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 continues to lead the way on the international stage. The team won seven medals at the Tokyo Paratriathlon World Cup, including victory in the men’s and women’s H5 events.

Away from elite racing it has also been a successful year for the development of the sport, with close to 18,000 participants expected to have taken part in triathlon by the end of the year. The sport enjoys strong grassroots support and has received a £500,000 grant from Sport England to create a new national coaching framework. This will enable all athletes, whatever their background, to have access to the same high-quality coaching.

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 by approximately £600,000, following a forecasted surplus of almost £400,000 at the time of writing. The improved financial situation means that, with budgeting and planning in place, we will be able to meet the financial expectations of the organisation.

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 future teams.

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, as always, 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
Senior Women
Beth Potter - Gold
Junior MRT
GBR - Silver

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

ETU Sprint Triathlon European Championships
Kazan, Russia - 26-28 July 2019
Senior Men
Grant Sheldon - Silver
Senior Women
Georgia Taylor-Brown - Silver

ITU World Triathlon Mixed Relay Series
Academy World Triathlon Mixed Relay Series
Nottingham, United Kingdom - 15 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
Cagliari ITU Triathlon World Cup
Cagliari, Italy - 18 May 2019
Senior Men
Alistair Brownlee - Bronze
Senior Women
Sophie Cobell - Gold
Nur-Sultan ITU Triathlon World Cup
Nur-Sultan (Astana), Kazakhstan - 15-16 June 2019
Senior Women
Kate Waugh - Bronze

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

WORLD CUP SERIES

Accenture World Triathlon Mixed Relay Series
Nottingham, United Kingdom - 15 June 2019
Mixed Team Relay
Gold

ITU World Triathlon Grand Final Lausanne (2019)
World Championships)
Lausanne, Switzerland - 29 August - 1 September 2019
Senior Women
Jessica Learmonth - Silver
Georgia Taylor-Brown - Bronze
U23 Women
Olivia Mathias - Silver
U23 Mixed Team Relay
Silver

Karlovy Vary ITU Triathlon World Cup
Karlovy Vary, Czech Republic - 20 August 2019
Senior Men
Sam Dickinson - Gold
Grant Sheldon - Silver

ITU World Triathlon Edmonton
Edmonton, Canada - 20-21 July 2019
Senior Men
Jonny Brownlee - Gold

ITU World Triathlon Olympic Qualification Event
Ostend Marius Park, Tokyo, Japan - 15-16 August 2019
Senior Women
Vicky Holland - Silver
Mixed Team Relay
Silver

ITU World Triathlon Mixed Relay Series
Nottingham, United Kingdom - 15 June 2019
Mixed Team Relay
Gold

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

Karlovy Vary ITU Triathlon World Cup
Karlovy Vary, Czech Republic - 20 August 2019
Senior Men
Sam Dickinson - Gold
Grant Sheldon - Silver

ITU World Triathlon Edmonton
Edmonton, Canada - 20-21 July 2019
Senior Men
Jonny Brownlee - Gold

ITU World Triathlon Mixed Relay Series
Nottingham, United Kingdom - 15 June 2019
Mixed Team Relay
Gold

WORLD CUP RACES

Discovery Triathlon World Cup Cape Town
Cape Town, South Africa - 9-10 February 2019
Senior Men
Alex Yee - Silver
Cagliari ITU Triathlon World Cup
Cagliari, Italy - 18 May 2019
Senior Men
Alistair Brownlee - Bronze
Senior Women
Sophie Cobell - Gold
Nur-Sultan ITU Triathlon World Cup
Nur-Sultan (Astana), Kazakhstan - 15-16 June 2019
Senior Women
Kate Waugh - Bronze
**ETU CUP RACES**

Tartu ETU Triathlon European Cup and Baltic Championships
Tartu, Estonia - 13 July 2019
Senior Men: Sam Dickinson Gold
Senior Women: Sam Dickinson Gold

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

Sines ETU Sprint Triathlon European Cup and Mediterranean Championships
Sines, Portugal - 15 May 2019
Senior Men: Gordon Benson Bronze

Oostern ETU Sprint Triathlon European Cup
Oostern, Portugal - 24 May 2019
Senior Women: Chloe Mathias Gold
Senior Men: Sophie Allen Bronze

**BRAZIL TRIATHLON ANNUAL REPORT 2019**

Senior Women
Olsztyn ETU Sprint Triathlon European Cup
Senior Men
Mediterranean Championships
Sines ETU Sprint Triathlon European Cup and
Senior Men
Quarteira ETU Triathlon European Cup
Melilla, Spain - 7 April 2019
Melilla ETU Sprint Triathlon European Cup
Huelva, Spain - 24 March 2019
Huelva ETU Triathlon European Cup and
Senior Men
2019 Lievin ETU Indoor Triathlon European Cup

**ELITE PARATRIATHLON MEDAL WINNERS 2019**

**ITALIAN WORLD PARATRIATHLON SERIES**
Milan, Italy - 27 April 2019
PT53 Men: Harbor Moore Gold
PT53 Women: Alana Craig Bronze
PT54 Men: Andy Lewis Gold
PT54 Women: Claire Cashmore Silver
PT55 Women: Dave Ellis Silver

Tokyo, Japan - 18 May 2019
PT52 Men: Jake Hall Gold
PT52 Women: Fizz Brown Silver
PT53 Women: Claire Cashmore Silver
PT54 Women: Melissa Reid Bronze

Montreal, Canada - 28 June 2019
PT54 Women: Harbor Moore Gold
PT55 Women: Dave Ellis Silver
PT55 Women: Lauren Steadman Silver
PT55 Men: Alana Craig Bronze
PT56 Women: Jake Hall Bronze

Valencia, Spain - 6 October 2019
PT54 Women: Alana Craig Bronze
PT55 Women: Dave Ellis Silver
PT55 Men: Andy Lewis Gold
PT56 Women: Melissa Reid Silver
PT57 Men: George Peasgood Bronze

**PARALYMPIC TEST EVENT**
Tokyo, Japan - 17 August 2019
PT54 Women: Alana Craig Bronze
PT55 Women: Dave Ellis Gold
PT55 Men: Andy Lewis Gold
PT56 Women: Claire Cashmore Silver
PT57 Men: George Peasgood Bronze

**PARALYMPIC WORLD CUP SERIES**
Besancon, France - 16 June 2019
PT52 Men: Andy Lewis Gold
PT52 Women: Melissa Reid Silver

Banyoles, Spain - 9 September 2019
PT55 Women: Kenny Lane Bronze

Abera, Turkey - 6 October 2019
PT54 Men: Michael Taylor Bronze
PT52 Men: Stuart Mckie Silver

Funchal, Portugal - 20 October 2019
PT52 Men: Andy Lewis Gold
PT54 Women: Dave Ellis Silver
PT56 Women: Claire Cashmore Silver
PT57 Men: George Peasgood Bronze
AGE-GROUP MEDAL WINNERS

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2,904 ATHLETES
504 MEDALS
1 AMAZING TEAM

ITU Pontevedra Aquabike World Championships
ITU Pontevedra Aquathlon World Championships
ITU Pontevedra Cross Triathlon World Championships
ITU Pontevedra Sprint Triathlon World Championships
ITU Lausanne Sprint Triathlon World Championships
ITU Pontevedra Sprint Duathlon World Championships
ITU Lausanne Standard Triathlon World Championships
ITU Pontevedra Standard Duathlon World Championships
ITU Asiago Winter Triathlon World Championships
BRITISH TRIATHLON CHAIR FOREWORD ON GOVERNANCE REVIEW

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 and governs 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

TRIATHLON ENGLAND CHAIR FOREWORD ON GOVERNANCE REVIEW

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 its roles of directors. These include, amendments and definitions to the terms 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 to ensure that Triathlon England continues to operate at the highest level of publicly funded sports bodies, while maintaining our support for staff in delivering the organisation’s strategy.

Bill James

MEET THE BRITISH TRIATHLON BOARD

Dr Mary Hardwick
Chair

Andy Salter
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 Marrs
Director - Major & National Events

Halina Jenkins
Non-Executive Director - Athlete Representative

Richard Ashton
Independent Non-Executive Director - Finance

Sam Heath
Independent Non-Executive Director - Marketing & Communications

Amar Meharia
Independent Non-Executive Director - Commercial

Neil Saunders
Independent Non-Executive Director - Duty of Care
MEET THE TRIATHLON ENGLAND BOARD

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 McFaden
Independent Non-Executive Director - Finance

Sarah Taylor-Hough
Non-Executive Director - Western Regions

Tracey Sample
Non-Executive Director - Northern Regions

Duncan Hough
Non-Executive Director - Events and Participation

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 Technical Committee

TRIATHLON TRUST

The Triathlon Trust, British Triathlon’s official charity, is an independently funded charity that works to ensure that engaging sport of triathlon encourages children to become more active.

The Triathlon Trust Trustees are:

Joe Garner (Chairperson)
Brian Carlin
Andy Salmon
Richard Schulfield
Mike Townley
Jane Hansom
Jane Moncrieff
Debbie Clarke
Steve Rice
Anna Troup
Beverley Lewis

2019 TRIATHLON ENGLAND COUNCIL

Jamie Gordon
President

Santi Brage
South East

Debbie Clarke
London

Joe Golder
South Central

Jan Goble
South East

Mark Summers
Yorkshire

Emma Loveday
North Wales

Karen Carter
South West

BRITISH TRIATHLON ANNUAL REPORT 2019

BRITISH TRIATHLON GOVERNANCE REVIEW
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 inclusive 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 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 sport in England.

**Governance**

**NEW CODE FOR SPORTS GOVERNANCE**

**Role of the Board**

The Board has collective responsibility for the management, direction and performance of the sport and provides leadership within a framework of prudent and effective controls which enable risk to be appropriately assessed and managed. The Board sets the strategic direction, ensuring the necessary resources are in place for the sport to achieve its objectives and deliver sustainable performance. The Board takes a strong interest outside and sees itself as responsible to a wide range of stakeholders, while pursuing objectives in a manner consistent with regulatory statutes, 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 diversity of outlook and experience which directly benefits the operation of the Board as the custodian of the sport. A full biography of each Board member is provided on the "Meet the Team" section of the website. www.britishtriathlon.org/about-us/governance/meet-the-team/

**Roles and Responsibilities**

The role of the Chair and Chief Executive Officer are separate and have been 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.

**The Chair**

Mary Herbert as Chair holds responsibility for leadership of the Board, ensuring 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 sport and for our public funds. 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 aims, missions and strategic goals, as detailed in its Strategy.

**Senior Independent Non-Executive Director**

Both British and English Boards have a Senior Independent Non-Executive Director (SID) providing support to the Chair and assisting in an independent capacity for the Board Directors, stakeholders and staff. Following Andy’s re-election to the position as British Triathlon Chief Executive, Richard Ashburn has been named SID for British Triathlon/GT England & Wales in the Triathlon England/GT 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 strategic framework.

**Company Secretary**

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

**Board Delegation**

The Board is comprised of a number of Directors who have a specific area of expertise.

- **Age-Group Teams**
- **Major and National Events**
- **Finance**
- **Duty of Care**
- **Marketing and Communications**
- **Commercial**
- **Athlete-Interest**

**Board and Committee Attendance**

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<tr>
<td>15 October</td>
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- **Term Limits**
- Non-Executive Directors may only serve for a maximum of 2 x 4 year terms.
- The Chair may serve for 2 x 4 year terms.
- These term limits ensure that there is a regular turnover of leadership and ideas on the Board.

**Executive Team**

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.
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 transparency. 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
ANNUAL REPORT 2019

Boards Equity Audit 2018/19
British Triathlon Board

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British Triathlon Board Triathlon England Board

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<td>STRAIGHT</td>
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<tr>
<td>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 to facilitat 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 collaboration 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”.


Disability or long term condition

<table>
<thead>
<tr>
<th>Ethnicity</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHITE</td>
</tr>
<tr>
<td>BAME (Black, Asian and Minority Ethnic)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Religion</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUDDHIST</td>
</tr>
<tr>
<td>CHRISTIAN</td>
</tr>
<tr>
<td>HINDU</td>
</tr>
<tr>
<td>JEW</td>
</tr>
<tr>
<td>MUSLIM</td>
</tr>
<tr>
<td>NO RELIGION</td>
</tr>
<tr>
<td>OTHER</td>
</tr>
</tbody>
</table>

40% 10%
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

|       | Women | Men 
|-------|-------|-----
| 50%   | 50%   |     

Staff Diversity Snapshot

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGBTIQ+</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>BAME</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Disability</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Staff Survey

Since 2014, 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 proud to work for triathlon
- 94% are committed to their role and to triathlon
- 85% would recommend triathlon as an employer

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 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 is 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.

The gender pay gap figures show the proportion of males and females full-time employees at five pay 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.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>£257,021</td>
<td>£434,226</td>
</tr>
<tr>
<td>2018</td>
<td>£264,062</td>
<td>£439,000</td>
</tr>
</tbody>
</table>

The median pay gap is the difference between the midpoints of the ranges of hourly earnings of men and women. In calculating 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.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>£246,100</td>
<td>£371,100</td>
</tr>
<tr>
<td>2018</td>
<td>£258,000</td>
<td>£420,250</td>
</tr>
</tbody>
</table>

### Median pay gap

#### Male

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gap</td>
<td>25%</td>
<td>24%</td>
</tr>
</tbody>
</table>

#### Female

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gap</td>
<td>25%</td>
<td>24%</td>
</tr>
</tbody>
</table>
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>Year</th>
<th>Rate</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>Rate</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>63%</td>
</tr>
</tbody>
</table>

Staff Succession Planning and Development

As an organisation success planning remains important to us and while we have not dipped backwards, neither have we forged ahead. It is important to us as a business to continue to plan for the future. We have identified 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, high-performing employees, but also in terms of staff engagement and feeling appreciated and developed. We are currently investing in creating and developing strategy which will fit into 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 operational 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 sports 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-Club membership growth
- Increasing participation
- Succession planning for Board and Senior Management
- Migration Service to 2024
- 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.

- GO TRI has experienced notable increases in BAME, 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.