

ALLQUATICS

DIVERSITY, EQUITY AND INCLUSION ACTION PLAN (DEIAP) 2024-28

Purpose

The Diversity, Equity and Inclusion Action Plan (DEIAP) outlines Aquatics GB's ambitions for progressing Diversity, Equity and Inclusion (DEI) across all levels of the organisation. This includes our athlete cohorts for our 6 disciplines, employees (including Senior Management Team) and Board. The 2024-2028 DEIAP will build upon the existing work conducted for the previous plan and forms part of the revised Code for Sports Governance, which requires organisations in receipt of UK Sport and/or Sport England funding to publish 'clear ambitions to ensure that their leadership represents and reflects the diversity of the local and/or national community'.

Aquatics GB recognises the importance of diversity and inclusion, not least for the loss through the performance pathway that occurs as a result of reduced opportunities and barriers that prevent those wanting to access aquatics. For example, 76% of South Asian women in England cannot swim 25m (England Swims, 2022). Understanding our current landscape of the organisation is imperative to advancing our diversity and inclusion practice.

DEI Report

In 2023, Aquatics GB published a DEI Report, outlining the success and development of DEI in the calendar year. This included details of our annual survey, which achieved our most ethnically diverse and representative survey yet. This data provides us with key information relating to our staff and athlete cohorts and requires us to be more targeted in our actions. This will determine the initiatives we deliver and the potential for growth, alongside recognising where we need to develop.

Our rates of representation have increased in those identifying as non-white (9.95%), LGB (6.80%) and those with a disability (22.82%) across the organisation. We also continue to represent gender diversity across the organisation with an almost equal split.

This progress, however, is tempered by the knowledge that these figures are not reflective of society from the latest Census data in 2021 and we must continue to address the lack of representation of ethnically diverse individuals and those with a disability across all levels.

We continue to engage with organisations such as Sporting Equals and their Race Representation Index (RRI) to hold ourselves accountable in recognising the ongoing work that must take place alongside other National Governing Bodies.

A full copy of the annual DEI Report can be found [here](#).

DEI Survey 2023 – Headline Results

	Census Data (2021) of General Population	Aquatics GB Survey Results 2022	Aquatics GB Survey Results 2023
Identify as White (All White Categories)	81.7%	92.92%	87.86%
Identify as Non-White (All Non-White Categories)	18.3%	6.3%	9.95%
Identify as LGB+	3.2%	4.9%	6.80%
Did not answer question/Prefer not to say (LGB+)	7.5%	5.59%	9.22%
Identify as disabled (employees, board and athletes)	17.7%	16.08%	22.82%
Employees identified as disabled (Board and employees)	-	6.94%	5.63%
Religion			
• Christian	46.2%	39.16%	37.04%
• No religion	37.2%	56.64%	57.04%
• Muslim	6.5%	0%	0%
• Hindu	1.7%	0%	0%

British Swimming on the Race Representation Index 2022

Overall grade: E

Name of NGB/Club:	British Swimming
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Data provided	Percent of ethnically diverse individuals in that category*	Points*	Grade*
Board membership	0%	0	F
Senior Leadership Teams	0%	0	F
Senior coaching (men's)	0%	0	F
Officiating staff			DNC
Players (women's) Players (men's)	5.7% 13.9% 9.8%	2	D
Overall grade:	Total points divided by no. categories (4)	(0.5) 1	E

*Where national ethnically diverse representation = 18.3% (Census 2021), and $\geq 20.1\%$ = A (5); $\geq 16.1\%$ = B (4); $\geq 12.1\%$ = C (3); $\geq 8.1\%$ = D (2); $\geq 4.0\%$ = E (1); Less than 3.9% = F (0); an 'A' = 18.3% + (10% of 18.3%) to ensure representation

Aquatics GB's overall RRI for 2022 (was British Swimming) was graded E, placing 42 of 64 sports. Appendix 1 outlines the rationale for this scoring system. Whilst we are proud of the diverse perspective every colleague brings to the organisation, we know we have much more to do.

Strategic Goals

To ensure success, the DEIAP is centred on 3 strategic goals. These goals are underpinned by associated objectives, accountable leads, timeframes and targeted measurements of success.

1. Increase diversity and representation at all levels of the organisation – Attracting, developing and retaining diverse talent.
2. Embed and transform inclusion practice across the aquatics disciplines – providing an organisation that creates and maintains a culture that values and understands the benefits that Diversity, Equity and Inclusion (DEI) bring.
3. Develop the organisations reputation as a socially responsible, inclusive and diverse company that people want to work for and partner with. We will do this by advocating, communicating and educating on DEI.

Strategic Goal	Objectives
1. Increase diversity and representation at all levels of the organisation	Plan and execute a recruitment review to ensure diverse candidates are attracted to the organisation.
	Build a diverse and representative Board & Senior Management Team.
2. Embed and transform inclusion practice across the aquatics disciplines	Conduct a comprehensive assessment of the current inclusion practices across the organisation to identify gaps and areas for improvement.
	Provide regular and relevant DEI training and education opportunities for all employees highlighting the organisational benefits DEI bring (Internal education).
	Create and grow a Diversity, Equity & Inclusion Advisory Group (DEIAG), reporting directly to Aquatics GB Board.
3. Develop the organisations reputation as a socially responsible and diverse company that people want to work for and partner with.	Boost knowledge and meaningful engagement with a broader lens of society (external education/influence).
	Engage in outreach and partnerships with Aquatics GB to champion DEI.

Aquatics GB DEIAP is focussed on achieving the following KPIs:

- Aquatics GB will have a fully diverse Board that is representative of national benchmarks from the 2021 Census and internal data, with targets for women (50%), people with a disability (min. 17%), those from ethnically diverse backgrounds (min. 18%) and LGB+ (min. 3%) by 2028.
- We will grow awareness and understanding of benefits diversity and inclusion in the workplace has through training for all staff. This includes unconscious bias training, recruitment and selection training for all hiring managers, best practice for engaging with those living with a disability for all staff and Communications team training to engage with diverse backgrounds on our internal and external platforms by December 2024.
- We will create and grow a Diversity Equity & Inclusion Advisory Group (DEIAG), reporting directly to Aquatics GB Board to provide advice and guidance on all aspects of DEI by December 2024.
- From the start of the DEIAP, we will obtain more in-depth and qualitative data to inform decision making and provide appropriate follow-up for staff/athlete responses.

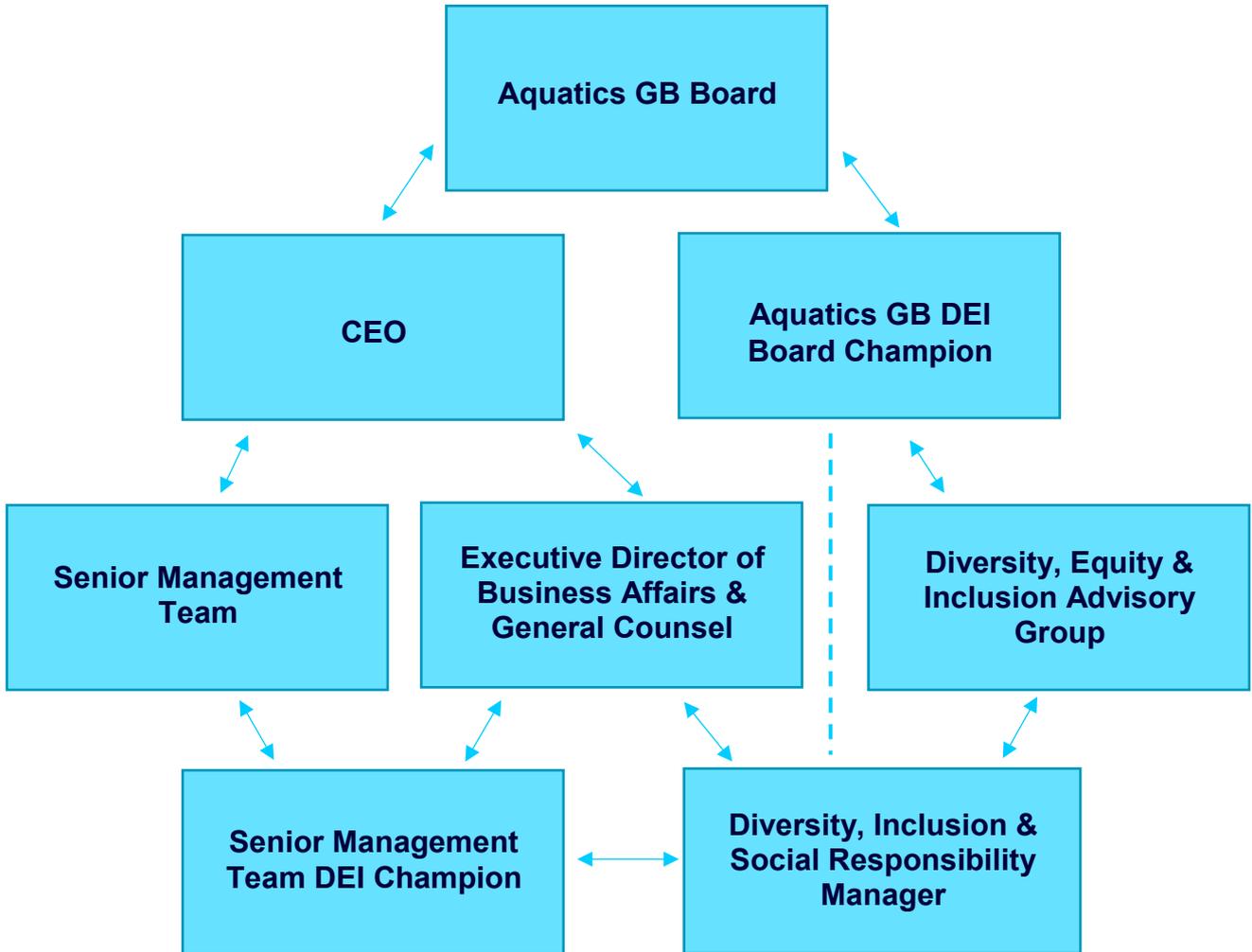
Aquatics GB commitment:

- A greater accountability for the organisation to be reflective of workforce being more representative of society.
- A more diverse leadership and board membership that's representative of society.
- Holding the organisation accountable to its targets in relation to DEI, annual updates and reporting on small, medium and long-term markers.

Demonstrating Change, Being Accountable

Accomplishing diverse and inclusive methods of working across the Aquatics GB Board and senior leadership team requires policies that recognise and decrease barriers and bias in the organisation, predominantly through areas of hiring, promotion and development. It is a key function of the Board to check and challenge the organisation and ensure members in senior leadership positions are held to account in their ongoing application of such methods. To achieve this, the Board (with advice from a Diversity, Equity & Inclusion Advisory Group) will review progress measured against the DEIAP annually alongside data analysis from the DEI Survey.

Governance Structure of DEI in Aquatics GB



AquaticsGB Diversity Inclusion Action Plan					
Goal	Objective	Actions	Accountability	Measuring Success	By When
1. Increase diversity and representation at all levels of the organisation <i>Attracting, developing and retaining diverse talent</i>	Plan and execute a recruitment review to ensure diverse candidates are attracted to the organisation. <u>Our People Plan</u>	Short term:			
		1.1 Ensure all job descriptions and person specifications are reviewed to ensure DEI inclusive language and considerations with feedback from external experts to ensure recruitment of candidates from all society and do not present barriers from underrepresented groups of society.	People Team (with external/ consultancy input)	A robust set of recruitment paperwork that is reflective of an open and inclusive organisation.	December 2024
		1.2 Engaging with diverse recruitment organisations to ensure new job adverts are posted on a more diverse list of recruitment sites, strengthening access to a wider talent pool.	People Team	Continually review current recruitment sites in line with internal framework.	December 2024
		1.3 Develop guidance for inclusion in all recruitment packs, ensuring recruiting managers are aware of the impact wording and language can have (e.g. abbreviations when using a screen reader).	People Team DISR Manager	A clear set of guidelines for recruiting managers to use when writing job adverts/person specifications.	December 2024
		1.4 Clear and robust DEI guidance to any recruitment agencies used for CEO / Board packs.	People Team	Ensuring any recruitment agencies used are clear on the DEI guidelines used for recruitment, in order to capture interest from a wider pool of candidates.	December 2024
		Long term:			
1.5 A periodic review of recruitment practices across the organisation, to ensure it is reflective of society and the organisation is	People Team DISR Manager	A robust and diverse recruitment process that limits	December 2028		

		aware of the importance to meet its legal obligations and attract diverse talent.		all forms of barriers to apply for roles with Aquatics GB.	
Build a diverse and representative Board & Senior Management Team.	Short term:				
	1.6 Consider recruiting a Boardroom Apprentice in partnership with Department for Levelling Up to provide opportunity for more diversity of thought at Board level.	Board	Board to consider and approve.	December 2024	
	1.7 Ensure an appointed DEI lead for the Board and is communicated to the SMT/relevant wider staff. Consider appropriate and relevant training for appointed member of staff.	Board	Nominated member of the Board with expertise and oversight of DEI. Sourcing appropriate training to conduct their duties.	December 2024	
	1.8 Ensure an appointed DEI lead for Senior Management and is communicated to the SMT/relevant wider staff. Consider appropriate and relevant training for appointed member of staff.	SMT	An appointed SMT member that champions DEI at the senior level. Sourcing appropriate training to conduct their duties.	December 2024	
	Medium term:				
	1.9 Create and develop Board Diversity Strategy, to be included with People Plan	SMT Board	Reviewed and delivered upon current DEI stats for Board and incoming DEI stats for SMT.	December 2025	
1.10 Continual review of the leadership and governance structure to ensure representation and inclusion across all aspects of the	Board CEO People Team	Ensuring leadership are aware of the current landscape of	December 2025		

		organisation. Through mechanisms including appraisal process, People Plan and annual DEI Survey.	DISR Manager	the organisation and take positive steps to address any disparity.	
		Long term:			
		1.11 To have a fully diverse Board that is representative of national benchmarks from the 2021 Census and internal data, with targets for females (50%), people with a disability (min. 17%), those from ethnically diverse backgrounds (min. 18%) and LGB+ (min. 3%) (Next Census due 2031).	Board People Team	Benchmarking Census 2021 data in line with Aquatics GB DEI Survey.	December 2028

Goal	Objective	Actions	Accountability	Measuring Success	By When
<p>2. Embed and transform inclusion practice across the aquatics disciplines</p> <p><i>Creating a culture that values and understands the benefits that DEI bring.</i></p>	<p>Conduct a comprehensive assessment of the current inclusion practices across the organisation to identify gaps and areas for improvement.</p>	<p>Short Term:</p>			
		<p>2.1 Review the current organisational policies and procedures, ensuring it clearly identifies any potential barriers to diversity and inclusion including (but not limited to) Equal Opportunities, Dignity at Work Policy, Equality Public Statement and relevant family policies (adoption/maternity/paternity/fertility).</p>	<p>DISR Manager People Team</p>	<p>Review of all organisation policies related to DEI and creation of new relevant policies.</p>	<p>December 2024</p>
		<p>2.2 Review and deliver the Aquatics GB DEI Survey to gather richer feedback on the organisation’s current DEI landscape and identify areas for improvement, including Board/SMT demographic breakdown to remove ambiguity and demonstrate clear reporting. Also include free text/qualitative surveying questions for greater feedback around thoughts on DEI practice/challenges from respondents.</p>	<p>DISR Manager People Team</p>	<p>At least 80% response rate for 2023 survey. (74% in 2022).</p> <p>Inclusion of qualitative question within survey with appropriate follow-up. (e.g. You Said, We Did style feedback to staff).</p>	<p>December 2024</p>
		<p>Medium Term:</p>			
		<p>2.4 Data analysis of existing workforce to identify any disparities in representation, pay or promotion rates in different demographic groups.</p>	<p>DISR Manager People Team</p>	<p>Comprehensive data review with clear metrics for success and development.</p>	<p>December 2025</p>
<p>Long Term:</p>					
<p>2.5 Maintain a diversely balanced staff structure, with future appointments made through comprehensive recruitment processes to support the organisations public commitment to DEI.</p>	<p>Board/CEO People Team</p>	<p>Reported in annual DEI Survey.</p>	<p>December 2028</p>		

		To be an employer of choice and ensure the organisation has strong, developed inclusive progression pathways.	Board/SMT People Team	Through external feedback and benchmarking.	December 2028
	Provide regular and relevant DEI training and education opportunities for all employees highlighting the organisational benefits DEI bring (Internal education).	Short Term:			
		2.6 Review unconscious bias training and recruitment and selection training for all hiring managers and mandate its completion. Ensuring managers are informed, supported by the People team and engaged prior to the recruitment process. Continue to include recruitment within line manager training. Include annual recruitment updates. Continue to include Observer/External panellists for senior positions.	All managers/SMT	All hiring managers are aware of their unconscious biases and recognise the importance of a robust recruitment.	December 2024
		2.7 Review and provide clear resources and support for employees and athletes who may be experiencing discrimination and harassment based on their cultural background and provided/signpost to culturally sensitive support. Clearly communicating both internally for athletes (Athlete Representative, Athlete Leadership Group) and for staff (People team) as well as externally (Sporting Integrity service provided by Sports Resolutions to support all athletes and staff involved on team camps and competitions).	People Team	A clear pathway that everyone is aware of to report discrimination of any kind.	December 2024
		Medium Term:			
		2.8 Training on best practice for engaging with those living with a disability for all staff.	All Staff	A cohort of staff across the organisation who recognise the importance of accessibility training.	December 2025

		2.9 Communications team training to engage with diverse backgrounds both internally and externally.	Comms Team	Ensuring the current and future communications workforce have been trained on developing content mindful of diverse background and accessible needs.	December 2025	
		2.10 Review and update recruitment and selection training (through line management training), and mandate its completion by all hiring managers, ensuring managers are informed, supported and engaged to help meet recruitment targets.	People Team	A well-informed recruitment process that minimises any biases that could potentially occur.	December 2025	
		Long Term:				
	Create and grow a Diversity, Equity & Inclusion Advisory Group (DEIAG), reporting directly to Aquatics GB Board. <u>DEIAG Terms of Reference</u>	2.11 Grow awareness and understanding of benefits diversity and inclusion in the workplace has through training for all staff.	Board SMT	Continual monitoring of training and awareness for the organisation and remain current to societal demands.	December 2028	
		Short Term:				
		2.12 Board-approved initial Terms of Reference for DEIAG.	Board People Team DISR Manager EDBA&GC	An agreed ToR approved by the Board and wider DEI staff.	March 2024	
2.13 Recruit an inclusive DEIAG membership (both internal and external) that brings collective expertise to improve DEI across the organisation.	People Team DISR Manager	A robust recruitment process to bring expertise to the organisation.	December 2024			

		Medium Term:			
		2.14 Quarterly meetings that discuss and embed DEI conversations and report back to Aquatics GB Board.	People Team DISR Manager Board	A regular opportunity for the DEIAG to feedback and support Board decision making on DEI.	December 2025
		Long Term:			
		2.15 Continuously monitor and hold the organisation to account with its DEI practice in conjunction with DEIAG and Board Champion.	People Team DISR Manager DEIAG Board	Continual support from DEIAG and regular advice reported to Board.	December 2028

Goals	Objective	Actions	Accountability	Measuring Success	By When
3. Develop the organisations reputation as a socially responsible and diverse company that people want to work for and partner with. <i>Advocate, communicate and educate</i>	Boost knowledge and meaningful engagement with a broader lens of society (external education/influence).	Short term:			
		3.1 Embed DEI in the organisations communications strategy to ensure representation on internal and external platforms.	Comms Team	A clear strand of DEI good practice and intended work within comms strategy.	December 2024
		3.2 Regularly advocate in internal and external communications through a continually monitored inclusion calendar. To include internal stories from staff/athletes.	Comms Team DISR Manager	Develop clear communication calendar and cultural event activation developed in conjunction with DEIAG and survey results and key priorities, aligned with protected characteristics.	December 2024
		Medium term:			
		3.3 Conduct an internal communications audit to ensure it's reflective of wider society and fully accessible for all abilities to engage with.	Comms Team DISR Manager External input	Develop a communications checklist of accessibility requirements for all posts, including imagery and alternative text on pictures as standard.	December 2025
		3.4 Embed diversity and inclusion best practice within communications team strategy.	Comms Team	Clear outline of comms plan around DEI in comms strategy.	December 2025

	Engage in outreach and partnerships with Aquatics GB to champion DEI.	Long term:			
		3.5 Continuously monitor and to ensure organisation is up to date and aware of latest DEI practice.	Comms Team	Emphasis on inclusion during planning for DEI content.	December 2028
		Short Term:			
		3.6 Map commercial partners and outreach opportunities to strategic topics and identify relevant focus areas to collaborate on.	EDBA&GC CEO	Identify partner strengths on collaborative working around DEI practices.	December 2024
		Medium Term:			
3.7 Identify and engage with partners to identify relevant strategy topics for collaboration and understand their position and capacity to support.	Partnerships DISR Manager	Working with athletes and outreach partnership to amplify messages around DEI work and importance to the organisation.	December 2025		
Long Term:					
3.8 Influence 100% of commercial partners to demonstrate alignment to the DEIAP by 2025.	Partnerships	Develop and ensure all new partnerships with the organisation commit to supporting and developing BS DEI Strategy.	December 2028		