



BRITISH  
TRIATHLON



TRIATHLON  
ENGLAND



# 20 20 ANNUAL REPORT

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## BILL JAMES

### CHAIR OF BRITISH TRIATHLON

**I'm delighted to be able to welcome you to the 2020 annual report for the first time as Chair of British Triathlon. Since taking up the post in March, so much has happened both with global events and across the sport itself, however we remain committed to ensuring we come through the current crisis safe and strong, together.**

With the suspension of triathlon activity through the Covid-19 pandemic, there has been a huge emphasis this year on swim, bike, run at home. Despite the very limited number of domestic events and even the AJ Bell World Triathlon Leeds forced into postponement, we saw multisport being adopted and adapted by thousands of people across the Home Nations. It's been incredible to see the creativity and enthusiasm, and in particular how our community has united through such a difficult time, taking to gardens, kitchens and local streets to carry on taking part and keeping the sport healthy.

Virtual challenges, online events and strength and conditioning sessions via Zoom have become part and parcel of the triathlon life this year. The AJ Bell World Triathlon Leeds Virtual Challenge, which helped over 5,500 participants to experience event day at home, was a resounding success and, in addition to bringing our community together and welcoming many more people in, the event also raised over £20,000 for Leeds Cares through participant donations that were matched by a £10,000 donation from AJ Bell.

For me, this virtual challenge encapsulated 2020. It gave people the opportunity to try

something new whilst also supporting existing participants to take part in an innovative new way. It demonstrated the support we can show for one another through encouraging others to achieve their goals and being encouraged ourselves, as well as raising a phenomenal amount of money for a worthy charity.

### **This year has been huge for the grassroots of the sport.**

With more people looking to stay active, our clubs have been working tirelessly to serve their existing membership and cater for new members by finding creative, new ways to help them train and connect. I'd like to say a huge thank you to all of the clubs, coaches and volunteers that have championed the sport through these extraordinary times. It's been highlighted more than ever this year that your dedication is unmatched, and the sport would not exist without your unwavering support and enthusiasm for all things swim, bike, run.

I'd also like to extend my thanks to the staff at British Triathlon and the Home Nations who have supported the sport throughout this year by creating and communicating guidance and support to our triathlon community. I would also like to thank our

commercial partners, new and old, for continuing with us on this journey. From teaming up with Volvo Car UK for Sport Relief, to welcoming our new Official Sun Protection Supplier, Pelotan, their support has been invaluable over this period of uncertainty as we continue to grow the profile of and participation in the sport. These partnerships have also meant that, although members haven't been able to train and compete in quite the same way this year, we have been able to offer additional member benefits and competitions for them to take part in.

Bookending the year, we have had some in-person action on both the recreational, Age-Group and elite levels. The year started with medal-winning performances for the Great Britain Age-Group Team at World Triathlon and Europe Triathlon Championships for winter triathlon and sprint and standard distance duathlon. This was accompanied by a wonderful first and second for Vicky Holland and Georgia Taylor-Brown at the Mooloolaba World Cup. When international racing resumed, Georgia earned the World Championship crown in Hamburg where the British team consisting of herself, Barclay Izzard,

Jess Learmonth and Alex Yee also took bronze in the Mixed Relay World Championship. We also saw Paratriathlon World Cup gold brought back to Britain this year, with Lauren Steadman winning the women's PTS5 race in Alhandra, Portugal.

### **Congratulations to all our athletes who were able to make the most of the very limited racing opportunities this season.**

Off the circuit, British Triathlon achieved a high level rating from the NSPCC's Child Protection in Sport Unit following an annual review, demonstrating the hard work that we put in to ensuring that swim, bike, run can be enjoyed by people of all ages.

This year has been one of many cultural talking points, and we hope turning points. With incidents such as the tragic death of George Floyd and the resulting protests from the Black Lives Matter movement highlighting the need for social reform. As an organisation, we are aware of the role that sport can have in bringing meaningful change and we are working hard to confront racism and inequality from grassroots to the boardroom.

I would also like to take this opportunity to highlight the amazing work that the Triathlon Trust has achieved over the last eight years, making a significant contribution to getting children active across the UK. Since 2012, the trust delivered over 150,000 active days and the trustees continue to work closely with the Home Nations to understand the best way to introduce swim, bike, run to a new generation. Unfortunately, the trust has had to stop its activities as a result of the pandemic, however the trustees remain in place to oversee delivery of their mission and their valued work will be supported by the British Triathlon team.

Of course, 2020 was in many ways four years in the making. Being an Olympic and Paralympic year, it was set to be a spectacle of sport and an amazing opportunity to put swim, bike, run on the world stage once more. Now, with the Games postponed, we reset our sights and approach next year with optimism, excitement, and confidence as a result of all the hard work that has been put in thus far.

In addition to the Games, next year will also showcase a World Triathlon Para Series race for the first time in the UK following our

successful bid for the 2021 edition of the AJ Bell World Triathlon Leeds to include a World Triathlon Championship Series race and World Triathlon Para Series race. This is an important step and makes for a truly expansive festival of triathlon, hosting the prestigious elite race, age group and GO TRI events and now a para race for our paratriathletes to experience this level of competition on home soil.

### **As we make way for a new year after a truly unique one, I believe we can approach 2021 with a level of measured excitement.**

Highlights will include the Olympic and Paralympic Games set to take place in Tokyo, but also the most expansive triathlon festival in the country set to be delivered in Leeds. We must also hope that both competitive and participation-based sport will return to some level of normality. Through all of this we stay true to our shared vision to provide great experiences through swim, bike, run.



# ROLL OF HONOUR

## ELITE TRIATHLON AND PARATRIATHLON MEDAL WINNERS 2020

### WORLD CUP RACES

#### 2020 Mooloolaba ITU Triathlon World Cup

Mooloolaba, Australia - 14 March 2020

Senior Women Vicky Holland Gold 

Senior Women Georgia Taylor-Brown Silver 

#### 2020 Karlovy Vary ITU Triathlon World Cup

Karlovy Vary, Czech Republic - 13 September 2020

Senior Women Georgia Taylor-Brown Silver 

#### 2020 Arzachena ITU Triathlon World Cup

Cannigione, Arzachena, Italy - 10 October 2020

Senior Men Alistair Brownlee Bronze 

Senior Women Beth Potter Silver 

#### 2020 Valencia ITU Triathlon World Cup

Valencia, Spain - 7 November 2020

Senior Men Alistair Brownlee Silver 

Senior Women Beth Potter Gold 

### WORLD TRIATHLON SERIES

#### 2020 Hamburg Wasser World Triathlon

Hamburg, Germany - 5 September 2020

Senior Women Georgia Taylor-Brown Gold 

### WORLD TRIATHLON MIXED RELAY SERIES

#### 2020 Wasser World Triathlon Mixed Relay Series Hamburg

Hamburg, Germany - 5 September 2020

Mixed Team Relay Bronze 

### ITU PARATRIATHLON WORLD CUP

#### 2020 Alhandra ITU Paratriathlon World Cup

Alhandra, Portugal - 10 October 2020

PTS5 Women Lauren Steadman Gold 



**2020 WORLD TRIATHLON  
SERIES - WORLD  
CHAMPION**

**SENIOR WOMEN**

**GEORGIA  
TAYLOR-BROWN**



# GREAT BRITAIN AGE GROUP MEDAL WINNERS



	GOLD	SILVER	BRONZE
2020 Asiago ITU Winter Triathlon World Championships	1	0	0
2020 Punta Umbria ETU Sprint Duathlon European Championships	10	13	12
2020 Punta Umbria ETU Sprint Duathlon European Championships	11	9	12
2020 Cheile Gradistei ETU Winter Triathlon European Championships	1	1	4





**BRITISH  
TRIATHLON**

# 2020

## GOVERNANCE REVIEW

## BRITISH TRIATHLON CHAIR FOREWORD ON GOVERNANCE REVIEW

I am pleased to introduce you to our annual governance report on behalf of the British Triathlon board. In the report, we will be giving an insight into the structures and systems of our organisation.

We have seen the benefits of, and remain committed to, the principles of the Code for Sports Governance. We share the belief that effective governance should be both transparent and accountable with regards to its structure, strategy and finances.

As a board, it is important that we build and maintain positive relationships with all our stakeholders, and our public commitment towards greater diversity and gender parity plays a key part in that.

This year has thrown up a lot of challenges, but we took the opportunity to be flexible and dynamic in our governance approach through the pandemic and this has helped to highlight areas in which we can and will look to improve.

Through our governance structure, board members serve for set terms which means that we see regular changes and updates to our board and its composition. This year I am delighted to welcome Debbie Clarke and Martin Kitchener into their new positions on the British Triathlon board and I am excited to move forward into 2021 as an organisation that continues its shared vision to be people centred, ambitious, inclusive and to do what's right.

Bill James



## TRIATHLON ENGLAND CHAIR FOREWORD ON GOVERNANCE REVIEW

Having taken up the position in an interim role, I was delighted to accept the opportunity to become Chair on a more permanent basis in September. To have the chance to lead this Board and organisation is a true privilege, and I've been blown away by the resilience and forward thinking that has been demonstrated in the face of everything that 2020 has presented.

Racial inequality has come to the front of public consciousness in an unparalleled way this year following the death of George Floyd in the US. For the last couple of years, diversity and inclusion has been a priority within British Triathlon and Triathlon England, with a committee comprising all the Home Nations created to challenge the way in which we operate and explore new ways

to help make all levels of the sport as open and welcoming as possible. The organisation also has a working group looking at environmental sustainability, investigating and proposing new ways of working and delivering triathlon that are sensitive to the resources we use.

One of the core values of Triathlon England is "to do what's right" and this has been what has shaped decision making within the organisation across the spectrum of business and sporting operations. My thanks go out to all the staff, volunteers and supporters for all their hard work and commitment and, without whom, the sport would not have continued through this challenging year. Our Triathlon Family will continue to be strong by working together.

Debbie Clarke

*D Clarke*



# BRITISH TRIATHLON BOARD



**Bill James**  
Non-Executive Chair



**Andy Salmon**  
Chief Executive Officer



**Debbie Clarke**  
Non-Executive Director  
- Triathlon England



**Dougie Cameron**  
Non-Executive Director  
- Triathlon Scotland



**Martin Kitchener**  
Non-Executive Director  
- Welsh Triathlon



**Nicky Dick**  
Non-Executive Director  
- Age Group Teams



**Greg Warnecke**  
Independent  
Non-Executive Director  
- Major and National Events



**TBC**  
Non-Executive Director  
- Athlete Representative



**Richard Ashton**  
Independent  
Non-Executive Director  
- Finance and Senior  
Independent Director



**Sara Heath**  
Independent  
Non-Executive Director  
- Marketing and  
Communications



**Amar Melwani**  
Independent  
Non-Executive Director  
- Commercial



**Neil Saunders**  
Independent  
Non-Executive Director  
- Duty of Care



# TRIATHLON ENGLAND BOARD



**Debbie Clarke**  
Chair



**Andy Salmon**  
Chief Executive Officer



**Vacant**  
Non-Executive Director  
- Eastern Regions



**Sarah Taylor-Hough**  
Non-Executive Director  
- Western Regions



**Tracey Sample**  
Non-Executive Director  
- Northern Regions



**Duncan Hough**  
Non-Executive Director  
- Events and Participation



**Kevin Currell**  
Independent  
Non-Executive Director  
- Talent Development



**Sally Lockyer**  
Independent  
Non-Executive Director  
- Marcoms and Membership



**Louise McFadzean**  
Independent  
Non-Executive Director  
- Finance and Senior  
Independent Director



**Avi Tillu**  
Independent  
Non-Executive Director  
- Business



**Halima Khan**  
Independent  
Non-Executive Director  
- Diversity & Inclusion



**Steve Watmough**  
Independent  
Non-Executive Director  
- Technology (Co-Opted)

## 2020 TRIATHLON ENGLAND COUNCIL



**Jamie Gordon**  
Council President  
(Triathlon England  
Board Observer)

**Tracey Sample**  
North East

**Lee Mathison**  
North West

**Chris Hall**  
London

**Claire Jenkinson**  
East

**Lee Wallhead**  
East Midlands

**Sarah Taylor-Hough**  
West Midlands

**Jane Wild**  
South West

**Ronnie Parker**  
South Central

**Liz Scott**  
South East

**Richard Penley-Martin**  
Yorkshire

**Audrey Livingstone Council**  
Representative on  
British Triathlon Diversity  
& Inclusion Committee

# BRITISH TRIATHLON SENIOR EXECUTIVE TEAM



**Andy Salmon**  
Chief Executive Officer



**Mike Cavendish**  
Director of Performance



**Ben Cummings**  
Director of Commercial  
& Major Events



**Justine Baynes**  
Director of Marketing  
& Communications



**Helen Marney**  
Director of Development



**Anne Vinestock**  
Director of Finance

## INTERNATIONAL INFLUENCE

**Ian Howard TD**  
World Triathlon Board

**Maisie Banciewicz**  
Europe Triathlon Technical Committee

**Ben Bright**  
World Triathlon Coaches Committee

**Jamie Gordon**  
World Triathlon Audit Committee

**Duncan Hough**  
World Triathlon Multisport Committee

**Howard Vine**  
World Triathlon Technical Committee

**Nicky Dick**  
World Triathlon - Age Group Commission

## TRIATHLON TRUST

The Triathlon Trust, British Triathlon's official charity, is an independently funded charity that aims to use the engaging sport of triathlon to encourage children to become more active.

### The Triathlon Trust Trustees are:

Joe Garner (Chairperson)  
Brian Carlin  
Andy Salmon  
Richard Schofield  
Debbie Clarke

Steve Rice  
Anna Troup  
Beverley Lewis  
Louise Wright

# COMPLIANCE WITH THE NEW CODE FOR SPORTS GOVERNANCE

Good governance helps to ensure that the structures and systems that go into the decision making and operations of British Triathlon and Triathlon England exist within a recognised framework. Having this framework enables the delivery of swim, bike, run to take place effectively, ensuring accountability and transparency in achieving the organisation's strategy.

Aligning with UK Sport and Sport England's A Code for Sports Governance, which is mandatory for sports organisations to receive public funding, is a crucial outcome of operating with good governance for the development of the sport. Public funding is a key stream for British Triathlon and Triathlon England, helping both organisations to achieve their aims and grow the sport at various levels of participation.

In December 2018, Triathlon England achieved the intermediate level of Equality Standard for Sport. Intermediate is the second highest of four levels on the framework for assisting sports organisations to widen access and reduce inequalities within sport. Intermediate means that the organisation is implementing and reviewing its equality action plan, its internal policies consider the impact on people with protected characteristics and is working towards increasing diversity within the sport.



# LEADERSHIP

## Role of the Board

The Board has collective responsibility for the management, direction and performance of the sport, and provides leadership within a framework of prudent and effective controls which enable risk to be appropriately assessed and managed. The Board sets the strategic direction, ensuring that the necessary resources are in place for the sport to meet its objectives and deliver sustainable performance. The Board takes a long-term outlook, and sees itself as responsible to a wide range of stakeholders whilst pursuing its objectives in a manner consistent with its statutory duties for the benefit of the sport's members as a whole.

The Directors of the Board are selected on the criteria of proven skill and ability in their particular field of endeavour and a diversity of outlook and experience which directly benefits the operation of the Board as the custodian of the sport.

There is a separate Board for British Triathlon and Triathlon England, with information about each available on the respective websites under 'Governance'.

[www.britishtriathlon.org/about-us/governance](http://www.britishtriathlon.org/about-us/governance)  
[www.triathlonengland.org/governance](http://www.triathlonengland.org/governance)

## Roles and Responsibilities

The role of the Chair and Chief Executive Officer are separate and have been so since incorporation. The roles and expectations of each Director are clearly defined and recorded within their letters of appointment and role descriptions. The roles and responsibilities of the Board members are explained below.

## The Chair

As Chair, Bill James (British Triathlon) and Debbie Clarke (Triathlon England) hold responsibility for leadership of the Board, ensuring its effectiveness on all aspects of its role and setting its agenda. The Chair is responsible for creating an environment for open, robust and effective debate. This includes ensuring, via the Company Secretary, that the Directors receive accurate, timely and clear information.

## The Chief Executive Officer (CEO)

Andy Salmon, as CEO, is responsible and accountable to the Board for the management and operation of the organisation and, for our public funders UK Sport and Sport England, he is the Accountable Officer. Andy leads the work of the Senior Executive Team in guiding and deciding on the strategic direction of the organisation.

## Senior Independent Non-Executive Director

Both British and English Boards have a Senior Independent Non-Executive Director (SID) providing support to the Chair and acting as an independent point of contact for the Board Directors, stakeholders and staff. Richard Ashton is SID for British Triathlon, with Louise McFadzean as the Triathlon England SID.

## Non-Executive Directors

Non-Executive Directors are responsible for constructively challenging and providing expert support to the Executive Directors and overseeing the delivery of the sport's strategy framework.

## Company Secretary

Andy Salmon serves as Company Secretary in his capacity of CEO. In this role, he is responsible for the efficient administration of the company, particularly with regard to ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the Board of Directors are implemented.

## Board Delegation

The Board comprises a number of Directors who have oversight on specific areas of the organisation, as well as Directors with responsibility for geographic areas within each organisation's remit.

## Term Limits

- Non-Executive Directors may only serve for a maximum of 2 x 4 year terms
- The Chair may serve for 2 x 4 year terms

These term limits ensure that there is a regular refresh of new talent and ideas on the Board.

## Executive Team

The Executive Team meet once a month to allow prompt discussion of relevant operational issues.

This group comprises the;

- Chief Executive Officer
- Director of Finance
- Director of Development
- Performance Director
- Director of Commercial & Major Events
- Director of Marketing & Communications

# BOARD AND COMMITTEE ATTENDANCE

## British Triathlon Board Meetings 2019/2020 - Attendance Record

	2019		2020										
	5 OCT	6 NOV	24 JAN	4 MAR	25 APR	21 MAY	8 JUN	22 JUN	6 JUL	22 JUL	3 AUG	14 SEP	24 SEP
	Loughborough	Virtual	Loughborough	Virtual	Virtual	Virtual (with TE Board)	Virtual						
Mary Hardwick	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bill James	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Andy Salmon (CEO)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓
Debbie Clarke	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nicky Dick	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Helen Jenkins	✓	✓	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✓
Craig Stewart	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dougie Cameron	✓	✓	✗	✗	✓	✓	✓	✓	✓	✗	✗	✗	✓
Clare Cunningham	✗	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sara Heath	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Amar Melwani	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Greg Warnecke	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Paul Tanner	✗	✓	✓	✗	✓	✓	✓	✗	N/A	N/A	N/A	N/A	N/A
Richard Ashton	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓
Neil Saunders	✓	✗	✓	✗	✓	✗	✓	✓	✗	✓	✗	✓	✓
Parul Patel	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓	✓	N/A	N/A
Martin Kitchener	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓	✓

N/A Not in post

# BOARD AND COMMITTEE ATTENDANCE

## Triathlon England Board Meetings 2019/2020 - Attendance Record

	2019			2020								
	9 NOV	1 FEB	26 MAR	1 MAY	21 MAY	8 JUN	22 JUN	6 JUL	20 JUL	3 AUG	17 AUG	14 SEP
	AGM Birmingham	Loughborough	Virtual	Virtual	Virtual (with BTF Board)	Virtual	Virtual (with BTF Board)					
Bill James	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Debbie Clarke	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Duncan Hough	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Halima Kham	✓	✓	✓	✓	x	✓	✓	✓	x	✓	✓	✓
Sally Lockyer	✓	✓	x	✓	x	✓	✓	x	✓	x	✓	x
Louise McFadzean	✓	✓	x	✓	x	x	x	✓	x	✓	✓	x
Sarah Taylor Hough	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Avi Tillu	✓	✓	x	✓	x	x	✓	x	x	x	✓	x
Andy Salmon (CEO)	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓
Tracey Sample	✓		x	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kevin Currell	✓	✓	✓	x	✓	x	✓	✓	✓	✓	✓	✓
Steve Watmough	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jamie Gordon (Observer)	✓	✓	✓	✓	✓	✓	✓	x	✓	x	✓	✓

N/A Not in post

# BOARD EFFECTIVENESS

## Appointments to the Board, diversity and succession planning.

To be effective, a board needs to include individuals with a mix of skills and experience that are up to date and cover the major business areas in order to make informed decisions and provide effective oversight of the risks.

In considering the appointments of directors, the Nominations Committee seeks to ensure that its membership is such that each director:

- Is a person of integrity who will observe the Directors Code of Conduct
- Has sufficient abilities and time available to perform their role effectively
- Brings an independent and questioning mind to their role
- Enhances the breadth and depth of skills and knowledge of the Board as a whole
- Enhances the experience, independence and diversity of the Board as a whole

While recognising that each director will not necessarily have experience in each of the business areas, the Board does seek to ensure that its membership includes an appropriate mix of directors with relevant experience.

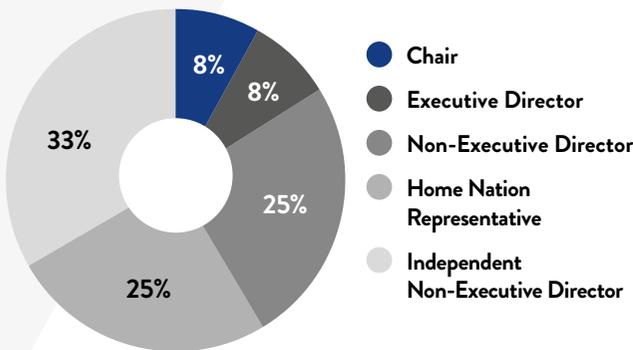
Over the past two years, both the British Triathlon Board, and Triathlon England Management Board have made progress with diversity. Both have been exceeding the Code target of 30% female representation although the British Triathlon Board recently fell to 27% following the resignation of one female NED. Prior to 2018, one key demographic the organisation failed to attract to the Board positions were people from the BAME community. There has been progress with both British Triathlon and Triathlon England Boards attracting a far wider diversity of candidate for Board vacancies which have arisen during the last three years. We continue to develop our Diversity Action Plan under the leadership of our Diversity and Inclusion Committee.

With three Board vacancies arising during 2020, the Nominations Committees for both British Triathlon and Triathlon England have been key to ensuring the balance of skills, knowledge and experience when making appointments.

Succession planning is under constant review with a robust appointments process in place as vacancies arise. Crucially, the Committee ensures an open recruitment process and selects individuals to take Board positions based on their individual merits, regardless of gender, race, religion, age, disability or sexual orientation.

Each Non-Executive Director receives a letter which formalises their appointment and outlines the key terms and conditions of their appointment. Ensuring they are aware of their role and expectations.

British Triathlon Board Composition



British Triathlon Board Makeup



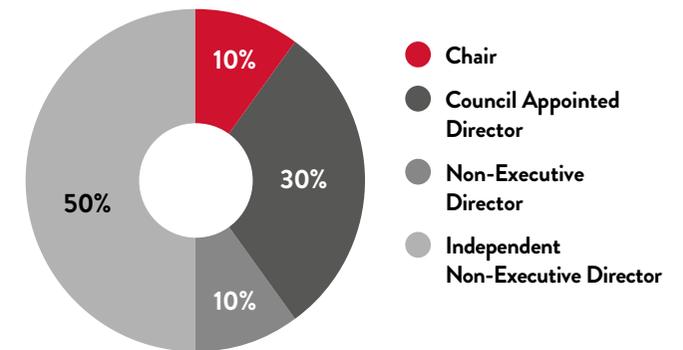
73% MALE 27% FEMALE  
1 VACANCY

Triathlon England Management Board Makeup



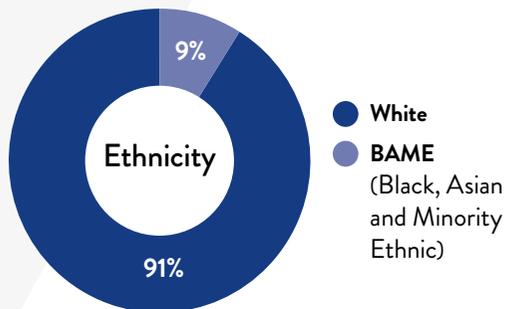
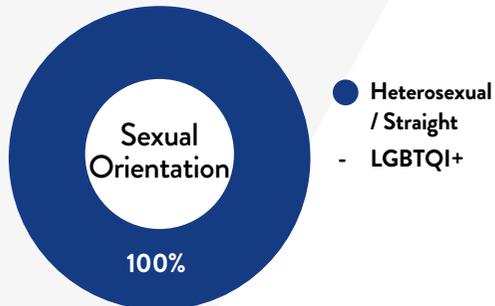
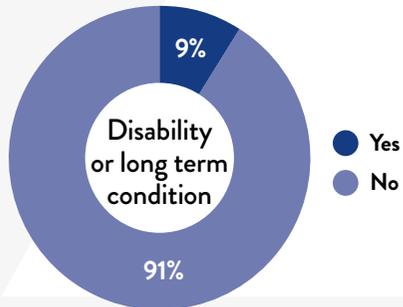
45% MALE 55% FEMALE  
1 VACANCY

Triathlon England Management Board Composition

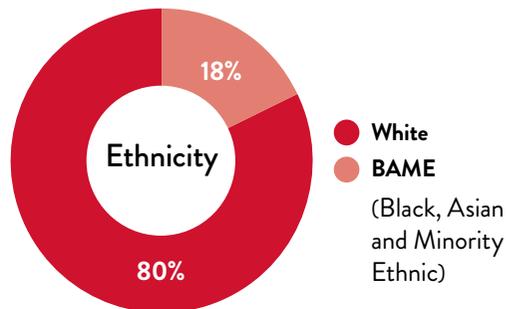
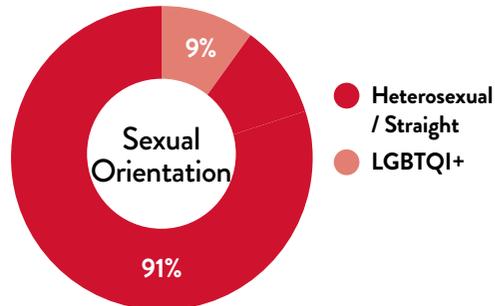
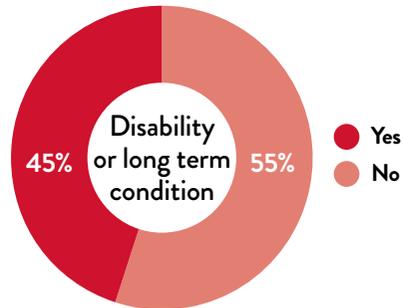


# BOARDS EQUITY AUDIT 2019/20

## British Triathlon Board



## Triathlon England Board



# INDUCTION AND TRAINING

All new Directors receive an induction tailored to their individual requirements. The induction process involves meeting with the Chair (British Triathlon) and/or Chair (Triathlon England), CEO and the Executive Team. This is key to facilitating their understanding of the organisation, the links between British Triathlon, Home Nations and members. During the year, Directors receive presentations from a number of areas of the business including Events, Membership, Age Group, Governance, Finance, and Board Evaluation. The Chair (British Triathlon) and Chair (Triathlon England) regularly meet with the Directors throughout the year to review their developmental needs.

# BOARD EVALUATION

Every four years, both the British and English Boards take part in an external Board Evaluation. Both Boards were evaluated in 2017. Each Board Director is appraised on an annual basis with any training/development needs identified.



# STRATEGY 2024

In 2015, the organisation launched its Vision to 2024. This was the result of a collaborative partnership between the Boards of British Triathlon and the Home Nations. During 2018, British Triathlon and the Home Nations reviewed this strategy and a new strategy to 2024 was published. This strategy articulates our Vision, Mission and Values along with our strategic goals.

British Triathlon, the three Home Nations and the Triathlon Trust are working more closely together than ever to realise our shared vision –

## GREAT EXPERIENCES THROUGH SWIM, BIKE, RUN.

### OUR VALUES

We are people centred

We are ambitious

We are inclusive

We do what's right

View the British Triathlon strategy,  
[www.britishtriathlon.org/britain/documents/about/btf-structure-2019-2024.pdf](http://www.britishtriathlon.org/britain/documents/about/btf-structure-2019-2024.pdf)

View the Triathlon England strategy,  
[www.triathlonengland.org/england/documents/governance/btf-te-structure-2019-2024.pdf](http://www.triathlonengland.org/england/documents/governance/btf-te-structure-2019-2024.pdf)



# STAFF

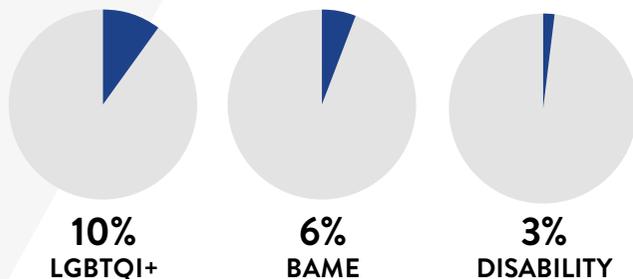
## Diversity

British Triathlon is committed to the principle of equality of opportunity and aims to ensure that all present and potential participants, members, coaches, competitors, officials, volunteers, spectators and employees are treated fairly and are able to fulfil their potential within the sport, irrespective of sex, age, disability, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership or gender reassignment.

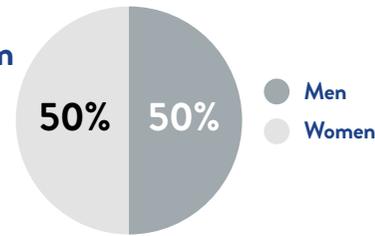
Work continues on our Diversity Action Plan and we are working with a diversity and inclusion committee to help drive this agenda, it is pleasing that several initiatives over the year have been delivered. A snapshot of this includes:

- Advertisements placed on LGBTQI+ and BAME job boards to attract more diverse applicants
- Diversity and Inclusion Committee have met twice, agreed terms of reference and are proceeding with next steps
- Promotion of inspirational stories across the sport through #TriLikeMe
- Achieved Intermediate Equality Standard for Sport
- Focussed approach to obtain a more diverse range of imagery to develop our website and collateral

## Staff Diversity Snapshot



## Executive Team Gender Split



## Staff Survey

Since 2014, an annual staff survey has been completed. This anonymous survey enables British Triathlon, as employers, to gauge levels around employee engagement, training and development, manager effectiveness, recognition and communication.

We did not carry out an annual staff survey this year due to the pandemic, instead utilising several shorter more specific surveys covering topics such as home working, staff feelings and any returns to the office. This allowed us to gain insight into how the organisation was adapting to remote working and gauge productivity levels as we continued to adapt to a constantly evolving working environment.

## Gender Pay Gap Reporting

Despite having fewer than 250 employees, British Triathlon are committed to reporting transparently on the gender pay gap. As of 30 September 2020, British Triathlon employed the equivalent of 79 FTE employees.

There is clearly a gender pay gap, however, even though there is a pay gap, there are no equal pay issues\* because as an organisation, we regularly conduct equal pay checks and benchmarking. The gender pay gap within triathlon is mainly due to vertical segregation i.e. men occupying more senior jobs than women. The mean gender pay gap has decreased again whilst the median annual salary gap has increased. This is because we have more women in part-time roles this year than we did previously but shows that the hourly rate gap is decreasing.

\*Unequal pay occurs when someone is paid less for doing the 'same job', or 'work of equal value', due to their gender or any other protected characteristics.

## All Staff

### Median Pay Gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. We believe this is a more representative measure of the pay gap because it is not affected by outliers i.e. a few individuals at the top or bottom of the range.

Female	<b>Median</b>	£28,100	£15 p/h
Male	<b>Median</b>	£34,400	£18 p/h
2018	Gap	21%	21%
2019	Gap	15%	21%
2020	Gap	18%	18%

### Mean Pay Gap

The mean gender pay gap is the difference between the average hourly earnings of men and women. The key drivers of our gender pay gap are;

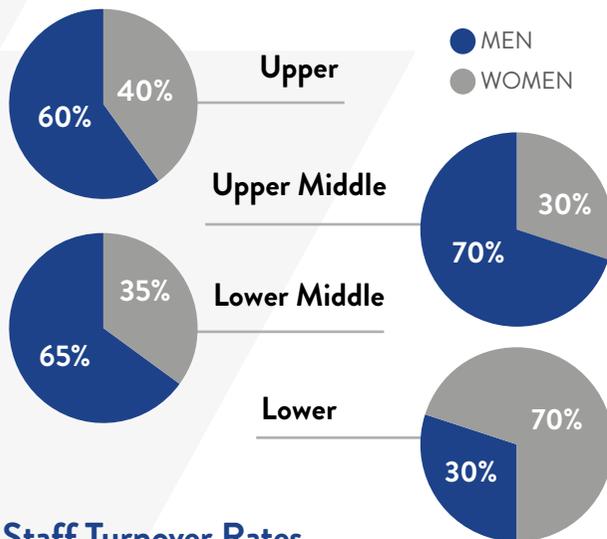
- There are fewer women in senior roles than men
- There is a higher proportion of women relative to men in lower quartiles

Female	<b>Mean</b>	£31,500	£17 p/h
Male	<b>Mean</b>	£40,300	£21 p/h
2018	Gap	29%	29%
2019	Gap	24%	27%
2020	Gap	22%	22%

The gender pay gap quartile figures show the proportion of male and female full-time employees in four pay quartiles. A year-on-year comparison shows the upper and upper middle quartile have remained very similar, with the most noticeable shift occurring in the lower middle and lower quartiles, where the number of females has increased from 21 in 2019 to 26 in 2020.

As a percentage, females account for 40% in the upper quartiles compared to 60% of males, a small increase from 2019.

### Proportion of Males and Females in Each Quartile



### Staff Turnover Rates

British Triathlon’s staff turnover has been positively affected by Covid-19, with only one employee leaving the organisation, which represents 1.3% of our workforce.

British Triathlon’s staff turnover rate is much lower than the UK average, which is approximately 15% a year. This has been heavily influenced by the Covid-19 pandemic as generally during times of economic uncertainty the job market will

quieten, and employees prefer job security to external progression or opportunities. The use of interns and fixed-term contracts to manage fluctuations in workload continue to be utilised and are included in this figure. Unfortunately, proposed redundancies will inflate this figure.

2017-2018	28%
2018-2019	41%
2019-2020	4%

### Staff Retention Rates

British Triathlon has taken several new steps to improve internal career progression, staff development and staff benefits to retain and attract more talent. These include the introduction of an allocated time for employees to spend on their personal development and the purchase of access to the Educare online learning platform.

Retention rates are influenced by our continued use of internships and fixed-term positions along with internal progression of staff.

2017-2018	76%
2018-2019	63%
2019-2020	92%

### Staff Succession Planning and Development

As an organisation, succession planning remains important and, whilst British Triathlon has not slipped back, neither has it forged ahead. It is important that the organisation remain committed to improving in this area. It is extremely important for us to identify employees who have the current skills, or the potential to develop skills, that can help them progress within the organisation.

Effective succession planning has a positive impact on performance management not only in terms of ensuring key positions will remain filled with competent performers, but also in terms of staff engagement and feeling appreciated and developed. Our learning and development strategy feeds into the work of our Leadership Team.

### Leadership Team

The development of the Leadership Team is recognised as playing a significant role in British Triathlon’s future success. This forum of managers meets every second month (and every fortnight during the pandemic) with the Executive Team. The aim is to develop, challenge and review the operational plans, budgets and input into the strategy. It gives the opportunity to work across different directorates, identify challenges and work in a collaborative way to identify how to overcome such challenges. It is a great environment to upskill those involved and develop the sport’s future leaders.

### Areas for Improvement

- Staff development
- Increased diversity throughout the sport
- Performance coach development
- Organisational development

### The Year Ahead

- **Continue to provide Covid-19 guidance to athletes, event organisers, clubs and coaches**
- **Advocate the vital importance of physical activity**
- **Mitigate risks generally and especially those presented by Covid-19**
- **Protect the future of the organisation**
- **Grow the sport**
- **Paralympic and Olympic preparation (Covid-19 permitting)**
- **Deliver AJ Bell World Triathlon Leeds**
- **Make further progress to ensure the safety and wellbeing of all involved in the sport**
- **Home Nation membership retention**

# MEMBERSHIP

In a year where there has been comparatively little triathlon activity, membership numbers have dropped across all three Home Nations in comparison to last year. However, as testament to the support for swim, bike, run shown by members, and opportunities to train and compete returning, membership levels have shown an upturn towards the end of the year.

As part of the response to the national lockdown, British Triathlon created The Membership Hub for all Home Nation members to help keep them connected with each other whilst at home. Members of The Hub were provided with regular content from across the world of triathlon, including insight into all levels of the sport and competitions to interact with. The Hub has continued providing members with a forum to connect and be kept up to date on triathlon developments.

Working throughout the past 12 months, the membership offering has been developed and improved to help support, protect and connect members. New member benefits have been introduced from British Triathlon Partners as well as the redesign of the monthly member newsletter. The end of the year has also brought about the opportunity for members to access exclusive member-only merchandise and seen the creation of a new Supporter membership package for those not currently active in the sport.

## Home Nation Members

29,085



31.7%  
Women



4.8%  
Disabled



2.3%  
BAME



4.1%  
LGBTQI+

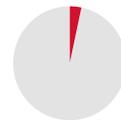


## English Members

24,224



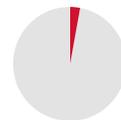
31.3%  
Women



4.9%  
Disabled



2.3%  
BAME



4.2%  
LGBTQI+



Membership statistics – As of 31 September 2020



**ANDY SALMON**

**BRITISH TRIATHLON CEO**

## **CLOSING REMARKS ON GOVERNANCE REVIEW**

We know that the strength of any organisation lays with its people, and that's why, throughout this pandemic more than ever, taking care of our people has been at the forefront of everything we've done. Supporting staff to work flexibly from home, providing guidance to clubs, coaches, Technical Officials and event organisers, and maintaining good communication with members are some of the ways in which we've tried to do this whilst also promoting participation in the sport.

Delivering our strategy of "great experiences through swim, bike, run" has also been something we've committed to doing as best as possible given the current situation. My gratitude and admiration goes out to everyone who's played a part in providing these experiences to clubs, groups and individuals around the country and for helping participants in the sport to stay connected and motivated to take part.

Whilst 2020 hasn't been the year any of us anticipated, there are plenty of positives to look back on amongst the challenges and struggles that this year has brought. The AJ Bell World Triathlon Leeds Virtual Challenge stands out as a highlight to me for the way in which it was taken up by new and existing participants, but also for the £20,000 raised for Leeds Cares by participants and AJ Bell. I'm excited that we've been able to announce that AJ Bell 2021 World Triathlon Leeds will take place on 5-6 June and, for the first time, that it will include a World Triathlon Para Series race.

I wish you and your loved ones well. Stay safe and take care.