|--|--------------------------|---|---|
| 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) | <ul style="list-style-type: none"> • Complete. Reviewed EDI related policies in line with employment law legislation. This resulted in amendments to policies including; amendment to carer's leave entitlement; enhanced protection for pregnant employees in a redundancy situation; revised the policy to include an example of indirect discrimination association; and updated the shared parental leave policy to include a wider range of potential situations which would impact parents • Sexual harassment policy has been created and guidance for surrogacy updated • Website successfully assessed as fully accessible – see commentary at 2.3.3 • EDI Impact Assessments developed and available for use on SharePoint. Since launch in October 2024, three policies have been submitted for Impact Assessments |
| 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) | <ul style="list-style-type: none"> • Completed and followed up with internal communications • All reports added to the website. 2024 Gender Pay Gap being finalised and then this will be shared spring 2025 • Internal Gender Pay Gap analysis complete and shared on SharePoint • Consideration of Disability and Ethnicity Pay Gap ongoing |

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

3.2 We will commit to being held accountable to our EDI strategy

| Action | Key Results (Smart Goal) | Who | Initiatives (Planned & Completed) | Commentary |
|---|---|-----------------------|--|---|
| 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 | <ul style="list-style-type: none"> • Feedback captured for new starter inductions and feedback requested regularly from Network Group. Feedback arising from staff survey will be discussed in March 2025 • Discussion with data team has clarified that staff survey results should not be reported by protected characteristic to avoid risk of identification • EDI was a priority action on the 2024 staff survey action plan. As a result of key activities, staff survey results indicate an increase in importance of reporting discrimination and knowledge on how to do so, and increased understanding on how and why we collect and process EDI data of staff • Authentic self measure increased 6% • Positive work environment measure increased 4% • UKSI role models EDI increased 12% • Confidence to talk about EDI at net positive 82% (new question for 2024) • No EDI survey in 2024, to be delivered throughout 2025-26 DIAP • Feedback captured from L&D programmes via the Learning Arena, but completion rates vary. More work on this will be needed and captured through 2025-26 DIAP |

| 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 | | | | |
| 3.2 We will commit to being held accountable to our EDI strategy | | | | |
| Action | Key Results (Smart Goal) | Who | Initiatives (Planned & Completed) | Commentary |
| 3.2.3 We will create EDI key performance indicators to track progress | 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) | <ul style="list-style-type: none"> • Complete - currently with Data Team for dashboard building; ethnicity, sex, gender identity, sexual orientation, disability, impairment, and socio-economic disclosure current KPI measures • All data collection in line with 2021 Census Data including socio-economic level, except for 'National Identity' which the UKSI does not ask. There is some further work to be done around distinctions between sex and gender. The UKSI should consider the use of language which aligns to the social model of disability, but this is not universally adopted • EDI ambitions continue to be a regular part of our internal communications to SLT and Board, broadening these communications this will be considered in 2025-26 DIAP • Employee data is used to track progress against ambitions target • Data gathering and usage has been a part of our internal communications around EDI, and we have reinforced that through team-by-team meetings and on-site posters • EDI completion rate currently at 70% • New project tool and support in place and proven incredibly helpful for the working group |
| 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) | <ul style="list-style-type: none"> • Complete for 2024. Activities include: external speakers joined the UKSI for Time to Talks; DIAP audit through the Moving to Inclusion assessment tool in Winter 2024; continued to attend EDI network meetings; signposted employees to webinars by the Sport and Recreation Alliance and Inclusive Employers; sharing of TRARIIS resources • Working group exploration with AKD Solutions of initial anti-racism work, next steps will be included in 2025-26 |

| Accountability & Continuous Improvement | | | | |
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| Objective | | | | |
| We ensure that UKSI remains committed to the EDI strategy and to delivering equity in all areas of our business | | | | |
| Tactic | | | | |
| 3.2 We will commit to being held accountable to our EDI strategy | | | | |
| Action | Key Results (Smart Goal) | Who | Initiatives (Planned & Completed) | Commentary |
| 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 | <ul style="list-style-type: none"> • DIAP finalised and complete • Four quarterly reviews of the DIAP are complete • DIAP or EDI updates shared as part of the CEO update at every Board meeting. More detailed DIAP or EDI updates also provided to Board at March, June and December 2024 Board meetings and all board email in July to confirm DIAP approval and publishing. Review of 2024-25 DIAP available at Board meeting in March 2025 • DIAP included on all staff calls, including specific update from EDI Manager in November 2024. • External website and internal SharePoint updates are scheduled for spring 2025 |
| 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) • 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. | <ul style="list-style-type: none"> • Half yearly meetings with Board Chair and EDI Champion to brief those Board members on EDI activity and strategy this year, in addition to Board updates. Potential for EDI activity to be part of Board away day in May 2025 • National Inclusion Week informal learning shared with all SLT members; active discussion about EDI strategy and ambitions at SLT meetings • Ongoing work to support the SLT to be more confident included in 2025-26 DIAP • Senior leadership groups increasingly engaged. This work will continue into 2025-26 DIAP • Action overtaken by the introduction of EDI inductions for all new starters |
| 3.2.7 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 objectives | 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) | <ul style="list-style-type: none"> • Importance of inclusive and quality PDRs included in scoping of new line manager training programme currently in development with the Learning Team |

| 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 | | | | |
| 3.3 We will continuously improve as a collective on EDI | | | | |
| Action | Key Results (Smart Goal) | Who | Initiatives (Planned & Completed) | Commentary |
| 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) | <ul style="list-style-type: none"> Complete. EDI training refresher mandated in October 2024 for all staff Complete. All starters have a specific EDI induction and the impact of these is assessed at three months with planned intervention between three and six months if gap in knowledge is identified Complete. Mandatory training rolled out. Further training being scoped in 2025-26 DIAP Complete. Mandatory training rolled out October 2024 |
| 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) | <ul style="list-style-type: none"> Kitemarks identified across gender, sexual orientation, disability and ethnicity Further work to be undertaken to establish which to progress considered in 2025-26 DIAP Disability Confident Level 1 scheme renewed to December 2027 |
| 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) | <ul style="list-style-type: none"> Attendance at quarterly meetings ongoing with virtual support and sharing on good practice available through Sport England EDI People Teams Channel Alignment with UK Sport on overall high-performance system is ongoing. SLT lead sits on UK Sport advisory panel and regular meetings between UK Sport and UKSI Leads Network group attendance and Moving to Inclusion assessment tool both helpful to identify best practice. Further networking and learning opportunities identified for 2025-26 DIAP Regular updates to all key stakeholders including Board, SLT, senior leaders, network group, working group, UK Sport Advisory Panel and UK Sport EDI lead completed Initial exploration with AKD Solutions of this, but further work needed to understand influence of culture across the institute planned for 2025-26 DIAP |

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

3.3 We will continuously improve as a collective on EDI

| Action | Key Results (Smart Goal) | Who | Initiatives (Planned & Completed) | Commentary |
|--|--|--|---|--|
| 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) | <ul style="list-style-type: none"> Complete. This is now integrated, and analysis takes place quarterly. Exit interview themes reviewed by CEO every six months alongside Head of People |
| 3.3.5 Commit to on-going learning of systemic and structural barriers, privileges and allyship that impact our current and future people | 15% of staff to have completed some on-going learning beyond the compliance e-learning | 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) | <ul style="list-style-type: none"> Ongoing learning is an area that has not been a priority task this year for various reasons including organisational capacity. It is a priority for 2025-26 DIAP across all stakeholder groups |
| 3.3.6 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) | <ul style="list-style-type: none"> Next EDI survey planned to be delivered in summer 2025 |

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