



DIVERSITY ACTION PLAN

2019-2023

About Us

Sport Resolutions is the independent, not-for-profit, dispute resolution service for sport. We were established by the main stakeholder groups in UK sport. Our aim is to provide 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).

Our vision

'To protect, uphold and develop integrity and trust in all aspects of sport at all levels'

Our mission

'To provide independent, efficient and accessible dispute resolution services to everyone involved in sport and to produce high-quality education and training to reduce conflicts and facilitate the resolution process. We will deliver this through our diverse and expert panels and executive team, with integrity and transparency at the core of everything that we do'.

Our values

- *Independent* – run independently and impartially
- *Expert* – we understand, speak and implement the language of sport and law
- *Trustworthy* – fair, transparent and promoting integrity
- *Accessible* – approachable, trusted and user-friendly
- *Reinvesting* - we are proud to invest our time, expertise and experience back into sport

MESSAGE FROM OUR CHAIR

Sport Resolutions 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 compliance with A Code for Sports Governance, which includes 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.

The Management Board strives to continually improve leadership, diversity and performance throughout the organisation, and this is emphasised in the organisation strategy. Diversity is monitored through an annual Board evaluation questionnaire, staff appraisals and regular team meetings, as well as an equality monitoring audit.

We are proud to have a Management Board Which meets our gender split target 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 our 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)

19 September 2019

Diversity Action Plan

A. Recruitment How the organisation will attract an increasingly diverse range of candidates		Code for Sports Governance					
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision-making processes		Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT&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
Priorities	Actions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Priorities	Actions	Person(s) Responsible					Completion Date
Short Term:	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'.	Business Manager and the Nominations Committee					Ongoing
Short Term:	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.	Chief Executive and Nominations Committee					Annual Audit
Short Term:	Equality Champion: to sit on Audit and Risk Committee in order to improve the flow between the Business Manager and the Management Board.	Business Manager and Equality Champion					Complete

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<p>Medium Term:</p>	<p>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.</p>	<p>Chief Executive and Nominations Committee</p>	<p>Annual process</p>
<p>Long Term:</p>	<p>At least 11% (one member of Management Board) to be BAME by 2021 AGM.</p>	<p>Chief Executive and Nominations Committee</p>	<p>AGM 2021</p>

<p>B. Engagement Actions the organisation will take to promote internal and external awareness of what they are doing to promote diversity</p>		<p>Code for Sports Governance</p>				
<p>Objective: Communicate our commitment to diversity in all business activities</p>		✓	✓	✓	✓	✓
<p>Priorities</p>	<p>Actions</p>	<p>Person(s) Responsible</p>			<p>Completion Date</p>	
<p>Short Term:</p>	<p>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)</p>	<p>Marketing Manager</p>			<p>Completed on annual basis</p>	
<p>Short Term:</p>	<p>To publish the Board Diversity Statement, highlighting our commitment to diversity throughout the company and in all business activities, on the company website</p>	<p>Business Manager</p>			<p>Complete</p>	

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Medium Term:	To ensure that the website continues to promote our commitment to diversity on all governance and company pages	Marketing Manager and Business Manager	Ongoing
Medium Term:	To arrange a Management Board Equality and Diversity Training Session	Business Manager	March 2020
Medium Term:	To continue to improve the diversity of contributors at the Sport Resolutions Annual Conference	CEO and Marketing Manager	Completed on an annual basis
Medium Term:	To improve the diversity of attendees at Sport Resolutions events	Marketing Manager	Ongoing
Medium Term:	To publish an annual company statement/update on diversity on the company website	Business Manager	Completed on annual basis
Medium Term:	To pass the Intermediate Equality Standards in Sport	Business Manager	April 2020
Medium Term:	To publish details on the diversity of the Sport Resolutions Panels	Business Manager and Head of Case Management	July 2020
Medium Term:	To ensure our commitment to diversity is contained within the company Strategy 2024	CEO, Equality Champion and Board	AGM 2019

Long Term:	Advanced Equality Standards in Sport	Business Manager	April 2021
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<p>C. Progressing talent from within A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	Code for Sports Governance					
	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>Objective: 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>	✓	✓	✓	✓	✓	
Priorities	Actions			Person(s) Responsible		Completion Date
Short Term:	All employees to undertake ACAS Equality & Diversity online training and all new starters to undertake the training as part of induction process			Business Manager		Complete and ongoing

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Medium Term:	Employees encouraged to approach directors, panel members and stakeholders to engage with and develop understanding and expertise	CEO and Business Manager	Ongoing and as part of appraisal scheme
Medium Term:	Development, training and education discussed with each employee during staff appraisal	CEO	As standard, ongoing
Medium Term:	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
Long Term:	To use staff succession plan to promote from within	CEO and Board	As standard, ongoing

Legend:

- Short Term: within the next 12-24 months (2020 AGM)
- Medium Term: between 24 and 36 months (2021 AGM)
- Long Term: with 3 to 5 years (2023 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 Audit and Risk 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

CATEGORY	TYPE OF DIVERSITY
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

Last review (date)	August 2018
Reviewed by (name)	Audit & Risk Committee
Next review and approval due (date)	August 2020