



the national governing body for group exercise

# Achieving Equality, Diversity & Inclusion

## An Action Plan from EMD UK



the national governing body for group exercise

As the national governing body for group exercise, we are dedicated to achieving our vision of healthier communities through group exercise. We work with instructors, operators, and organisations across the sector to provide guidance, support, and advice and to ensure that group exercise continues to inspire people of all ages and abilities to take part in physical activity.



## OUR VISION

Healthier communities through group exercise.



## OUR MISSION

To support group exercise instructors to be the best they can be.

## OUR BEHAVIOURS AND VALUES



### WE SUPPORT

We support instructors to be the best they can be. We use our resources, expertise, and influence to guide instructors individually and as a collective.



### WE COLLABORATE

Our vision and mission matter for the health of all communities. We collaborate and seek a 'win-win' for the benefit of instructors, the wider physical activity sector, and the nation.



### WE ARE INCLUSIVE

Group exercise is for everyone. We strive to ensure all instructors have the same opportunities from us, regardless of age, gender, ethnicity, or ability.



### WE ARE AMBITIOUS

We think big! We always challenge ourselves and the sector to provide the best support and opportunities for instructors.



### WE ACT WITH INTEGRITY

Our customers and stakeholders expect EMD UK, as the national governing body, to be fair, consistent and do the right thing. We are honest, principled and have high standards. We deliver on our promises.

## Message from Our Chair

At EMD UK we pride ourselves on our commitment to equality, diversity and inclusion for our customers, our staff, and our stakeholders. For us, our approach is much more than compliance with the law; it is at the heart of our culture and values as a company.

We believe in the positive benefits of equality, diversity, and inclusion, not just for society but as a foundation to enhance the service and performance of our organisation. Our vision to strengthen communities through the power of group exercise, aligns with this ideal. We believe group exercise breaks down barriers, fosters positive behaviours and offers an accessible activity that contributes to the health and lives of the nation.

Our goal is that equality, diversity, and inclusion is embedded in our attitude and our daily way of working. We want everyone who connects with EMD UK to feel respected and valued. We make every effort, every day to be non-discriminatory, open minded and inclusive. We also recognise that our thoughts and deeds can always improve. This action plan is a clear statement of intent to continuously do better and to lead our sector in positive change.

Our Board has approved this action plan that underpins our policy. It is an illustration of our commitment to live by our values and beliefs. Our mission strives to help group exercise instructors to be the best they can be and deliver at the highest level. Likewise, we aim for our workforce and our organisation to be inclusive and supportive, where everyone enjoys the opportunity to be the best version of themselves.

**Nigel Wallace,**  
**Chair, EMD UK**

## EMD UK Board Diversity



1 x Independent Chair



1 x Senior Independent Director



1 x Ex officio director (CEO)



9 x Independent Directors

**33%** Female representation

**8%** Ethnically Diverse Communities representation

## EMD UK Board and Committees

### Nominations Committee

Julie Evans (Chair)  
Nigel Wallace

### EMD UK Board

Nigel Wallace (Chair)  
Julie Evans (SID), Pete Fullard, Salah Mirza, Rich Lamb, Barbara Rose, Mark Brighton, Jane Dewar, Simon Campbell, Paul Szumilewicz, Lynette Eaborn  
Ex-Officio - Marcus Kingwell

### Finance and Audit Committee

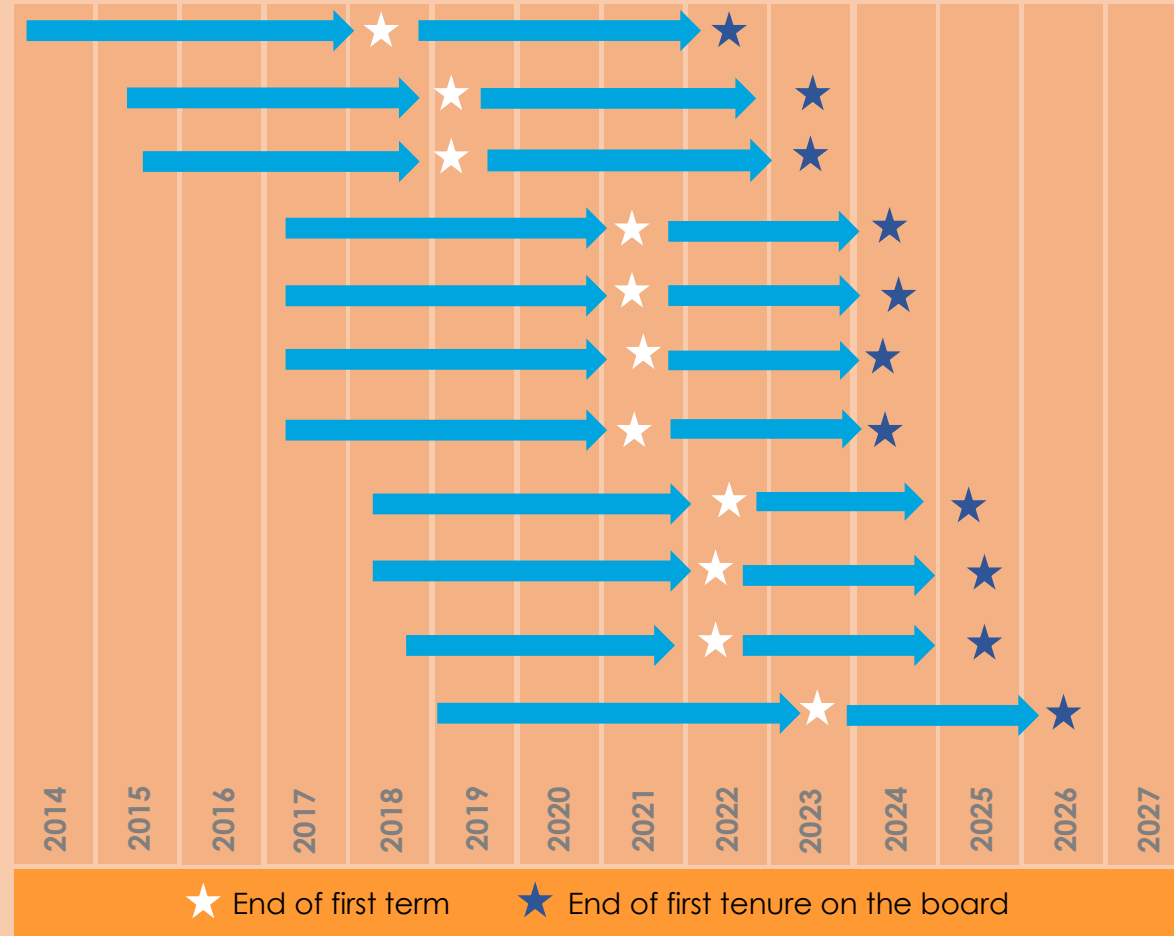
Julie Evans (Chair)  
Marcus Kingwell, Kirstin Espley, Mo Watson, Salah Mirza, Jane Ross

### Ethics Committee

Marcus Kingwell (Chair)  
Nigel Wallace  
Salah Mirza

## EMD UK Board Tenure

|                  |          |
|------------------|----------|
| Jane Dewar       | 06/03/14 |
| Barbara Rose     | 05/06/15 |
| Julie Evans      | 26/08/15 |
| Pete Fullard     | 03/03/17 |
| Salah Mirza      | 03/03/17 |
| Paul Szumilewicz | 03/03/17 |
| Simon Campbell   | 03/03/17 |
| Lynette Eaborn   | 31/05/18 |
| Rich Lamb        | 31/05/18 |
| Mark Brighton    | 14/09/18 |
| Nigel Wallace    | 01/01/19 |



## EMD UK **Equality, Diversity & Inclusion Plan**

### Recruitment:

#### Objective:

Embed good diversity and inclusion practice into our recruitment activities and decision-making processes.

| <b>Code for Sports Governance - Recruitment</b>   |   |
|---|---|
| How the organisation will attract an increasingly diverse range of candidates.  |   |
| Adopt a target of, and take all appropriate actions to encourage, minimum of 30% of each gender on its board.   | ✓ |
| Demonstrate a strong and public commitment to progressing towards, gender parity and greater diversity generally on its board.  | ✓ |
| Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBTIQ+ and socio-economic).                            | ✓ |
| Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1.  | ✓ |
| The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making. | ✓ |
| The board shall ensure the organisation prepared and publishers on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2.                | ✓ |

✓ = Action completed

SHORT TERM

| Priorities  | Actions  | Persons(s) Responsible                        |
|---|--|---|
| EMD UK will publicly commit to continuing its drive to welcome and promote diversity and inclusion. | EMD UK will display this action plan on the EMD UK website and in communications as appropriate.<br><br>EMD UK will provide an update against this action plan on the website. | Head of Marketing & Communications<br><br>CEO |

MEDIUM TERM

| Priorities  | Actions  | Persons(s) Responsible             |
|---|--|------------------------------------|
| Develop a better understanding of diverse audiences; what roles they potentially would want to engage with and how to best engage with them in the board recruitment process. | Identify equality, diversity & inclusion expertise from within the EMD UK membership to help to identify potential communication channels to target diverse and appropriately skilled audience for future Board positions. | Head of Marketing & Communications |

LONG TERM

| Priorities   | Actions   | Persons(s) Responsible   |
|--|---|--------------------------|
| EMD UK will commit to advertising Board and Senior Staff Posts through partners such as: Sporting Equals, Women in Sport, ParaDance UK, Perrett Laver, Pride Sports.   | Partners with a reach into underrepresented communities will be contacted to promote every Board and Senior post that becomes available.  | Head of Operations       |
| EMD UK will annually review the prior 12 months new posts paying particular attention to: <ul style="list-style-type: none"> <li>The number of posts advertised</li> <li>The source of the applications</li> <li>The diversity of candidates that applied</li> <li>The diversity of the successful candidates</li> </ul> | EMD UK will keep detailed records of all advertised staff and Board posts and record the response rates and data relating to the candidates (in line with GDPR) and produce an annual headline summary. | Head of Operations       |
| Ensure 30% gender diversity is maintained on the EMD UK Board.   | Undertake Board recruitment processes identified in the short and medium stages to ensure candidates of both genders are put forward along with at least one candidate from another minority group.     | CEO / Chair of the Board |

## Engagement:

### Objective:

Ensure regular engagement with diverse communities throughout EMD UK's communications and activities to increase the size and diversity of our

| <b>Code for Sports Governance - Engagement</b>  |   |
|---|---|
| Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally.  |   |
| Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board.   | ✓ |
| Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board.   | ✓ |
| Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBTIQ+ and socio-economic).                            | ✓ |
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## SHORT TERM

| Priorities  | Actions  | Persons(s) Responsible  |
|---|--|---|
| EMD UK will publicly commit to a minimum standard of diversity on its board.      | EMD UK will display this commitment on their website.  | Chair of the Board / CEO  |
| Communicate the Boards commitment to equality, diversity, and inclusion publicly. | <p>Revise the Governance section of the EMD UK website to include this action plan and Equality, Diversity &amp; Inclusion Policy.</p> <p>Publish an annual equality, diversity &amp; inclusion statement from the CEO.</p> <p>Include an equality, diversity &amp; inclusion commitment article from the Board, in external communications.</p> | <p>Head of Marketing &amp; Communications</p> <p>CEO</p> <p>Chair of the Board / Head of Marketing &amp; Communications</p> |

## MEDIUM TERM

| Priorities  | Actions  | Persons(s) Responsible                                   |
|---|--|--|
| Identify communication channels to communicate with a diverse audience.   | Train staff on messaging to be able to communicate to participants in target demographics.   | Head of Marketing & Communications / Head of Operations  |
| EMD UK will use its influence to communicate to instructors, members and partners the importance of promoting diversity in their organisations. | <p>EMD UK will use appropriate channels to promote:</p> <ul style="list-style-type: none"> <li>a) the benefits of equality, diversity &amp; inclusion to the senior teams of member organisations.</li> <li>b) opportunities for engaging underrepresented groups into group exercise.</li> <li>c) individuals from underrepresented groups as case studies.</li> <li>d) training and development opportunities from partners tools developed for engaging underrepresented groups.</li> </ul> | CEO / SMT  |
| Develop and utilise existing partnerships to increase awareness of EMD UK and its work to support and engage diverse communities.               | <p>Develop relationships with equality, diversity &amp; inclusion partners ensuring regular exposure of these partnerships within EMD UK communications e.g., feature articles and blogs.</p> <p>Reach out to the EMD UK membership to identify individuals with equality, diversity &amp; inclusion expertise to contribute to diversity planning, engagement, and delivery.</p>  | <p>Head of Marketing &amp; Communications</p> <p>SMT</p> |

|  |   |  |
|--|---|--|
| <p>Ensure decision making and strategy development in relation to equality, diversity &amp; inclusion is influenced by individuals within the target audience.</p> | <p>Board to discuss the introduction of a Strategic Equality, Diversity &amp; Inclusion Advisory Group and / or agree how engagement with relevant groups will help inform strategic decisions and strategy development.</p> <p>Virtual panel set up to check, challenge and advise EMD UK operationally on sector challenges in relation to E, D &amp; I.</p>  | <p>Board</p> <p>Head of Operations / Marketing Manager</p>   |
| <p>Ensure EMD UK communications are designed to reach a diverse audience and engage them with the sector in a range of capacities.</p>                             | <p>Annually engage with at least 1 National Campaign for equality, diversity &amp; / or inclusion at a strategic level.</p> <p>Develop and use more diverse imagery of the workforce and participants in communications.</p> <p>Gather insight of participation levels of identified diverse audiences in relation to what events and activities currently exist for these audiences with a longer-term view that:</p> <ul style="list-style-type: none"> <li>• EMD UK, via classfinder will directly target promotion of group exercise to diverse audiences to encourage group exercise participation and event attendance to grow and diversify EMD UK's sphere of influence.</li> </ul> <p>Utilise key characters of diversity from the EMD UK community to support the communication of the importance of work within diversity e.g., conference speakers, social media content.</p> | <p>Head of Marketing &amp; Communications</p> <p>Head of Insight &amp; Digital</p> <p>Head of Marketing &amp; Communications</p> |
| <p><b>Priorities</b></p>   | <p><b>Actions</b></p>   | <p><b>Persons(s) Responsible</b></p>   |
| <p>EMD UK will annually review the diversity of its board against the targets it has set itself and publicly report the findings.</p>                              | <p>EMD UK will review the board composition each year in relation to its public commitment. It will display the results of this review on its website along with the actions taken to achieve these results.</p>  | <p>Head of Operations</p>  |

|  |  |  |
|--|--|--|
| <p>Develop Partnerships with key areas of equality, diversity, and inclusion e.g., age, gender, ethnicity, disability, LGBT to ensure EMD UK is a key and influential organisation within these communities.</p> | <p>Agree a formal strategic partnership, with actions with at least one key equality, diversity or inclusion charity or action group annually.</p> <p>Annually deliver an event/webinar in partnership with an equality, diversity, or inclusion organisation to raise awareness and demonstrate EMD UK's commitment</p> <p>Identify relevant events EMD UK can support who work with underrepresented groups e.g., Pride, NoireFitFest with a view to longer term partnerships being developed</p> <p>Targeted engagement of potential instructors and member organisations who work with underrepresented groups</p> | <p>CEO</p> <p>Head of Marketing &amp; Communications</p> <p>Head of Marketing &amp; Communications</p> <p>Head of Marketing &amp; Communications</p> |
| <p>EMD UK will take steps to better understand the diversity of the workforce</p>  | <p>Establish a baseline for the workforce and ensure insight gathered by EMD UK provides better understanding of the diversity of the workforce and that this feeds into action</p>  | <p>Head of Insight &amp; Digital</p>   |

**Progress from within:**

**Objective:**

Embed effective succession planning for both staff, Board and Committees with emphasis on ensuring diversity of contribution.

| <b>Code for Sports Governance - Progressing talent from Within</b>  |   |
|---|---|
| A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.  |   |
| Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board.   | ✓ |
| Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board.   | ✓ |
| Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBTIQ+ and socio-economic).                            | ✓ |
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|                    |   |   |                               |
|--------------------|---|---|-------------------------------|
| <b>SHORT TERM</b>  | <b>Priorities</b>   | <b>Actions</b>  | <b>Persons(s) Responsible</b> |
|                    | Ensure that all employees have a formal, annual opportunity to discuss their career opportunities and to agree goals for the coming year that are designed to help them achieve those objectives. | The employee annual review form will be reviewed to ensure it captures employees career goals and helps to provide a pathway for achieving those goals.   | Head of Operations            |
| <b>MEDIUM TERM</b> | <b>Priorities</b>   | <b>Actions</b>  | <b>Persons(s) Responsible</b> |
|                    | EMD UK will provide the senior team the awareness and tools to support the promotion of diversity from within and E, D & I training for all staff.  | EMD UK will provide training opportunities for the team (as identified) to develop their skills around fair selection and unconscious bias training as well as equality, diversity & inclusion training for every staff member. | Head of Operations            |
|                    | Identify skills gaps in Board succession planning and determine approach to obtaining a diverse pool to fill these gaps.  | Identify skills gaps for succession planning and identify organisations to engage with to develop transition pipelines with diverse staffing pools.   | CEO / Chair of the Board      |
| <b>LONG TERM</b>   | <b>Priorities</b>   | <b>Actions</b>  | <b>Persons(s) Responsible</b> |
|                    | Provision of development opportunities throughout the governance structure to increase experience and ensure succession planning.   | Ensure exposure to internal mentoring / shadowing and progression opportunities are made available to all staff as identified   | SMT                           |

