I’m delighted to be able to welcome you to the 2019 Annual Report as the newly appointed Chair of British Triathlon. Since taking up the post in July, I have seen a number of exciting results and developments across our sport and organisation.

Starting at home, 2019 once again saw us host AJ Bell World Triathlon Leeds and Accenture World Triathlon Mixed Relay Nottingham. Britain’s elite women showed their strength in Leeds, with Georgia Taylor-Brown (gold) and Jess Learmonth (bronze) among six top-15 finishers. Nottingham saw further gold as Taylor-Brown teamed up with Ben Dijkstra, Sophie Coldwell and Alex Yee to romp to victory in a rain affected race on the Victoria Embankment. The crowds across these two events created a great atmosphere, braving the weather to cheer on our athletes. Consistent performances from Learmonth and Taylor-Brown saw them finish side-by-side in the overall World Triathlon Series rankings as they claimed silver and bronze respectively. At the Tokyo 2020 Test Event in August, Vicky Holland claimed bronze in the women’s race while Jonny Brownlee finished fifth. The team also won silver in the mixed relay (Learmonth, Gordon Benson, Taylor-Brown and Yee) in Tokyo to show the strength of our athletes as we head towards next year’s Olympics.

With less than 12-months to go until the Paralympic Games, our paratriathlon programme is once again leading the way on the international stage. The team won seven medals at the Tokyo Test Event, World Paratriathlon Series Montreal and the ITU Grand Final Lausanne this year. Claire Cashmore and Lauren Steadman (both PTS5) claimed one of their many one-twos in Lausanne, with Hannah Moore (PTS4) and Fran Brown (PTS2) also taking gold and silver respectively. Away from elite racing it has also been a successful year for the organisation, with close to 118,000 participants expected to have taken part in triathlon by the end of the year. Clubs, athletes and GDO TTR. Nearly 1,000 events have received an event permit and taken place across England, providing opportunities for anyone and everyone to access triathlon in their local area. Financially, the 2019/20 year is projected to see significant improvements following a challenging 2018/19 year. The current forecast is that British Triathlon’s cash reserves will have recovered to sit at approximately £600,000, following a forecasted surplus of almost £400,000 at the time of writing. The improved financial situation means that moving forwards, the British Triathlon Board and organisation are confident in being able to meet UK Sport expectations of strong financial stability and to incrementally invest and plan towards a successful future. British Triathlon staff have worked with commitment, dedication and skill for the past year to help the organisation achieve its goals and will be key as we move our sport forwards.

Through their work with us, our family of partners align with our organisational values and help us to grow the profile of and participation in triathlon. Partners and suppliers are vital to the running of the sport, providing key funding, equipment and opportunities to athletes at all levels. The past 12-months have seen several new partners including Volvo and Oakley come on board to help support the organisation, members, events and elite teams. This year has seen a handful of changes made to the Senior Executive Team at British Triathlon, with Justine Baynes joining as Director of Marketing and Communications and Anne Vinestock taking on the role of Director of Finance. Helen Marney has also been appointed as the Director of Development, taking up the post from the end of November. In addition to myself becoming Chair, there have been a number of updates to the Board, including Helen Jenkins who has joined us as Athlete Representative and is helping to champion the exciting new Athletes Commission. Being an Olympic and Paralympic year, 2020 will be an incredibly exciting year. Our sport will be broadcast globally, with our athletes going from strength to strength. The crowds across these two events created a great atmosphere, braving the weather to cheer on our athletes. Consistent performances from Learmonth and Taylor-Brown saw them finish side-by-side in the overall World Triathlon Series rankings as they claimed silver and bronze respectively. At the Tokyo Test Event in August, Vicky Holland claimed bronze in the women’s race while Jonny Brownlee finished fifth. The team also won silver in the mixed relay (Learmonth, Gordon Benson, Taylor-Brown and Yee) in Tokyo to show the strength of our athletes as we head towards next year’s Olympics.

British Triathlon is leading the way on the international stage.
CHAMPIONSHIPS & MAJOR EVENTS

Weert ETU Triathlon European Championships
Weert, Netherlands - 31 May - 2 June 2019
Senior Men: Alistair Brownlee Gold
Senior Women: Beth Potter Gold
Junior MRT: GB Silver

Valencia ETU Triathlon U23 European Championships
Valencia, Spain - 14-15 September 2019
U23 Men: Ben Dijkstra Gold
U23 Mixed Team Relay: GB Gold

ETU Sprint Triathlon European Championships
Krasnaya Polyana, Russia - 26-28 July 2019
Senior Men: Gordon Benson Silver
Senior Women: Sam Dickinson Silver

ITU World Triathlon Mixed Relay Series

Accenture World Triathlon Mixed Relay Series
Nottingham, United Kingdom - 15 June 2019
Mixed Team Relay: GB Silver

ITU World Triathlon Mixed Relay Series Edmonton
Edmonton, Canada - 20-21 July 2019
Silver

WORLD CUP RACES

Discovery Triathlon World Cup Cape Town
Cape Town, South Africa - 9-10 February 2019
Senior Men: Alex Yee Silver
Senior Women: Georgia Taylor-Brown Silver

Cagliari ITU Triathlon World Cup
Cagliari, Italy - 18 May 2019
Senior Men: Alistair Brownlee Gold
Senior Women: Sophie Clegg Gold

Nur-Sultan ITU Triathlon World Cup
Nur-Sultan (Astana), Kazakhstan - 15-16 June 2019
Senior Women: Kate Whaite Bronze

ITU WORLD TRIATHLON SERIES

Daman World Triathlon Abu Dhabi
Abu Dhabi, United Arab Emirates - 8-9 March 2019
Senior Men: Alex Yee Silver
Senior Women: Jessica Learmonth Bronze

MS Amlin World Triathlon Bermuda
Bermuda, Bermuda - 27 April 2019
Senior Women: Jessica Learmonth Silver

AJ Bell World Triathlon Leeds
Leeds, United Kingdom - 8-9 June 2019
Senior Men: Georgia Taylor-Brown Gold
Senior Women: Jessica Learmonth Bronze

Groupe Copley World Triathlon Montreal
Montreal, Canada - 28-29 June 2019
Senior Women: Georgia Taylor-Brown Silver

Hamburg Wasser World Triathlon
Hamburg, Germany - 6-7 July 2019
Senior Women: Not Stanford Gold

ITU World Triathlon Edmonton
Edmonton, Canada - 20-21 July 2019
Senior Men: Alistair Brownlee Gold
Senior Women: Jenny Brownlee Gold

Lausanne, Switzerland - 29 August - 1 September 2019
Senior Women: Jessica Learmonth Silver

Karlovy Vary ITU Triathlon World Cup
Karlovy Vary, Czech Republic - 25 August 2019
Senior Men: Sam Dickinson Silver
Senior Women: Grant Sheldon Bronze

Weihai ITU Triathlon World Cup
Weihai, China - 21 September 2019
Senior Men: Sam Dickinson Silver
Senior Women: Grant Sheldon Bronze

RACE EVENTS

World Triathlon Challenge Spitfire
Malaga, Spain - 21 March 2019
Senior Women: Georgia Taylor-Brown Silver

Elite ITU World Triathlon Mixed Relay Series

ITU World Triathlon Mixed Relay Series Edmonton
Edmonton, Canada - 20-21 July 2019
Silver

INTO THE WORLD OF TRIATHLON

Roll of Honour

ELITE TRIATHLON MEDAL WINNERS 2019
ETU CUP RACES

Senior Women
Olsztyn ETU Sprint Triathlon European Cup
Senior Women
Sines, Portugal - 11 May 2019
Mediterranean Championships
Sines ETU Sprint Triathlon European Cup and
Senior Men
Melilla, Spain - 7 April 2019
Iberoamerican Championships
Melilla ETU Sprint Triathlon European Cup
Senior Men
Iberoamerican Championships
Huelva ETU Triathlon European Cup and
Senior Men
Lievin, France - 2 March 2019
2019 Lievin ETU Indoor Triathlon European Cup
Senior Men
Funchal, Portugal - 19-20 October 2019
Funchal ETU Sprint Triathlon European Cup Final
Senior Men
Alanya, Turkey - 5-6 October 2019
Alanya ETU Sprint Triathlon European Cup
Senior Men
Kecskemét , Hungary - 18 August 2019
Kecskemét ETU Sprint Triathlon European Cup
Senior Men
Tartu, Estonia - 13 July 2019
Tartu ETU Triathlon European Cup and Baltic Championships
Senior Men
Funchal ETU Sprint Triathlon European Cup Final

ELITE PARATRIATHLON MEDAL WINNERS 2019

PTWC Women 2019
Montreal, Canada - 28 June 2019
PTWC Men 2019
Tokyo, Japan - 17 August 2019
PTVI Women 2019
Lausanne, Switzerland - 1 September 2019
PTVI Men 2019

PARALYMPIC TEST EVENT

PTWS Women 2019
Banyoles, Spain - 8 September 2019
PTWS Men 2019
Magog, Canada - 13 July 2019
PTVS Women 2019
Besançon, France - 16 June 2019
PTVS Men 2019
Banyoles, Spain - 8 September 2019
PTVS Women 2019

ITU WORLD CHAMPIONSHIPS 2019

Mediterranean Championships
Senior Men
Sines, Portugal - 11 May 2019
Iberoamerican Championships
Melilla, Spain - 7 April 2019
2019 Lievin ETU Indoor Triathlon European Cup
Senior Men
Funchal, Portugal - 19-20 October 2019
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Tartu ETU Triathlon European Cup and Baltic Championships
Senior Men
Funchal ETU Sprint Triathlon European Cup Final

ITU WORLD TRIATHLON SERIES

Milan, Italy - 27 April 2019
PTSW Men 2019
PTSW Women 2019
PTMW Men 2019
PTMW Women 2019

ITU PARATRIATHLON WORLD CUP SERIES

Britannia, France - 16 June 2019
PTSW Men 2019
PTSW Women 2019
PTMW Men 2019
PTMW Women 2019

BRITISH TRIATHLON ANNUAL REPORT 2019

Paralympic Test Event

PTSW Men 2019
PTSW Women 2019
PTMW Men 2019
PTMW Women 2019

Elites Women
Tartu ETU Triathlon European Cup and Baltic Championships
Senior Women
Olsztyn ETU Sprint Triathlon European Cup
Senior Women
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Sines ETU Sprint Triathlon European Cup and
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Melilla, Spain - 7 April 2019
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Senior Men
Alanya, Turkey - 5-6 October 2019
Alanya ETU Sprint Triathlon European Cup
### CHAMPIONSHIP MEDAL WINNERS

<table>
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<tr>
<th>CHAMPIONSHIP</th>
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**2,904 ATHLETES**  
**504 MEDALS**  
**1 AMAZING TEAM**
I am delighted to introduce you to our annual governance report on behalf of the British Triathlon Board. This statement provides an insight into the structures and systems through which the organisation operates, demonstrating our commitment to transparent and accountable governance.

In my first statement as Chair, I can report on how the organisation continues to live by the principles of the Code for Sports Governance which are required for publicly funded sports. The code sets out the levels of transparency, accountability and financial integrity required of sports organisations, and guides the actions of decision makers within sport.

Through our governance structure, Board members serve for set terms which means that we see ongoing updates to our Board and its composition. It is my pleasure to welcome Paul Tanner, Helen Jenkins, Neil Saunders and Richard Ashton to the British Triathlon Board and, as a cohesive Board Team, we look forward to serving and guiding the organisation into 2020.

Dr Mary Hardwick

I am pleased to say that in 2019 Triathlon England (and British Triathlon) achieved intermediate level of Equality Standard for Sport, a status that demonstrates inclusivity in triathlon for people of all abilities. The framework was launched to address inequalities in sport and guide sports organisations towards achieving equity at all levels of participation.

Through her position as Director of Diversity and Inclusion Development, Halima Khan has established a diversity and inclusion working group to ensure that we are consistently challenging ourselves to make triathlon an open and inclusive sport.

We are always looking at how we can improve our governance structures, and, at the 2019 AGM, members will be asked to vote on a number of proposed resolutions surrounding the Triathlon England Council, Board and role of directors. These include, amendments and clarifications to the term of office for the Council President; removing specific portfolios to allow directors with appropriate skillsets to be recruited; and ensuring that the role of Independent Director matches that as defined by the Code for Sports Governance.

These are important updates which will help ensure that Triathlon England continues to operate at the level expected of publicly funded sports bodies, while maintaining its support for staff in delivering the organisation’s strategy.

Bill James

MEET THE BRITISH TRIATHLON BOARD

Dr Mary Hardwick
Chair

Andy Salmons
Chief Executive Officer

Bill James
Director - Triathlon England

Doug Cameron
Director - Triathlon Scotland

Paul Tanner
Director - Welsh Triathlon

Nicky Dick
Director - Age-Group Teams

Greg Williamson
Director - Major & National Events

Halim Khan
Non-Executive Director - Athlete Representation

Richard Ashton
Independent Director - Finance

Sara Heaths
Non-Executive Director - Marketing & Communications

Amie Mehans
Independent Non-Executive Director - Commercial

Neil Saunders
Independent Non-Executive Director - Duty of Care

Sara Heath
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Bill James
Director - Triathlon England
MEET THE TRIATHLON ENGLAND BOARD

Andy Salmon
Chief Executive Officer

Sally Lockyer
Independent Non-Executive Director - Finance

Kevin Currell
Independent Non-Executive Director - Talent Development

Halima Khan
Independent Non-Executive Director - Diversity & Inclusion Development

Louise McFadzean
Independent Non-Executive Director - Western Regions

Tracey Sample
Non-Executive Director - Northern Regions

Sarah Taylor-Hough
Non-Executive Director - Events and Participation

Duncan Hough
Non-Executive Director - Eastern Regions

Debbie Clarke
Non-Executive Director - Marcoms and Membership

MEET THE BRITISH TRIATHLON SENIOR EXECUTIVE TEAM

INTERNATIONAL INFLUENCE

Ian Howard TD
International Triathlon Union Board and British Olympic Association Board

Maisie Bancewicz
European Triathlon Union Technical Committee

Ben Bright
International Triathlon Union Coaches Committee

Jamie Gordon
International Triathlon Union Audit Committee

Duncan Hough
International Triathlon Union Multisport Committee

Nicky Dick
International Triathlon Union - Age-Group Commission

TRIATHLON TRUST

The Triathlon Trust, British Triathlon’s official charity, is an independently funded charity that raises vital funds to encourage children to become more active.

The Triathlon Trust Trustees are:

Joe Garner (Chairperson)
Brian Carlin
Andy Salmon
Richard Schuhfeld
Mike Townley
Jane Hansom

BRITISH TRIATHLON ANNUAL REPORT 2019
Principal governance roles involve ensuring effective organisation performance and providing leadership.

The Board plays a crucial role in the organisation and development of sport. It ensures that our processes and procedures as an organisation are based on accountable and transparent structures, ensuring the key strategic and sport delivery decisions are made upon solid foundations.

Having these structures and processes also ensures that we align with UK Sport and Sport England’s ‘Code for Sports Governance’, which is mandatory for sports organisations to receive public funding. Without the funding, key elements to our delivery of triathlon across England would not be able to occur, therefore highlighting the importance of good governance in the future development and growth of the sport in England.

Having made great strides forward, 2019 saw Triathlon England achieve intermediate level of Equality Standard and, for our public funders UK Sport and Sport England, Board of Directors are implemented.

The Board sets the strategic direction, ensuring that the organisation’s strategy, objectives and delivery are sustainable. The Board takes a strategic overview and sees itself as responsible to a wide range of stakeholders, whilst pursuing its objectives in a manner consistent with its statutory duties, for the benefit of the sport’s members as a whole.

The roles of the Chair and Chief Executive Officer are separate and have been so since incorporation. The roles and responsibilities of each Director are clearly defined and recorded within their letters of appointment and role descriptions. The roles and responsibilities of the Board members are explained below.

The role of the Chair and Chief Executive Officer is mandatory for sports organisations to receive public funding. Without the funding, key elements to our delivery of triathlon across England would not be able to occur, therefore highlighting the importance of good governance in the future development and growth of the sport in England.

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The Chair
Mary Heatlie as Chair holds responsibility for leadership of the Board, ensuring its effectiveness as an aspect of its role and setting its agenda. She is responsible for creating an environment for open, robust and effective debate. This includes ensuring, via the Company Secretary, that the Directors receive accurate, timely and clear information.

The Chief Executive Officer (CEO)
Andy Salmon as CEO is responsible and accountable to the Board for the management and operation of the organisation and, for our public funders UK Sport and Sport England, he is the Accountable Officer. Andy leads the executive team and works to ensure alignment between day-to-day work and the organisations’ mission, values and strategic goals, as detailed in the Strategy.

Senior Independent Non-Executive Director
Both British and English Boards have a Senior Independent Non-Executive Director (SID). The role of the Chair is non-executive, independent and serves the Board for the benefit of the Board’s members as a whole.

The Directors of the Board are selected on the criteria of proven skill and ability that particular field of endeavor and a diversity of outlook and experience which directly benefits the operation of the Board in the custodial role of the sport. Andy Salmon services as CEO, as does Louise Mahfuz as the Triathlon England SID.

Non-Executive Directors
Our Non-Executive Directors are responsible for constructively challenging and providing expert support to the Executive Directors and overseeing the delivery of the sport’s strategy framework. Board Directors, stakeholders and staff. Following Andy Salmon as CEO, Richard Ashburn has been named SID for British Triathlon and, Louise Mahfuz as the Triathlon England SID.

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Company Secretary
Andy Salmon serves as Company Secretary. The role is responsible for the efficient administration of the company, particularly with regard renewing compliance with statutory and regulatory requirements and ensuring that the Board of Directors are implemented.
BOARD EFFECTIVENESS

Appointments to the Board, diversity and succession planning.

To be effective a board needs to include individuals with a mix of skills and experience that are up to date and cover the major business areas in order to make informed decisions and provide effective oversight of the risks.

In considering the appointments of directors, the Nominations Committee seeks to ensure that its membership is such that each director:

• is a person of integrity who will observe the Directors Code of Conduct;
• has sufficient abilities and time available to perform their role effectively;
• brings an independent and questioning mind to their role;
• enhances the breadth and depth of skills and knowledge of the Board as a whole; and
• enhances the experience, independence and diversity of the Board as a whole.

While recognising that each director will not necessarily have experience in each of the business areas, the Board does seek to ensure that its membership includes an appropriate mix of directors with relevant experience.

Over the past two years, both the British Triathlon Board, and Triathlon England Management Board have made progress with diversity. Both are exceeding the Code target of a minimum of 30% female representation. Prior to 2018, one key demographic we failed to attract to our Board positions were people from the BAME community. We have made some progress with both British Triathlon and Triathlon England Boards attracting a far wider diversity of candidate for Board vacancies which have arisen during the last two years.

We continue to develop our Diversity Action Plan under the leadership of our Diversity and Inclusion Committee.

With four Board vacancies arising during 2019, the Nominations Committees for both British Triathlon and Triathlon England have been key to ensuring the balance of skills, knowledge and experience when making appointments. Succession planning is under constant review with a robust appointments process in place to ensure this outcome. Crucially, the Committee ensures an open recruitment process and selects individuals to take Board positions based on their individual merits, regardless of gender, race, religion, age, disability or sexual orientation.

Each non-executive director receives a letter which formalises their appointment and outlines the key terms and conditions of their appointment. Ensuring they are aware of their role and expectations.

BRITISH TRIATHLON FINANCIAL REVIEW

2018 2019
AGM 10 November
Beaumanor Hall
9 February Virtual
20 March Loughborough
1 April Loughborough
9 May Loughborough
27 July Loughborough
21 September Loughborough
2018 2019
British Triathlon Board Composition
Chair
Council Appointed Director
Non-Executive Director
Home Nation Representative
Independent Non-Executive Director

Triathlon England Management Board Makeup
Chair
Council Appointed Director
Non-Executive Director
Independent Non-Executive Director

50% 10% 10% 10% 40% MALE 60% FEMALE

76% 10% 10% 8% 8%

Triathlon England Management Board Composition

BRITISH TRIATHLON GOVERNANCE REVIEW

Triathlon England Board Meetings 2018/2019 - Attendance Record

<table>
<thead>
<tr>
<th>N/A</th>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9 February</td>
<td>Loughborough</td>
</tr>
<tr>
<td></td>
<td>20 March</td>
<td>Virtual</td>
</tr>
<tr>
<td></td>
<td>1 April</td>
<td>Loughborough</td>
</tr>
<tr>
<td></td>
<td>9 May</td>
<td>Loughborough</td>
</tr>
<tr>
<td></td>
<td>27 July</td>
<td>Loughborough</td>
</tr>
<tr>
<td></td>
<td>21 September</td>
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<thead>
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<tr>
<td></td>
<td>10 November</td>
<td>Beaumanor Hall</td>
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<tr>
<td></td>
<td>10 November</td>
<td>Virtual</td>
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<td></td>
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<td></td>
<td>27 July</td>
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</tr>
<tr>
<td></td>
<td>21 September</td>
<td>Loughborough</td>
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Boards Equity Audit 2018/19

British Triathlon Board

<table>
<thead>
<tr>
<th>Age</th>
<th>Gender same as birth</th>
<th>Disability or long-term condition</th>
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<td>YES</td>
<td>YES</td>
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<tr>
<td>26-35</td>
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<td>36-45</td>
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<td>NO</td>
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<tr>
<td>46-55</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td>56-65</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td>66+</td>
<td>NO</td>
<td>NO</td>
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</table>

<table>
<thead>
<tr>
<th>Religion</th>
<th>Ethnicity</th>
<th>Sexual Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUDDHIST</td>
<td>WHITE</td>
<td>HETEROSEXUAL/STRAIGHT-OTHER</td>
</tr>
<tr>
<td>CHRISTIAN</td>
<td>BAME (Black, Asian and Minority Ethnic)</td>
<td>HETEROSEXUAL/STRAIGHT-OTHER</td>
</tr>
<tr>
<td>HINDU</td>
<td>OTHER</td>
<td>HETEROSEXUAL/STRAIGHT-OTHER</td>
</tr>
<tr>
<td>JEW</td>
<td>OTHER</td>
<td>HETEROSEXUAL/STRAIGHT-OTHER</td>
</tr>
<tr>
<td>MUSLIM</td>
<td>OTHER</td>
<td>HETEROSEXUAL/STRAIGHT-OTHER</td>
</tr>
<tr>
<td>SIKH</td>
<td>OTHER</td>
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</tr>
<tr>
<td>NO RELIGION</td>
<td>OTHER</td>
<td>HETEROSEXUAL/STRAIGHT-OTHER</td>
</tr>
</tbody>
</table>

Induction and Training

All new Directors receive an induction tailored to their individual requirements. The induction process involves meeting with the Chair (British Triathlon) and/or Chair (Triathlon England), CEO and the Executive Team. This key is in facilitating their understanding of the organisation, the links between British Triathlon, Home Nations members. During the year, Directors receive presentations from a number of areas of the business including Events, Membership, Age Group, Governance, Finance, and Board Evaluation. The Chair (British Triathlon) and Chair (Triathlon England) regularly meet with the Directors throughout the year to review their developmental needs.

Board Evaluation

Every four years, both the British and English Boards take part in an external Board Evaluation. Both Boards were evaluated in 2017. Each Board Director is appraised on an annual basis with any training / development needs identified.

STRATEGY

Strategy 2024

In 2015 British Triathlon launched our Vision to 2024. This was the result of a collaborative partnership between the Boards of British Triathlon and the Home Nations. During 2018, British Triathlon and the Home Nations reviewed this strategy and a new strategy to 2024 was published. This strategy articulates our Vision, Mission and Values along with our strategic goals.

British Triathlon, the three Home Nations and the Triathlon Trust are working more closely together than ever to realise our shared vision – “Great experiences through swim, bike, run”.


STAFF
Diversity
British Triathlon is committed to the principle of equality of opportunity and aims to ensure that all present and potential participants, members, coaches, competitors, officials, volunteers, spectators and employees are treated fairly and are able to fulfil their potential within the sport, irrespective of sex, age, disability, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership or gender reassignment.

Work continues on our Diversity Action Plan and we have recently created a diversity and inclusion committee to help drive this agenda, it is pleasing that several initiatives over the year have been delivered. A snapshot of this includes;

- Advertisements placed on LGBTQI+ and BAME job boards to attract more diverse applicants
- Diversity and Inclusion Committee have met twice, agreed terms of reference and are proceeding with next steps
- Promotion of inspirational stories across the sport through #TriLikeMe
- Achieved Intermediate Equality Standard for Sport
- Focused approach to obtain a more diverse range of imagery to develop our website and collateral

Gender Pay Gap Reporting
Despite having fewer than 250 employees, British Triathlon are committed to reporting transparently on the gender pay gap. As at 30 September 2019, British Triathlon employed the equivalent of 79 FTE employees.

There is clearly a gender pay gap, however, even though there is a gap, there are no equal pay issues* because as an organisation, we regularly conduct equal pay checks and benchmarking. The gender pay gap within the organisation is mainly due to vertical segregation in men occupying more senior jobs than women. Both the median and the mean gender pay gap have reduced from 2018.

The gender pay gap figures show the proportion of male and female full-time employees at five quartiles. A year on year comparison shows fluctuations in each quartile, with the most noticeable shift occurring in the lower middle quartile, where the number of females has increased from 10 in 2018 to 14 in 2019. Thus, evidencing the rising talent of female staff into lower / middle management roles.

As a percentage, females account for 33% in the upper quartiles compared to 66% of males.

Proportion of males and females in each quartile

<table>
<thead>
<tr>
<th>Gender</th>
<th>Upper</th>
<th>Upper Middle</th>
<th>Lower Middle</th>
<th>Lower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>63%</td>
<td>37%</td>
<td>52%</td>
<td>43%</td>
</tr>
<tr>
<td>Female</td>
<td>37%</td>
<td>63%</td>
<td>48%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Gender Pay Gap Quartiles
The median gender pay gap is the difference between the middle of hourly earnings of men and women. In taking all salaries in the sample, line them up in order from lowest to highest, and pick the middle salary. We believe this is a more representative measure of the pay gap because it is not affected by outliers, i.e. a few individuals at the top or bottom of the range.

The median gender pay gap is the difference between the average hourly earnings of men and women.

We are extremely pleased with the survey interaction, with approximately 85% of the workforce participating each year. Highlights of the survey;

- 93% are proud to tell their role and to triathlon
- 85% would recommend working as an employee
- 100% are proud to work for triathlon
- 94% are proud to work for triathlon
- 94% would recommend working as an employee

Executive Team Gender Split

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

Gender Pay Gap Reporting
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There is clearly a gender pay gap, however, even though there is a gap, there are no equal pay issues* because as an organisation, we regularly conduct equal pay checks and benchmarking. The gender pay gap within the organisation is mainly due to vertical segregation in men occupying more senior jobs than women. Both the median and the mean gender pay gap have reduced from 2018.

*Equal pay occurs when someone is paid the same for doing the ‘same job’ or ‘work of equal value’, due to their gender or any other protected characteristic.

All Staff

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>£31,110</td>
<td>£27,000</td>
</tr>
<tr>
<td>Gap</td>
<td>24%</td>
<td>21%</td>
</tr>
</tbody>
</table>

The median gender pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. In taking all salaries in the sample, line them up in order from lowest to highest, and pick the middle salary. We believe this is a more representative measure of the pay gap because it is not affected by outliers, i.e. a few individuals at the top or bottom of the range.

The gender pay gap quartiles show the proportion of male and female full-time employees at five quartiles. A year on year comparison shows fluctuations in each quartile, with the most noticeable shift occurring in the lower middle quartile, where the number of females has increased from 10 in 2018 to 14 in 2019. This, evidencing the rising talent of female staff into lower / middle management roles.

As a percentage, females account for 33% in the upper quartiles, compared to 66% of males.
Staff Turnover Rates
British Triathlon’s staff turnover rate remains higher than the UK average, which is approximately 13.5 per cent, although this varies drastically between industries. The use of interns and fixed-term contracts to manage fluctuations in workload continue to be utilised and are included in this figure. Unfortunately, redundancies and a reduction in headcount in early 2019 served to inflate this figure, which has since been reduced.

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>21%</td>
</tr>
<tr>
<td>2017-18</td>
<td>28%</td>
</tr>
<tr>
<td>2018-19</td>
<td>41%</td>
</tr>
</tbody>
</table>

Staff Retention Rates
British Triathlon continues to take steps to improve internal career progression, staff development and staff benefits to retain and attract more talent. Retention rates are influenced by our continued use of internships and fixed-term positions; however, these have also been affected by the higher than expected staff turnover which we have experienced over the last year.

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>85%</td>
</tr>
<tr>
<td>2017-18</td>
<td>76%</td>
</tr>
<tr>
<td>2018-19</td>
<td>61%</td>
</tr>
</tbody>
</table>

Staff Succession Planning and Development
An essential aspect of succession planning remains important to us and what we have not digested backwards, rather have we forged ahead. It is important to us and we remain committed to ensuring this is a priority. It is extremely important for us to identify employees who have the current skills, or the potential to develop skills, that can help them progress within the organisation. Effective succession planning has a positive impact on performance management not only in terms of ensuring positions will remain filled with competent, performant, but also in terms of staff engagement and feeling appreciated and developed. We are currently investing in enhancing and development strategy which will flow into the soil of our Leadership Team.

Leadership Team
The development of the Leadership Team is recognised as playing a significant role in British Triathlon’s future success. The Forum of managers meets every second month with the Executive Team. The aim is to develop, challenge and review the organisational, budget and input into the strategy. It gives the opportunity to work across different directorates, identify challenges and work on collaborative ways to identify how to overcome such challenges. It is a great environment to upskill those involved and develop the sport’s future leaders.

Areas for Improvement
- Staff turnover
- Increased diversity throughout the sport
- Performance coach development
- Organisational development

The Year Ahead
- Paralympic and Olympic preparation
- Multi-discipline membership growth
- Increasing participation
- Successful implementation of Brand and Management Development
- Major Event Seating in 2023
- Financial performance

The formation of the Diversity and Inclusion Committee, as well as GO TRI’s continuation of successful initiatives in underrepresented areas have contributed to an overall increase in diversity this year.

Membership
Total membership is 33,429, with 31.8% women, 4.1% disabled, 2.4% BAME and 4.2% LGBTQI+.

For the first time in ten years, the membership proposition has been refashioned with a new tier-based membership system in which membership tiers are more tailored to the needs of the triathlon and multisport market. The introduction of Essential, Core and Ultimate packages have made membership more accessible for new audiences and more relevant to existing members.

The introduction of Essential, Core and Ultimate packages have made membership more accessible for new audiences and more relevant to existing members.