

**UK
SPORTS
INSTITUTE**

DIVERSITY & INCLUSION ACTION PLAN

2025 - 2026

WELCOME



MATT ARCHIBALD
UK Sports Institute CEO

I am thrilled to welcome you to the launch of our second Diversity and Inclusion Action Plan.

Building on the success of the 2024-2025 DIAP ([link to 24-25 DIAP Review Doc](#)), we are committed to fostering an even more inclusive and diverse workplace where every individual feels valued and empowered to be their authentic selves.

Last year, we made significant strides in creating a culture of belonging, and I am proud of the progress we have achieved together. Our initiatives have not only enhanced our workplace environment but have also driven innovation and collaboration across all levels of our organization.

As we embark on the second year of our EDI Strategy ([link to EDI strategy](#)), our focus remains on achieving our representation ambitions and expanding our influence across the high-performance sport system. We will continue to implement programs that promote equity, support underrepresented groups, and ensure that inclusion is woven into the fabric of our daily operations. This year's plan includes new initiatives and goals that reflect our ongoing commitment to making the UKSI a place where everyone can thrive.

I encourage all UKSI staff to actively participate in these initiatives and share your ideas and feedback. Our people's involvement is crucial to our success, and together, we can create a workplace that truly reflects the diverse world we live in.

Thank you for your dedication and support. Let's continue to build on our achievements and make this year even more impactful.

GLOSSARY

CEO

Chief Executive Officer

Comms

Communications and Partnerships

CPD

Continuous Professional Development

DIAP

Diversity and Inclusion Action Plan

EDI

Equality, Diversity and Inclusion (Sometimes Equity, Diversity and Inclusion)

ENG

Employee Network Group

GEM

Global Ethnic Majority

HoPS

Head of Performance Support

HoS

Heads of Service

IS

Information Systems

L&D

Learning and Development

LGBTQ+

Lesbian, Gay, Bisexual, Trans, Queer (plus)

SLT

Senior Leadership Team

SMG

Senior Management Group

TRARIIS

Tackling Racism and Racial Inequality in Sport

UKSI

UK Sports Institute

WG

(EDI) Working Group



UKSI DATA AND AMBITIONS

CURRENT UKSI WORKFORCE



Female representation at

54.5%

Up from **52%** in 2024/25



GEM representation at

4.5%

Up from **3%** in 2024/25



LGBTQ+ representation at

5.8%

Up from **4%** in 2024/25



Disabled representation at

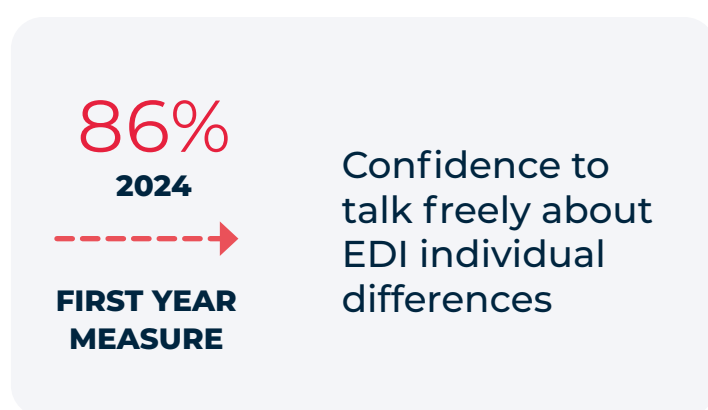
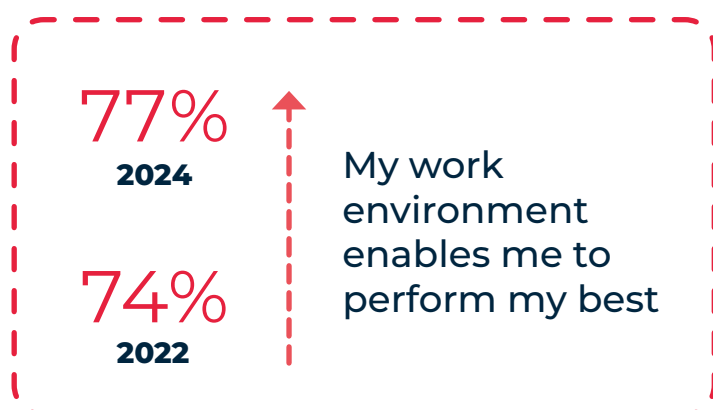
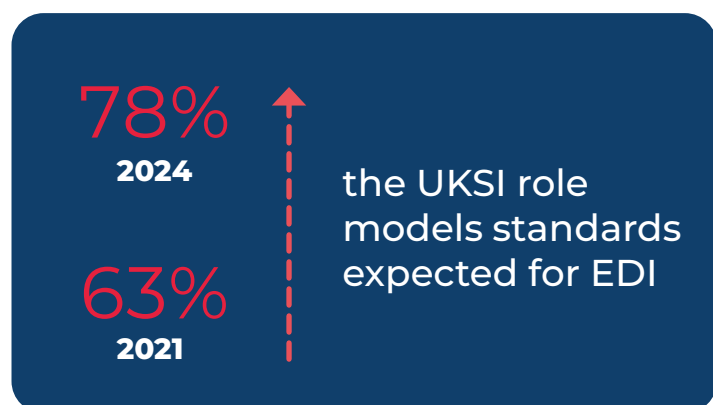
8.6%

Up from **4%** in 2024/25

More details about our current workforce representation in four priority protected characteristics, compared to our 2032 Representation Ambitions

Characteristic		31 Mar 2025 (%)	2032 Representation Ambition
Gender	Male	45.5	
	Female	54.5	50%
Sexual Orientation	Heterosexual	75.5	
	All other orientations	5.8	3%
	Prefer not to say	2.0	
	No response	16.7	
Ethnicity	GEM	4.5	18%
	White (inc. white English / Welsh/Scottish/NI/British)	80.3	
	Prefer not to say	0.3	
	No response	14.9	
Disability	Disabled	8.6	18%
	Non-disabled	75.5	
	Prefer not to say	0.8	
	No response	15.2	

STAFF SURVEY 2024: EDI RELATED MEASURES



WELCOME TO THE 2025/26 UKSI DIVERSITY AND INCLUSION ACTION PLAN (DIAP)

This DIAP is the one year action plan for our EDI (Equality, Diversity and Inclusion) Strategy. The UKSI's EDI strategy is a long-term strategy, intended to be delivered over the period 2024-2029. The EDI strategy will be reviewed in due course as part of the overall UKSI strategy. The EDI strategy is published on the UKSI's website alongside this DIAP and the 2024/25 DIAP.

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. The Ambitions are now aligned to the UK Census of 2021.

As per our strategy and the previous DIAP, the actions in this DIAP are divided into one of three pillars: 1. Representation, 2. Inclusive Workplace Culture and 3. Accountability and Continuous Improvement.

SUCCESSSES SO FAR

In creating this DIAP, the UKSI has reviewed the activity undertaken in the last year and considered where there has been positive progress and where there is more work to be delivered.

Key successes in 2024/25 include:

- 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
- Progressing with key university relationships where there is a strong pool of potential future employees from an ethnically diverse or high proportion of disabled students
- The development of a new working group structure and a new process for monitoring the DIAP, ensuring all internal stakeholders to account
- 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
- 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
- Continued to monitor our gender pay gap carefully and celebrated a significant closure in the gender pay gap
- Enrolled all staff, new and current, onto our EDI eModule for learning completion by March 2025

A more comprehensive list of successes and activities can be found in the 2024/25 DIAP report.



Scan or click to find out more

INTENTION FOR THE 2025/26 DIAP

The 2025/26 DIAP is a new Plan, which builds on the work undertaken in 2024/25.

This DIAP is deliberately different from the previous iteration in three main ways. These are:

1. It focusses on areas in the UKSI's control. While we have ambitions for our work in ED&I, we are aware that the first year of an Olympic and Paralympic cycle often involves a significant volume of change and re-setting. As a result, the actions identified in this DIAP are deliberately more inward-facing than last year.
2. It focusses on improving our organisational approach and representation in the two protected characteristics of disability and ethnicity. These are two areas where the UKSI is not making as much progress as we would like. As a result, key activities will be targeted at these areas.
3. There are fewer but more substantial activities to be delivered. In the first DIAP, there were quite a few activities listed but which were small tasks and/or were part of setting up governance processes or establishing baselines. The year the focus will be on developing larger projects which will address either of the first two pillars of the strategy.

KEY INDICATORS OF SUCCESS IN 2025/26 INCLUDE:

- Improvements in our Representation Ambitions data (see action 1.1.2 and 1.1.3)
- Increased staff EDI data completion, from 70% completion across the institute in 2024/25 (see action 1.1.1)
- Ongoing improvements in staff survey measures, tracked annually (see action 2.1.2)
- Progression of relationships with key universities to support a growing pool of potential applicants for UKSI roles (see action 1.1.4)
- Implementation of next stage of internships programme, with specific attention to developing talent from disabled and ethnically diverse backgrounds (see action 1.1.4 and 1.3.1)
- Increasing confidence among senior leaders and line managers to champion EDI, particularly but not exclusively in recruitment (see action 1.1.2)
- Increase number of subject-specific employee network groups; rising from two in 2024/25 (see action 3.2.1)
- Monitoring of newly introduced data on leavers by protected characteristics, with a view to understanding more about retention of those with specific protected characteristics (see action 1.2.1)
- Delivery and analysis of EDI-specific staff survey (last run in 2023) (see action 2.1.2)



1. REPRESENTATION

1.1 Establish a diverse candidate pool for job opportunities

Outcome	Action	Owner	By When
1.1.1 Understand candidate experience as they progress through the UKSI recruitment process	1.1.1a Analyse the candidate feedback of the application process for recurring themes and implement actions accordingly	Talent Partner / EDI Manager	Quarterly: June, September, December 2025, March 2026
	1.1.1b Monitor completion rate of New Starter Survey via Cascade and encourage completion	EDI Manager	80% completion rate by March 2026
	1.1.1c Assess data quality of New Starter Survey and implement appropriate updates and amendments	EDI Manager	January 2026
1.1.2 Ensure our recruitment panels are confident in completing the recruitment process and recruiting with good practice	1.1.2a Roll-out the in-person recruitment course, strategically targeted at the heaviest recruitment areas within the UKSI	EDI Manager / Talent Partner	July 2025
	1.1.2b Launch the Recruitment eModule for recruitment panel members, ensuring appropriate sections of the eModule are completed by panel members before recruitment takes place	EDI Manager / Talent Partner / Hiring Managers	July 2025
	1.1.2c Share EDI data report, and EDI ambitions report with Board and scrutiny and feedback	People Team / Data team	Quarterly: June, September, December 2025, March 2026
	1.1.2d Scope and design a process to capture interview feedback	Hiring Managers	March 2026
1.1.3 Reach more diverse (prioritise GEM and Disabled candidates) candidates for all UKSI advertised roles	1.1.3a Build on the SEO approach to identify additional ways to reach and attract diverse applicants, focussing on GEM and disabled underrepresentation	EDI Manager / Talent Partner	August 2025
	1.1.3b Complete a communications review of job advertisement and job description to ensure alignment to good practice guidance	Comms Team / EDI Manager	August 2025
	1.1.3c Signpost UKSI job opportunities to our para-athlete cohort via PL team and BPA contact	Comms Team / PL Team	October 2025
1.1.4 Increase employability of diverse candidates into the high-performance sport system via opportunities within the UKSI	1.1.4a Deliver and agree a Memorandum of Understanding with partner universities to actively help to improve likelihood of employability with UKSI from GEM backgrounds and disabled people through employment programmes	EDI Manager	September 2025

1.2 Establish an equitable and transparent career progression process

Outcome	Action	Owner	By When
1.2.1 Increase understanding of how our staff feel about career progression opportunities, both internally and externally	1.2.1a Scope and facilitate a series of feedback sessions to capture UKSI staff's experience of career development	EDI Lead / EDI Manager	January 2026
	1.2.1b Complete a communications review around the central messaging of L&D opportunities and align the messaging to the Line Management Training Framework	Comms Team / Head of L&D	November 2025
1.2.2 Effectively communicate learning and development opportunities and training programmes to all staff	1.2.2a Assess the availability of online L&D resources for all staff at UKSI	Head of L&D	June 2025
	1.2.2b Assess L&D opportunities hosted face-to-face using the UKSI Equality Impact Assessment framework and implement improvements based on findings	EDI Manager	August 2025

1.3 Identify, nurture, and support talent and future leaders to understand needs of diverse people

Outcome	Action	Owner	By When
1.3.1 Increase representation within UKSI across two priority characteristics (GEM and Disability) through development programmes	1.3.1a Mentoring opportunities explored, including a reverse mentoring programme with Senior Leaders within the UKSI	Senior Leaders / EDI Lead	January 2026



2. INCLUSIVE WORKPLACE CULTURE

2.1 Commit to understanding experience and needs of our people

Outcome	Action	Owner	By When
2.1.1 Encourage all members of staff to champion EDI across the UKSI and High-Performance System	2.1.1a Define what it means to be a champion of EDI at the UKSI	EDI Manager / SLT	November 2025
	2.1.1b Align capabilities, attributes and behaviours identified to be a champion of EDI and empower all UKSI staff to become champions	EDI Manager	February 2026
	2.1.1c Facilitate development sessions to increase SLT's confidence and ability to speak to EDI issues authentically	EDI Manager	June 2025
2.1.2 Learn about the experiences of our staff members, both positive and negative, with regards to EDI considerations	2.1.2a Increase the awareness of the different range of ways people can report issues relating to EDI including 'low level' poor practice and negative behaviours	EDI Lead / People Team	August 2025
	2.1.2b Authentically action feedback from the UKSI staff survey	EDI Manager / Comms Team	February 2026
	2.1.2c Capture EDI specific survey feedback from UKSI staff	Comms Team	October 2025
	2.1.2d Continue the work of the Women Thriving project into Phase 2 and launch a similar project aimed at understanding GEM or disabled individuals within the UKSI	EDI Manager	March 2026
2.1.3 Understand the experience of new starters, including internal movement, through the onboarding phase	2.1.3a Explore the reporting capabilities of Recruitment+ Onboarding portal	Talent Partner / People Team	September 2025
	2.1.3b Implement the relevant feedback from New Starter survey and increase the quality of data captured through probation period	People Team / EDI Lead	February 2026
2.1.4 Investigate any negative EDI impact that has resulted in a staff member leaving the UKSI	2.1.4a Analyse exit interview feedback for themes or potential poor practice and address the situation on an ongoing basis	People Team / Talent Partner	December 2025



2.2 Foster an environment where employees feel safe in reporting all incidents of unfair treatment

Outcome	Action	Owner	By When
2.2.1 Create a culture that actively opposes discrimination, and aspires to become anti-discriminative	2.2.1a Refresh the EDI eModule on The Learning Arena online portal to include behavioural and anti-discrimination education and relevant cultural/societal impacts of EDI issues	EDI Manager / Head of L&D	October 2025
2.2.2 All reports of discrimination will be dealt with seriously and promptly	2.2.2a Increase awareness and understanding of the investigation and disciplinary process relating to discrimination to align with the UKSI's zero-tolerance policy	EDI Lead / Comms Team / Safeguarding Lead	December 2025
	2.2.2b Create a communication plan to reinforce the process and importance of reporting discrimination, abuse, poor practice and negative behaviour	Comms Team	January 2026

2.3 Celebrate diversity to promote inclusion, belonging, and understanding

Outcome	Action	Owner	By When
2.3.1 Increase the availability of informal and everyday learning across a range of EDI topics	2.3.1a Produce an informal menu of learning across a range of EDI topics that all staff can access at any time	EDI Manager / Head of L&D	August 2025
	2.3.1b Host virtual informal learning opportunities (Time to Talks) across a range of EDI topics at least once per quarter	EDI Lead	Quarterly: June, September, December 2025, March 2026
2.3.2 Ensure our internal and external communications are using good practice guidance	2.3.2a Complete an Equality Impact Assessment on the UKSI brand and image bank and make amendments where required	Comms Team	July 2025
	2.3.2b Complete website accessibility and digital inclusion assessment and update digital resources according to findings	Comms Team / IS Team	September 2025
2.3.3 Understand the interest of staff in good news stories from the system relating to EDI	2.3.3a Share EDI related news stories from the High-Performance Sport system to highlight good practice and demonstrate positive progress, reinforce organisational values and foster a sense of community	EDI Lead	July 2025
	2.3.3b Plan long-term content to raise awareness of EDI issues aligned to the UKSI Inclusion Calendar	EDI Lead / Comms Team	Quarterly: June, August, November 2025, February 2026
2.3.4 Ensure UKSI physical and virtual spaces are inclusive	2.3.4a Develop and share a framework to assess virtual and physical meeting spaces that considers EDI and equity	EDI Manager / Operations Managers	September 2025
	2.3.4b Create good practice guidelines and considerations to create an inclusive environment during meetings	EDI Manager / ENG	October 2025

3. ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

3.1 Remain compliant in all current EDI related legislation, and prepare to deliver against any potential new EDI related legislation

Outcome	Action	Owner	By When
3.1.1 Ensure we are using good practice guidance to create and steer our policies that specifically relate to our EDI strategy	3.1.1a Complete an Equality Impact Assessment on UKSI policy that impacts EDI characteristics and gap analysis of any missing policy	EDI Manager / EDI Lead	November 2025
	3.1.1b Monitor ongoing legislation change and update guidance, policy and procedure where appropriate	EDI Lead	December 2025
3.1.2 Understand any potential biases in reward and recognition across EDI characteristics	3.1.2a Continue to measure and report our Gender Pay Gap data and take appropriate action	People Team/ Data Team	March 2026

3.2 Commit to being held accountable for our EDI Strategy

Outcome	Action	Owner	By When
3.2.1 Increase the visibility of EDI work and progression across all staff at the UKSI	3.2.1a Create a one-pager progress document to communicate key milestones in EDI work	EDI Manager / Comms Team	Bi-monthly: June, August, October, December 2025, February 2026
	3.2.1b Provide updates to key stakeholder groups within the UKSI	EDI Manager / EDI Lead	Bi-monthly: June, August, October, December 2025, February 2026
	3.2.1c Capture feedback from key stakeholders' groups and implement improvements	EDI Manager / ENG	Bi-monthly: June, August, October, December 2025, February 2026
3.2.2 Senior Leaders across the UKSI will become more visible and confident in role modelling inclusive behaviours and championing EDI	3.2.2a Explore a bespoke EDI education and development programme for UKSI Board	EDI Manager	June 2025
	3.2.2b Offer tailored support mechanisms to SLT members empowering them to be more confident in speaking to EDI issues in an authentic and genuine way	EDI Manager	July 2025
	3.2.2c Facilitate an EDI development session for the HOPS group	EDI Manager	September 2025
	3.2.2d Facilitate an EDI development session for the Heads of Service	EDI Manager	August 2025

3.3 Continuously improve as a collective on EDI

Outcome	Action	Owner	By When
3.3.1 Ensure all staff have a base level understanding of EDI	3.3.1a Monitor and report completion rate of EDI eModule	Head of L&D	Quarterly: June, August, November 2025, February 2026
	3.3.1b Offer a face-to-face informal EDI learning opportunity at UKSI sites via roadshow	EDI Manager / EDI Lead	November 2025
3.3.2 Align the EDI work of the UKSI to be impactful across the high-performance sport system	3.3.2a Accelerate the collaborative approach to EDI development by signposting UKSI learning opportunities to UK Sport and HPS staff	EDI Lead / UK Sport	March 2026
	3.3.2b Support EDI considerations of HPS through System Master Planning and Tackling Racism and Racial Inequalities in Sport work	EDI Manager / CEO	December 2025
3.3.3 Understand and address any ongoing systematics and structural barriers that impact our people	3.3.3a Ensure we allow space for staff members to give open and honest feedback through the ongoing Employee Network Group and sub-groups	ENG Chair	March 2026
3.3.4 Share good practice throughout the high-performance sport system and check and challenge our work	3.3.4a Scrutinise and improve our EDI work through external consultation with industry leaders and industry frameworks	EDI Manager / EDI Lead	Mid-DIAP review October 2025 and Annual DIAP review March 2026
	3.3.4b Share good practice by hosting an EDI session through the Sport England EDI People channel	EDI Manager	October 2025
	3.3.4c Nominate a UKSI led EDI project or programme for an industry recognised award	EDI Manager / Comms Team	February 2026



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



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