



GB Snowsport

Diversity Action Plan for the Board 2018 to 2023

V6 November 2018

GBS Diversity Action Plan 2018 - 2023

Version: 7 Date Updated: March 2019

Code for Sports Governance

Category	Recruitment: How the organisation will attract an increasingly diverse range of candidates	Engagement: Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	Progressing talent from Within. A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.	Action	Current Status	By	Completion Date	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	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	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2
Part 1: Board Diversity Action Plan													
Policy	y			Board aim to adopt 30% gender balance target		CEO	Mar-19	✓					
Policy		y		Re-write Equality and Recruitment Policies to reflect latest best practice and legislation and consult with members		CEO	Jul-17			✓			
Policy		y		Review all policies with diversity and inclusion in mind and adapt them and the language used as appropriate		Governance	Dec-18		✓	✓			
Action		y		Annually carry out survey to determine current diversity rates within the organisation		Comms	Nov-18				✓		
Action		y		Annually host facilitated discussion at Board meeting including results of Diversity survey of organisation.		Chairman	Sep-17				✓		
Policy	y			Board to consider setting diversity goals and targets (gender target stated above but ethnicity, disability, age etc)		CEO	May-18			✓		✓	
Comms	y			Company to publish diversity statement including minimum gender balance target on its website		Governance	Nov-18	✓	✓			✓	
Recruitment	y			Company to advertise all future opportunities in areas with a more diverse "footfall" than traditional recruitment channels (eg. www.wherewomenwork.com, womenonboards.com; www.ethicjobsite.co.uk, linkedin.com) GB Snowsport will post roles on an increased amount of sites, attend recruitment fairs to expand our presence beyond usual channels, look at utilising tools to expand the range of potential employees we can reach (e.g. proofing tools for identifying biased language, web crawling technology, etc).		CEO	Immediate	✓		✓			
Culture		y		Create the right the culture and environment, for all stakeholders including board, staff and athletes, that will support the Company's vision, promote the right behaviours, encourage diversity and inclusivity and once a good mix is established, retain that mix ongoingly. Company wide anonymous survey to athletes/coaches/staff to assess culture		Board	Oct-18	✓	✓	✓		✓	
Culture		y		Consider how we adapt to ensure that the working/training/learning environment is conducive to an open and supportive (and indeed fun) environment. Looking into implementation of internal training and learning platform		Governance/Comms	Jan-19					✓	
Comms		y		Launch the "Fan Membership" in an inclusive manner so to attract a diverse group of membership		CEO	Nov-17		✓	✓	✓		

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Action		y		Establish an "Athletes Council" with 50% gender parity to facilitate athlete feedback regarding the culture and environment to GB Snowsport, acknowledging that all current coaches are male.		NED	Jan-19		✓		✓		
Action		y		Hold unconscious bias training including diversity awareness and best practice briefings (online ACAS training & other) in order to follow a fair recruitment process. As part of shortlisting process, remove personal identifiers to ensure no bias.		CEO	Dec-18		✓	✓	✓	✓	
HR			y	Annual performance review to include succession plans for all Senior management and Board positions that enhances, where possible, diversity but based upon merit and current resources.		SLT	Dec-18	✓	✓			✓	
HR			y	Provide training and mentoring to build skills and confidence where needed, also identifying career progression 'stepping stones' where possible, assessed using Performance Reviews		CEO	Dec-18				✓		
HR			y	Co-opt women and other minorities onto Boards and committees, so they gain experience of these roles while the groups benefit from fresh perspectives		Board	Oct-18		✓	✓	✓		
Comms	y			Company to review images and stories used on its website, in recruitment advertisements and all internal and external communications and create a plan to ensure that imagery and reporting represents general population diversity balance		Marketing	Dec-18				✓		
HR		y		Management to support staff, Board (& athletes) when they are returning to the company after a leave of absence, including consideration of flexible working where requested.		CEO	Immediate				✓		
Comms		y		Encourage both men and women in sport to challenge sexism or other prejudices where they exist, present a united front against outmoded thinking & provide feedback to government bodies such as UK sport when possible.		Board	Immediate		✓	✓			
Comms		y		Contribute actively to the diversity debate & promotion of greater inclusivity within sport; collaborate with all other sporting bodies & participate in surveys on this subject.		CEO	Immediate					✓	
Comms			y	Promote existing networks and organisations, to widen inclusivity for participation in sport		Board	Immediate		✓				

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Comms	y			Board will review measures taken during the past 12 months to increase diversity in recruitment and publish a report of actions taken in its annual report		Board	Jul-19		✓			✓	✓
Comms		y		Board will review measures taken during the past 12 months to increase commitment to diversity and changes to internal and external practices and publish a report in its annual report		Board	Jul-19		✓			✓	✓
Comms			y	Board will review measures taken during the past 12 months to increase progression of diverse talent from within including any changes within athlete and coaching pathways and publish a report in its annual report		Board	Jul-19		✓			✓	✓
HN collaboration			y	Company to support Home Nation snowsport entities in the creation of greater diversity in the athlete and coach development pathways. Perhaps including establishing a GBS/HNs working group to address the wider "Equality Action Plan"		Head of Talent	Sep-19		✓	✓	✓	✓	
Action			y	Following Para integration send out a new survey to determine current diversity rates with the organisation. Understand diversity, equality and inclusivity of the organisation		CEO	Oct-18		✓	✓			
Action		y		Appoint Diversity Champion as GB Snowsport point of contact for all Diversity concerns for Olympic and Paralympic Winter Sport		Board	Jan-19		✓	✓			
Action		y		GBS integrate with BOA working group regarding the office move. GBS will ensure accessibility for athletes, visitors and employees is considered from GBS perspective		Office Team	May-18			✓			
Action		y		Ensure our digital presence and presentation to the public is accessible to all viewers whose needs may not have been met in earlier versions of our website		Marketing	Mar-18			✓			
Action		y		Ensure GBS marketing and comms strategy is targeting to different stakeholder groups and reflects the values of the organisation in regards to the DAP. At least two campaigns per annum focussed solely on improving the diversity of our audiences across press and social media		Marketing	Mar-18			✓			
Part 2: Initial thoughts for the wider Equality Action Plan													
HN collaboration			y	Learn from the initiatives trialled in Park and Pipe that supports girls and tries to keep them in the pathway		Equality AP group	Dec-19						

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HN collaboration			y	Learn from how SSW has seen a huge increase in girls joining clubs and at schools skiing comps. (The Welsh national schools champs has witnessed equal numbers of girls and boys). See http://www.snowsportwales.co.uk/news/girl-power-why-more-girls-are-taking-skiing		Equality AP group	Dec-19						
HN collaboration			y	Learn from successful initiatives such as the Lass programme which focused on female-only snowboard/freestyle. These tend to be difficult to maintain without sufficient funding, so funding proprietries need discussion and deciding upon.		Equality AP group	Dec-19						
HN collaboration		y		Decide if areas / initiatives need dedicated investment to make them successful and where that funding may be found over what time frame (1 project or ongoing)		Board	Dec-19						
HN collaboration			y	Put in appropriate development processes to ensure that we do not lose girls and women unnecessarily from our sport and our athlete pathway		Equality AP group	Dec-19						
HN collaboration			y	Create larger talent pools for elite performance by working in collaboration with the HN, clubs and academies		Equality AP group	Long term						
HN collaboration			y	Target greater social inclusion via grass roots in collaboration with HN promoting events at snowdomes & dry slopes		Equality AP group	Long term						
HN collaboration			y	Establish why the statistical trends are as they appear and then ask additional related questions such as:		Equality AP group	Dec-19						

1. INTRODUCTION

GB Snowsport (GBS) is the British National Governing Body (NGB) for elite skiing and snowboarding. We are recognised as the British National Ski Association by the International Ski Federation (FIS) and the International Paralympic Committee (IPC). We select, manage and lead British teams to international events, promote participation in FIS and World Para Snowsports disciplines, and provide opportunities for our athletes to achieve their full potential as individuals and as a team.

1.1 Our Vision

Our Vision is to become a top five Ski and Snowboard nation and to be podium competitive in all Olympic disciplines by 2030.

1.2 Our Mission

We aim to win between three and six medals at the Olympic winter games in Beijing in 2022 and we will do this by aligning our performance programmes with our “What it Takes to Win” models.

1.3 Our Values

GBS has three **Values**:

- **Performance**
- **Passion**
- **Progression**

Performance: We are a performance organisation. Every piece of work we undertake we must ask ourselves the fundamental question – ‘how does what I’m doing lead to a performance improvement?’. This question, from the outset, aligns the Board, all staff and athlete activity behind the vision, mission and objectives regardless of their job role or title. Whilst performance led, the organisation is athlete centred and has their welfare at the heart of what we do. We believe that if we have the best athletes, supported by the best coaches, and everyone in the organisation including the Board is trying to be the best in the world at what they do, it maximises our opportunities for success.

Passion: We are excited and passionate about performing in snowsports despite our obvious geographical challenges. We are a great ski and snowsports nation from a participation perspective, and it is our desire to harness that passion and do the best we can at what we each do that will turn that passion into results at World Championships, Olympic Games and Paralympic Games.

Progression: In order to achieve a stated goal an organisation must first understand where it is now, (a collective acceptance of the need for change), where it needs to get to, (a collective goal), and how it needs to get there (the strategy and plan). Fundamentally, as a performance organisation we must strive for continual personal and organisational improvement.

The key to strong peer-peer learning is a high level of trust and openness and the environment needs to allow mistakes to be made in order for progression to follow. It is key that the leaders reflect this by admitting mistakes so that safe conflict and safe confrontation can occur, since this is where the most important progression occurs. As an organisation we strive for successful results which come with positive feelings and well-being amongst athletes and staff.

1.4 Communication of Values and principles

Leadership Style and Approach:

GBS has a ‘Leadership Charter’ which has been developed by the Performance Director and checks are made to ensure it is being ‘lived’ by the PD and all others whilst allowing individual leadership styles.

Leadership Charter: Humility + Decision Making + Recognition + CORE + Positive Impact

Through everyone in the organisation sharing the values and leadership philosophies, we will create an environment that brings the best out in people and facilitates empowerment. People in positions of leadership within the organisation are responsible for establishing and maintaining the cultural tone.

Inclusivity is a critical part of our values, behaviours and leadership style. Reviews of all processes will be done to ensure that inclusivity is promoted and encouraged throughout GBS whether detailing how the Board meets, the process of recruitment, how members communicate with one another and how the Board engages with the staff, athletes, other related organisations and the community.

Efficient Decision Making, Staff Skillset, Recruitment, Development and Retention

Unlike many other NGBs, GB Snowsport does not have the responsibility for participation or membership since this falls within the remit of the Home Nation Snowsport organisations. GB Snowsport's remit is purely to focus on the elite end of the snowsports environment. GB Snowsport therefore also needs to collaborate and influence all stakeholders especially Home Nations/Bodies involved in the Performance Pathway or sport development.

2. PURPOSE OF THIS DAP

GB Snowsport acknowledges that sport has a unique ability to change peoples' lives for the better and our Diversity Action Plan is centred on this aim.

This diversity action plan for the Board is the first part of a wider equality action plan that is required under the Equality Standard (preliminary level). For this wider equality action plan a working group will be formed of GB Snowsport and HN representatives that will look at practical steps to address underrepresented groups along with developing the culture and environment across all levels of British snowsports and looking at specific areas such as talent development.

Initial Objectives

- 1) For the Board to be compliant of the code's diversity requirements 2.1 to 2.3 (details are in the Appendix)
- 2) To create clear goals with an action plan and clear lines of accountability for delivery of each section and a method of measurement so progress of each element can be monitored
- 3) To follow best practice
- 4) To highlight the benefits of inclusivity
- 5) To acknowledge that this will be a dynamic plan and therefore there will be iterative versions of this document over time
- 6) To focused on the long-term successful adoption of an inclusive culture rather than short term statistical improvements (which we still anticipate if our action plan is followed)

Benefits (many but a few are noted)

- Diverse teams make better decisions
- Greater innovation
- More representative of the country's population
- Facilitates hearing a broader range of opinions

Challenges (many but a few are noted)

- The unconscious biases that everyone has
- The poor current statistics mean we start from a low diversity environment
- It takes effort and time to change people's behaviour, you have to win over their hearts and minds first
- Snowsports tend to be expensive sports and thereby limit accessibility

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For the purposes of this action plan the diversity categories that will be considered are primarily: age, ethnicity, gender, disability, sexual orientation, religion or belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, socio-economic background and diversity of thought, educational background and professional qualifications, life experience and personal attitudes.

3. MESSAGE FROM THE CHAIR OF GB SNOWSPORT'S BOARD OF DIRECTORS, MR RORY TAPNER

Creating a diverse group of people, whether at Board level, coaching level, athlete participation level and with our volunteers, is a critical target of GB Snowsport in order to improve the effectiveness of our decision making. Whether based on my own experience or academic studies, a diverse and talented group gathered together in an environment where they are encouraged to speak freely and openly, will result in improved decision making. Diverse backgrounds, whether based on education, gender, culture, disability, or other unseen, but just as distinct contexts, will always help us to strive for better outcomes.

It is my ambition for GB Snowsport that we should use statistics as a tool to monitor and assess our "diversity" and then strive to ensure we improve the mix of people involved with our sport at all levels. But we must then also ensure that the diverse audience feels fully included in everything we do, contributing widely and happily without barriers. Our natural end users for our services are athletes from all backgrounds and equal numbers by gender. As such our organisation should over time reflect this natural mix.

HOW DOES THIS FEED INTO OUR BROADER GOVERNANCE PLAN?

Diversity is already implicit across the Governance of GBS.
The Board has already made some progress with improving the diversity of its Board recently and by implementing more inclusive strategies for recruitment and other areas.
With the recent merger with British Para Snowsport, progress will continue, particularly with the aid of this Action Plan and we aim to embed diversity, inclusivity and equality awareness and best practice into all aspects of GBS's work.

WHO ARE THE KEY PEOPLE RESPONSIBLE FOR THE DELIVERY OF THIS PLAN?

The Board remain ultimately responsible for the delivery of this plan.
Named individuals have responsibility for specific actions as detailed in the plan.
A sub group of diversity champions will be formed of GBS and HNs representatives to address the wider equality standard requirements and related issues.

HOW WILL WE MEASURE OVERALL SUCCESS?

The measures of success will be both qualitative and quantitative.

Annual quantitative snapshots of GB Snowsport's diversity statistics (Board, staff, athletes and other stakeholders) will over time indicate overall success (or not) of this action plan. However, the long-term successful adoption of an inclusive culture rather than these short-term statistical changes will be the main measure of success.

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 will be part of our Equality Standards Action Plan.

Appendix 1

CURRENT STATISTICS (GBS referenced as BSS at time of survey)

These figures are recorded in our membership database in relation to gender diversity. The first table is analysis of all people who are current or lapsed members – i.e. people who have been members at some point since we formed the Company and set up the member database in 2011.

BSS ALL MEMBERS SINCE 2011 (inc lapsed)	Male	Female
Athlete membership	703 69%	316 31%
Organiser membership	179 76%	55 24%
Total	882 70%	371 30%

The second table is analysis of current members – those that have paid their subscription/fees for this year

BSS CURRENT MEMBERSHIP	Male	Female
Current athlete membership	308 75%	104 25%
Current organiser membership	35 83%	7 17%
Total	343 76%	111 24%

The following tables show greater granularity of age.

BSS CURRENT MEMBERSHIP	Male	Female
Current membership U21 (YOB 97 or younger)	187 71%	77 29%
Current membership over 21 (YOB 96 or earlier)	156 82%	34 18%
Total	343 76%	111 24%

BSS ALL MEMBERS SINCE 2011 (inc lapsed)	Male	Female
Membership U21 (YOB 97 or younger)	254 63%	147 37%
Membership over 21 (YOB 96 or earlier)	566 72%	224 28%
Total	820 69%	371 31%

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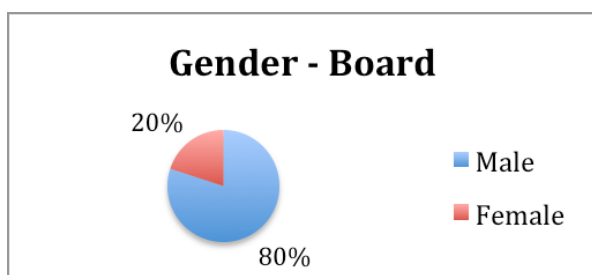
Home Nations data, received from Snowsport England and Snowsport Wales

HOME NATIONS	Male	Female
Snowsport England	659 63%	385 37%
Snowsport Wales	121 61%	79 40%
Total	780 63%	464 37%

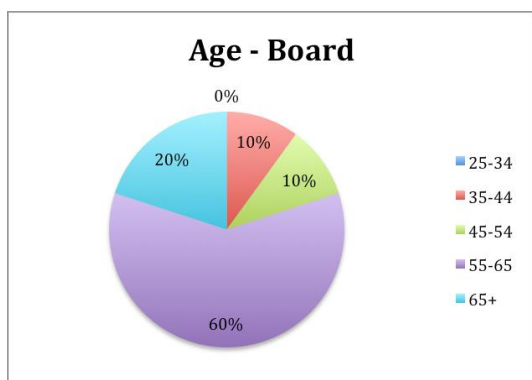
HOME NATIONS	Male	Female
Membership U21 (YOB 97 or younger) NOTE U18 figures used for Wales	877 60%	593 40%
Membership over 21 (YOB 96 or earlier)	223 75%	74 25%
Total	1100 62%	667 38%

Data highlights from the Diversity Audit Report & Survey 2017.
(Note only 10 of the 12 Board members answered the survey)

1. Gender of the Board – actual: 17% female, 83% male



2. Ethnicity of the Board – 100% White British
3. Disability of the Board – 100% none
4. Age of the Board



**CURRENT STATISTICS CONTINUED:
RESULTS OF THE ANONYMOUS NOVEMBER 2018 ALL-STAFF DIVERSITY AND INCLUSION SURVEY.**

74 GBS Staff, contractors and Board were surveyed in November 2018. The results showed that:

Gender

Male: **72.22%**

Female: 27.78%

No responses indicated considering their gender to be different from that assigned at birth.

Age range:

The leading age range is **35 to 44 (31.48%)** followed by **25 to 34 (24.07%)** and **45 to 54 (20.37%)**

The remaining results were:

18 to 24: 3.70%

55 to 64 12.96%

65 to 74: 7.41%

75 or older: 0.00%

Religion

34% identified with Atheism; 32% with Christianity-Protestantism; 18% with Christianity -Catholicism; 10 % Agnosticism and 4% preferred not to say.

Ethnic Groups

66.04 % identified with English/Welsh/Scottish/Northern Irish/British; 16.98% with Any other white background; 13.21% White and 3.77 as Other ethnic background.

First language

75.47% have English as their first language, 24.53% responded not.

Disability

96.23% do not consider themselves to be disabled according to the definition of disabled under the Equality Act 2010, 3.77% do.

Sexual Orientation

94.34% identified as Heterosexual; 1.89% as Homosexual; 1.89% as Bisexual and 1.89% preferred not to say.

Primary Carer

26.92% identified as a Primary Carer for a child or children under the age of 18; 69.23% did not and 3.85% preferred not to say.

Appendix 2

A CODE OF SPORTS GOVERNANCE; DIVERSITY REQUIREMENTS 2.1 TO 2.3

2.1 Each organisation shall:

- (A) adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its Board; and
- (B) demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity, and disability.

2.2 Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Requirement 2.1.

2.3 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 within its leadership and decision making, including an annual update on progress against the actions identified in Requirement 2.2.

As guidance, it is recognised that decision-making is improved when a Board is able to draw on, and harness, a diverse range of opinions.

Gender is an important aspect of diversity and an organisation will be expected to work towards achieving at least 30% of each gender on its Board, while also demonstrating publicly its commitment to achieving gender parity and greater diversity generally on its Board. It should demonstrate the actions it is taking to meet these targets. If 30% is not a whole number, then this should normally be rounded up for the purposes of calculating the required number of male/female directors (unless otherwise agreed with UK Sport/Sport England).

The targets referred to in Requirement 2.1 are explicitly targets, and not fixed quotas. The obligation on funded organisations is to demonstrably commit to working towards achieving them, and to take all appropriate actions in order to do so. Nevertheless, in order to drive real change in the sector (in accordance with the feedback received in the consultation) UK Sport and Sport England expect this commitment and the actions taken to be meaningful.

Requirement 2.1(B) references **Black, Asian, and minority ethnic** and disability diversity expressly within the context of greater diversity generally. It is also important to think about what 'greater diversity' means. Here the Code is referring not only to the protected characteristics of the Equality Act 2010 (which are gender, age, disability, gender reassignment, race, sexual orientation, religion or belief, marriage and civil partnership and pregnancy and maternity) but also socio-economic background and diversity of thought. Organisations should seek to recruit to their Boards people who think in different ways as well as those who have different backgrounds. For example, organisations may wish to consider the possibility of addressing the diversity of formal structures other than the Board, in order to build internal capacity for succession planning.

In order to drive greater diversity, there is a need to consider practices in both board recruitment and capacity building.

Use tools such as **Women in Sport's Checklist for Change** (see Appendix 2) to make changes within their organisation to improve diversity in leadership at all levels'.

If an organisation has the right to appoint directors, they should do so in a way that encourages a diverse range of candidates, e.g. by use of a structured process which allows for the consideration of candidates from a range of backgrounds.

Where diversity is being driven exclusively or primarily from independent, non-executive directors, they are likely to be challenged whether they are really taking all appropriate actions to drive diversity.

The Board should have a role in this process and should monitor progress against the actions, in particular discussing the annual progress update and the plan for the following year.

Appendix 3

WOMEN IN SPORT'S CHECKLIST FOR CHANGE

1. Transparency across the board

All boards need to be open and transparent about their gender diversity throughout their organisations. This would include actions such as:

- publishing information about the percentage of women on their boards
- clearly outlining the justification for any differences in remuneration between board members, where applicable
- publishing information about the organisation's gender diversity at senior and middle management levels.

2. Flexibility in working practices

All boards should review their working practices, as a means to then promote a flexible approach to board membership. This might include:

- supporting flexible working
- holding meetings during conventional work hours
- offering financial support for childcare if evening or weekend meetings are essential.

3. Mentoring and role models at all levels

Sports organisations need to ensure the 'pipeline' is strong for women rising through the sport. This could include actions such as:

- ensuring progression routes are clear with 'stepping stones' to the top identified
- co-opting women onto Boards and committees, so they gain experience of these roles while the groups benefit from fresh perspectives
- providing training and mentoring to build skills and confidence
- promoting existing networks and organisations, such as Women in Sport's Women's Sport Network or Women on Boards, as means for women to gain skills and support
- providing varied female role models and case studies relevant to all levels of organisations, so it is clearer what stepping-stones exist to advancement. Rather than simply tales of 'superwomen', who many women on their way up see as unrealistic to emulate, these role models should be varied and relevant to women at different stages of their careers.

4. 'Fit-for-future' structures, terms and conditions

Sports boards should look carefully at their structures and policies, to ensure they are offering opportunities for progress, and bringing in fresh and innovative thinking. Examples of actions could include:

- ensuring succession planning is undertaken, and undertaken in an open and transparent way, based on merit
- fixed term limits for board members, to ensure new members and thinking continue to drive progress.

5. Proactive recruitment

For board members and senior managers, sports organisations should consider how to proactively reach out to talented female candidates, thinking carefully about both the channels and tone used to recruit. Women in Sport's vision is for a recruitment approach that is proactive and skills-based, so that the best candidates get a chance. This requires a careful review of what skills are required by the organisation, both now and for the future, to ensure a continuous flow of excellent and diverse talent all the way up. Actions towards truly proactive recruitment may include:

- ensuring roles at board level and below are advertised and recruited on the basis of merit, rather than informal chats or on a system of entitlement/seniority

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- broaden and diversify recruitment practices to actively address new markets where prospective female candidates may be more prevalent, including outside of the sport sector
- focussing on transferable business skills appropriate to roles, rather than 'sportiness' using a variety of recruitment methods, such as job fairs, recruitment agencies and others.

6. Inclusive culture

Finally, while there have been great strides towards more inclusiveness and respect for women in senior positions in sports organisations, there remain some practices and perspectives that have had their day. We call on all sports organisations, particularly their board members and senior managers, to identify and challenge outmoded views of women's places in sport management. This could involve:

- ending the addition of board members simply because they have 'done their time', instead recruiting new members solely on merit
- identifying the impact of particular policies or approaches on women (such as board meeting times, as women are still more often the primary care giver), to ensure that conventional practices are not inadvertently creating barriers to women's advancement within sports organisations
- encourage both men and women in sport to challenge sexism or other prejudices where they exist and present a united front against entrenched or outmoded thinking.