



2026

UK Athletics Diversity & Inclusion Action Plan



Message from Jack Buckner (Chief Executive Officer)

Athletics is a truly global sport, which has seen a higher level of competition. Our athletes continue to perform on the world stage. This was evident for all to see in the various global athletics championships during 2025 where the Great Britain and Northern Ireland Athletics Team achieved the following medal haul:

European Athletics Indoor Championships



Of the 5 individual medal winners, 3 (60%) were men, 2 (40%) were women, and 1 (20%) was from an ethnically diverse community.

The mixed 4 x 400m relay team won a bronze medal, represented an equal gender split, with 1 (25%) from an ethnically diverse community. Whilst the women's 4 x 400m won a silver medal and 2 (50%) were from an ethnically diverse community.

World Athletics Indoor Championships



Of the 4 individual medal winners, there was a 50% equal gender split and 2 (50%) were from an ethnically diverse community.

World Athletics Outdoor Championships



Of the 5 individual medal winners, 4 (80%) were women, 1 (20%) was a male and 1 (20%) was from an ethnically diverse community.

World Para Athletics Championships



Of the 25 medals won, 17 (68%) were awarded to women and 8 (32%) awarded to men. Whilst 4 (16%) were awarded to an athlete from an ethnically diverse community.

The above outstanding medal achievement demonstrates on the globe world stage that athletics in the UK is a truly inclusive and diverse sport.

To enable athletics to remain a truly inclusive sport, we work in collaboration with the Home Countries, to enable delivery of the Athletics Unified Strategy <http://www.uka.org.uk/wp-content/uploads/2020/11/UK-Wide-Strategy.pdf>, which is the UK wide strategy for the sport; recognising the areas of focus to ensure our sport thrives from playground to podium. Our Equality, Diversity and Inclusion (ED&I) programme has continued to excel and we've captured the hearts and minds of our diverse athletics family through innovative activities, but there is more to be done. As the CEO I will continue to champion equality, diversity and inclusion through positive actions. As we commence the planning for the Los Angeles Olympic and Paralympic Games, we offer direction for the sport with the ED&I golden thread throughout.

We recognise that there are areas we were not able to achieve in the previous versions of our Diversity and Inclusion Action Plans, therefore these have been carried forward into this plan accompanied by new actions beyond the end of this Olympic/Paralympic cycle to enable all those in athletics to work together. I am very much looking forward to further embedding the actions from our Diversity and Inclusion Action Plans and will be fully committed to delivering successful outcomes for the various communities of our sport.

UK Athletics commit to refreshing our Diversity and Inclusion Action Plan on an annual basis, to review what has been completed and to set ever evolving new KPIs for each new year.



Message from Ian Beattie MBE (Chair)

As Chair of UK Athletics (UKA), I see it as a significant part of my role, together with Jack and the Board, to ensure we are all involved at UK Athletics in making the sport truly inclusive.

The Athletics Unified (2020-2032) strategy for the sport was launched in late 2020, created through hard work and collaboration between the five governing bodies of athletics and running in the UK. The five governing bodies regularly review that strategy, ensuring it evolves as necessary. Our sport offers the foundation for a lifetime of activity, from playground to podium, and we have set ourselves the clear objective of being a sport for everyone. That is a serious statement, by which we will judge ourselves, and be judged.

As the Chair of UK Athletics, I confirm our clear commitment is to work towards reflecting the diversity of the UK population at every level within our sport and the organisation.

We are committed to driving positive change within our sport, with a demand that all involved are open and collaborative, and have a mindset of equality, diversity and inclusion.

The Diversity and Inclusion Action Plan is an important tool by which we will hold ourselves to account. It sets out a wide range of individual actions. Behind it all is a commitment to use data and insight, with a mindset that welcomes challenge and open debate wherever there is any question that we are not acting to the standards we have set.

We have set ourselves a number of commitments, through being a Disability Confident Leader, providing support to enhance our workforce's mental health, signing up to the Race at Work Charter which addresses race inequality in the workplace. We will continue to develop the Athletics Pride Network and Race Network, by sharing experiences, and creating a route for issues to be raised and addressed.

Inclusive recruitment into the organisation and the sport as a whole, including volunteers is hugely important.

In 2025 we held the inaugural successful Track and Field Inclusion (TAFi) Awards evening, to amplify and celebrate the truly inclusive nature of our sport. Moving forward, we are committed to having an annual TAFi Awards event.

We are a member of Inclusive Employers, who are experts on [workplace inclusion](#). As we are committed to prioritising inclusion and creating truly inclusive workplaces. To create inclusive environments where staff, athletes, coaches, officials, volunteers are all valued and contribute towards the success of our sport.

Who are the key people responsible for delivering this plan

Jack Buckner (Chief Executive Officer), Ian Beattie (Chair), Ruth Thompson (Chief Operating Officer).

Ralph Knibbs (Head of HR), Lorna Dwyer (Equality, Diversity and Inclusion Lead). Working in collaboration with our Home Country Athletics Federations Equality and Inclusion Leads.

Non-Executive Directors of the UK Athletics Board, Senior Executive Management Team.

UK Athletics Networks: Athletics Pride Network, Race Equality Network, Female Coaching Network.

Equality, Diversity & Inclusion Advocates, supported by all UK Athletics staff.



Background

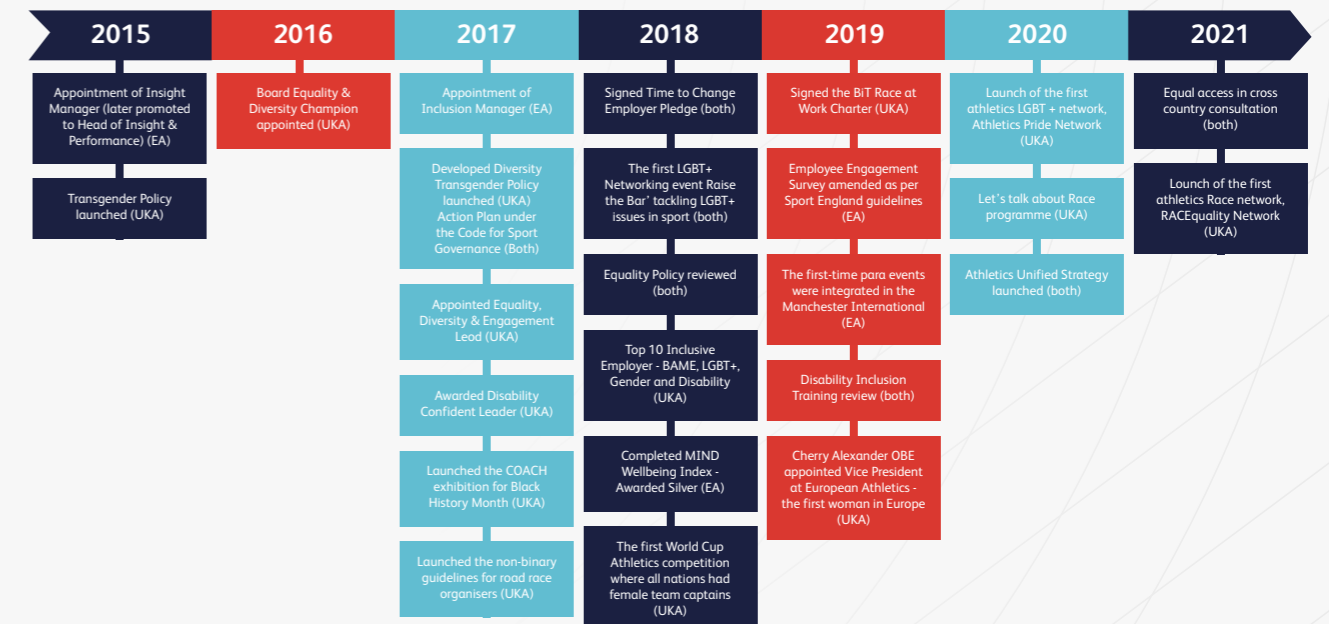
UK Athletics is the National Governing Body for the sport of athletics in the United Kingdom of Great Britain and Northern Ireland. UK Athletics is committed to the creation and enhancement of an inclusive culture which enables elite success, individual achievement, and a vibrant, attractive and sustainable sport that can captivate both existing and new audiences.

We work closely with the Home Country Athletics Federations (HCAFs) to ensure co-ordination across the 4 nations of England, Scotland, Wales and Northern Ireland. With the aim to reflecting the diversity of the UK population at every level across the sport.

Journey and progress to date

UK Athletics (UKA) has been on an Equality, Diversity and Inclusion (ED&I) journey since it was successful at being accredited with the Intermediary Level of the Equality Standard for Sport in 2013. See below some of the key achievements and activities:

Our Journey so far



Note: The Equality Standard has now been withdrawn and replaced by the new Moving to Inclusion Framework.

Since the publication of the first edition of our Diversity and Inclusion Action Plan in 2021 we have made some positive inclusion progress. Please see some of those highlights below:

- Achieved the Equality Standard in Sport Advanced Level with England Athletics. Now replaced by the new Moving to Inclusion Framework.
- Board diversity statistics: 33 % female, 25 % from ethnically diverse community, 16 % with a disability.
- Zero tolerance to discrimination for safeguarding and disciplinary cases. Implemented MyConcern, an independent platform used to manage any safeguarding cases, which includes any discriminatory matters regarding Officials, Coaches, Athletes.
- Participants of the Sporting Equals Race Representation Index Annual Survey. Achieved Grade A for inclusive representation of Board.
- Published Gender Equity in Coaching Plan.
- Working in collaboration with the Female Coaching Network.
- Undertake an Equality Impact Assessment for all core policies and procedures.
- Tendering/new suppliers are required to:
 - » Confirm that they are fully compliant with requirements the Modern Slavery Act.
 - » Asked to declare if they have a written equal opportunities policy to avoid discrimination, and have you signed up to the Disability Confident Scheme.
- Implemented the Talos360 inclusive online recruitment system.

The following are the 2025 Diversity & Inclusion action plan key achievements

1. Governance

Priorities/objectives	Achievements	Responsible person(s)
Review the ED&I governance process.	Work has commenced with the HCAFs and major partners across the sport to create a new strategy for the sport, which incorporates ED&I aims and objectives. Various ED&I articles were published in the UKA Newsletter, which was sent to key stakeholders.	Chair, CEO, COO, Head of HR, ED&I Lead
Provide ongoing training to Board, Senior Executive Team and all UKA staff.	A series of education activities took place including: <ul style="list-style-type: none"> Employees attended Inclusive Employers webinars. Neurodiversity education session delivered to 32 performance staff. UKA conducted several staff educational days on the following: time to talk day in mental health, Stephen Lawrence Day 2025 "The Power of Learning", Siblings in Sport, Cancer Awareness, Men's Mental Health Awareness etc. With Nike our sponsor, supported female employees to participate in the after dark 1k and 10k female only participation runs. 2025 International Women's Day we are celebrating 4 of our inspirational and strong women from across UK Athletics community and what this day means to them. ED&I induction training for new staff. 80% attendance was achieved for all events.	Head of HR, ED&I Lead, HR Officer.
Ensure we are meeting the requirements of our existing accreditations and charters.	Maintained compliance and membership of: <ul style="list-style-type: none"> UK Sport Code of Sport Governance. Commitment and adherence to the Race at Work Charter. The Advanced Level of the Moving to Inclusion Framework. Disability Confident Leader. Gained approval for the submitted DIAP from UK Sport. UK Athletics continue to adhere to the Race at Work Charter. Implement the new UK Real Living Wage of £13.45 per hour. Updated and published the 2025 UK Athletics DIAP and Action Tracker. UKA was nominated for its ED&I activities to be a finalist at the Sport Business Awards.	General Counsel/COO, Head of HR, ED&I Lead, HR Officer.

2. Recruitment and retention

Priorities/objectives	Achievements	Responsible person(s)
Create a robust inclusive appointment process for all of the decision making groups/panels/teams.	Implemented the Team Staff Selection Policy (TSSP). The ED&I Lead is consulted, to ensure appointments in Performance for selection panels, working groups and management team selection are done inclusively.	COO, Head of HR, ED&I Lead, Head of Performance Business & Operations
Collect high quality ED&I data across our various populations (athletes, coaches, officials, volunteers, panels etc).	ED&I data has been collected for employees, board members, UK members, athletes and coaches on the Olympic World Class Plan. Officials and Volunteers at our events.	Head of HR, ED&I Lead, HR Officer

3. Engagement

Priorities/objectives	Achievements	Responsible person(s)
Continue to support and empower the Race Equality Network, Athletics Pride Network and Women in Coaching Network.	<ul style="list-style-type: none"> Positive relationships have been re-established with the networks. An independent advisor has consulted and drafted a report to support how the Race Equality Network can proceed in a positive manner. Meetings are continuing to identify what are the core needs of the Athletics Pride Network. Amended term of references have been drafted for agreement. 	ED&I Lead
Execute inclusive communications/engagement activities throughout 2025	The staff met on a quarterly basis during 2025. Inclusion activities/education was delivered for each date. ED&I articles were published in each UK Athletics Newsletter, which was sent to key stakeholders. Tendering process has commenced to revamp the British Athletics/UKA website to be fully accessible.	Head of HR, ED&I Lead, ED&I Advocates
Track and Field Inclusion Awards (TAFi)	The successful inaugural TAFi Awards were delivered in The Ivy at London Bridge. The awards achieved significant engagement, including 607% Instagram follower growth, 39,827 accounts reached in 30 days, and 657% year-on-year growth. Participation was strong, with 98 nominations, 2,843 votes, and 89 of 100 invited guests attending the event. The successful event generated an increased budget for the 2026 version.	ED&I Lead, external partners/sponsors

4. Representation

Priorities/objectives	Achievements	Responsible person(s)
Collect and collate equality data on Major Events Officials	The Officials data is already recorded, when they become licenced. The equality data was captured and reviewed for 251 Officials used at the 3 UKA 2025 events: UK Athletics Indoor Championships, London Diamond League, UK Athletics Outdoor Championships. Headline equality data is: <ul style="list-style-type: none"> 52% male, 48% female. 87% white British, 9% ethnic community, 4% prefer not to say. The above data was also collated for 2024, there are marginal improvements in the 2025 data. Discussion is continuing with the HCAF to enable the Officials pathway to be more inclusive.	ED&I Lead, Athletic Ventures HR BP, Head of Technology
Collect and collate equality data on Major Events Volunteers	Due to the newly formed joint venture, the data was not routinely collected. However, after the London Meet in 2025, equality data was requested from volunteers. There was only a 26% return rate, so the data sample was very small. For 2026, we have implemented a process where the equality data will be requested on application and/or appointment as a volunteer. Plus, we are creating a generic process to be used for all of our events. Incorporating the learning from the 2026 European Athletics Championships volunteer programme.	ED&I Lead, Athletic Ventures HR BP, Head of Technology
To increase the disabled representation of the SLT and employees to 20%.	Disability Confident Leader status was maintained. Equality questionnaire amended to include neurodiversity.	Head of HR, ED&I Lead, HR Officer, Managers
Increase the amount of WCP female coaches, as they are current under-represented.	Progressing work to advance female coaching through collaboration with the Female Coaching Network (FCN). Performance Director and EDI Lead is supporting the development of a report to World Athletics, proposing an investment in a partnership to focused on research, safeguarding practice, and leadership pathways aligned with the Gender Leadership Taskforce. The FCN framework supports the progression of female coaches in international and elite athletics, strengthens transparent team staff selection and professional standards, and aligns directly with UKA's Equality, Diversity and Inclusion values. This work supports safer, more inclusive environments and demonstrates UKA's commitment to partnership-led change.	ED&I Lead, COO, Performance Director, Head of Development and Projects, WCP Programmes & Pathway Manager), Performance Coach Advisory Group, HCAF Staff

The following are the Key Equality, Diversity & Inclusion actions planned for 2026

The aim is for all the priorities to be completed by the end of 2026.

1. Governance

At UKA we are committed to ensuring our governance structure is in the upper quartile for sporting national governing bodies. We want to create an inclusive culture which enables elite success, individual achievement, and a vibrant, attractive and sustainable sport that can captivate both existing and new audiences. Therefore, we must have robust inclusive governance processes which are able to withstand external scrutiny.

The aim is for all the priorities to be completed by the end of 2026

Priorities	Actions	Outcome to achieve	Responsible person(s)
Capture the ED&I governance process.	Create an overview document and incorporate a visual diagram which captures the governance structure which can be clearly communicated. To be completed by 30th June 2026. Then an article on the inclusive governance process to be published in the UKA Newsletter to key stakeholders in the second half of 2026. Work is continuing with the HCAFs and major partners across the sport to create a new strategy for the sport, which will incorporate ED&I aims and objectives.	Create one document which encapsulates the current ED&I governance processes. To enhance communication and understanding across the sport and with key stakeholders. A new strategy for athletics in the UK, which incorporates ED&I aims and objectives.	Ralph Knibbs (Head of HR), Lorna Dwyer (ED&I Lead), Jack Buckner (CEO), Ruth Thompson (COO)
Provide ongoing training to Board, Senior Executive Team and all UKA staff.	Continue to provide an ongoing series of education opportunities focussed on inclusion to all Board members, UKA staff, WCP Athletes and their coaches. 2026 plan to be devised and diarised by 28/2/2026. Attendance levels to be monitored, with a minimum attendance target of 80%. This is an annual ongoing and constant process.	All UKA staff to be continually educated in ED&I to enable a better understanding in how to be more inclusive in our actions and behaviours. Thereby creating an inclusive environment, where everyone can be their authentic self.	Ralph Knibbs (Head of HR), Lorna Dwyer (ED&I Lead), Hayley O'Donnell (HR Officer), ED&I Advocates
Ensure we are meeting the requirements of our existing accreditations and charters.	To implement annual plans to maintain compliance of: <ul style="list-style-type: none"> UK Sport Code of Sport Governance. Commitment to the Race at Work Charter. Moving to Inclusion self-diagnostic tool to identify priority areas for continued improvement. Disability Confident Leader. This is an annual ongoing and constant process.	External auditing and verification of the UKA ED&I policies/procedures and governance, to check they are fit for purpose. To also provide external benchmarking and continual improvement.	Ruth Thompson (COO), Ralph Knibbs (Head of HR), Lorna Dwyer (ED&I Lead), Hayley O'Donnell (HR Officer)
Annual Track and Field Inclusion (TAFi) Programme			

2. Recruitment and retention

Removing bias of any form from any appointments and all decision making creates a more inclusive and effective culture and continuous work and education to reinforce this must remain a key priority. UKA is committed to ensuring fair and inclusive recruitment/selection as well as providing the induction and support everyone needs once within our athletics family.

The aim is for all the priorities to be completed by the end of 2026

Priorities	Actions	Outcome to achieve	Responsible person(s)
Embed and continue to comply with inclusive appointment processes for all of the decision making groups/panels/teams.	<ul style="list-style-type: none"> Monitor the recruitment processes for the relevant groups/panels, to ensure an inclusive process for appointments. Amend processes following feedback and learning when required. Adhere to the Team Staff Selection Policy (TSSP). 	Enable all UK Athletics appointments to task and finish groups, selection panels, championship teams etc. To be inclusive and representative of the athletics community.	Ruth Thompson (COO), Ralph Knibbs (Head of HR), Lorna Dwyer (ED&I Lead), Tina Ryan (Deputy Performance Director Operations)

3. Engagement

For UKA to continue its inclusion journey, we are committed to listening and proactively consulting with all aspects of our athletics family. Engaging with our existing networks and ensuring the diversity we have within our sport is celebrated routinely.

The aim is for all the priorities to be completed by the end of 2026

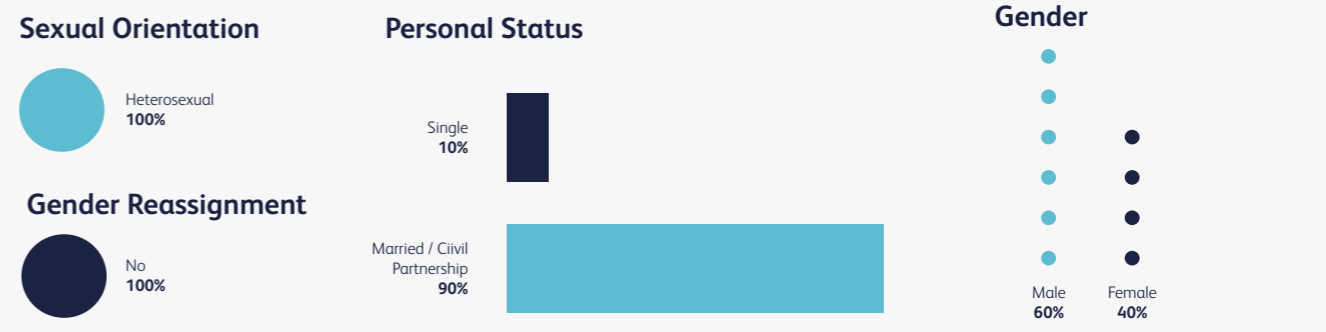
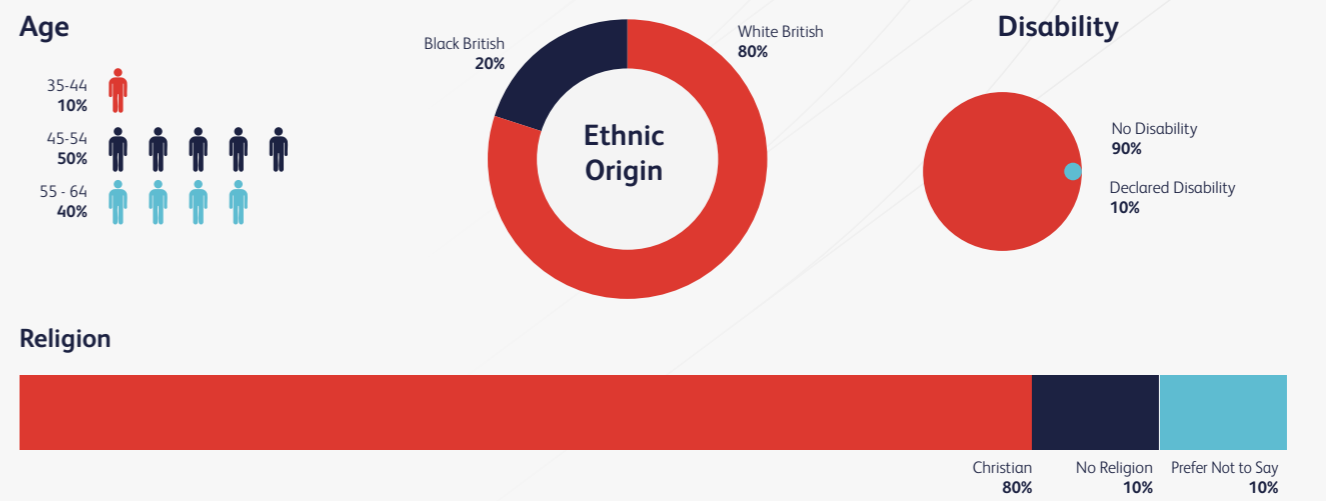
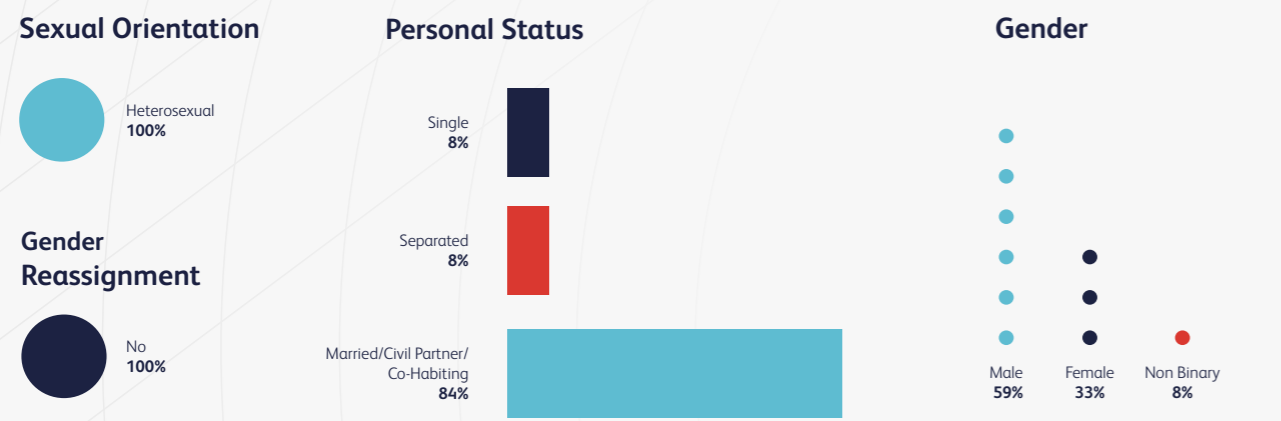
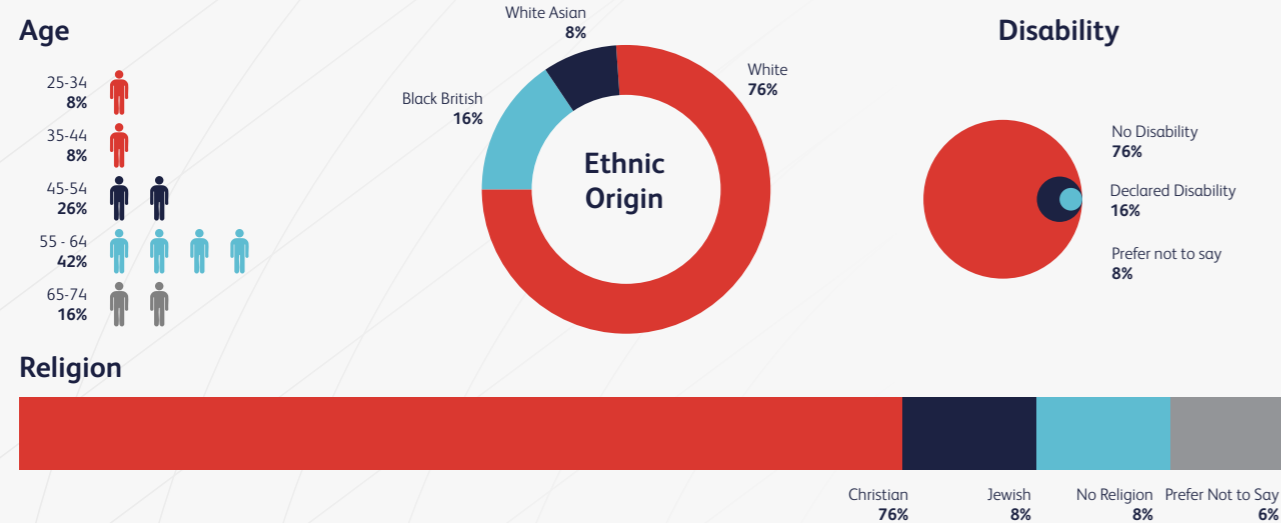
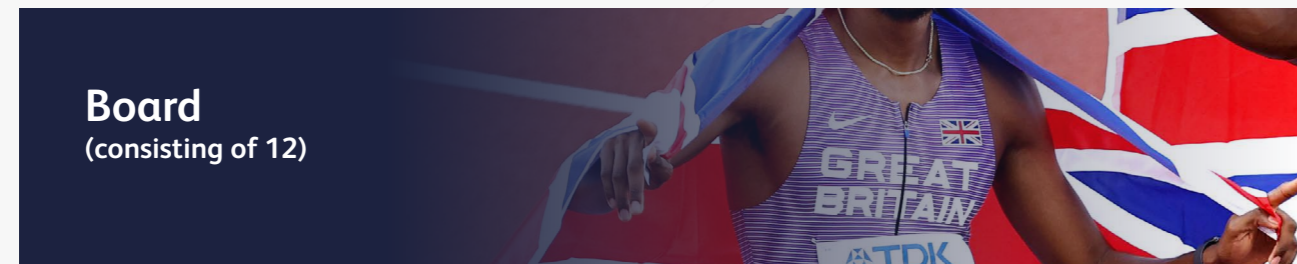
Priorities	Actions	Outcome to achieve	Responsible person(s)
Launch a Disability Network, to reflect our Paralympic responsibilities.	<ul style="list-style-type: none"> To consult with relevant colleagues and partners, to determine the benefits of having a Disability Network and forming the most effective structures to facilitate bringing a group together. By 30/6/2026. Draft terms of reference. By 31/12/2026. Form Disability Network, diarise meetings and create standard agenda. From 1/1/2027. 	<ul style="list-style-type: none"> A representative group of individuals who provide a voice for the Disability Network. To enable co-production of Paralympic specific policies/procedures. To enable a positive engagement which enhances the experience of our WCP Paralympic Athletes and their Coaches. So, they can be advocates and/or mentors in the future. 	Lorna Dwyer (ED&I Lead), Coral Nourrice (Paralympic Pathway Manager), Jessica Flint (Senior Athlete Support Coordinator (Paralympic))
Execute inclusive communications/engagement activities throughout 2026	<ul style="list-style-type: none"> Diarise dates when all staff are meeting during 2026. Identify inclusion activities for each date. By 31/3/2026. ED&I articles being published in each UK Athletics Newsletter, which is sent to key stakeholders. Bimonthly. British Athletics website to be fully accessible. To be included in tendering process in 2026 to redesign the website. 	<ul style="list-style-type: none"> To have inclusive engagement activities which educate and involve all staff when they meet during 2026. To publish and celebrate the ED&I achievements and positive activities to our stakeholders. To enable those with accessible needs to be able to easily use our website. 	Lorna Dwyer (ED&I Lead) and 7xED&I Advocates, Liz Birchall (Head of Communications)
Annual Track and Field Inclusion (TAFi) Programme	<ul style="list-style-type: none"> Awards task and finish group to agree date, venue, agenda and funding of event by 31/3/2026. Overall project plan created and resources identified to deliver 3 events by 31/3/2026. Event 1 – An Audience with XXXX. Event 2 – TAFi Summit Event 3 – TAFi Awards. 	Event 1 - Focus: Disability, access, and high-performance sport. Event 2 - Focus: Inclusion in elite sport. Event 3 - A successful annual inclusive athletics awards evening that celebrates the inclusivity achievements of athletics. Which is representative of the sport.	Lorna Dwyer (ED&I Lead) and external partners/sponsors

4. Representation

To enable UKA to identify our key gaps and to set meaningful targets to improve representation, we need to collect and collate the current equality data on our Board, Staff, WCP Athletes and their Coaches, Major Athletics Events Officials and our Volunteers.

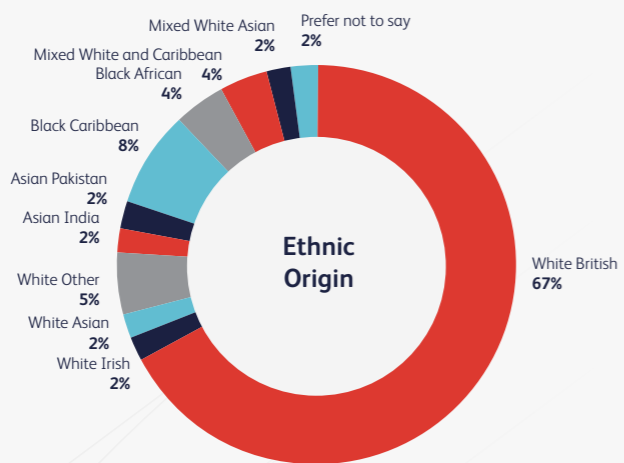
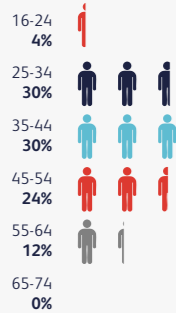
Currently we believe we have a representative and diverse Board, employees, WCP Olympic Athletes and their Coaches, Officials. However, we need to collate the information for the WCP Paralympic Athletes and our Volunteers at our major events before we can set any meaningful targets.

Below is the current equality data we have collated for our Board, Senior Executives, Employees, Officials, WCP Athletes and their Coaches. Plus, what we still need to do regarding Volunteers at our major events.

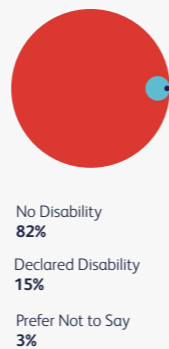


Employees (consisting of 65)

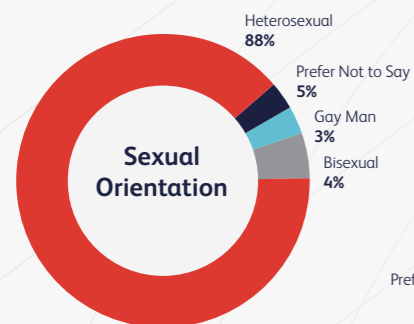
Age



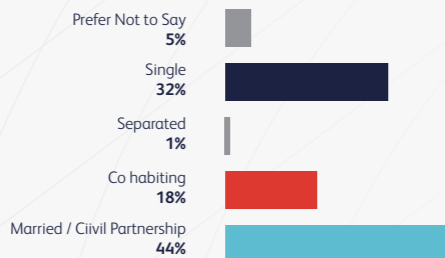
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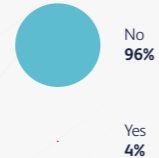
Religion



Personal Status



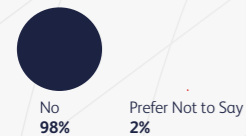
Pregnancy/Maternity



Gender



Gender Reassignment



World Class Plan Athletes for 2024-25:

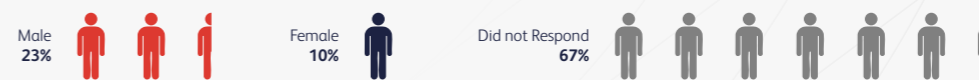


62

athletes on Olympic plan

22 returned the equality questionnaire. Therefore, in the future an ED&I engagement process will be conducted with the athletes during their induction, to provide them with confidence in the process and our ongoing plans to be more inclusive.

Gender



Ethnic Origin



41

on Paralympic plan

At the time of writing the action plan, only a small number of equality questionnaires had been received, which was not statistically sufficient. Therefore, in the future an ED&I engagement process will be conducted with the athletes during their induction, to provide them with confidence in the process and our ongoing plans to be more inclusive.

World Class Plan Coaches for 2024-25:



52

Olympic Coaches

Ethnic Origin



Gender



23

Paralympic Coaches



Ethnic Origin



Gender



Officials at UK Athletics Major Events

During 2025 the equality data was captured for the 251 Officials who were appointed for the following events:

- UK Athletics Indoor Championships
- London Diamond League
- UK Athletics Outdoor Championships

The below table captures the equality data which was recorded:

Ethnic Origin



Gender



As part of UK Athletics commitment, we will continue to work in collaboration with the Home Country Athletics Federations and Athletic Ventures, to capture the equality data of the appointed Officials at the Major Events. We will aim to support the Officials pathway to be able to improve the level of representation.

Volunteers at UK Athletics Major Events

As part of UK Athletics commitment, we will be working in collaboration with the Athletic Ventures, to capture the equality data of the Volunteers used at the Major Events and determine some smart objectives for the future to increase representation.

Agreement has been sought with the Athletic Ventures volunteer provider to send an equality questionnaire to all volunteers when they apply for a volunteer position. Effective from 1st January 2026. This will enable us to capture the equality data for the volunteers at our events, to then determine how we can continue to support a more inclusive volunteer programme in the future.

Pathways

To ensure the grassroots to podium pathways are aligned, in collaboration with our Home Country Athletics Federation partners, we will continue to review the equality data regarding the athletes, coaches, officials and volunteers. To be able to incorporate where possible legally positive action plans in our refreshed plan in 2026 DIAP and beyond.

The aim is for all the priorities to be completed by the end of 2026

Priorities	Actions	Outcome to achieve	Responsible person(s)
Manage the wellbeing of the Major Events Officials workforce, while creating an inclusive pathway with the HCAFs.	<ul style="list-style-type: none"> Review the Officials equality data which has been collected for our events in 2026. To be able to analyse and compare with 2025 data. To work in collaboration with the HCAFs ensure the Officials pathway is inclusive and determine positive action plans to close any gaps on representation of Officials. To be reviewed and updated on an annual basis. 	A representation of Officials used at UK Athletics Major Events, who are reflective of both the inclusive athletics community and the wider UK population.	Lorna Dwyer (ED&I Lead), Athletic Ventures HR BP, Andrew Hopkin (SQL Report Writer), HCAF ED&I Leads.
Collect and collate equality data on Major Events Volunteers	<ul style="list-style-type: none"> Agreement has been sought with the volunteer provider to send an equality questionnaire to all volunteers when they apply for a volunteer position. Effective from 1.1.2026. UKA will review the equality volunteer data after the conclusion of our events in 2026, to determine positive local community action plans in the city of our events for 2027. The Athletic Ventures joint venture will deliver the volunteer programme for the 2026 European Athletics Championships in Birmingham. Activation work will continue with the local communities to enable the volunteers to represent the population of Birmingham. A report of the volunteer programme will be produced, which is incorporate the equality data. This will inform thinking for future volunteer programmes 	<ul style="list-style-type: none"> A representation of Volunteers used at UK Athletics Major Events, who are reflective of the both the inclusive athletics community and the local community of host city of the event. To learn from the volunteering programme for the 2026 European Athletics Championships in Birmingham. To be able to implement best practice where possible, for our future major events. 	Ralph Knibbs (Head of HR), Athletic Ventures (HR BP), Rob Logan (Head of Events), Volunteer Contractor.
Collect and collate equality data on WCP Paralympic Athletes and their Coaches	<ul style="list-style-type: none"> Conclude the collection of the equality data for the WCP Paralympic Athletes and their Coaches. By 31/3/2026. Incorporate an ED&I session into the annual WCP athlete induction process, to better engage with the athletes regarding inclusion. Determine positive action plans in the pathway to close any gaps regarding representation. In conjunction with the HCAFs. To be enacted in 2027. 	Selected UK Athletics Paralympic Teams to be a wide representative of the UK population. To inspire the next generation of potential Paralympians to participate in athletics.	Lorna Dwyer (ED&I Lead), Jessica Flint (Senior Athlete Support Coordinator -Paralympic), HCAF ED&I Leads
To maintain current levels of ethnic, disabled and female representation membership of Board. When able in the future, promote to under-represented groups to increase female representation to 50%.	<ul style="list-style-type: none"> Continue to take positive action regarding under-represented groups when recruiting for Board members. To further reflect the UK population. To be implemented in future NED recruitment processes. 	A UKA Board which is truly reflective of the UK population in its diverse membership.	Ian Beattie (Chair), Jennifer Thomas (SID), Ruth Thompson (COO), Ralph Knibbs (Head of HR)

Priorities	Actions	Outcome to achieve	Responsible person(s)
To increase the disabled representation of the SLT and employees to 20%.	<ul style="list-style-type: none"> Continue to be a disability confident leader and promote to under-represented groups when recruiting for employees. Conduct the next staff survey. By 30/6/2026. 	<ul style="list-style-type: none"> To have a workforce which is more representative of the UK population regarding disability. Currently 23% of working age adults have a disability in the UK. 	Ralph Knibbs (Head of HR), Lorna Dwyer (ED&I Lead), Hayley O'Donnell (HR Officer), Various Managers
Increase the amount of WCP female coaches, as they are current under-represented.	<ul style="list-style-type: none"> Continue progressing work to advance female coaching through collaboration with the Female Coaching Network (FCN). Performance Director and EDI Lead is supporting the development of a report to World Athletics, proposing an investment in a partnership to focused on research, safeguarding practice, and leadership pathways aligned with the Gender Leadership Taskforce. The FCN framework supports the progression of female coaches in international and elite athletics. This collaboration will support the aim of increasing the number of WCP female coaches during the LA cycle. Underpinned by specific initiatives, such as: <ul style="list-style-type: none"> » female-only women coaches' programme etc. » sponsor/mentor for each existing female coach etc. 	<ul style="list-style-type: none"> To have a better representation of WCP coaches by the end of the LA Olympic/Paralympic cycle. A programme which provides a clear direction of travel, with clear targets and annual SMART objectives. 	Lorna Dwyer (ED&I Lead), Paula Dunn (Performance Director), Dan Wagner (WCP Programmes & Pathway Manager), Female Coaching Network, Performance Coach Advisory Group, HCAF Coaching Leads



