



OPENNESS  
INCLUSIVE CIVIL FREEDOM  
RACE ORIGINS VIEWS  
**CULTURE**  
EXPERIENCE AGE PEOPLE DIVERSITY  
**EMBRACE**  
RESPECTED PARTNERSHIP GENDER MARRIAGE  
**TEAM**  
INDIVIDUAL INCLUSION  
ORIENTATION

# Diversity Action Plan

## 2017 - 2024

## About Us

British Triathlon is the National Governing Body for Triathlon, Duathlon and Aquathlon in Great Britain, responsible for raising the profile and delivering medal-winning performances and helping everyone discover, enjoy and achieve in triathlon.

Triathlon England is one of the three Home Nations of British Triathlon, the other two being Triathlon Scotland and Welsh Triathlon. The three Home Nation Associations are responsible for all aspects of triathlon in their respective countries, and contribute to the work of British Triathlon.

BTf is a young, modern ambitious, high performing organisation, twice winner of the prestigious Sports Industry Award's Governing Body of the Year (2010 and 2012), and recently the #BeAGameChanger Award's National Governing Body of the Year (2017).

Our culture supports those who aspire to perform at the highest level. Our mission is to promote excellence in triathlon.

## Why Diversity is Important to Us

The evidence speaks for itself - and so does the everyday experience of sports and businesses across the world. Diversity and inclusion lead to more innovation, more opportunities for all, better access to talent, and better performance.

It is about creating equal opportunities for everyone.

## Our Challenges

To overcome the perception that Triathlon is a white, male dominated, middle class sport.

## Our Definition of Diversity

A balance of representation.

It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

## Our Mission

To create and sustain a safe environment where staff can deliver an innovative, challenging, quality, exciting and inspiring athlete and participant experience that meets the needs of our staff, board, aspiring participants and athletes.

## Our Vision

**TO DELIVER WORLD-CLASS SUCCESS AND TO INSPIRE PARTICIPATION**  
by achieving the following strategic objectives:

**WINNING PERFORMANCES** Delivering success on the world stage.

**INSPIRATIONAL EVENTS** Creating amazing triathlon experiences.

**GROWING PARTICIPATION** Enabling more people to be more active in the water, on the bike or out for a run.

**ESSENTIAL MEMBERSHIP** Making membership essential to everyone's experience.

**TOP 5 OLYMPIC SPORT** Making triathlon a household name.

**OUTSTANDING GOVERNANCE** To be well-governed, financially robust and administratively strong.

**INTERNATIONAL INFLUENCE** Positive partnerships with the International Triathlon Union (ITU), European Triathlon Union (ETU) and others around the world.

## Our Values

- ❖ FAIR AND TRANSPARENT
- ❖ ETHICAL AND HONEST
- ❖ RESPECTFUL
- ❖ WELCOMING AND INCLUSIVE
- ❖ READY TO EMBRACE CHANGE
- ❖ AMBITIOUS
- ❖ FUN AND ENJOYABLE
- ❖ ENVIRONMENTALLY CONSCIOUS

## Message from our President

British Triathlon is committed to the principle of equality of opportunity.

We aim to ensure that all present and potential participants, members, coaches, competitors, officials, volunteers and employees are treated fairly and on an equal basis, irrespective of sex, age, disability, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, gender reassignment or social status.

<h2>Recruitment</h2> <p>How the organisation will attract an increasingly diverse range of candidates</p>		<p><b>Code for Sports Governance</b></p> <p>The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Rec 2.2.</p> <p>The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p> <p>shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Rec 2.1</p> <p>and public commitment to progressing towards diversity generally including but not limited to BAME, disability, LGBT and socio-and public commitment to progressing towards gender parity and greater diversity generally on its board</p> <p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>				
<b>Objective:</b>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Priorities	Actions	Person(s) Responsible		Completion Date		
<b>Short Term:</b> Continue with our current process of open recruitment but review our current recruitment terminology, advertising spaces and publish our commitment to diversity.	1) Lead by example and show commitment and desire to surpass our minimum of 30% of either gender at Board level. 2) Carry out an equality audit of staff and board 3) Review of Job Adverts wording 4) Publish Diversity Statement 5) Publish Diversity Action Plan 6) Widen our recruitment base and identify appropriate sources to advertise vacancies such as publications which appeal to minorities	1) Board 2) Dir. Finance & Business Ops 3) HR Manager 4) Dir. Finance & Business Ops 5) Dir. Finance & Business Ops 6) HR Manager		1) 31/03/2018 2) 30/11/2017 3) 30/11/2017 4) 31/10/2017 5) 31/10/2017 6) 28/02/2018		
<b>Medium Term:</b> Review policies ensuring diversity friendly and develop reporting metrics	7) Make sure your policies are transparent, so all employees and potential employees know that promotion is based only on ability and merit. 8) Embed the newly formed Nominations Committee protocols and Terms of Reference ensuring understanding is shared by all 9) Incorporate Diversity Reporting into the annual governance report 10) Develop Reporting Tools for monitoring Diversity Action Plan	7) HR Manager / Board 8) Board 9) Board 10) SMT		7) 31/03/2018 8) 31/12/2017 9) 31/12/2017 10) 31/03/2018		
<b>Long Term:</b> Develop/identify/deliver E&D training for board and staff	11) Achieve Intermediate Level of Equality In Sport 12) Map current equality training opportunities 13) Develop Staff around equality/unconscious bias 14) Find organisations that can help us to reach out 15) Develop partnership with relevant organisation to provide relevant board/staff training	11) Dir. Finance & Business Ops 12) HR Manager 13) HR Manager 14) SMT 15) Board/SMT		11) 30/09/2018 12) 30/06/2018 13) 31/07/2018 14) 30/09/2018 15) 30/06/2018		

<h2>Engagement</h2> <p>Actions the organisation will take to promote internal and external awareness of what they are doing to promote diversity</p>		<p><b>Code for Sports Governance</b></p> <table border="1"> <tr> <td>The board shall ensure the organisation prepares and publishes, on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2.</td><td>The board shall ensure that the organisation prepares and publishes information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</td><td>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) diversity targets set out in Req 2.1</td><td>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBTI and socio-economic).</td><td>Person(s) Responsible</td><td>Completion Date</td></tr> </table>					The board shall ensure the organisation prepares and publishes, on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2.	The board shall ensure that the organisation prepares and publishes information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) diversity targets set out in Req 2.1	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBTI and socio-economic).	Person(s) Responsible	Completion Date
The board shall ensure the organisation prepares and publishes, on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2.	The board shall ensure that the organisation prepares and publishes information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) diversity targets set out in Req 2.1	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBTI and socio-economic).	Person(s) Responsible	Completion Date							
<b>Objective:</b>		✓	✓	✓	✓	✓						
Priorities	Actions											
<b>Short Term:</b> Build awareness amongst Board and Staff around Triathlon's Diversity Action Plan and the need to develop awareness around diversity	1) Communicate to staff and wider partners Triathlon's equality commitment, policy and action plan through HR Newsletter, staff training, Board update via the President & Chair that "British Triathlon is committed to the principle of equality of opportunity. <i>We aim to ensure that all present and potential participants, members, coaches, competitors, officials, volunteers and employees are treated fairly and on an equal basis, irrespective of sex, age, disability, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, gender reassignment or social status.</i> " 2) Ensure that there are a range of options for people to contact Triathlon including textphone 3) Capture more data around our core market via surveys. Analyse the insights and data for better understanding & delivery of our objectives.			1) Board/SMT 2) HR Manager/Office Manager 3) Data & Insights Manager		1) 31/12/2017 2) 31/03/2018 3) 31/03/2018						
<b>Medium Term:</b> Provide the organisation with the correct engagement tools to appeal to different groups and communities	4) Ensure that equality is embedded within the triathlon Marketing & Communications Strategy 5) Produce a set of 'Effective Communication Guidelines' that promotes the use of simple, jargon free, nondiscriminatory language 6) Increase the diversity of images held by Triathlon and ensure appropriate agreements are in place for their use 7) Promote existing projects and maintain case study portfolio 8) Actively and publicly address diversity on our website with sign-posting to further support/information			4) Marketing & Communications Team 5) Head of Customer Experience 6) Head of Customer Experience 7) Director of Development 8) Dir. Finance & Business Operations		4) 31/07/2018 5) 31/07/2018 6) 31/07/2018 7) 31/07/2018 8) 30/06/2018						
<b>Long Term:</b> Seek to become ambassadors of diversity within sport and identified as	9) Explore existing networks and promote engagement with under-represented groups 10) Create a list of local role models from under-represented groups and engage them in projects and events as appropriate 11) Seek accreditation opportunities with organisations such as Stonewall, BITC 12) Create diversity forums e.g. BAME / LGBT / Health & Wellbeing formed from staff, participants and volunteer board members. Identify barriers/potential barriers to engagement within this communities and how triathlon can overcome these barriers			9) SMT 10) Director of Development 11) Dir. Finance & Business Operations 12) Board/SMT		9) 30/09/2018 10) 30/09/2018 11) 12/12/2018 12) 12/12/2018						

<h2>Progressing talent from within</h2> <p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	Code for Sports Governance				
	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)	Demonstrate strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)
<b>Objective:</b>					
Priorities	Actions	Person(s) Responsible	Completion Date		
<b>Short Term:</b> Review of internal pipeline and opportunities ensuring available to all.	1) Rollout of the Leadership Ladder 2) Promote internal development opportunities and training 3) Ensure robust and fair appraisals are taking place, reviewing development areas	1) Board / SMT 2) HR Manager 3) HR Manager	1) 30/11/2017 2) 31/12/2017 3) 31/03/2018		
<b>Medium Term:</b> Develop robust succession planning platforms aimed at progressing staff and volunteers equitably.	4) Continue to develop Committees/Steering Groups with external co-opted representatives to aid future succession planning 5) Consider how to develop the Leadership Ladder ensuring appropriate diverse representation	4) Board/CEO 5) CEO/SMT	4) 31/07/2018 5) 31/05/2018		
<b>Long Term:</b> Demonstrate a commitment to removing barriers, actual and perceived, making triathlon a go to sport and employer	6) Create diversity forums e.g. BAME / LGBT / Health & Wellbeing formed from staff and volunteer board members. Work with these groups to help identify barriers/potential barriers to progression within Triathlon/Sport. This to help inform the organisation and work on how such barriers can be targeted and addressed. Raise the profile of this to show what we have/are doing to engage with wider communities more reflective of todays society.	6) Board/CEO/SMT	6) 30/09/2018		

### **How does this feed into our broader governance plan?**

The diversity action plan is integral to our broader governance plan. Committed to equality of opportunity for all present and potential participants, members, coaches, competitors, officials, volunteers, spectators and employees. British Triathlon's strategy includes Great Governance which links perfectly with the new Governance Code, ensuring we are doing the right things, in the right way, for the right reason.

### **Who are the key people responsible for the delivery of this plan?**

Whilst the Board, CEO and SMT will be the key drivers of the plan, we require and demand the support of the full organisation. From staff, to volunteers, to athletes - embracing diversity is important to our sport

### **How will we measure overall success?**

We will use the plan and break this down into smaller work projects to enable development and delivery across the organisation. The Diversity Action Plan [DAP] will be reported against regularly to Board. We have our starting statistics for many of the activities and will monitor and report, openly on our success levels and what challenges we are facing.

### **How does your Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?**

The Diversity Action Plan sits alongside the Code principles around People, our commitment to achieving the Intermediate level of Equality in Sport as well as our strategic aim around participation and inclusion within our sport.