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 Paralympic Games, including a gold medal for Claire Cashmore, with Hannah Moore (PTS4) and Fran Brown (PTS2) also claiming silver in Charlotte.

Away from elite racing there has also been a successful year for our development, with close to 20,000 participants expected to have taken part in triathlon by the end of the year. The organisation, club activities and GO TRI 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 increased at an approximately £500,000, following a forecasted surplus of almost £400,000 at the time of writing. This 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 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 we have seen a number of changes to the Senior Executive Team at British Triathlon, with Austin Brine joining as Director of Marketing and Communications and Anne Wrenn taking on the role of Director of Finance. Helen Marney has been appointed as the Director of Development, taking up the post from the start of November. In addition to her role becoming Chair, there have been a number of updates to the Board, including Helen Jenkins who has joined us as an 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 inspiring transatlantides and future triathletes around the world. As ever, clubs, volunteers and coaches will be at the forefront of getting people involved in our sport, with GO TRI playing a key role at the heart of the triathlon pyramid by ensuring that the sport is available and accessible to all. The sport simply wouldn’t exist without the commitment of volunteers across Britain, exciting times are ahead given our ongoing and enthusiastic commitment to them.

As we say goodbye to 2019 and hello to 2020, I eagerly anticipate how British Triathlon, Triathlon England and the sport of triathlon will successfully develop and grow, and in closing, highly appreciate your continued commitment and support for the organisation and athletes.
CHAMPIONSHIPS & MAJOR EVENTS

Weert ETU Triathlon European Championships
Weert, Netherlands - 31 May - 2 June 2019
Senior Men
- Alistair Brownlee - Gold
- Sam Dickinson - Silver
Senior Women
- Beth Potter - Gold
- Jessica Learmonth - Bronze
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
Kazan, Russia - 26-28 July 2019
Senior Men
- Alex Yee - Silver
Senior Women
- Jessica Learmonth - Bronze

WORLD TRIATHLON MIXED RELAY SERIES

Ascot Racecourse World Triathlon Mixed Relay Series
Nottingham, United Kingdom - 16 June 2019
Mixed Team Relay - Gold

ITU World Triathlon Mixed Relay Series Edmonton
Edmonton, Canada - 20-21 July 2019
Mixed Team Relay - 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
- Vicky Holland - Bronze

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

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

ITU WORLD TRIATHLON SERIES

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

MS Amlin World Triathlon Bermuda
Bermuda, Bermuda - 22 April 2019
Senior Women
- Jessica Learmonth - Silver
AJ Bell World Triathlon Leeds
Leeds, United Kingdom - 8-9 June 2019
Senior Women
- Georgia Taylor-Brown - Silver
- Jessica Learmonth - Bronze
Groupe Copley World Triathlon Montreal
Montreal, Canada - 28-29 June 2019
Senior Women
- Georgia Taylor-Brown - Silver
- Jessica Learmonth - Bronze

ITU World Triathlon Edinburgh
Edinburgh, Scotland - 20-21 July 2019
Senior Men
- Gordon Benson - Gold
- Sam Dickinson - Silver
ITU World Triathlon Edmonton
Edmonton, Canada - 20-21 July 2019
Senior Men
- Jonny Brownlee - Gold
Lausanne, Switzerland - 29 August - 1 September 2019
Senior Women
- Georgia Taylor-Brown - Silver
- Jessica Learmonth - Bronze
U23 Women
- Olivia Mathias - Silver
U23 Mixed Team Relay
- Silver

Hamburg Wasser World Triathlon
Hamburg, Germany - 6-7 July 2019
Senior Women
- Non Stanford - Gold
ITU World Triathlon Edmonton
Edmonton, Canada - 20-21 July 2019
Senior Men
- Alistair Brownlee - Gold
Lausanne, Switzerland - 29 August - 1 September 2019
Senior Women
- Georgia Taylor-Brown - Silver
- Jessica Learmonth - Bronze
U23 Women
- Olivia Mathias - Silver
U23 Mixed Team Relay
- Silver

Karlov Vary ITU Triathlon World Cup
Karlov Vary, Czech Republic - 25 August 2019
Senior Men
- Sam Dickinson - Silver
- Grant Sheldon - Bronze
Wuhan ITU Triathlon World Cup
Wuhan, China - 21 September 2019
Senior Men
- Sam Dickinson - Silver
- Grant Sheldon - Bronze
Tartu ETU Triathlon European Cup and Baltic Championships
Tartu, Estonia - 13 July 2019
Senior Men: Sam Dickinson  
Senior Women: Sam Dickinson
Gold

Malmo ETU Sprint Triathlon European Cup
Malmo, Sweden - 7 April 2019
Senior Men: Morgan Davies  
Senior Women: Sophi Allen
Bronze

Quarteira ETU Triathlon European Cup
Quarteira, Portugal - 27 April 2019
Senior Men: Ben Dickers  
Senior Women: Sophie Allen
Bronze

Sines ETU Sprint Triathlon European Cup and Mediterranean Championships
Sines, Portugal - 11 May 2019
Senior Men: Gordon Bremett  
Senior Women: Sophie Allen
Bronze

Olhão ETU Sprint Triathlon European Cup
Olhão, Portugal - 18 May 2019
Senior Men: Chlo Adamus  
Senior Women: Sophie Allen
Gold

Senior Women
Olsztyn, Poland - 18 May 2019
Olsztyn ETU Sprint Triathlon European Cup
Gold

Senior Men
Sines, Portugal - 11 May 2019
Sines ETU Sprint Triathlon European Cup and Paratriathlon Series
Silver

Senior Men
Melilla, Spain - 7 April 2019
Melilla ETU Sprint Triathlon European Cup
Bronze

Senior Men
Huelva, Spain - 24 March 2019
Iberoamerican Championships
Silver

Senior Men
Lievin, France - 2 March 2019
2019 Lievin ETU Indoor Triathlon European Cup
Gold

Senior Women
Kecskemét, Hungary - 18 August 2019
Kecskemét ETU Sprint Triathlon European Cup
Bronze

Senior Women
Malmö, Sweden - 3-4 August 2019
Malmö ETU Sprint Triathlon European Cup
Silver

Senior Women
Funchal, Portugal - 19-20 October 2019
Funchal ETU Sprint Triathlon European Cup Final
Bronze

Senior Men
Copenhagen, Denmark - 10 August 2019
Copenhagen ETU Sprint Triathlon European Cup
Silver

Senior Men
Banyoles, Spain - 8 September 2019
Banyoles ETU Sprint Triathlon European Cup
Bronze

Senior Men
Magog, Canada - 13 July 2019
Magog ETU Sprint Triathlon European Cup
Gold

Senior Men
Tokyo, Japan - 17 August 2019
Tokyo ETU Sprint Triathlon European Cup
Silver

Senior Men
Lausanne, Switzerland - 1 September 2019
Lausanne ETU Sprint Triathlon European Cup
Silver

Senior Men
Valencia, Spain - 14 September 2019
Valencia ETU Sprint Triathlon European Cup
Bronze

Senior Men
Tokyo, Japan - 17 August 2019
Paralympic Test Event
Gold

Senior Women
Paris, France - 2 March 2019
Paris ETU Sprint Triathlon European Cup
Silver
AGE-GROUP MEDAL WINNERS

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<tr>
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<th>SILVER</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 governs 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 be able 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 equality 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 highest standard of publicly funded sports bodies, while maintaining our support for staff in delivering the organisation's strategy.

Bill James
MEET THE TRIATHLON ENGLAND BOARD

Bill James
Chair

Jamie Gordon
Council President (Observer)

Debbie Clarke
Non-Executive Director - Eastern Regions

Sarah Taylor-Hough
Non-Executive Director - Western Regions

Tracey Sample
Non-Executive Director - Northern Regions

Duncan Hough
Non-Executive Director - Events and Participation

Andy Salmon
Chief Executive Officer

Sally Lockyer
Independent Non-Executive Director - Marcoms and Membership

Kevin Currell
Independent Non-Executive Director - Talent Development

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

Louise McFadden
Independent Non-Executive Director - Finance

Avi Tillu
Independent Non-Executive Director - Business

MEET THE BRITISH TRIATHLON SENIOR EXECUTIVE TEAM

Andy Salmon
Chief Executive Officer

Mike Cunnah
Director of Performance

Ben Garmings
Director of Commercial & Major Events

Justice Baynes
Director of Marketing & Communications

Helen Money
Director of Development

Anna Viant
Director of Finance

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 Technical Committee

TRIATHLON TRUST

The Triathlon Trust, British Triathlon’s official charity, is an independently funded charity that aims to use the engaging sport of triathlon to encourage children to become more active.

The Triathlon Trust Trustees are:

Joe Garner (Chairperson)
Bri Carlin
Andy Salter
Richard Schillinger
Mike Taylor
Jane Manser

2019 TRIATHLON ENGLAND COUNCIL

Jamie Gordon
President

Santi Brage
South East

Debbie Clarke
London

TBC
East

Tracy Sample
North East

Sarah Taylor-Hough
West Midlands

Mark Sannerman
Yorkshire

June Wild
South West

Karen Carter
South West

The Triathlon Trust Trustees are:

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Jane Manser
**LEADERSHIP**

**Role of the Board**

The Board is collective responsibility for the management, direction and performance of the sport and provides leadership within a framework of prudent and effective controls which enable it to operate appropriately and efficiently. The Board sets the strategic direction, ensuring that the necessary resources are in place for the sport to meet its objectives and deliver sustainable performance. The Board takes a long-term outlook and sees itself as responsible to a wide range of stakeholders, while pursuing its objectives in a manner consistent with statutory, for the benefit of the sport's members as a whole.

The Directors of the Board are selected on the criteria of proven skill and ability in their particular field of endeavour and a capacity of CEO. This role is responsible for the efficient governance which is mandatory for sports organisations and transparent structures, meaning that key strategic and procedures as an organisation are based upon accountable and recorded within their letters of appointment and role as the custodian of the sport. A full mandate of the Board, ensuring its effectiveness on all aspects of the organisation:

- **Company Secretary**
  - Andy Salmon serves as Company Secretary in his role of Marketing & Communications.
- **Finance**
  - Director of Finance, Director of Development, Performance Director, Marketing & Communications.
- **Executive Directors**
  - The Executive Team meet once a month to allow prompt discussion of relevant operational issues. This group comprises the Chief Executive Officer, Director of Finance, Director of Development, Performance Director, Director of Commercial & Major Events and Director of Marketing & Communications.

**Term Limits**

- Non-Executive Directors may only serve for a maximum of 2 x 4 year terms. These term limits ensure that there is a regular refresh of new talent and ideas on the Board.
- The Chair may serve for 2 x 4 year terms.
- The 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.

**Board Delegation**

The Board comprises a number of Directors who have oversight on specific areas of the organisation:

- **Age Group Teams**
- **Major and National Events**
- **Philanthropic**
- **Marketing Communications**
- **Commercial**
- **Athlete Interest**

**Non-Executive Directors**

British Triathlon’s non-executive directors are responsible for our Non-Executive Director roles of Marketing & Communications.

**Senior Independent Non-Executive Director**

British Triathlon has a Senior Independent Non-Executive Director (SIND) who, in conjunction with all other Board members, provides an independent element of the Board’s function.

The role of the Senior Independent Non-Executive Director is to constructively challenge and provide expert support to the Board Directors, stakeholders and staff. Following Mary Hardwick’s retirement as British Triathlon Chair, Richard Ash顿 has been named SIND for British Triathlon England and British Triathlon/England.

**Role of the Chair**

Mary Hardwick 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.

**Roles and Responsibilities**

The role of the Chair and Chief Executive Officer is separate and have been so since incorporation. The roles and expectations 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.

**Members**

- Andy Salmon
- Mary Hardwick
- Richard Ashton
- Nicky Drisk
- Helen Jenkins
- Craig Stewart
- Doug Cameron
- Clare Cunningham
- Sara Heath
- Amir Mehra
- Greg Warmcke
- Paul Tanner
- Richard Ashton
- Neil Saunders
- NIA - Non-Informative

**British Triathlon Board Meetings 2018/2019 - Attendance Record**

<table>
<thead>
<tr>
<th>Date</th>
<th>Venue</th>
<th>Attendee</th>
<th>Chair</th>
<th>CEO</th>
<th>Non-Executive Directors</th>
<th>Athlete Interest</th>
<th>Commercial</th>
<th>Finance</th>
<th>Major and National Events</th>
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<th>Marketing Communications</th>
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<td>Neil Saunders</td>
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<td>27 April</td>
<td>Loughborough</td>
<td>Bill James</td>
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<td>Loughborough</td>
<td>Nicky Drisk</td>
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<td>13 January</td>
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<td>Andy Salmon</td>
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**COMPLIANCE WITH THE NEW CODE FOR SPORTS GOVERNANCE**

Good governance plays a crucial role in the organisation and development of sport. It ensures that our processes and procedures as an organisation are based upon accountable and transparent structures, meaning 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 A 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 to 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.

Good governance plays a crucial role in the organisation direction and performance of the sport and provides leadership to ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the Board are implemented.

The full make-up of the Board can be found on our website, www.britishtriathlon.org/about-us/who-we-are.

Both British and English Boards have a Senior Independent Non-Executive Director (SIND) who, in conjunction with all other Board members, provides an independent element of the Board’s function. A full mandate of the Board, ensuring its effectiveness on all aspects of the organisation:

- **Senior Independent Non-Executive Director**
- **Non-Executive Directors**
- **Roles and Responsibilities**
- **Term Limits**
- **Board Delegation**
- **Company Secretary**

**British Triathlon Annual Report 2019**

**British Triathlon Governance Review**
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 vacancies are covered. 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.

Triathlon England Board Meetings 2018/2019 - Attendance Record

<table>
<thead>
<tr>
<th>Name</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill James</td>
<td>Y</td>
<td>X</td>
</tr>
<tr>
<td>Debbie Clarke</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Jami Gordon</td>
<td>Y</td>
<td>X</td>
</tr>
<tr>
<td>Duncan Hugh</td>
<td>Y</td>
<td>X</td>
</tr>
<tr>
<td>Helen Khan</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Sally Luxley</td>
<td>Y</td>
<td>X</td>
</tr>
<tr>
<td>Louise McKibbon</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Sarah Taylor-Hugh</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Sue Tilla</td>
<td>Y</td>
<td>X</td>
</tr>
<tr>
<td>Andy Sabine (CEO)</td>
<td>Y</td>
<td>X</td>
</tr>
<tr>
<td>Tracey Sample</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Kevin Currell</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

An asterisk denotes attendance.

BRITISH TRIATHLON GOVERNANCE REVIEW

8% 33% 8% 25% 25%

BRITISH TRIATHLON FINANCIAL REVIEW

AGM 10 Nov 9 February 20 March 2019 1 April 2019 9 May 2019 27 July 2019 21 September 2019

Triathlon England Management Board Makeup

President/Chair 8% 25% 40% Male 60% Female
Executive Director 8% 25% 40% Male 60% Female
Non-Executive Director 25% 50% 10% Male 90% Female
Home Nation Representative 25% 50% 10% Male 90% Female
Independent Non-Executive Director 25% 50% 10% Male 90% Female

Triathlon England Management Board Composition

Chair 10% Council Appointed Director 10% Non-Executive Director 10%
Executive Director 30% Home Nation Representative 30%
Independent Non-Executive Director 10%
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 to facilitating their understanding of the organisation, the links between British Triathlon, Home Nation 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 Nation 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
- Focussed approach to obtain a more diverse range of imagery to develop our website and collateral

Executive Team Gender Split

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

Staff Survey
Since 2016, an annual staff survey has been completed. This anonymous survey enables us as employers to gauge levels around employee engagement, training & development, manager effectiveness, recognition and communication.

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

- 93% are committed to their role and to triathlon
- 100% are proud to work for triathlon
- 85% would recommend triathlon as an employer
- 94% are committed to their role and to triathlon
- 98% are proud to work for triathlon
- 94% would recommend triathlon as an employer

Proportion of males and females in each quartile

- Male: 2019 Gap 10%: 2017 Gap 24%: 2018 Gap 24%
- Female: 2019 Gap 15%: 2017 Gap 25%: 2018 Gap 27%

Gender Pay Gap Reporting
Despite having fewer than 250 employees, British Triathlon are committed to reporting transparently on the gender pay gap. As at the 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 gender pay gap, there are no equal pay issues* because as an organisation, we regularly conduct equal pay checks and benchmarking. The gender pay gap within triathlon mainly due to vertical segregation i.e. 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 less for doing the ‘same job’, or ‘work of equal value’, due to their gender or any other protected characteristic.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median</td>
<td>£29,921</td>
<td>£36,964</td>
<td>£14 p/h</td>
<td>£20 p/h</td>
</tr>
<tr>
<td>Previous</td>
<td>2017 Gap 29%: 2018 Gap 27%</td>
<td>2019 Gap 24%: 2018 Gap 27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>£27,000</td>
<td>£31,110</td>
<td>£14 p/h</td>
<td>£17 p/h</td>
</tr>
<tr>
<td>Previous</td>
<td>2017 Gap 24%: 2018 Gap 24%</td>
<td>2019 Gap 10%: 2017 Gap 24%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The median pay gap is the difference between the midpoints in the range 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 mean gender pay gap is the average difference between the average hourly earnings of men and women. There are very slight differences in the means for overall and quartile, with the Most Noticeable Difference occurring in the Lower Middle quartile, where the number of females has increased from 10 in 2018 to 24 in 2019. Thus, reversing the trend seen of female staff into lower management roles. As a percentage, female account for 33% in the upper quartiles compared to 18% of males.
Staff Turnover Rates
British Triathlon’s staff turnover rate remains higher than the UK average, which is approximately 15% a year, 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>Period</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017</td>
<td>21%</td>
</tr>
<tr>
<td>2017-2018</td>
<td>28%</td>
</tr>
<tr>
<td>2018-2019</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>Period</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017</td>
<td>85%</td>
</tr>
<tr>
<td>2017-2018</td>
<td>76%</td>
</tr>
<tr>
<td>2018-2019</td>
<td>61%</td>
</tr>
</tbody>
</table>

Staff Succession Planning and Development
As an organisation, succession planning remains important to us and while we have not digested backwards, neither have we forged ahead. It is important to us as a organisation to continuously improve in this area. 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 key positions will remain filled with competent performers, but also in terms of staff engagement and feeling appreciated and developed. We are currently investing in coaching and development strategies which will influence the work 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 plans, budgets and input into the strategy. It gives the opportunity to work across different directorates, identify challenges and work in a collaborative way 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-sport membership growth
- Increasing participation
- Sustainability
- Risk Management & Safeguarding
- Men’s Event Strategy in 2021
- 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.

Triathlon has experienced notable increases in BAME and female participation and the continuation of partnerships with the likes of the Muslimah Sports Association and This Girl Can, as well as hosting Novice Training Days, which have all contributed to the trend. GO TRI celebrated reaching 25,000 community members in April and it remains committed to introducing the sport to a variety of people.

For the first time in ten years, the membership proposition has been relaunched with a new tier-based system in which membership types 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.