



## **Diversity and Inclusion Action Plan**

June 2025

## Welcome

Archery GB's Diversity and Inclusion Action Plan (DIAP) sets out our objectives and ambitions in achieving our goal of *Enriching lives through archery*.

This Action Plan is the start of continuous improvements across the organisation and the sport, ensuring that our Board, staff and members are focused on removing barriers, providing an excellent experience and ensuring environments exist where diversity is celebrated.

Archery GB is, and will, take necessary steps to become more diverse and inclusive, mirroring the society, and communities, that we live and shoot in. This includes our Board, staff and wider organisation, and environments where archery takes place.

Archery GB understands and is committed to ensuring people from all backgrounds can participate, compete and volunteer in archery. It also recognises the need for Archery GB as an organisation to be representative of the community it serves, both within our staff, our Board and across our stakeholder committees and groups.

This DIAP is the starting place to establish new standards of operation and governance for our staff and Board; and that we will embed our way of working – Diversity Throughout – from our strategic plan to day-to-day working, and through the work of the archery community right up to and including the Archery GB Board.

**Mark Briegal**  
**Chair, Archery GB**

### About Archery GB

Archery GB is the national governing body for the sport of archery in the UK. Archery GB is the umbrella organisation for the English Archery Association, Archery Northern Ireland, Scottish Archery and the Welsh Archery Association.

Our vision is to enrich lives through archery in Great Britain, from grassroots to performance level. Our mission is to rebuild, reimagine and represent archery in the next five years.

This means that we're responsible for regulating and administering all levels of archery in the UK, from grassroots clubs to performance level athletes.

Our values are at the heart of everything we do.

- We value people for who they are and their unique contribution to archery
- We choose to work and learn together
- We strive for excellence across the board
- We always act with integrity

We aim to be transparent and accountable in all we do.

### Enriching Lives Through Archery

Our current mission is to rebuild, reimagine and represent archery following Covid-19. Our role at Archery GB is to facilitate safe and effective participation for current archers at all levels and to develop the accessibility of archery to anyone who wants to get involved. Archery is an inclusive sport; we encourage participation in whatever form by those of every age, gender, race and ability.

### Diversity Throughout

Archery GB is committed to producing an equality, diversity and inclusion strategy that will build upon the starting blocks in this DIAP and embed the work long term. This commitment was set up in our 2021-2026 strategy - [https://archerygb.org/files/Archery-GB\\_Strategic-Plan\\_2021-26.pdf](https://archerygb.org/files/Archery-GB_Strategic-Plan_2021-26.pdf).

Archery can be enjoyed by many, regardless of age, gender, ethnicity or disability. Whether indoors or out, competitively or socially, archery enriches people's lives by promoting an active lifestyle: burning calories, improving strength, mental focus, coordination, patience, social connection, self-confidence, as well as putting them in a better state of mind.

However, currently, these benefits are not accessible to everyone; many people from marginalised communities are missing out. We know the impact archery has on people's lives, but we need to do more to ensure these benefits are available to a wider audience. Despite the accessible nature of archery, our current membership does not mirror the general population or reflect the number of people exposed to archery outside our current membership offer.

Archery as a sport is much less prevalent in cities for many reasons, including lack of space, access to facilities, equipment, and lack of awareness of the sport. We can overcome these obstacles with innovation, such as a pop-up, community format, which can be set up quickly and safely in a more crowded environment through new products – such as Arrows Archery, Run Archery and Urban Archery – some that can be specifically adapted for use in inner-city areas of high deprivation.

### Challenges

- We need to understand the different journey's people take / could take into archery. At each step of the journey, we must seek to break perceived and real barriers commonly experienced by people from marginalised communities.
- Listening, focused insight and consultation specific to archery will help us understand what barriers exist at each step of the way and gather ideas for change. This will help us discover new solutions to offer the right information, support and opportunities.
- Our current workforce and membership lacks diversity and does not reflect the UK population. To actively seek to ensure our workforce reflects

the wider communities we aim to serve, will help us better understand their needs and priorities.

- To enable people to progress within the sport, we will need community programmes to have opportunities to transition into a club or competition structures.

In our strategic plan 2021-26 we have identified the following actions:

- Identify how we can change our culture and preparedness to address systemic issues to increase the diversity of our organisation. This will take time.
- Identify partners to strengthen our voice, learning and shared resources.
- Gather evidence to understand different people's journey, experiences and what they want from archery. Identify what is needed to support different demographics, as well as additional data capture.
- Use the insight gathered to decide on the solutions and design appropriate opportunities, thinking about people, places, and formats.
- Identify measurable participant journeys with better analytics connected to traditional KPIs.
- Identify staff allocation and funding opportunities.
- We aim for diversity to be expressed throughout archery. Ways in which we can demonstrate success include representation in leadership roles, our workforce, membership and rating of the participant journeys and experiences by the end users. We aim to develop new formats and places to do archery, delivered by a diverse workforce.

### Our focus

Our reputation depends on our values and how well we demonstrate these in our actions and investments. Exposing the sport to more people will help the archery network grow and invite innovation required to attract new participants.

We are currently focussing our activity and resources in two areas: **Muslim Communities** and **Disability Archery**.

### Project Rimaya

Archery has a cultural significance in Islam, and we will continue to build on the great work started through **Project Rimaya**, an initiative focussing on Muslim girls and their families.

Opening doors to ethnically diverse communities, empowering Muslim communities to learn and grow through the sport of archery, Project Rimaya (the Arabic word for archery) was developed by Archery GB with funding from SportsAid. The activities work with Muslim communities and provide access to a sport which is significant to this specific community. Archery has a long and rich history in Islam, and the sport is helping Muslim communities to feel inspired and united, supporting their physical, mental and spiritual wellbeing. For more information see: <https://archerygb.org/get-involved/project-rimaya>

### Disability & Para-Archery

We have a successful Paralympic programme and have worked with the **Worshipful Company of Fletchers** for many years on supporting disabled archers, more recently with a grassroots programme of activity.

Our membership statistics indicate that only 6% of our total membership class themselves as disabled despite Archery GB having a specific membership category and a lot of interest in archery from disabled people. This is also at odds with results from membership surveys where 27% of respondents indicate that they have a long term disability. We know that we can do more to support their introduction and progression in the sport.

For more information see: <https://archerygb.org/news/para-archery-to-be-promoted-as-gateway-sport>

### Archery in the UK

Whilst we know the numbers of members, gender split and geographical location of our members, other data has been harder to establish. Since 2018 we have worked with an external market research company to establish a segmentation approach to our membership. The company have led with an algorithm of questions in our customer satisfaction surveys, allowing us to understand the make-up of our membership, and to help us identify the opportunities available to us to start addressing the diversity imbalances.

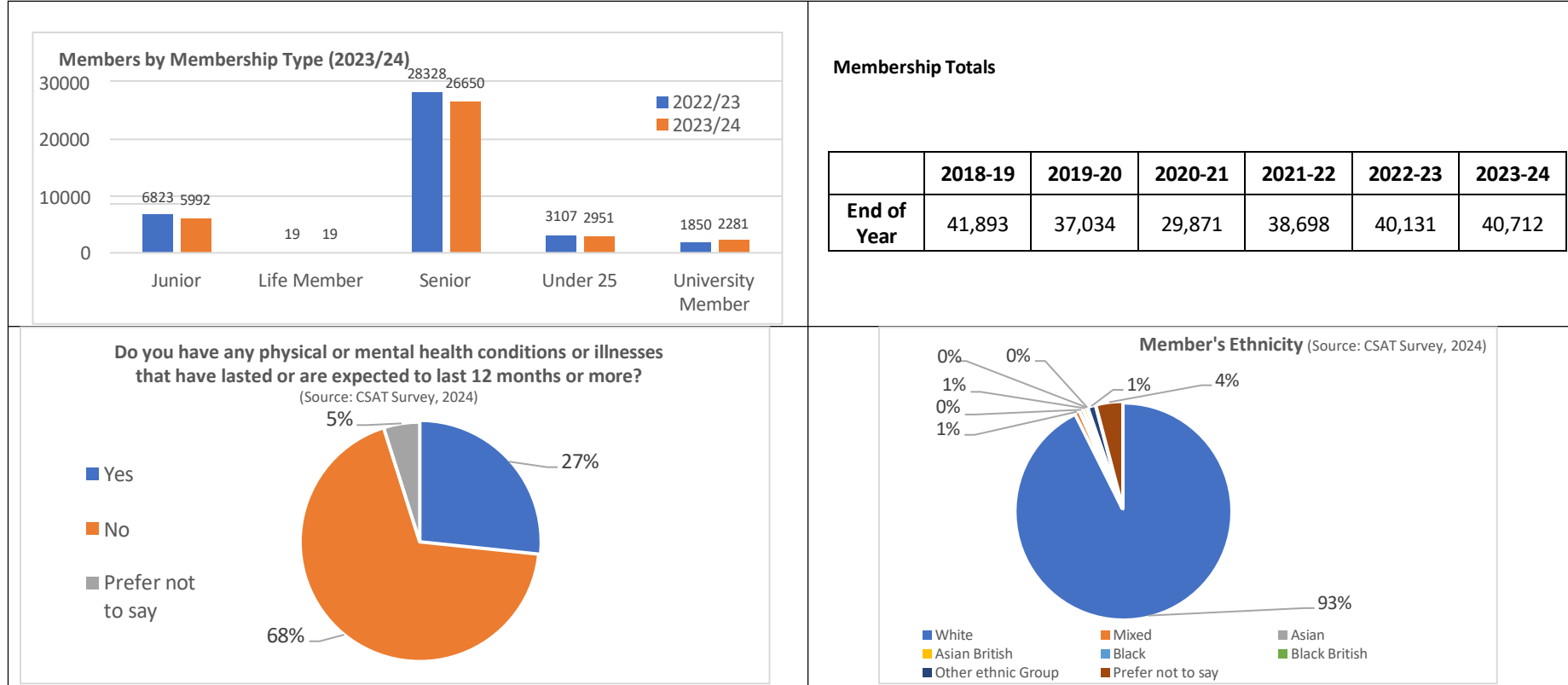
### Demographic Data

Archery GB is comprised of 8 Regions (3 of which are also Home Nations), 49 County Associations and 745 clubs. There are approximately 33,000 members (as of November 2024).

Historically, demographic data has not been collected regarding membership, although this is now part of the membership sign up process. Alternative data sources are available, such as upon collection of surveys, questionnaires and attendance at courses and events.

## Membership & Workforce

	Members	Coaches	Judges
<b>Gender</b> (Source: AGB membership portal)	33% female; 67% male	28% female; 72% male	36% female; 64% male
<b>Ethnically Diverse</b> (Source: CSAT Survey 2024)	3%	Not collected yet	Not collected yet
<b>Disabled</b> (Source: AGB membership portal, membership type)	6%	10%	13%



## Pathway & Performance Athletes

	Pathway	Performance - Para	Performance - Olympic
<b>Gender</b>	45% Female; 55% Male	60% Female; 40% Male	45% Female; 55% Male
<b>Ethnically Diverse</b>	To be collected	To be collected	To be collected
<b>Disabled</b>	To be collected	To be collected	To be collected

## Board, Executive Leadership Team and Staff

	Board	ELT	Staff
<b>Gender</b>	38% Female; 62% Male	50% Female; 50% Male	70% Female; 30% Male
<b>Ethnically Diverse</b>	25%	0%	3%
<b>Disabled</b>	10% Disabled	100%	To be collected



1 - STRATEGY AND LEADERSHIP: ACTIONS	Responsibility	Timescales	Success Measures	Progress
To appoint a Board member, and an Executive Leadership Team member, to be responsible for championing and leading EDI respectively.	AGB Board CEO	Q2 2024/25	An organisation that is more representative of the community it serves.	<b>Completed: June 2024</b>  Elected Directors: Victoria Barby & Kienda Hoji; Executive: Arran Coggan, Director of Sport Development
Collect demographic data from Board members and Executive Leadership Team members including socio-economic and educational background information.	Board Secretary HR	Q4 2024/25	Continue to have a diverse Board; encourage diversity in all recruitment of paid staff.	<b>Next step:</b> Take steps to address the imbalances in gender, ethnicity and disability compared to 2021 Census data whenever Board or ELT positions become available.
To have increased representation of and diversity across our staff, board, and committees.  Board members have a 4 year term; with the option of re-standing for another term for a maximum of 8 years. Board vacancies are staggered to avoid a loss of key experiences/knowledge (see AGB Succession Plan).  To “headhunt”/proactively approach female and ethnically diverse candidates to consider applying.	AGB Board Chair CEO HR All managers	March 2027 – Chair & Senior Independent Director complete full term limits	Board is representative of the UK population.  Regular stakeholder surveys on AGB plans/actions.  Additional Female and/or Ethnically diverse Board Members by March 2027.	<b>Staff &amp; ELT:</b> All vacancies are promoted as widely as possible.  <b>Board:</b> Elected directors are voted in by the membership. Independent Directors are vetted through Nominations and Remuneration Committee.
Capture stakeholders' views & incorporate into the Business Plan and future strategic plan creation (starting June 2025).	ELT	2025/26		<b>Ongoing:</b> Refresh of the Sport Advisory Group in Spring 2025; Annual Customer Satisfaction Surveys

2. GOVERNANCE: ACTIONS	Responsibility	Timescales	Success Measures	Progress
Re-form EDI working group with terms of reference identifying how the EDI objectives will be governed, meeting at least four times a year.	ELT	June 2025	EDI reported upon at every Board meeting.  An agreed set of diversity metrics across the organisation.  EDI integrated into all Department meetings as a matter of course.	To re-establish the working group on approval of the DIAP.
ELT to receive a report quarterly from the EDI working group, and presentation to Board as part of a standing agenda item.	ELT	Quarterly 2024/25		TBC; once working group re-formed.
Policy register is reviewed quarterly in line with Board Audit & Risk meetings. This includes an annual appraisal of the EDI policy to reflect the rapidly evolving nature of EDI and other policies as necessary.	HR ELT	Quarterly		Policy register complete. All policies are reviewed and taken to Audit & Risk/Board as appropriate.  Equality and Diversity Policy needs immediate update following DIAP approval.

3. REPRESENTATION: ACTIONS	Responsibility	Timescales	Success Measures	Progress
To review and adopt best practice recruitment methods – webpages, recruitment agencies and information - to ensure a wide range of candidates can be reached for all paid and volunteer positions; including: <ul style="list-style-type: none"> <li>Assess JD &amp; person specs against accessibility requirements</li> <li>A diversity statement on all adverts</li> <li>Blind recruitment practices, where appropriate</li> <li>Board, staff and athlete profiles on website</li> </ul>	HR	Q2 2024/25	Key policies are updated, with a focus on inclusivity & ensuring that processes around bullying, harassment, and discrimination are clear and accessible.	All volunteer working groups have a terms of reference document, term limits & skills matrix.

3. REPRESENTATION: ACTIONS	Responsibility	Timescales	Success Measures	Progress
Continually build upon our recruitment policies and measures to ensure we are encouraging diverse candidates to apply for Board and Executive leadership team.	Board Secretary HR	Q1 2024/25	Robust training package for staff, Board, and senior leaders across the archery network.	<b>Ongoing:</b> HR provide support to ensure all vacancies reach as wide coverage as possible.
Deliver an ongoing diversity and inclusion training programme to all staff and Board members to improve awareness and understanding of EDI. The programme will change and reflect current themes.	HR / ELT	50% staff trained by Q3 2024/25; 100% by Q4 2025/26	To foster a greater understanding of member needs and recognise diversity is greater than just race and ethnicity.	Delayed – new supplier required.
To provide guidance to support all volunteer working groups to consider the diversity of the membership such that their membership becomes increasingly reflective of the communities in which Archery GB serves.	DoSD	Q2 2024/25	We will have qualitative measures on success stories, lived experiences for recruiting staff and Board members.	Standard recruitment & terms of reference for all working groups.
<p>To identify how we can change our culture and preparedness to address systemic issues to increase the diversity of our organisation. This will take time.</p> <ul style="list-style-type: none"> <li>Identify partners to strengthen our voice, learning and shared resources.</li> <li>Gather evidence to understand different people's journey, experiences and what they want from archery. Identify what is needed to support different demographics, as well as additional data capture.</li> <li>Use the insight gathered to decide on the solutions and design appropriate opportunities, thinking about people, places, and formats.</li> </ul>	DoSD	Ongoing	<p>We will understand what is needed to support different demographics, removing barriers and ensuring everyone's journey into and through the sport is a quality experience.</p> <p>Measured through the annual Customer Satisfaction Survey.</p>	<p>Research taking place within the following initiatives:</p> <ul style="list-style-type: none"> <li>Project Rimaya</li> <li>Disability Project, including neurodiversity survey of archers</li> </ul>

3. REPRESENTATION: ACTIONS	Responsibility	Timescales	Success Measures	Progress
<p>EDI working group to discuss innovation and challenge barriers to recruitment to address the imbalance of representation across archery. This will take time. To propose actions that will address:</p> <ul style="list-style-type: none"> <li>• Female/male - to move towards 40/60%;</li> <li>• Ethnicity – increase beyond 5%;</li> <li>• Disability - increase beyond 5% -</li> </ul>	Department Leads	2026 onwards	<p>We will understand what is needed to support different demographics, removing barriers and ensuring everyone's journey into and through the sport is a quality experience.</p> <p>Measured through Membership stats.</p>	TBC

4. STAKEHOLDER PARTICIPATION: ACTIONS	Responsibility	Timescales	Success Measures	Progress
Include a stakeholder engagement plan as part of the Communications Strategy and associated projects/programmes – covering internal and external stakeholders – to ensure a wide range of views are captured & discussed.	Communications & Marketing Department Leads	Q3 2024/25	Co-create content with individuals from diverse background.	<b>Ongoing:</b> Specific annual holidays and festivals are celebrated.
Make information on EDI easy to find and accessible to as many users as possible, including accessibility and additional languages where applicable.	Communications & Marketing	Q3 2024/25	Maintain channels for feedback, identify lived experience stories.	<b>Ongoing:</b> Website has complete accessibility menu option.
Collect and review quantitative and qualitative data from exit interviews – information provided back to line managers & forms part of the HR report to Board.	HR	Ongoing	Accessibility Menu on Archery GB website.	<b>Completed:</b> Exit interviews are undertaken and reports provided back to Line Managers and CEO.

4. STAKEHOLDER PARTICIPATION: ACTIONS	Responsibility	Timescales	Success Measures	Progress
Ensure that EDI is integrated into the Department Meetings; Cross-Department Leads & Staff Engagement Forum and feed into the EDI planning.	Departments & Cross-Department Leads Meetings  Engagement Forum	Q4 2024/25		TBC – upon completion of DIAP and re-formation of internal EDI working group.

5. DATA: ACTIONS	Responsibility	Timescales	Success Measures	Progress
Consistent language and methodology is used across the organisation to collect demographic data, including protected characteristics, as used by the Office for National Statistics (AGB currently aligned with Sport England).	ELT	Q2 2024/25	Demographic data collected can be used to analyse surveys through an EDI lens.  25% of members completed Demographics Q4 2024/25; 50% 2025/26; 75+% 2026/27	<b>Underway:</b> Data collection now available to all members through Sport80 (membership platform) demographic data now available to be collected & made only visible to the NGB
Demographic data is benchmarked against similar organisations, with high quality and consistent reporting of EDI data to stakeholders.	Communications & Marketing	Q3 2024/25		
Collect demographic data from the workforce (paid and volunteers) annually.  Conduct an annual campaign encouraging the collection of up to date demographic data ensuring they provide their own data rather than having someone complete it on their behalf.	HR  DoSD	Q4 2024/25		



## Diversity & Inclusion Action Plan

June 2025



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