



the national governing body for group exercise

**Diversity & Inclusion Action Plan
2025-27**

Executive Summary

EDI and the DIAP is more than a legal obligation or an obligation of the Code for Sport Governance; it is a core part of EMD UK's culture, values, and purpose. EMD UK believe that group exercise is a powerful tool for breaking down barriers, fostering positive behaviours, and building healthier, more connected communities.

The purpose of the initial DIAP is to increase the participation and representation for all individuals including those from diverse backgrounds and underserved communities. EMD UK's 2025–2027 DIAP reflects a more evolved and strategic approach - one that embeds equity, diversity, and inclusion (EDI) across all aspects of EMD's work, from governance and workforce development to community engagement and sector-wide collaboration.

The Diversity and Inclusion Action Plan (DIAP) for 2025–2027 builds on the foundations laid out through EMD UK's strategic goals and vision of "Healthier communities through group exercise," enabling group exercise access to all communities. The 2025-2027 plan consolidates actions from the previous plan, carrying forward actions that are currently still to be completed or are still under development, building on the strong leadership commitment to EDI, and driving a clearer, more coherent focus across all areas of the organisation's strategies.



EMD UK Background & Context for the new DIAP (2025-2027)



Originally established in 2006 as the Exercise Movement & Dance Partnership (EMDP), formed by The Fitness League (now FLeExercise), the Keep Fit Association (KFA), and the Medau Society. As the National Governing Body (NGB) NGB for dance fitness, when EMD UK rebranded in 2017 it became the NGB for Group Exercise. Over the years, EMD UK has evolved significantly and became a Sport England System Partner in 2022.

As a system partner, EMD UK have two key sector roles to play, a **systemic role** and a **governance role**.

Systemic:

EMD UK's long-term goal being 'To be the leader, influencer, collaborator, and coordinator across the group exercise sector with a focus on supporting and diversifying the instructor workforce. EMD UK have a clear ambition and strategic goal to be the voice of group exercise, with extensive plans to provide advice, support and guidance to the workforce and wider ecosystem to achieve greater collaboration and create inclusive and healthier communities through group exercise. This is underpinned by the DIAP and People Plan. EMD UK will champion the group exercise instructor and create solutions for them through EMD UK's business strategic goals, content and membership strategy, DIAP and people plan as well as EMD's Sport England goals.

Governing:

EMD UK's long-term goal is "To provide leadership, innovation, and support for the group exercise sector ensuring group exercise is accessible to all including underserved communities. To be the go-to body for all matters group exercise. To collaborate with wider sector partners in creating and promoting professional recognition, scope of practice, safeguarding, equality diversity and inclusion (EDI), quality assurance, governance, and influencing adherence to safe and inclusive practice. To build relationships with sector partners and deliver EMD's governing role in line with the workforce governance agenda."

The strategic priorities for EMD UK are:

Strategic Goal 1:

To be the membership organisation of choice for group exercise instructors to join.

Strategic Goal 2:

To have the most in-depth insight and resource base of any organisation for group exercise instructors.

Strategic Goal 3:

To be the voice of group exercise; to represent and advocate for group exercise instructors in the sector and community.

The Diversity and Inclusion Action Plan (DIAP) for 2025–2027 builds on the foundations laid out through EMD UK's strategic goals and vision of "Healthier communities through group exercise," enabling group exercise access to all communities. The current plan consolidates actions from the previous plan, carrying forward actions that are currently still to be completed or are still under development, building on the strong leadership commitment to EDI, and driving a clearer, more coherent focus across all areas of the organisation's strategies.

The DIAP brings leadership and governance into a single, streamlined section to give clarity and coherence and strategic accountability. It places emphasis on evidence-based decision-making through streamlined diversity monitoring, data collection and openly sharing EMD's progress for continued action planning and forward development.

Commitment Statement from EMD UK Board and Chair



“As the NGB for Group Exercise, EMD UK continues to hold a unique and influential role in the health, fitness and wellness sector with the potential to welcome and engage the broadest range of people including people from underserved communities. Building on the foundations laid in EMD UK’s 2024–2025 DIAP, EMD UK remain committed to unlocking the social value of group exercise for all communities through its strategies and leadership.

Group exercise is diverse and demonstrates a collective value to attract and retain people other activities struggle to engage, particularly women and girls, older people, people living with disability and people with characteristics of inequality. In view of these demographics, EMD UK have chosen to deepen the focus of the DIAP. EMD UK’s initial priority remains the same: to increase the participation and representation for all individuals including those from diverse backgrounds and underserved communities. EMD UK’s 2025–2027 DIAP reflects a more evolved and strategic approach - one that embeds equity, diversity, and inclusion (EDI) across all aspects of EMD UK’s work, from governance and workforce development to community engagement and sector-wide collaboration.

This updated DIAP marks the next phase in realising the ambitions of EMD UK’s EDI Strategy. It reaffirms EMD UK’s commitment to tackling inequalities and ensuring that group exercise is a welcoming, inclusive, and empowering space for everyone - regardless of background, culture, identity, or circumstance. Through this plan, EMD UK aim to create a sector that not only reflects the diversity of EMD’s communities but actively supports and celebrates it.

”

Samantha Cullum, Chair, EMD UK



Learnings from the Past: The Story Behind This Next DIAP

The initial Diversity and Inclusion Action Plan laid strong foundations for embedding EDI across EMD UK. It helped us clarify EMD UK's ambitions and build structures such as Board-level EDI leadership, an active working group, and progress on data-led planning.

During the last 12 months, the organisation has seen significant shift in structure and exponential growth in membership and sector collaboration. Early 2024 saw the implementation of the new People Manager role to drive forward EDI and broader people development priorities. Alongside this, EMD UK have established employee voice groups, sector leadership groups and advisory groups with partner organisations to act as sounding boards to further enable change and support new developments.

These persistent realities strongly influence the development of a new approach. While good progress was made across many areas of the first DIAP, particularly through the creation of an active EDI Working Group and the publication of EMD's organisational commitment, progress was not without challenges owing to the points noted opposite.

Cost of living crisis: The instructor work force has continued to face sharp rises in costs with little increase in pay, putting sustained pressure on their ability to earn a viable income.

The ongoing cost of crisis can mean that for many participants the cost of group exercises classes is simply too high to justify, leading them to cut back on activities that could support their physical and mental wellbeing.

Instructors pay stagnation: Many instructors have still seen no real terms increase in pay over the past three decades.

Energy costs and venue closures: High operational costs and closures have continued to affect group exercise operator and club provision across the UK.

Instructor wellbeing concerns: Stress, financial uncertainty, and wellbeing challenges among instructors are still cause for concern.

Deeper focus internally on the value proposition for instructor members culminating in an exponential growth in membership.

EMD UK's Commitment



EMD UK recognises that creating a truly inclusive and diverse group exercise sector requires ongoing commitment, reflection, and action.

EMD UK's Board holds ultimate accountability for EDI and is represented by a dedicated EDI Board Champion. The operational delivery of this plan sits across the EMD UK staff team, but is principally overseen by EMD UK's CEO, Chief Operating Officer, People Manager and the EDI & Wellbeing Group.

Building on the introduction of an EDI Working Group last year, EMD UK will now expand this group to include more opportunities for a more diverse range of staff to join the group at varied times, to lead specific projects and targets laid out in the DIAP. This enhanced EDI Working Group approach will enable the right people and skills to be in place at the right time to underpin the work. The group will support the delivery of the DIAP in close alignment with the People Plan, ensuring EMD UK's approach to inclusion and wellbeing is fully integrated across EMD UK.

EMD UK's foundation remains centred on valuing lived experience. EMD UK are committed to collaboration, insight, data and learnings to ensure EMD's actions are informed and meet real needs.

This next phase of EMD UK's EDI journey will be closely aligned with the ambitions set out in EMD's new People Plan. This second DIAP will act as a focal point for the next two years by framing EMD UK's focus, setting clear priorities, actionable outcomes and measuring progress towards a more inclusive organisational approach and a more diverse and enabled group exercise sector.

EMD UK recognise the huge opportunity and responsibility that this next phase represents. EMD UK are excited and energised to deepen EMD UK's work, be held accountable, and create sustainable change for group exercise communities across the UK.

The gaps identified from the first DIAP included:

Slow progress in developing Board EDI training and defining representation targets

Delayed rolling out of individual staff training

Postponement of updates to member responsibilities through the revised Code of Conduct

Communication campaigns placed on hold due to staffing changes and platform transitions

Key updates within the 2025-2027 DIAP include:

- Expanding and personalising staff and instructor EDI training programmes.
- Promoting inclusive recruitment practices across all levels of the organisation.
- **Leadership & Governance:** Enhancing processes, setting measurable diversity representation and training targets for EMD UK's Board with clear accountability for EDI across the Board and Senior Leadership.
- **Stakeholders (Staff):** Providing mentorship opportunities and clarity of career pathways to support underserved community workforces in their career progression.
- **Stakeholders (Instructors):** Strengthening demographic data collection and using these insights to shape new support resources and career progression pathways for all.
- **Communications:** Transitioning towards authentic content marketing such as podcasts, storytelling and blogs, highlighting real voices and lived experiences.

The new plan is intentionally more insight-driven, flexible, and outcome-focused. It's about connecting EMD UK's strategy and business plan to real-world impact and creating an inclusive group exercise sector that delivers healthier communities for all. Through these developments, EMD UK reinforces its commitment to creating a more inclusive, diverse, and equitable environment for staff, instructors, participants and across the group exercise sector.

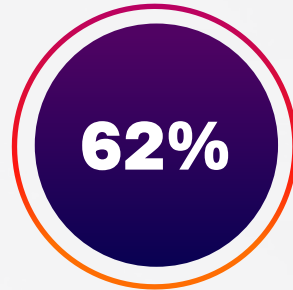
EDI is more than a legal obligation; it is a core part of EMD's culture, values, and purpose. EMD UK believe that group exercise is a powerful tool for breaking down barriers, fostering positive behaviours, and building healthier, more connected communities.

Our Board and Staff membership surveys (2025) tell us that:

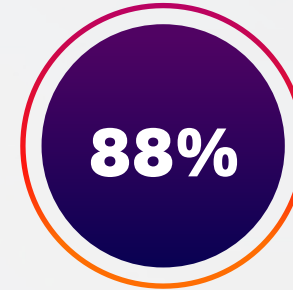
Of the 16 members of staff:



are female



**are married or in a
relationship**



are heterosexual

Age 26 – 35 25%

Age 36 – 45 50%

Age 46 – 55 25%

Age 56+ 0%

88% are white and 85% identify as British, English, N Irish or Scottish.

19% do not have a disability and 85% are straight/heterosexual.

69% do not have a religion and 90% have not been recently pregnant or on maternity leave.

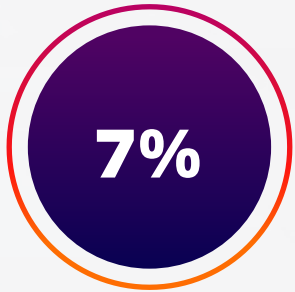
50% of our staff have caring responsibilities and 19% care for children or adults with disabilities.

100% Of our staff consider themselves the same gender as assigned to them at birth.

19% do not have a religion and 90% have not been recently pregnant or on maternity leave.

Our Board and Staff membership surveys in comparison to 2023 show that:

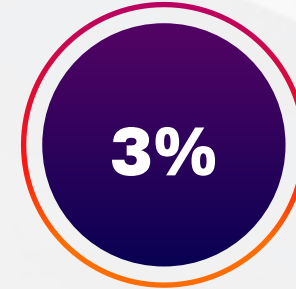
Of the 16 members of staff there are:



more male staff members



more staff are married or in a relationship



more staff are heterosexual

Age 26 – 35 ↓ **20%**

Age 36 – 45 ↑ **10%**

Age 46 – 55 ↑ **5%**

Age 56+ ↓ **10%**

2% more staff do not identify as white British, English, N Irish or Scottish.

4% more of our staff do have a disability or long-term health conditions.

4% more do not have a religion.

10% less have been recently pregnant or on maternity leave.

20% more staff members have caring responsibilities.

23% more of our staff bring experience from lower socioeconomic conditions or backgrounds.

N.B. Data on gender reassignment or differences from sex assigned at birth were not collected in 2023.

Our Board and Staff membership surveys (2025) tell us that:

Of the 8 Board members who completed the survey:



63%

are female

63%

**are married or in a
relationship**

100%

**are straight/
heterosexual**

Age 36 – 45 20%

Age 46 – 55 10%

Age 56+ 5%

88%

are white with 100% and identify as English.

38%

have a disability, of which Musculoskeletal conditions, speech to visual impairments and Neurodiversity.

57%

do not have a religion and 0% have been recently pregnant or on maternity leave.

37%

less have been recently pregnant or on maternity leave.

100%

consider themselves the same gender as assigned to them at birth.

Our Board and Staff membership surveys in comparison to 2023 tell us that:

From the 8 Board members who completed the survey there are:



20%

**more are
female**

Age 36 – 45 ↓ **17%**

20%

**less are married
or in a
relationship**

Age 46 – 55 ↓ **18%**

14%

**more being straight/
heterosexual**

Age 56+ ↑ **35%**

2%

more who identify as white, of whom all identify as English.

24%

more people have a disability or long-term health condition.

14%

fewer people stated they do not have a religion.

10%

fewer have been recently pregnant or on maternity leave.

20%

fewer have caring responsibilities.

17%

fewer come from LSEG backgrounds.

N.B. Data on gender reassignment or differences from sex assigned at birth were not collected in 2023.

Summary of Data in Comparison to 2023

The data shows us that our workforce remains:

- Predominantly female (88%), although the proportion of male staff has increased since 2023.
- Ethnic diversity is showing signs of improvement, with 12% now identifying as Asian/British, but the majority (88%) remain white British/English.
- Our staff profile has shifted towards mid-career, with half now aged 36–45 and a quarter 46–55, compared to a younger spread in 2023.
- We are also seeing progress in disability and health reporting, with 13% of staff identifying as neurodiverse and 6% living with a long-term health condition.
- Socioeconomic diversity has strengthened too, with 19% from lower socioeconomic backgrounds.
- Caring responsibilities have risen to 50%, including 19% caring for children or adults with disabilities.
- Taken together, staff diversity overall is moving in the right direction.

Our Board tells a different story.

While also 88% female, it has become less diverse since 2023 in most areas. The Board is older, with almost two-thirds now aged 56+, and remains overwhelmingly white and English. Disability representation has increased slightly, but there has been a drop in both socioeconomic diversity and caring responsibilities.

To summarise, our staff workforce is broadening its diversity, while the Board's is narrowing, other than in disability.

This is subsequently an area where we need to focus to ensure both our staff and leadership reflect the wider population and our members.

Focus 1:

Leadership & Governance

To guide EMD UK on EDI matters by enhancing Board diversity, improving decision-making, and ensuring community representation, supported by strong governance structures that promote accountability, transparency, and EDI integration at all leadership levels.

Goal & Governance Code

1.1 Enhance board diversity and track progress consistently. (2.1 & 2.4)

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Establish and work towards a more diverse representation on the Board.	Board	Q4 2026/27	Chair	Adoption of planned and targeted recruitment to develop a stronger and more diverse Board.	Visitors to the EMD UK website, Board, staff and members are aware of this commitment.
Conduct an annual diversity audit.	Board	Q3 2025/26	People Manager	Completion of annual board diversity audit to be updated on new recruitments.	The Board EDI Champion is clear on role responsibilities and feels confident to implement them.

Goal & Governance Code

1.2 Mandatory EDI training for Board members. (2.2)

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Implement mandatory EDI training programme for all current and new Board members.	Board	Q4 2025/26	Chair, People Manager	100% participation rate of new and current Board members in the EDI training programme.	Support Board members' understanding of EDI concepts, as assessed through a post-training evaluation to ensure EDI is considered as part of Board discussions and decision making.
Apply refresher sessions and updates as needed.	Board	Q3 2026/27	Chair, People Manager	Scheduling and delivery of refresher sessions to align with any legislation or policy updates, new recruitment or as needed to develop understanding.	

Goal & Governance Code

1.3 Clarify Board EDI champion role and EMD UK staff responsibilities for EDI & DIAP. (2.2 & 2.3)

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Define roles and responsibilities for the Board EDI Champion to enable the implementation and evaluation of EDI initiatives and this DIAP.	Board	Q3 2025/26	EDI Board Champion, EDI Group	Documentation of the Board EDI Champion's roles and responsibilities with the EDI Group within their Terms of Reference.	Well established Board and Staff communication on all EDI matters, Board informed as to DIAP progress.
Staff identified as holding responsibilities within the DIAP to meet quarterly.	Employed Staff	Q3 2025/26	Staff recognised in this DIAP.	Quarterly meetings are held with attendance from all staff responsible for the DIAP, with documented outcomes and action points to ensure alignment and progress.	Delivery of the DIAP to remain on track and remain compliant with the Code for Sports Governance.

Goal & Governance Code

1.4 Incorporate instructor perspectives into EDI strategy development. (5.2)

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Conduct regular focus groups with instructors from underserved communities to gather insights on their experiences, challenges, and support needs.	Employed Staff & External Workforce	Q3 2025/26	EDI Group. Research & Insight Manager, People Manager, COO	Minimum of 2 focus groups held annually with diverse instructor representation. Insights documented and used to inform decision making.	A deeper understanding of the lived experience of instructors from underserved communities to inform strategic and operational decision making.
Review policies annually to align with feedback from focus groups to directly inform and refine EDI initiatives and policies, ensuring instructor perspectives shape inclusion efforts.	Employed Staff & External Workforce	Q1 2026/27	EDI Group, People Manager, COO	Annual review documented. Clear communication loop back to participants of any changes if appropriate to show impact.	Stronger more robust policies and programmes, both reflective of the community EMD UK serve and, demonstrating EMD's commitment to improvement.

Focus 2:

Stakeholders – Staff

To foster a more inclusive and supportive workplace culture by ensuring ongoing staff training, providing mentorship for individuals from underrepresented groups, and actively measuring and addressing inclusion through surveys and certifications.

Goal & Governance Code

2.1 To equip all staff with role-specific EDI knowledge. (2.2 & 3.4)

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Conduct a Training Needs Analysis (TNA) to identify generic and role-specific EDI requirements.	Employed Staff	Q2 2025/26	People Manager, SMT	TNA completed for all staff by deadline. Role-specific EDI training requirements identified and signed off.	A staff team with the relevant training to apply inclusion effectively in their work.
Require all staff to complete initial EDI training, to ensure they understand how to apply inclusion effectively within their specific roles. Update training as identified and required.	Employed Staff	Q1 2026/27	People Manager, SMT	100% of staff complete initial tailored EDI. EDI training is embedded into onboarding for all staff. Scheduling and delivery of refresher sessions to align with any legislation or policy updates and where lack of understanding is recognised.	

Goal & Governance Code

2.2 Achieve Disability Confident Level 2: Employer Status (2.2)

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Work to achieve level 2 of the Disability Confident Scheme to 'Employer' status.	Potential Employees & Employed Staff	Q1 2026/27	People Manager	Successful attainment of Disability Confident Level 2: Employer Status, as evidenced by formal certification and recognition from the Disability Confident Scheme.	To be better placed to recruit, retain and develop disabled people, recognising the value they can bring to the organisation. A positive culture of inclusion and belonging within the current staff team.

Focus 3:

Stakeholders – Group Exercise Instructors

To strengthen the support and career progression of group exercise instructors by developing disability inclusion training programmes, leveraging insights for advisory documents, and ensuring access to development courses and clear career pathways for individuals from global majority communities, lower socio-economic backgrounds, and those with disabilities.

Goal & Governance Code

3.1 Establish baseline data collection from underrepresented groups.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
New CRM to collect data and insight on demographic characteristics required for EDI	External Workforce	Q4 2025/26	COO, People Manager, Research & Insight Manager, Digital Systems Manager	Successful implementation of new CRM with collection methods offered to all members. Examples include, but not limited to: • Membership sign-up • Event sign up • Annual/regular surveys • Profile updates or renewals • Focus groups	Organisation is better equipped to make informed, equity-focused decisions by understanding who is underrepresented in the external workforce. Baseline data strengthens EMD's ability to allocate resources, shape inclusive initiatives, and measure progress with clarity and accountability.
Identify which underrepresented groups are lacking in external workforce representation and analyse data to inform sector recruitment.	External Workforce	Q1 2026/27	People Manager, Research & Insight Manager	Clear identification and documentation of the specific underrepresented groups by the deadline date.	To inform sector on underrepresented groups to support recruitment of more diverse workforce where appropriate.

Goal & Governance Code

3.2 Review standards for deployment for Disability Inclusion.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Conduct a review of the standards for deployment for group exercise instructors to outline the scope of practice for instructors holding foundation-level qualifications (Level 2/3).	External Workforce	Q3 2026/27	CEO, COO, Head of Workforce	Establish the scope of practice for instructors with regards to disability inclusion. Identify when additional qualifications or CPD are required for inclusive practice.	A workforce confident and inclusive as standard for disabled people.
Develop unified guidance for instructors on how to be disability inclusive while remaining within the scope of their practice and insurance cover.	External Workforce	Q4 2026/27	CEO, Head of Workforce, People Manager	EMD UK provides clear, consistent guidance for instructors on disability inclusion. Defined thresholds for when further qualifications or CPD are required. Instructor guidance is non-contradictory, practical, and insurer aligned.	EMD UK can state a clear position on disability inclusion

Goal & Governance Code

3.3 Turn workforce project insights into advisory docs for sector influence.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Complete all three Inclusive Workforce Development projects, alongside the original Global Majority inclusion project in Leicester.	External Workforce	Q3 2025/26	People Manager, Events & Projects Manager	All four projects completed. Projects reported (including participant feedback) completed and shared with stakeholders.	Impactful programmes to support individuals from underrepresented communities to become part of the external workforce.
Use insights from the 2024/25 'Inclusive Workforce Development' projects to create initial learning guidance for Active Partnerships, Training Providers and Operators on increasing diversity of the workforce.	External Workforce	Q4 2025/26	People Manager, Events & Projects Manager, Head of Workforce, EDI Group	Minimum of three tailored guidance documents published and shared with relevant stakeholders. Documents incorporate evidence from all four projects. Next stage learning projects proposed.	Learnings which can be turned into actional resources and content for training providers and the rest of the external workforce
Work with the employers to identify employment opportunities for instructors from underserved communities.	External Workforce	Q4 26/27	Events & Projects Manager, Head of Workforce, Research and Insight Manager	Engage with the sector employers to understand the employment opportunities for individuals from underserved communities and run targeted projects to meet this need. Identify any employment opportunities for individuals from the initial inclusive workforce development projects	A more inclusive and representative workforce Deeper relationships with sector employers Recognition as a leader in inclusive workforce development Insight into sector employment needs and gaps

Goal & Governance Code

3.4 EMD UK staff to offer guidance on nationwide inclusive course delivery.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Provide advice and guidance to System Partners and Training Providers across the UK around inclusive workforce development activity.	System Partners, Training Providers	Q2 2026/27	People Manager, EDI Group	Develop and publish guidance. Gather feedback on the guidance and its helpfulness via a survey.	More equitable access to development opportunities across the sector influenced by EMD UK as a leader in EDI.

Goal & Governance Code

3.5 Update career pathways to better inform underrepresented instructors.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Revisit a clear career progression pathway document that must include support for instructors from underrepresented backgrounds, ensuring they have access to opportunities.	External Workforce, Employers	Q3 2025/26	Head of Workforce	Updated career progression pathway document published, shared with key stakeholders, and publicly communicated to underrepresented groups. Shared in connection with guidance documents.	Instructors from underrepresented backgrounds have clearer visibility of career opportunities and feel more supported to progress within the sector, further increasing diverse representation.

Focus 4:

Content & Communications

To enhance EDI visibility and engagement by conducting a comprehensive communications audit, shifting to content marketing with diverse storytelling, and aligning messaging with key awareness dates, while developing educational content that promotes EDI principles and best practices for group exercise instructors.

Goal & Governance Code

4.1 Conduct EDI comms audit on accessibility and inclusion.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Conduct a comprehensive Communications Audit as it relates to EDI, including accessibility & relevance to all protected characteristics.	External Workforce	Q2 2025/26	Strategic Marketing Coordinator, Marketing Partner. Overseen by People Manager.	Audit completed with findings covering all protected characteristics. Actionable recommendations identified and improvement actions implemented.	EMD UK Communications inclusive as standard

Goal & Governance Code

4.2 Adopt content marketing to showcase diverse voices in group exercise.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Shift from traditional marketing to content marketing by developing long-form storytelling, video series, blogs, and podcasts that highlight diverse voices in group exercise. Showcase diverse talent in group exercise.	External Workforce	Q3 2025/26	Strategic Marketing Coordinator, Marketing Partner	Commit to, as part of the content plan, the implementation of long-form stories, videos, blogs, or podcasts published each quarter highlighting diverse voices in group exercise. Promote the 12 social value case studies from the Social Value of Group Exercise to showcase lived experience.	Growth in visibility and awareness of diverse talent, tracked via website and social media analytics. Content shared by key industry stakeholders or partners.
Align storytelling efforts with key awareness dates, ensuring consistency in messaging, amplifying important conversations around diversity and inclusion and ensuring all content authentically represents diverse communities	External Workforce	Q3 2025/26	EDI Group, Marketing Partner, Strategic Marketing Coordinator	100% of requested key awareness dates covered with relevant storytelling content.	Consistent messaging across all platforms which reflects an authentic representation of diverse communities. Positive engagement indicates alignment with diversity and inclusion conversations.

Goal & Governance Code

4.3 EDI education series creation and implementation.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Develop and publish a regular series of articles, infographics, and videos that educate audiences on EDI principles and best practices.	External Workforce	Q1 2026/27	EDI Group, Marketing Partner	Publish a quarterly infographic or video on EDI principles and best practices.	Receive an increase in audience engagement. Content consistently aligns with EDI principles.

Goal & Governance Code

4.4 Promote and Demonstrate EMD UK's Leadership role on EDI.

Actions	Target Audience	Deadline Date	Responsibility	Success Measures	Organisational Outcome
Publicly communicate EMD UK's internal EDI commitments through dedicated campaigns that demonstrate EMD's leading role, hold us accountable and details progression.	External Workforce	Q3 2025/26	Board EDI Champion, People Manager, Marketing Partner	One piece of content published twice a year detailing EMD UK's EDI journey. This to be in the format of a blog / video or case study.	Positive feedback from stakeholders of the increasing recognition of EMD UK as an EDI leader.