

# **DIVERSITY ACTION PLAN 2017-2021**

APPROVED BY THE BOARD IN  
OCTOBER 2017

UPDATE MAY 2019

# FOREWORD FROM OUR DEPUTY CHAIR

Since 1984 Women in Sport has been striving to understand the causes of inequality in sport, to educate the sector in how redress the balance and to influence policy makers to ensure sport is fair, from the field of play to the boardroom. Diversity, equality and fairness are in our DNA and we are leaders across the UK in advocating for change.

We welcome the Government's Code for Sport Governance and the requirement that all sport delivery organisations now produce a diversity to plan to communicate publicly the action they will take to ensure their workforce and leadership represents the community they exist to serve. We are proud of the contribution we have made to the Code, having campaigned for many years to achieve the requirement in the new Code that all publicly funded sports organisations must have a minimum of 30% women on the board.

We work to ensure diversity at every level of the charity and recognise there is more to be done. This Diversity Action Plan flows from a rigorous review of our policies, systems and processes to ensure the charity maximises the impact it can make towards achieving equality.

One of our core values is Fairness. For our team, this means:

- We are fair and inclusive in our recruitment and training practices
- We welcome people from diverse backgrounds
- We believe in fairness for all women and girls, regardless of their background
- We recognise that the experiences of women and girls are different, and that some will face more barriers than others
- We encourage our team to take part in and enjoy the benefits of sport

This action plan shows how we aim to achieve fairness within Women in Sport – and we welcome your feedback via our [Head](mailto:harinie@womeninsport.org) of Finance and Operations, Harinie Wijeweera harinie@womeninsport.org

**Karen Wilson, Deputy Chair, Women in Sport.**  
**October 2017**



# ABOUT US

Women in Sport is a charity. Established in 1984 our vision is a society where women and men have equal opportunities. Women and girls are missing out on the lifelong benefits of sport. We want to change this, now, for every woman and girl in the UK. We are the only organisation in the UK that researches sport purely from the perspective of women and girls. We use the insight gained to drive change through campaigns and partnerships. Across all our work we include women and girls in socially deprived communities, where sport can have a uniquely empowering effect.

There are 1.6 million fewer women than men playing sport once a week in England <sup>1</sup>and only 9% of 13-15-year-old girls meet the Chief Medical Officer's recommendations for physical activity<sup>2</sup>. Women are also under-represented in the sport workforce, with an average of only 30% of senior leadership and board roles in National Governing Bodies of sport being held by women<sup>3</sup>.

A research-led charity, we have played a significant role in influencing government policy and changing the sporting landscape. We have built a reputation as the leading UK organisation providing expert research into, and advice about, women and girls' experiences and relationships with sport and physical activity. Our work supports the Government's Sporting Futures strategy to create an active nation. Our Chief Executive and Chair are quoted regularly in the media, publicly challenging the gender inequality and sexism that persists in sport.

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<sup>1</sup> Sport England Active People Survey 10 (2015/16)

<sup>2</sup> Health Survey for England (2015)

<sup>3</sup> 'Beyond 30%', Women in Sport (2017)

# OUR VISION, MISSION & VALUES

We are Women in Sport.

Our vision is a **society where women and men have equal opportunities.**

Women and girls are missing out on the lifelong benefits of sport. We want to change this, now, for every woman and girl in the UK.

OUR VALUES	EXTERNAL	INTERNAL
FAIRNESS	<p>We believe in equal opportunities for women and girls, not only in sport, but in society as a whole. Where these do not exist, we are committed to championing change. We go the extra mile to ensure everyone has a fair chance to enjoy the benefits and potential of sport</p>	<ul style="list-style-type: none"> <li>• We are fair and inclusive in our recruitment and training practices</li> <li>• We welcome people from diverse backgrounds</li> <li>• We believe in fairness for all women and girls, regardless of their background</li> <li>• We recognise that the experiences of women and girls are different, and that some will face more barriers than others</li> <li>• We encourage our team to take part in and enjoy the benefits of sport</li> </ul>
CHALLENGING	<p>We do not accept the current sporting environment with its limited opportunities for women and girls. With a passion for progress, we will challenge the norms and current attitudes, and demand changes in the way sport is run</p>	<ul style="list-style-type: none"> <li>• We are prepared to be brave and speak up</li> <li>• We challenge based on robust evidence</li> <li>• We use our insights as the basis for challenging</li> <li>• We create an environment where everyone in the team feels able to challenge</li> <li>• We challenge in order to find solutions</li> <li>• We listen to our team and value their expertise and experience</li> <li>• We consult with our beneficiaries, partners and team to guide how and where we challenge</li> </ul>
INSIGHT-LED	<p>Insight and evidence drive everything we do. We research our subjects rigorously to build expertise and develop the highest quality information. By insisting on innovative thinking, we ensure we are always thought-leaders for women and girls in sport</p>	<ul style="list-style-type: none"> <li>• We specialise exclusively on the experiences of women and girls</li> <li>• Our insight drives our strategy and practices</li> <li>• We use our insights to spark innovation</li> <li>• We listen to our beneficiaries and learn from them</li> <li>• We ensure we listen to a diverse range of voices</li> <li>• We regularly review and update our insight to ensure it continues to reflect the experiences of women and girls</li> <li>• We use our insight to monitor and evaluate our activities</li> <li>• We value and listen to the insights of our team and partners</li> </ul>
COLLABORATIVE	<p>We understand the specific and unique role we play in working to achieve our ambitious vision, but we cannot achieve it alone. So, where appropriate, we work in partnership with like-minded people to transform sport for women and girls</p>	<ul style="list-style-type: none"> <li>• We believe in the power of working together</li> <li>• We collaborate rather than duplicate</li> <li>• We include our beneficiaries in our work through regular consultation</li> <li>• We all play a role in the success of the charity</li> <li>• We actively engage with experts to better understand our beneficiaries</li> </ul>

# OUR STATEMENT ON EQUALITY

**We are opposed to discrimination and committed to promoting diversity. All employees, the Board, volunteers, ambassadors, providers and partners will ensure an equitable and inclusive culture that is free of discrimination and will display respectful and inclusive behaviour. We will not discriminate based on gender, ethnicity, age, sexuality, disability or religion and have created this plan to review and monitor our key processes.**

All trustees sign a Code of Conduct (*See Appendix One*) and are committed to living our diversity and inclusivity statement through the Code.

# BOARD RECRUITMENT

## What have we worked towards so far?

In 2016 we undertook a comprehensive skills assessment of the Board. We reviewed the Women in Sport strategy, worked out the skills and experience needed at Board level to help us deliver the strategy and to be able to scrutinise our work with authority and credibility. **See Appendix Two for the board skills map.**

All roles have a role description made up of two parts: the generic skills and experience required of all trustees and the specific skills and experience needed for the specific role they fulfil.

All roles are advertised as widely as possible – there is currently no budget for trustee recruitment at Women in Sport so the advertising process is not as extensive or targeted as we might like but we do our best to ensure that we are using all freely available advertising such as the UK Sport website, charity jobs, LinkedIn etc. Where possible we also use free targeted advertising such as ‘Work for an MP’ for the Communications role and academic networks for the research role.

All trustees are interviewed by a panel of trustees (now the Nominations Committee) and the CEO. Due to the low numbers of men applying (due to the charity’s work being so specifically female dominated) all men that meet the role description criteria are invited to interview currently.

Finally, we aim to ensure we have at least one trustee for whom being on the board is their first experience of charity governance (for their own personal development), as well as having more experienced trustees.

To ensure that once recruited our trustees continue to promote diversity and fairness and to behave in a manner commensurate with our values we ask all trustees to sign a Code of Conduct (**See Appendix One**) to which they are held accountable by the Chair. We also undertake an annual board evaluation and in line with the Code of Sports Governance this is completed by an independent third party every four years (the next independent evaluation of the Board will be Nov 2017-March 2018) – Update May 2019. The external evaluation was undertaken in 2018 and an action plan developed which the Board is implementing. The next external evaluation will be January 2022.

## Where are we today?

We have a good spread of age ranges, social background and geography on our Board currently.

However, we do not currently meet the 30% gender diversity target with eight of our trustees being women and only one man. We also have no BAME and no disability representation that has been declared. We believe these deficiencies are due to two reasons:

1. Whilst some men will care deeply about gender equality and want to volunteer for a charity like ours, many men feel this is more of a 'women's issue', maybe feel it is not their place to apply for a role in an organisation like ours (even though we try to be very clear we want and need men to engage with us and work with us). Some men will feel that they do not have personal experience of the issues we campaign about so are not able to advocate on our behalf at Board level. We do what we can to break through these assumptions but inevitably some men will naturally self-select out.
2. Our small budgets and challenges around core cost funding make paid for recruitment impossible currently, so we are not able to target, for example, particular localities/regions or demographics in our role advertising.

### **What actions will we take in the future?**

We have agreed a Board rotation plan to create vacancies over the next three years which will allow us to try to recruit new trustees who will make our board even more diverse – with a focus on recruiting at least two men, and trustees from a BAME background and/or with a disability. The rotation plan has been carefully staggered to avoid a significant loss of skills at any one time, so that the Board remains fit for purpose. **See Appendix Three for Board Rotation Plan.**

#### **To recruit a minimum of two men we will:**

- Be as clear as we can within legal constraints, in all advertising and on role descriptions, that men are encouraged to apply
- Advertise the roles in media targeting men and other diverse groups (where this is free)
- Headhunt trustees who can fill gaps in our board where we are under-represented, such as male, BAME and disabled trustees, through existing trustee and staff networks
- Aim for a shortlist of 50% men and 20% BAME representation. When using head-hunters demand a 50% male/female gender split in the shortlist and 20% BAME representation. Recognising that disability is not always declared, especially to head-hunters, we will not make this a requirement of shortlists from head-hunters but we will ensure the brief demonstrates we expect head-hunters to seek diverse groups of people as candidates.

#### **To improve diversity more generally we will:**

- Aim to have at least one trustee from a BAME background by the end of 2019
- Engage with the organisation *Inclusive Boards* which has been appointed by Sport England to assist the sector to help us meet our BAME target.
- Aim to have at least one trustee with a disability by 2020
- Review the language we use in our role descriptions and adverts to ensure it is inclusive and does not deter any particular group of candidates
- Position our commitment to diversity prominently in our adverts and, within legal constraints, we will ensure we are clear about our desire to recruit a more diverse range of *people* to the board to complement the diverse range of *skills* we already achieve in trustee recruitment
- If and when working with recruitment/search agencies we will ensure that diversity is an integral part of the brief and that diverse shortlists are put forward.
- Add ongoing monitoring of diversity on the Board to our risk map and annual Board evaluation. We will also keep this matter on our Board agenda
- Consider co-opting people from currently under-represented groups to our Nominations Committee who make Board appointments.

We will publish progress against these actions on our website each year to show what we are doing to achieve, and then maintain, diversity.

## **UPDATE MAY 2019**

- A conversation was held with Inclusive Boards and one training event run by Inclusive Boards was attended by the Head of Finance and Operations in 2018.
- Simon Chadwick resigned from the Board in the summer of 2018. He has since been replaced by another man as Research Trustee, Dr Steve Mann (appointed January 2019). With 6 trustees currently, this means the charity has only 16% men on the Board.
- Trustee recruitment was discussed at the Board meeting January 1<sup>st</sup> 2019. The skills matrix was updated. It was agreed recruitment would go ahead for a minimum of 2 new trustees, and ideally 3, to fill the following skills gaps:
  - Legal/Charity Governance.
  - Communications/Policy influencing
  - Commercial/fundraising/Business Development
  - Gender Equality
- It was noted that at least one of these new Trustees must be a man and at least one must be from a BAME background. To achieve this the charity would need to advertise as widely as possible.
- Recruitment of these posts has since been delayed to the autumn of 2019 due to the resignation of the CEO and the need to prioritise recruitment to this post first as well as a desire to involve the new CEO in trustee recruitment.
- Additionally, Perett Laver has since been appointed to support Sport England funded organisations to diversify their boards, with a focus on BAME candidates. They have developed a large pool of candidates, so Women in Sport will also ensure all roles are advertised to this pool too.
- Guidance has been sought from our Chair (a Diversity and Inclusion Expert) and from Sports Recruitment International (pro bono) on the wording of our trustee role descriptions to ensure they are attractive to as diverse an audience as possible.
- Diversity monitoring is to be introduced for all recruitment (staff and trustees) from May 2019.

# STAFF AND VOLUNTEER RECRUITMENT

## What have we worked towards so far?

In 2015/16 we undertook a comprehensive and independent assessment of our recruitment processes and practices. We made changes to ensure our recruitment is fair, transparent and that it is a two-way process of us selling the charity as a great place to work as much as candidates selling their skills and experience to us.

All roles have a role description comprising a summary of the role, the key elements of the role/competencies required to fulfil the role and be successful, and the skills and experience we are looking for.

All roles are advertised publicly and as widely as possible and, where necessary for the role, targeted advertising is used; for example, within Fundraising trade press for fundraising roles.

All staff at Manager level or above are recruited via a minimum of a two-stage interview process (Officer level posts undertake a more straight forward interview):

Stage One (Long List): More informal, short interview (usually approx. 30 mins) with the line manager plus one other to get a feel for the candidates' suitability for the role and to test that they do have the skills and experience outlined in their application. This is also an opportunity for the candidates to find out more about the charity and whether we are a good fit for them or not. We try to undertake Stage One in our office so that candidates can see the work environment and experience the journey to the office. All internal candidates are guaranteed an interview at Stage One for development purposes and due to the low numbers of men applying (due to the charity's work being so specifically female dominated and the charity sector being so female dominated<sup>4</sup>) all men that meet the role description criteria are invited to interview at Stage One.

Stage Two (Short List): More formal – usually a panel interview with the line manager, plus one other team member and for more senior roles a trustee or other independent expert. The candidate is usually asked to present on a relevant topic and may, depending on the needs of the role, be asked to undertake a written test such as writing a press release for a communications role or analysing some data for a research or finance role.

## Where are we today?

We have strong BAME representation within our staff team (26% - compared to 13% in the general population<sup>5</sup>)

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<sup>4</sup> 65% of the voluntary sector workforce is female, UK Civil Society Almanac 2017, NCVO

<sup>5</sup> <https://www.ethnicity-facts-figures.service.gov.uk/>.

We are age diverse currently, with staff in their early 20s up to mid-50s.

We consider job share and flexible working to enable our workforce to be diverse – this is particularly relevant for staff with caring responsibilities.

We make all reasonable adjustments to accommodate disabled staff as required by law.

We also employ ex-offenders following a risk assessment and DBS check to encourage and support rehabilitation.

However, we struggle to recruit men due to the nature of our charitable cause and to the fact that 65% of staff in the voluntary sector are female<sup>6</sup>. We do not currently collect data on disability, social background or sexuality and are therefore not able to comment on these metrics.

### **What actions will we take in the future?**

#### ***To attract more men to apply for roles we will:***

- Be as clear as we can within legal constraints, in all advertising and on role descriptions that men are encouraged to apply
- Advertise the roles in media targeting men (where budget allows)
- Headhunt men actively through existing trustee and staff networks

#### ***To improve diversity more generally we will:***

- Aim to maintain a minimum of 20% BAME and to achieve 30% male representation in our workforce.
- Due to our small size we will not set a target for recruitment of disabled staff, but we will ensure we are encouraging all under-represented groups to apply for jobs with us and we will ensure we engage with stakeholders to inform our work where we lack representation in our staff team.
- Review the language we use in our role descriptions and adverts to ensure it is inclusive and does not deter any particular group of candidates
- Position our commitment to diversity prominently in our adverts and, within legal constraints, we will ensure we are clear about our desire to recruit a more diverse range of *people* to our team to complement the diverse range of *skills* we already achieve in recruitment
- When working with recruitment/search agencies we will ensure that diversity is an integral part of the brief and that diverse shortlists are put forward
- Train staff involved in recruitment on diversity issues and through our annual staff survey we will ensure staff understand and support our commitment to diversity
- Review our diversity monitoring practices within our recruitment procedures

We will publish progress against these actions on our website each year to show what we are doing to achieve, and then maintain, diversity.

### **UPDATE MAY 2019**

- Since this Diversity Action Plan was published the charity has added one man to the staff team (now at 6% male)

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<sup>6</sup> UK Civil Society Almanac 2017, NCVO

- Team members from a BAME background has dropped to 12.5% - a concern.
- We are therefore initiating a Diversity Monitoring system for all recruitment (staff and trustees) to investigate whether we are not attracting people from a BAME background and men to apply for roles, whether there is a bias in our shortlisting and appointments and to assess how we can turn this around to achieve our target of 20% BAME representation and 30% men in the team.
- Our Job Descriptions all state our desire to recruit people from diverse backgrounds.
- We have asked all search firms we use (most recently for example to recruit a Communications Manager and an Insight Manager) to provide us with shortlists of 50% men and to include people from a BAME background. Even when pushing hard for this agencies are failing to do this for us currently. We do believe that the name of the Charity and our feminist cause does put some men off applying – which is likely to be unavoidable.

<h2>Recruitment</h2> <p>How the organisation will attract an increasingly diverse range of candidates</p>	Code for Sports Governance					
	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, LGB&T 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 Req 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 Req 2.2
<p><b>Objective:</b> Embed good diversity and inclusion practice into our recruitment activities and decision making processes</p> <p>Aim to achieve a minimum 30% male representation on our board and staff team.</p> <p>Aim to achieve on the Board and maintain in the staff team, a minimum of 20% BAME diversity.</p> <p>Aim to recruit at least one disabled trustee</p>	✓	✓	✓	✓		
Priorities	Actions			Person(s) Responsible		Completion Date
<p><b>Short Term:</b></p> <p>Approve the Diversity Action Plan</p>	<p>Approve the Board rotation plan, adopt the mandatory 30% gender diversity target and adopt our own 20% BAME target and goal to have 1 disabled board member.</p>			Board		<p>Gender Diversity target approved September 17 in Board meeting.</p> <p>Diversity Action Plan and wider targets to be adopted in October 2017.</p> <p>Update May 2019: Complete</p>
<p><b>Medium Term:</b></p> <p>Seek support and advice on how to improve diversity through board recruitment.</p>	<p>Seek views from underrepresented groups on our advertisements and recruitment process</p> <p>If funded, seek engagement from Inclusive Boards to better understand actions we can take.</p>			Head of Finance and Operations to lead this area of work with support from Jayne Haines, Diversity champion on the board.		<p>Ongoing to December 2018</p> <p>Update May 2019: Ongoing</p>

	<p>Work with Sporting Equals, EFDS and Chris Grant who is leading BAME work for Sport England to better understand how to improve diversity in our board recruitment and any actions we can take at Board level to make becoming a trustee a more attractive proposition for currently under-represented groups</p> <p>Engage with our new Chair from Nov 2<sup>nd</sup> to draw on her experience and networks to improve diversity.</p> <p>Engage in informal headhunting for trustee recruitment from currently under-represented groups (budgets do not allow engagement with search agencies)</p> <p>Consider co-opting someone from a BAME background and a man to the Nominations Committee to assist in recruitment of a more diverse board.</p> <p>In staff recruitment that has two stages of interview ask a man to join the interview panel as an independent assessor to try to improve gender diversity decision making.</p> <p>Update this action plan as actions are agreed</p>		
<p><b>Long Term:</b></p> <p>Take the findings and incorporate into our recruitment procedures and training</p>	<p>We hope to achieve a more diverse board in the medium term so that longer term actions will be about maintenance, ensuring a diverse board and more gender diverse staff team is making a difference to our work by monitoring the pace of change we are able to achieve</p> <p>Assess whether there are some training needs around diversity and/or unconscious bias within the team and address these.</p> <p>Assess actions taken to see what is working and needs to be continued and what does not work and can be dropped.</p>	<p>Head of Finance and Operations and CEO</p>	<p>Ongoing – specific dates to be added once Medium Term plans are agreed.</p> <p>Update May 2019: Perret Laver pool of candidates to be accessed as part of trustee recruitment.</p> <p>Headhunting agencies always asked to supply diverse shortlists – varying degrees of success but so</p>

	Review diversity monitoring in staff and volunteer recruitment.		far not as diverse as we'd like. One man appointed to date Actions ongoing
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# ENGAGEMENT

## **What have we worked towards so far?**

In 2015, we introduced a database to the charity to enable us to understand more about our stakeholders and supporters. The database is the e-Tapestry platform and is known internally as the Fanzone. Now that we have around two years' worth of data on the Fanzone we are in the process of creating a standard set of attributes that will enable us to segment the database in a more sophisticated way and understand more about the audiences we are reaching.

We use a variety of media channels to ensure we reach the widest possible audience, as well as disseminating information via partners who have a specific demographic reach such as the Muslim Women's Sports Foundation, Sporting Equals (BAME), EFDS and British Blind Sport (Disability) and Sported (Lower socio-economic status).

Through stakeholder engagement we have identified that panels of speakers at our events do not always represent a good diversity of people (although they do represent a diversity of views and opinion). Specifically, we have not been pro-active enough around attracting BAME and disabled speakers and this is something we will seek to improve in future in the hope this will also improve our audience/participant diversity.

We speak about diversity issues in all of our communications due to the nature of our charitable purpose; gender equality. However, we do less to communicate our internal commitment to diversity of all types on our board and within our staff team. The main way we communicate Women in Sport's own diversity, currently, is through our values statements and in all of our recruitment advertising and role descriptions.

## **Where are we today?**

We engage with a diverse range of stakeholders and all our events are open to all. We inevitably attract more women than men to our events and with our communications, and this is likely to remain the case – although we can do more to reach out to men.

We do not engage as many people from BAME backgrounds or with a disability. This is largely due to our B2B approach meaning most of our stakeholders are within the sport sector and the sport sector overall is poor at achieving diversity. Our charitable purpose is to address this from the gender perspective, championing gender diversity and advising organisations on how to improve the number of women they employ and engage with via our Checklist for Change and Support and Advice Service. We are making progress on the number of women in leadership roles across sport, and we are continuing to seek funding for this work so we can understand the ongoing challenges women face in the sport workplace.

We also support other organisations in our sector championing wider diversity issues such as Sporting Equals, Kick it Out, The Muslim Women's Sport Foundation, EFDS and British Blind Sport. Through the Get Out Get Active initiative we are reaching disabled women and engaging with them in local communities.

Through our social media channels and our fundraising activity we reach a wider audience and will continue to do use these channels to achieve diversity in our stakeholder engagement.

### **What actions will we take in the future?**

We are updating our website over the next six months and in doing so we will ensure it is fully accessible to a variety of users and that the content represents all aspects of our society.

We will also do more to communicate our commitment to diversity in terms of our workforce, and volunteers via our website, including publishing this Diversity Action Plan and annual progress made against it, the Deputy Chair's statement and our diversity statement.

We will also ask our Diversity Champion on the Board, Jayne Haines, to engage with partners in the sector working on wider diversity issues (e.g. Kick it Out, Sporting Equals, EFDS etc.) to see how we might partner to create a wider movement of advocacy for diversity and equality of all kinds.

### **UPDATE MAY 2019**

- Website updates complete
- Diversity Action Plan published, and our diversity statement used in recruitment and across our publications. Staff commitment to diversity assess at interview and staff and stakeholders are reminded of our diversity statement through select communications.
- Jayne Haines has since been appointed as Chair of Women in Sport so we will now consider whether another trustee should take responsibility for making connections with other diversity advocacy organisations at board level.

<h1>Engagement</h1> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance				
<p><b>Objective:</b> Ensure we champion diversity internally and through our communications</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity (including but not limited to BAME, disability, LGB&amp;T and socio-economic)</p>	<p>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</p>	<p>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)</p>	<p>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</p>
			✓		✓	✓
Priorities	Actions		Person(s) Responsible		Completion Date	
<p><b>Short Term:</b></p> <p>Publish information about our commitment to diversity</p>	<p>Publish on our website: This Action Plan Our Diversity Statement The Deputy Chair's message</p> <p>Include information in our Annual Accounts and Trustees' Report about our commitment to diversity and updates on this action plan</p>		<p>Director of Campaigns &amp; Engagement</p> <p>Head of Finance and Operations</p>		<p>Nov 17</p> <p>Ongoing</p> <p>Update May 2019: Diversity Action Plan and Diversity Statement published on our website.</p>	
<p><b>Medium Term:</b></p> <p>Engage with our stakeholders to understand where we can improve our reach</p> <p>Seek to improve representation at our events</p>	<p>Review our communications generally to ensure they are appropriate for diverse audiences.</p> <p>Aim to have more diversity in our speaker line-up and delegates</p>		<p>Director of Campaigns and Engagement</p> <p>Director of Campaigns and Engagement</p>		<p>Ongoing</p> <p>Ongoing</p> <p>Update May 2019: Success in attracting a more diverse audience to our recent events, Empower and the Launch of our Transition to Adulthood research. On International WOMen's Day</p>	

			<p>2018 we had a speaker address the issues from a male perspective which was well received and we had a high representation from male CEOs and Chairs of NGBs in attendance.</p> <p>As a consequence of the above our database is widening.</p>
<p><b>Long Term:</b></p> <p>Continue to embed diversity in all of our communications</p>		Whole team	<p>Ongoing</p> <p>Update May 2019: Ongoing</p>

# CULTURE AND RETENTION

## **What have we worked towards so far?**

Our values (pg. 5) show clearly our commitment to diversity both internally and externally. We ensure the values are communicated to all staff through our recruitment process, at induction and at regular intervals throughout the year through our Crew meetings.

We have a performance management system which asks staff to report quarterly to their line manager on performance against objectives and the way in which they have behaved in line with our values.

## **Where are we today?**

Diversity, particularly gender equality, is in our organisational DNA: it is the entirety of our charitable purpose. We have a culture that is open and inclusive and we promote our staff on the basis merit and ability assessed via a structured performance management system that is applied to all staff equally.

We have an extensive range of employment policies, brought together in our Handbook, that promote flexible working and a positive culture that is friendly and welcoming to everyone.

Feedback via our Exit Interview process shows that staff agree there is a strong commitment to diversity of all types across our organisation and that people are made to feel welcome and part of the team regardless of age, gender, ethnicity, disability, sexuality or socio-economic background.

## **What actions will we take in the future?**

We will instigate an annual staff survey that will ask staff about their understanding of our values, our employment policies, their experience of working for the charity and their perceptions of equality and diversity within the culture of Women in Sport. The first such survey will be in Q4 2017/18.

We will also appoint one of our trustees to champion Inclusivity and Diversity across the charity – this will always be a member of the Nominations Committee and will be Jayne Haines initially, our HR trustee who has agreed to take on this role.

**UPDATE MAY 2019**

- Staff survey undertaken in Q4 2018/19 and currently being repeated May 2019. Results fed back to staff team and Board, action plans developed and delivered.
- Our Diversity and Inclusion champion Jayne Haines has now been appointed Chair of the Charity – which puts Diversity and Inclusion at the top of our agenda.

<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					
	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, LGB&T 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 Req 2.1	The board shall ensure that the organisation prepared and publish 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 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> Ensure our internal culture is inclusive				✓		
<b>Priorities</b>	<b>Actions</b>		<b>Person(s) Responsible</b>		<b>Completion Date</b>	
<b>Short Term:</b>  Continue to use our values within recruitment and performance review processes.	Maintain the current use of values in all our recruitment collateral and in performance review processes. Ensure our values are explained thoroughly through the induction and Crew Meeting processes.		CEO and Head of Finance and Operations		Ongoing  Update May 19: Values posted on the office walls, used in recruitment and discussed annually at staff (Crew) Away Days.	
<b>Medium Term:</b>  Conduct staff survey annually and use the results to improve the inclusive culture of the organisation	Carry out annual staff survey  Culture Club (our internal staff forum) to own and implement the action plan resulting from the survey		Head of Finance and Operations  Culture Club		Q4 2017/18  Throughout 2018/19 and then repeated annually  Staff Survey completed in February 2018 and May 2019. Action plan written by the team, delivered and communicated to the Board.	

<b>Long Term:</b> Maintain the above and ensure the charity retains an inclusive culture	Must be embedded in our culture	CEO and the Board	Ongoing Ongoing
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# SUMMARY

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

Women in Sport values diversity and champions the benefits both internally and externally.

This Diversity Action Plan is owned by the Board and the CEO and will be embedded in reviews of our culture and working practices. We will have a Diversity and Inclusion Champion on the Board, initially Jayne Haines. We will ask questions about the application of inclusive practices proactively in our staff surveys and board evaluations annually and will seek external assessments from time to time, including but not exclusively, from Sport England as our primary funder.

## **Who is responsible for the delivery of this plan?**

- The Board
- CEO
- Culture Club (our staff forum).

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

- We will seek to achieve a minimum of 30% men on the board by 2021
- We will seek to reach a minimum of 30% men in our staff team over the longer term but recognise this is a challenge due to the gendered nature of our work, its attraction for women and the fact that the charity sector is heavily female dominated.
- We will seek to have at least one trustee from a BAME background on the board by 2019.
- We will seek to maintain a minimum of 20% BAME diversity in our staff team – and ensure this includes representation at a range of levels throughout the charity.
- We will seek to have at least one disabled trustee on the board by 2020.
- We will seek to improve representation of other groups in our staff team whilst recognising the limitations of this within such a small team (currently 15 people) and with small budgets (currently approx. £1m).
- We will seek to improve monitoring of gender, BAME and disability of our stakeholders via our database, Fanzone.
- Where we feel a particular viewpoint is missing from our decision making we will endeavour to engage with and include people who can represent what is missing.

**How does our Diversity Action Plan cross-reference other parts of the Code of Sport Governance or other relevant equality or diversity monitoring standards/framework?**

We have cross referenced to the specific requirements of the Code throughout this Diversity Action Plan for clarity.

# APPENDICIES

# APPENDIX ONE

## Trustee Code of Conduct

A commitment to respect for diversity and to behaving in an inclusive manner is inherent throughout this Code of Conduct and the point where it is explicitly stated is highlighted in bold below.

*Trustees are required to read, sign and return this document to the Company Secretary.*

- I will respect and uphold the values of the Charity, Women in Sport and will act solely in the best interests of the Charity and the public interest.
- I will act within the governing documents of Women in Sport and the law, and abide by the policies and procedures of the organisation. This includes having a knowledge of the contents of the governing documents and relevant policies and procedures.
- I will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- I will support the objects and mission, championing it, using any skills or knowledge I have to further that mission and seeking expert advice where appropriate.
- I will be an active trustee, making my skills, experience and knowledge available and seeking to do what additional work I can outside trustee meetings, including sitting on sub-committees.
- I will respect organisational, board and individual confidentiality, while never using confidentiality as an excuse not to disclose matters that should be transparent and open.
- I will develop and maintain a sound and up-to-date knowledge of Women in Sport and its environment. This will include an understanding of how it operates, the social, political and economic environment and the nature and extent of its work.
- I will use Women in Sport's resources responsibly, and when claiming expenses will do so in line with procedures.
- I will seek to be accountable for my actions and will submit myself to whatever scrutiny is appropriate.

- I accept my responsibility to ensure that Women in Sport is well run and will raise issues and questions in an appropriate and sensitive way to ensure that this is the case.
- I will actively contribute towards improving governance, participate in induction, training and sharing ideas for improvement with the Board.

### **Managing interests**

- I will act in the best interests of the Charity as a whole, and not as a representative of any group – considering what is best for Women in Sport; and avoiding bringing it into disrepute.
- I will avoid placing myself under any obligation to people or organisations that might try inappropriately to influence me. I will not put myself in a position where my personal interests conflict with my duty to act in the interests of the organisation and I will avoid accepting gifts and hospitality that might reasonably be thought to influence my judgement.
- I will not act or take decisions in order to gain financial or other material benefits for myself, my family, or my friends
- Where there is a potential conflict of interest I will seek guidance/approval from the Board.
- I understand that a failure to declare a conflict of interest may be considered to be a breach of this code.
- I will be truthful

### **Meetings**

- I will attend all appropriate meetings and other appointments, or give apologies.
- I will prepare fully for all meetings and work for the organisation. This will include reading papers, querying anything I do not understand, thinking through issues before meetings and completing any tasks assigned to me in the agreed time.
- I will actively engage in discussion, debate and voting in meetings; contributing in a considered and constructive way, listening carefully, challenging sensitively and avoiding conflict.

- I will act and take decisions in an open and transparent manner. I will not withhold Information from the public unless there are clear and lawful reasons for so doing.
- I will participate in collective decision making, accept a majority decision of the board and will not act individually unless specifically authorised to do so.

**Relationships with others**

- **I will endeavour to work considerately and respectfully with all those I come into contact with at Women in Sport. I will respect diversity, different roles and boundaries, and avoid giving offence.**
- I recognise that the roles of trustees, volunteers and staff are different, and I will seek to understand and respect the difference between these roles. Where I also volunteer with the organisation I will maintain the separation of my role as a trustee and as a volunteer.
- I will seek to support and encourage all those I come into contact with. In particular, I recognise my responsibility to support the chair and the senior staff.
- I will not make public comments about Women in Sport unless authorised to do so. Any public comments I make will be considered and in line with organisational policy, whether I make them as an individual or as a trustee.
- I will actively promote and robustly support this Code of Conduct and be willing to challenge poor behaviour wherever it occurs.

**Leaving the Board**

- I understand that breach of any part of this code may result in procedures being put in motion that may result in my being asked to take remedial action or resign from the Board. I understand that the board will operate agreed policy and procedures for handling such circumstances.
- If I wish to cease being a Trustee of Women in Sport at any time, I will inform the chair in advance in writing, stating my reasons for leaving.

**I am willing and able to act as a Trustee.**

Signed ..... Name .....

Date .....

# APPENDIX TWO

## Board Skills Mix

SKILL SET	RATIONALE	CURRENT INCUMBENT
Chair (+Chair of Nominations and Remunerations Committee)	The Chair is independent of the rest of the trustees and may come from any background. The skills required are a commitment to gender equality, an understanding of and passion for getting more women playing sport, depth of understanding of charities and senior level chairing experience.	Jayne Haines (GSK)
Elite Sports Woman	a current or recently retired elite sports woman, preferably who is performing/has performed at international level. This role is in part ambassadorial and in part advisory to ensure our work reflects the challenges faced by both elite sports women and women just getting started in sport.	Ellie Barnes (Welsh Hockey)
Finance & Business Development (Chair of Audit Committee)	To scrutinise finances and advise. To be accountable for the annual financial Audit	Susan Young (RBS)
<b>HR</b>	To advise and support re. organisational development, leadership and HR issues	Vacant – not currently required due to Chair having this skill set
Operational leadership of social change (Currently also the Governance lead and Deputy Chair)	To understand the challenges of Government policy, the funding environment and the strategies and tactics that small social change organisations like Women in Sport can employ to achieve impact. To advise on impact measurement and on sector best practice.	Karen Wilson (Director Legal and General)
Legal (specifically charity law regulation, governance and compliance)	To ensure the Charity is legally compliant and to advise on legal matters.	Vacant
Communications, policy and influencing	To ensure the charity has a high profile with relevant audiences and to advise on campaigning and communications.	Vacant
Fundraising (Trusts and Foundations Expert)	To advise on fundraising strategy and tactics and to advise on fundraising best practice. This role also ensures the charity complies with the Institute of Fundraising Code of Conduct. The role is a Trusts and Foundations specialist and also assists with approaches, applications and reporting to funders.	Sue Wicks (Comic Relief)

<b>ADDED JAN 2019: Fundraising/Commercial/Corporate partnerships</b>	A fundraiser with a commercial focus – willing to leverage their corporate connections for the charity and/or bringing corporate partnership and business development expertise.	New role - Vacant
Research & Insight (Chair of Research Advisory Group)	To ensure the charity's research is of a high standard and quality. To advise on research strategy and funding. To help build the profile of the charity as a leading research organisation.	Dr Steve Mann (Places for People)
<b>ADDED JAN 2019: Gender Equality</b>	To support the charity on current and emerging trends in gender equality	New role - Vacant
<b>TOTAL TRUSTEES: 11 (ABLE TO HAVE UP TO 12)</b>		

All trustees are also tasked with leveraging their networks and opening doors for the charity, each must attend a minimum of one charity event per year and they are all expected to fundraise for the charity.

# APPENDIX THREE

## Board Rotation Plan

NAME	TRUSTEE ROLE	DATE OF ROTATION (AGM year)	ELIGIBLE FOR ADDITIONAL TERM AFTER ROTATION DATE
Jayne Haines	Chair	2022	No as trustee (? Additional term as Chair?)
Vacant	Legal		
Vacant (not currently required)	HR		
Vacant	Communications policy and influencing		
Elie Barnes	Elite Sports Woman	2019	Yes to 2023
Karen Wilson	Operational Social Change (Deputy Chair & Governance)	2020	No
Susan Young	Finance & Business Development	2020	Yes to 2024
Sue Wicks	Fundraising (Trusts / Foundations and regulation)	2020	Yes to 2024
Dr Steve Mann	Research and Insight	2022	Yes to 2025
Vacant	Gender Equality		
Vacant	Fundraising (Commercial, Corporate Partnerships and Business Development)		