



## **DIVERSITY ACTION PLAN**

**2017-2021**

### **About Us**

Sport Resolutions is the independent, not-for-profit, dispute resolution service for sport in the United Kingdom. We were established by the main stakeholder groups in sport. Our aim is to provide an expert, speedy and cost-effective alternative to internal appeals processes and court-based litigation. We provide sport specific arbitration and mediation services and operate the National Anti-Doping Panel (NADP) and National Safeguarding Panel (NSP). Two-thirds of our income is self-generated through service level agreements with NGBs, arbitration and mediation fees, training and room hire. One third of our income is received from UK Sport to provide a service to organisations in the Olympic and Paralympic high-performance sport system.

### **Our vision**

Our vision is to be the dispute resolution service of choice for everyone engaged in sport.

### **Our aim**

Our aim is to continue to make available to all governing bodies, leagues, clubs, athletes, coaches and commercial partners to sport:

- independent, expert, timely and cost-effective resolution of all disputes
- professional administration and management of arbitration and mediation
- information, education and training to prevent, manage and resolve disputes

### **Our mission**

Our mission is to be:

- the centre of excellence for all sports dispute management and training;
- the nominated referral body when disputes in sport arise;
- a non-profit making body, reinvesting in sport.

## Our values

Our values as the only sport specific arbitration and mediation service in the UK:

- Independence – run independently, on a non-profit basis for the benefit of sport
- Expertise – we understand and speak the language of sport and law
- Integrity – always fair, impartial and transparent in our dealings with parties
- Accessibility – approachable, trusted and user-friendly
- Cost-Effectiveness – affordable and helping to save sport time and money
- Educational - working to educate sport about effective conflict and dispute management

## MESSAGE FROM OUR CHAIR

Sport Resolutions (UK) is committed to diversity in all aspects of its business and activities. The Board believes that diversity, along with varied skills and experiences, contributes to a balanced and more effective working environment. Sport Resolutions is committed to comply with the Governance Code which included having a minimum of 30% of each gender on the Management Board with the aim of achieving greater gender parity.

The company is committed to implementing an open and wide-ranging recruitment process for employees, independent directors and panel members that reaches all sectors of the community to attract the widest possible range of applicants for available positions. In relation to Member directors, the Board encourages the membership to consider diversity when nominating individuals for member director positions.

The Management Board strives to meet the five targets in its 2021 Strategy, one of which is 'to continually improve leadership, diversity and performance throughout the organisation'. This is monitored through an annual Board evaluation questionnaire, staff appraisals and regular team meetings, as well as an equality monitoring audit.

The company is working towards meeting the Equality in Sport Intermediate Level and will proceed to meet the Advanced Level immediately upon completion.

We are proud to have a Management Board with an equal gender split and will work to improve the BAME representation during this strategic cycle. The company is committed to meeting the actions in this Diversity Action Plan and to continue with the excellent work we are doing as we promote diversity throughout all our activities.

This Diversity Action Plan is a live document to be regularly reviewed by the Board and an annual update will be provided through the Annual Governance Statement.



Edwin Glasgow Q.C  
Chair, Sport Resolutions (UK)

27 September 2017

<p><b>A. Recruitment</b> How the organisation will attract an increasingly diverse range of candidates</p>	<p><b>Code for Sports Governance</b></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 generally (including but not limited to BAME, disability, LGBT&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 Req 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 Req 2.2</p>	
<p><b>Objective:</b> Embed good diversity and inclusion practice into our recruitment activities and decision-making processes</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
<p><b>Priorities</b></p>	<p><b>Actions</b></p>			<p><b>Person(s) Responsible</b></p>		<p><b>Completion Date</b></p>
<p><b>Short Term:</b></p>	<p>The Board Recruitment Procedures ensure that all positions are widely advertised. This includes advertisement with websites such as 'Black Solicitors Network', 'Sporting Equals' and 'Women in Sport'.</p>			<p>Business Manager and the Finance and Human Resources Committee</p>		<p>Ongoing.</p>
<p><b>Short Term:</b></p>	<p>Board Evaluation and Equality Monitoring Audit. This annual audit will analyse the diversity of the Board. The results of this has and will continue to influence the appointment of Independent Non-Executive Directors.</p>			<p>Chief Executive and Finance and Human Resources Committee</p>		<p>Annual Audit.</p>
<p><b>Short Term:</b></p>	<p>Equality Champion: to sit on Finance and HR Committee in order to improve the flow between the Business Manager and the Management Board.</p>			<p>Business Manager and Equality Champion</p>		<p>Complete.</p>

**B 21**

**Diversity Action Plan**

<b>Medium Term:</b>	Management Board Skills Matrix. This matrix will assess the skills on the Management Board to determine any skills gaps. The results of this has and will continue to influence the appointment of Independent Non-Executive Directors.	Chief Executive and Finance and Human Resources Committee	Annual process.
<b>Long Term:</b>	At least 11% (one member of Management Board) to be BAME by 2021 AGM.	Chief Executive and Finance and Human Resources Committee	AGM 2021

<p><b>B. Engagement</b>                  Actions the organisation will take to promote internal and external awareness of what they are doing to promote diversity</p>	<b>Code for Sports Governance</b>					
	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	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)	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	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board
<p><b>Objective:</b> Communicate our commitment to diversity in all business activities</p>	✓	✓	✓	✓	✓	
<b>Priorities</b>	<b>Actions</b>			<b>Person(s) Responsible</b>		<b>Completion Date</b>
<b>Short Term:</b>	To publish details of the diversity of the staff and directors of the company within the Sport Resolutions Annual Report (hard-print and published on company website)			Marketing Manager		Completed on annual basis.
<b>Short Term:</b>	To publish the Board Diversity Statement, highlighting our commitment to diversity throughout the company and in all business activities, on the company website			Business Manager		Complete.
<b>Medium Term:</b>	To ensure that the website continues to promote our commitment to diversity on all governance and company pages			Marketing Manager and Business Manager		Ongoing.

## Diversity Action Plan

<b>Medium Term:</b>	To arrange a Management Board Equality and Diversity Training Session	Business Manager	March 2019.
<b>Medium Term:</b>	To continue to improve the diversity of contributors at the Sport Resolutions Annual Conference.	CEO and Marketing Manager	Completed on an annual basis.
<b>Medium Term:</b>	To improve the diversity of attendees at Sport Resolutions events	Marketing Manager	Ongoing.
<b>Medium Term:</b>	To publish an annual company statement/update on diversity on the company website	Business Manager	Completed on annual basis.
<b>Medium Term:</b>	To pass the Intermediate Equality Standards in Sport	Business Manager	April 2019.
<b>Medium Term:</b>	To publish details on the diversity of the Sport Resolutions Panels	Business Manager and Head of Case Management	July 2019.
<b>Long Term:</b>	To ensure our commitment to diversity is contained within the company Strategy 2021-2025	CEO, Equality Champion and Board	AGM 2021.
<b>Long Term:</b>	Advanced Equality Standards in Sport	Business Manager	April 2020.

<p><b>C. Progressing talent from within</b> A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	<p><b>Code for Sports Governance</b></p>				
<p><b>Objective:</b> Encouraging employees to undertake 'continuing professional development', to attend committee meetings, leadership programmes and external courses and to utilise the senior members of the staff team, stakeholders, panel members and board members as mentors in order to promote from within.</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 generally (including but not limited to BAME, disability, LGBT 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 publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>
	✓	✓	✓	✓	✓
<p><b>Priorities</b></p>	<p><b>Actions</b></p>			<p><b>Person(s) Responsible</b></p>	<p><b>Completion Date</b></p>
<p><b>Short Term:</b></p>	<p>All employees to undertake ACAS Equality &amp; Diversity online training and all new starters to undertake the training as part of induction process</p>			<p>Business Manager</p>	<p>Complete and ongoing.</p>
<p><b>Medium Term:</b></p>	<p>Employees encouraged to approach directors, panel members and stakeholders to engage with and develop understanding and expertise</p>			<p>CEO and Business Manager</p>	<p>Ongoing and as part of appraisal scheme</p>

B 21

**Diversity Action Plan**

<b>Medium Term:</b>	Development, training and education discussed with each employee during staff appraisal	CEO	As standard, ongoing
<b>Medium Term:</b>	Encouraging staff to attend board and committee meetings, to feel comfortable in discussing items at meetings and in helping decisions be made	CEO and Business Manager	As standard, ongoing.
<b>Long Term:</b>	To use staff succession plan to promote from within	CEO and Board	As standard, ongoing

**Legend:**

- Short Term: within the next 12-24 months (2019 AGM)
- Medium Term: between 24 and 36 months (2020 AGM)
- Long Term: with 3 to 5 years (2021 AGM)



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

Sport Resolutions is committed to meeting the requirements set out in A Code For Sports Governance. The Diversity Action Plan is one of a number of documents produced to help us improve governance throughout the business.

The Code has, at its heart, five Principles of good governance. These are: 1. Structure 2. People 3. Communication 4. Standards and Conduct, and 5. Policies and Processes.

Sport Resolutions is meeting, or is working towards meeting, the requirements of the Code which include:

- Increased skills and diversity in decision making, with a target of at least 30 per cent gender diversity on boards
- Greater transparency, for example publishing more information on the structure, strategy and financial position of the organisation
- Constitutional arrangements that give boards the prime role in decision making

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

Diversity is considered in all business activities from the executive to the Management Board. The Chief Executive and Business Manager are responsible for ensuring that diversity is considered in all day-to-day activity, including diversity training when required. The Finance and Human Resources Committee is responsible for overseeing recruitment processes and in ensuring that the Recruitment Procedures are followed. The Equality Champion is responsible for ensuring that diversity is considered in all matters discussed at Board level and together with the Chair, to ensuring that the Board improves its diversity through this strategic cycle.

**How will we measure overall success?**

Diversity monitoring is included within each quarterly Management Board meeting through assessing the Key Performance Indicator of having 30% women on the Sport Resolutions Management Board. Maintaining a gender balance above 30% will be a success. Equality monitoring of our staff, board, panels and job applicants will continue to be monitored and an upward trend in BAME applicants and appointments over the strategic cycle to 2021 will be marked as a success.

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

The Diversity Action Plan will be reviewed on a quarterly basis. It will be updated as and when equality monitoring is undertaken, during recruitment processes and before and after panel appointments. It will also be reviewed on an annual basis as part of the 'annual policy review'. The Diversity Action Plan will also be used during the Equality Standards in Sport so as to ensure work is not duplicated and to keep track of the work undertaken and improvements made.

**Categories and Types of Diversity**

<b>CATEGORY</b>	<b>TYPE OF DIVERSITY</b>
Protected Characteristics	Race/Ethnicity Gender/ Gender Reassignment Age Religion Disability Sexual Orientation Marriage and Civil Partnership Pregnancy and Maternity
Differences in Knowledge and Skill	Education Functional Knowledge Information or Expertise Training Experience Abilities
Differences in Values or Belief	Cultural Background Ideological or Religious Beliefs Cognitive Style
Personality Differences	Motivational Factors
Organisational Differences	Tenure or length of Service Title (work function, seniority)
Differences in Social and Network Ties	Socio-Economic Background Work-Related Ties Friendship Ties Community Ties In-Group Memberships

<b>Last review (date)</b>	<b>August 2018</b>
<b>Reviewed by (name)</b>	<b>Audit &amp; Risk Committee</b>
<b>Next review and approval due (date)</b>	<b>August 2020</b>