



Diversity Policy and Action Plan

2017 – 2021

Contents

Introduction

Our mission

Our vision

Our values

Message from our chair

Board Diversity Policy

- 1. Background and Objective**
- 2. Diversity on Board – Policy Statement**
- 3. Diversity Value Statements**
- 4. Nominations and Appointments**
- 5. Board Composition**
- 6. Board Effectiveness**
- 7. Support Structure**
- 8. Monitoring, tracking and reporting**

Diversity Action Plan

Recruitment

Engagement

Progressing Talent from Within

Introduction

The past three years have witnessed unprecedented change for England Squash. The organisation has succeeded in following a new strategic path, implementing a company-wide rebrand and undergoing a major restructure and downsizing. During this time, we have managed to achieve our core strategic goals, including stopping the decline in participation

Despite a particularly challenging period, which has included a further reduction in staff numbers, England Squash has continued to develop successful participation campaigns such as Squash Girls Can and Squash 101 across an increasing number of facilities, attracted major events to the country (including the 2017 World Championships), implementing a new commercial strategy, made wide-ranging and significant improvements in governance and continued to achieve junior and senior success on the world stage. Furthermore, we have entered into an exciting collaboration with US Squash that will make a step change in our technological capabilities.

Our new strategy marks a turning point for England Squash that will move us towards our vision of being the number one racket sport in England. The technology solution that underpins this strategy, coupled with a world class suite of content and programmes, will place us at the forefront of English sport whilst at the same time providing greater autonomy for our partners 'on the ground' to continue to enhance the Squash experience.

Our mission

To create a thriving squash community by redefining and enhancing the squash experience for players, coaches, officials and volunteers, that enables us to sustain the sport, maximise revenue potential and develop world leading teams and individuals.

Our vision

To make squash the No 1 racket sport in England.

Our values

Connecting - We will support and grow the game to encourage and engage with everyone; irrespective of social background, ethnicity, ability or gender. We will focus on understanding our players, our partners and everyone associated with squash by communicating effectively; in what we say, how we say it and how we listen.

Driving - We will always seek to inspire and be inspired by the game whilst ensuring that we focus all our efforts in delivering our strategy. We will be champions for squash and for our organisation whilst maintaining our self-awareness to stay on top of our game. We will stay grounded with humour and be aspirational without limit; using our head and heart.

Adventurous - We will constantly push ourselves to provide creative solutions to our challenges - building on all available insight. We will celebrate and respect our game's rich heritage but never allow that to compromise our delivery of squash to new audiences and players. We will always challenge ourselves and others in the interests of the game.

Message from Our Chair

“As part of the modernisation of the Board's structure and work to meet Sport England's new Code for Sports Governance, the board has welcomed two new Independent Non-Executive Directors who bring a wealth of experience. These appointments have also enabled us to achieve the minimum 30% of each gender requirement. A Nominations Committee has been formed which will help oversee the development and implementation of the Diversity Policy and its supporting Action Plan, to ensure that England Squash delivers its Business Plan priorities through an effective and diverse Board of Directors”

Board Diversity Policy

1. Background and Objective

The Policy sets out the approach to have diversity on the Board of Directors (“Board”) of England Squash Limited. The Diversity in the Board has been identified by Sport England as an essential component of the 2017 “A Code for Sport Governance”.

Board Diversity offers a number of benefits:

- improving board effectiveness and decision-making by tapping into a broader range of perspectives; Managing and mitigating environmental, social and corporate governance risks;
- being more relevant by reflecting the diversity of a company’s workforce and stakeholders;
- signalling a more progressive company.

Diversity is not simply about having a collection of individual who have different characteristics. It is about getting the right people for the job and harnessing their unique and individual skills and experiences in a way that collectively benefits the organisation and the business.

2. Diversity on Board – Policy Statement

England Squash is committed to diversity in all aspects of its business and activities and at all levels of its management.

Specifically, the Board fully supports the need for a board of directors which reflects gender, ethnic, disability and skills-based diversity, so as to best be able to address the evolving needs of England Squash and its members. The Board has adopted Sport England’s sport governance target of a minimum of 30% of each gender on its Board and is committed to progressing towards gender parity.

3. Diversity Value Statements

- We believe diversity is important to board effectiveness because it will encourage a diversity of perspectives which we believe will fuel creativity and innovation;
- We commit that appointments to the Board will be based on merit as well as complementing and expanding the skills, knowledge and experience of the Board;
- We recognise and embrace the benefits of having a diverse board, and see increasing diversity at Board level as an essential element in maintaining a competitive advantage;
- A truly diverse Board will include and make good use of difference in skills, regional and industry experience, background, race, gender and other qualities of Directors.

These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. All Board appointments are made on merit, in the context of skills and experienced the Board requires to be effective.

Taking the value statements and working in line with the 2017 “A Code for Sports Governance”, the Board will adopt a target of, and will demonstrably take all appropriate actions to achieve and then maintain, a minimum of 30% of each gender on its Board; and demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board including, but not limited to, Black, Asian, minority ethnic (BAME) diversity, and disability.

England Squash will therefore take all appropriate actions to achieve and then maintain:

- An Independent Chair;
- 30% of each gender on the board;
- 30% Independent Non-Executive Directors (INED’s)
- Progressing gender parity and diversity across National Committees and Senior staff.

4. Nominations and Appointments

The Nominations Committee is responsible for:

- Assessing the appropriate mix of skills, experience, expertise and diversity required on the Board based on current and projected future activities of the company; and the extent to which the required skills, experience, expertise and diversity are represented on the Board;
- Supporting the process of recruiting new board directors, including defining the requisite qualifications, skills, experience, and expertise, identifying candidates, reviewing candidates, and making short list recommendations to the Board;
- Ensuring that the board recruitment process and criteria are inclusive, and based on principles of merit and fairness;
- Ensuring that for all board nominations, the selection process is formal and thorough, and provides access to a diverse pool of qualified candidates;
- Appointments will be based on merit, but with due regard for the benefits of diversity on the Board, including gender and age;
- Ensuring that for all Board Nominations, female candidates are considered to ensure that the 30% gender diversity is maintained.

5. Board Composition

- We will review our board composition in terms of the size of the Board, and the number of elected and non-elected directors;
- Our board aspires to having an appropriate proportion of directors who have direct experience in our key markets, with different ethnic backgrounds, of both genders, reflecting our business strategy.

6. Board Effectiveness

- We strongly believe that a highly effective Board is about chemistry and behaviour, underpinned by a robust process;
- Our Board contains individuals who have diverse skills, knowledge and experience that combine to provide different perspectives and effective board dynamics;
- In maximising the Board's effectiveness, we take a long-term, sustainable and measured approach. We believe that all Board appointments should be based on meritocracy and that diversity in all its aspects, including gender diversity, is important.
- The board will review its effectiveness on an annual basis, which encompass a review of the Diversity Policy and associated action plan.

7. Support Structure

- On an annual basis, we will review the need for diversity training for Board directors. This will include orientation on diversity-related issues for new directors and strengthening the knowledge/skills of existing directors to ensure that our diversity goals are met.
- Board and relevant staff members will consult with identified similar organisations to ensure that best practices is being identified and acted upon.

8. Monitoring, tracking and reporting

- The board will be responsible for approving, monitoring and reporting on diversity at all levels of the company, including at Board level;
- The Nominations Committee will discuss and agree annual measurable objectives for achieving diversity on the board and recommend them to the Board for adoption. At any given time, the Board may seek to improve one or more aspects of its diversity and measure progress accordingly;

Recruitment How the organisation will attract an increasingly diverse range of candidates		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, LG&BT 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 Reg 2.1	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)	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
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes			√	√	√		
Priorities	Actions	Person(s) Responsible			Completion Date		
Short Term: (November 2017 to December 2017); Achieve gender diversity on the Board	<ul style="list-style-type: none"> Implement a nominations committee to oversee and monitor the Diversity Policy; Ensure all recruitment information reflects the diversity policy; England Squash to engage with all its current commercial stakeholders as well as advertised though recognised and appropriate outlets, to include but not restricted to Sport England, UK Sport, Council and other England Squash Stakeholders. 	Nominations Committee			11 th November 2017		
Medium Term: (January 2018 – March 2019) Maintain diversity on the Board	<ul style="list-style-type: none"> Ensure that succession planning process at board level reflects the skills matrix and diversity policy. Take appropriate actions to avoid single gender panels on all aspects of ES Board recruitment Ensure all identified board vacancies are advertised through recognised and appropriate outlets, to include but not 	Nominations Committee Director of Finance			March 2018 Ongoing to March 2019 Ongoing to March 2019		

	restricted to Sport England, UK Sport, Council and other England Squash Stakeholders.		
<p>Long Term: (April 2019 to March 2020) Ensure that ES maintains a diverse leadership, equipped to act as ambassadors for equality, diversity and inclusion in all that we do.</p>	<ul style="list-style-type: none"> • Check and review the recruitment process against the diversity policy. Address findings accordingly. • Ensure end to end tracking of diversity characteristics of applicants for ES board candidates; • Diversity to be included as part of Board effectiveness; • Check the consistency of decisions made at all stages of board appointments if there is any unconscious bias to the appointment. 	Nominations Panel	<p>April 2019</p> <p>Ongoing to March 2020</p>

Engagement		Code for Sports Governance					
Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally		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 generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity (including but not limited to BAME, disability, LGBT 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 Reg 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 Reg 2.2
Objective: Raising awareness of Diversity at Board level through delivering the Stakeholder Engagement Strategy.		√				√	√
Priorities	Actions	Person(s) Responsible			Completion Date		
Short Term: (November 2017 to December 2017) Raise awareness of key organisational decisions regarding gender diversity.	<ul style="list-style-type: none"> Publish Diversity statement on our Website; Update board information on website and relevant news articles highlighting board diversity. Implement Nominations Committee and Terms of Reference 	Director of Finance Head of Insight & Technology Board			11 th November 2017		
Medium Term: (January 2018 – March 2019) Embed the communication	<ul style="list-style-type: none"> Provide a summary of the success and outcomes of diversity at board level through the Annual Report. Ensure all board details are regularly checked and updated on the website. 	Director of Finance			Ongoing to March 2019		
Long Term: (April 2019 to March 2020) Check and challenge the engagement	<ul style="list-style-type: none"> Review the stakeholder engagement process in relation to awareness of board diversity Implement findings from the review. 	Director of Finance			Ongoing to March 2020		

<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					
		<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, LG&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</p>
<p>Objective: Implement effective processes to develop diverse board recruitment from squash core market populations, stakeholders and their networks</p>			√	√			
Priorities	Actions	Person(s) Responsible			Completion Date		
<p>Short Term: (November 2017 to December 2017) Raise awareness of key organisational decisions regarding diversity</p>	<ul style="list-style-type: none"> Publish Diversity statement on our Website; Update board information on website and relevant news articles highlighting board diversity. 	<p>Director of Finance Head of Insight & Technology Board</p>			<p>11th November 2017</p>		
<p>Medium Term: (January 2018 – March 2019) Embed the process of developing diverse internal talent for board appointments.</p>	<ul style="list-style-type: none"> Targeted communication on diversity at board level through the stakeholder engagement process to the squash core markets and commercial partners; Review stakeholder engagement strategy to identify barriers to board recruitment; Ensure all board details are regularly checked and updated on the website. Ensure all identified board vacancies are advertised through ES communication channels and raised with ES Stakeholders. 	<p>Director of Finance Head of Insight & Technology Board</p>			<p>Ongoing to March 2019</p>		
<p>Long Term: (April 2019 to March 2020) Ensure that ES maintains a diverse leadership, equipped to act as ambassadors for equality, diversity and inclusion in all that we do</p>	<ul style="list-style-type: none"> Review the stakeholder engagement process in relation to awareness of board diversity and board recruitment; Implement findings from the review. 	<p>Director of Finance Head of Insight & Technology Board</p>			<p>Ongoing to April 2020</p>		

