

Document Control

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12/03/2025	Development of KPIs with each objective Addition of baseline data and targets Addition of Plan Governance details Ambitions defined, stakeholder map	Stephanie Stewart





Welcome

As the Accountable Officer for British Curling, and through my dual remit of CEO and Performance Director, I formally place on record my personal and our corporate commitment to the action plan and objectives detailed in the Diversity and Inclusion Action Plan. I recognise the traditional and established roots of curling – evolving from the agricultural community in Scotland. Embracing diversity will open up challenges and opportunities across the sport. We welcome that and urge our partners – primarily the Home Nations of Curling – who impact at the community and participation element of the sport to work with us in true partnership to maximise the positive impact of these opportunities. British Curling – as a performance only organisation – can only impact in isolation is certain areas –partnerships can impact across all critical targets. We commit to our role in those partnerships through the actions detailed in this plan.

Nigel Holl CEO/ Performance Director 2025

Introduction

At the heart of our organisation lies a profound commitment to fostering an environment where diversity and inclusion are not only valued but actively promoted and celebrated. We recognise that diversity encompasses a spectrum of identities, experiences, and perspectives, and believe that embracing this richness is not just a moral imperative but also a strategic advantage, especially in performance sport.

As we embark on this journey towards greater diversity and inclusion, we are guided by the conviction that every individual deserves to be seen, heard, and valued for who they are. Through this action plan, we affirm our dedication to driving meaningful change within our organisation, our community, and the broader landscape of sport. Together, we pledge to create a culture that is not only diverse and inclusive but also equitable and empowering for all. Achieving true diversity and inclusion in sport requires deliberate and proactive efforts. This plan outlines our commitment to action to foster diversity and inclusion within the curling and wider sporting community.

Our Ambitions





We are committed to making Curling a Sport where everyone feels they belong. From grassroots to elite level, from the ice to the boardroom, our ambition is to reflect the full diversity of the society we operate in. Whether it's our athletes, staff, Board, or home nation representatives, we are building a curling community that's inclusive, representative and united – leading the way for lasting change in our sport.





Through stronger collaboration with our home nation partners, we're building a high-performance pathway that is not only more inclusive, but also more effective. By attracting and developing a broader pool of talent, we aim to strengthen the depth and diversity of our athlete pipeline – laying the foundation for long-term success on the international stage.



About Us

British Curling is the Governing Body for Olympic and Paralympic Performance Curling. With a focused remit to deliver medal winning performances in the Winter Olympic and Paralympic Games, British Curling also works in close partnerships with Scottish Curling to deliver the Scottish performance programme – supporting Scottish teams performing at World and European Championship level, and with Sport England to support the English Wheelchair Curling pathway and performance programme.

British Curling is – in effect - a special purpose vehicle designed to enable elite performance at Olympic, Paralympic, World and European level. Funded significantly by UK Sport, and with a strong partnership with sportscotland, the organisation is based in Stirling (Scotland), and operates from a purpose-built facility (the National Curling Academy).



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The table below outlines our key numbers:

Role	Number*
Staff	17
Board Directors	6
Support Staff (external)	7
Contractors	10
Athletes	55
Members	0

^{*}Numbers correct at time of publishing (March 2024) and subject to change season to season depending on selection.

British Curling does not have a membership as such, instead three of the home nations (Scotland, England and Wales) are the member nations of British Curling.

Baseline Data & Targets

The table below shows the demographic of British Curling at 28 October 2024 (baseline) alongside our 2027 ambitions.

	Baseline Data			Ambition 2027				
Role	Male	Female	Ethnically Diverse	White (inc. White Scottish/English/ Welsh/N.Irish/British)	Male	Female	Ethnically Diverse	White (inc. White Scottish/English/ Welsh/N.Irish/British)
Staff	53%	47%	0%	100%	50%	50%	10%	90%
Board Directors	83%	16%	0%	100%	67%	33%	16%	83%
Athletes	60%	40%	0 %	100%	55%	45%	0%	100%

Source: Data from Race Representation Index Internal Survey – October 2024

British Curling does not currently collect data on sexual orientation or disability representation therefore improved data collection practices are required as an integral part of our DIAP. British Curling does not currently hold any characteristic data on contractors and support staff therefore a specific process needs to be implemented to ensure these are captured at the point of engagement. A specific objective in relation to this has been captured within the Action Plan below.



British Curling Stakeholders

To deliver meaningful and sustained progress in Equity, Diversity, and Inclusion (EDI), British Curling recognises the importance of engaging a broad and diverse range of stakeholders across the sport. Our stakeholder landscape is grouped into three key layers, each playing a critical role in shaping and supporting our D&I ambitions:

Internal Stakeholders

This core group includes our staff, board members, athletes (including para athletes), and support staff/contractors. These individuals are central to embedding inclusive values and practices within our culture and daily operations. Their lived experiences, leadership, and actions directly influence how inclusive our organisation is — and is perceived to be.

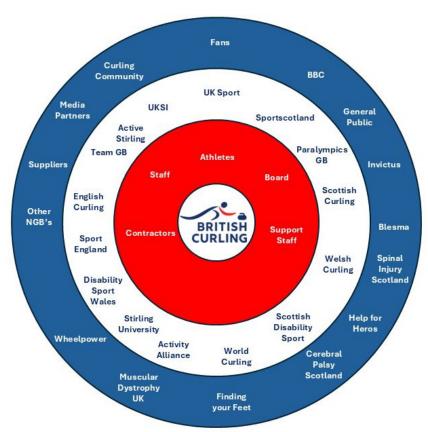
Key Partners & Federations

Our member federations, and national and sector partners — including UK Sport, the UK Sports Institute, and sportscotland — are instrumental in supporting and driving diversity across the wider curling landscape. These organisations provide essential strategic support, funding, and infrastructure that enable inclusive programme delivery and athlete development. Together, these partnerships allow us to align our efforts, share learning, and collectively advance meaningful change.

Wider Community & Public

The outer layer represents our broader ecosystem — including fans, the public, advocacy groups, and media partners. These stakeholders shape the public perception of curling, influence cultural norms, and hold us accountable to high standards of equity and representation.

This layered approach helps ensure we are listening to, learning from, and collaborating with the full spectrum of those impacted by — and essential to — our D&I journey.





Success So Far

While we recognise that there is still much work to be done in this area, it's crucial for us to acknowledge the progress and successes we've achieved over the past five years. This period marked a significant time of evolution for British Curling, as we transitioned into a standalone, independent organisation

- Gender balance within the senior leadership team
- Female Athlete Health programme fully established with regular delivery taking place to the athlete and staff cohort as well as ongoing reviews to improve and adapt the programme. This includes, but is not limited to, providing bespoke education empowering female athletes to recognise and express their needs. Furthermore, female specific project work is a key element of our research and innovation strategy.
- Wheelchair Curling Pathway programme talent transfer initiative set up to bring in athletes from out with the curling community, offering more opportunities to increase diversity in the programme
- An improvement in the gender diversity of British Curling employees from 67% male / 33% female in 2019 to 53% male / 47% female in 2024, with the number of females employed by British Curling more than doubling.
- Targeted female athlete recruitment campaign in Wheelchair Curling
- Increase in the number of non-technical positions available within the organisation
- Establishment of storytelling and knowledge transfer sessions between our Olympic and Paralympic athletes at our preseason days to foster collaboration and connection between all our athlete groups.
- Mental Health strategy implemented which includes delivering education to athletes, staff and Board to better inform athlete and staff support and wellbeing but is also being used in tandem with our culture development work.
- Held 2 Female recruitment days for the Paralympic programme in 2024 which 18 females signed up to attend
- 88 individuals recruited via our Paralympic 'Push Yourself' campaign launched Sept 2023 (over past 18 months), of which;
 - o 51% Scottish, 45% English, 3% Welsh, 1% other
 - o Of the 88 (47%) Female (42 females)
 - o Of the 88 (89%) of individuals had never curled on ice before
- Partnerships established with a number of charities such as Spinal Unit Scotland, Help for Heroes and Invictus, allowing a farther reach to broader talent pool for potential future wheelchair curlers.



Challenges and Opportunities

Data

We currently have a lack of data being collected or stored in a coordinated manner, specifically in relation to the protected characteristics. By improving how we collect and manage the data on our people, we will significantly improve our insights and awareness of the areas we need to target.

Cultural Landscape

Curling's roots are embedded in white rural agricultural communities of Scotland and often spans generations within families. This cycle then perpetuates the make-up of athletes in the game, and those who then move into coaching and administration. Removing barriers for underrepresented communities could and should give way to a whole new pool of talent in the sport.

Exposure

Curling has far less exposure than some of the mainstream sports. By finding a way to increase exposure, it could attract a whole new host of fans and athletes to Curling, ultimately becoming more reflective of the British population and again widening the talent pool.

British Curling Purpose – Enabling Elite Performance

As an organisation that exists with the sole remit of delivering medal winning performances at Winter Olympic and Paralympic Games, British Curling only works with the very top tier of athletes in Curling and Wheelchair Curling in the UK. At present, we hold some influence of what happens down the performance pathway but little to no influence over what happens at club level and entry level to the sport, as this falls within the jurisdiction of the home nation member federations. There is an opportunity to collaborate with the home nations on their own diversity and inclusion plans and open dialogue aimed at enhancing the diversity of the athlete population from grassroots right through to world class athletes. British Curling's ability to impact diversity in especially our athlete cohort is dependent upon action by, with and through others at the grass roots level of the sport.



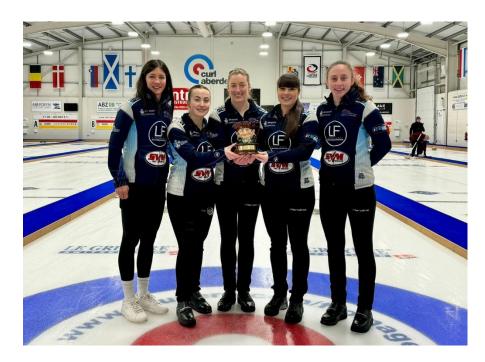


Action Plan

Our Diversity and Inclusion Action Plan (DIAP) will be centred around the three pillars of leadership and governance, people and culture, and, partnership and engagement.

Whilst we have made some progress on improving the gender diversity of our workforce, we believe there is still a significant gap in representation amongst other communities however baseline data is required to quantify those assumptions and provide more specific detail on where our efforts should be targeted.

There will be an initial period of gathering detailed baseline data particularly within our leadership, workforce and athlete groups to better understand where we should be directing our primary focus and aid in identifying tangible actions that could support long term change.





Leadership & Governance

We will set a positive example by promoting the right governance structures and behaviours, fostering a diverse and inclusive culture, and actively addressing discriminatory behaviours.

Objective	KPI's	Timeline	Responsibility
Ensure Diversity and Inclusion is an agenda item at board meetings at least twice per year to update on our progress, encourage accountability and share ideas and opportunities to increase our impact in the area of diversity and inclusion.	 EDI is added to the agenda for summer and winter board meetings from July 2025. A standalone EDI progress report, showing the status of each KPI detailed within this DIAP, is produced in advance of each meeting and circulated to the board. Actions for EDI updates at Board meetings are captured and reported on at the following EDI update. 	July - 2025	Board
We will respond to discrimination if and when it occurs by ensuring we have clear and robust policies and reporting structures in place. This will include the implementation of a code of conduct for all our key groups – Board, athletes, and staff – which clearly outlines what constitutes unacceptable behaviour. We will update our disciplinary policies to ensure the sanctions and consequences of unacceptable behaviours are clearly outlined.	 A refreshed Code of Conduct covering the Board, athletes, and staff will be developed and implemented by August 2025, with 100% acknowledgment from all key groups. Disciplinary policies will be reviewed and updated to include clear sanctions and consequences for unacceptable behaviour by August 2025, with annual reviews in June thereafter. Establish and communicate a formal reporting process for discrimination incidents by August 2025, ensuring all reports are acknowledged within 5 working days, and investigations are conducted within a defined timeframe (e.g., 30 days). Track and report on the number of discrimination-related incidents, response times, and resolution outcomes annually (April) to assess the effectiveness of policies and reporting structures. 	August - 2025	Board and SLT
Review and update all other organisational policies and procedures to ensure they are inclusive and equitable for all individuals regardless of race, gender, ethnicity, sexual orientation, or other identities. This includes anti-discrimination policies, anti-racism	 Engage a relevant expert to support completion of an audit (through an EDI lens) of all existing policies and procedures by December 2025 Identify and prioritise at least 3 key policies for immediate revision based on audit findings by March 2026. Roll out updated policies to all staff, volunteers, and board members by June 2026 and achieve a 100% acknowledgment 	June - 2026	SLT

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policies, equal opportunity practices, and fair grievance procedures.	rate confirming they have read and understood the policies through a digital sign off method.		
Actively work to increase diverse representation in our board and senior leadership team through the development of our recruitment strategies, and collaborating with other organisations who can support targeted recruitment to ensure our leadership structures are reflective of UK society and that a variety of perspectives are considered in organisational decision-making processes.	 Achieve at least 33% female representation on the Board by June 2026 through targeted recruitment (note – board recruitment has paused whilst discussions with UK Sport continue regarding structural change – Sport Org) Increase the ethnic diversity of the Board and Senior leadership team collectively from 0% to at least 10% by June 2026 through targeted recruitment, utilising the revised recruitment strategies developed as part of the DIAP. Use the baseline data to develop year on year growth target for representation in the board and senior leadership team in the characteristics of sexual orientation and disability. By January 2026, conduct a comprehensive review of current senior leadership recruitment practices and develop a revised inclusive recruitment strategy that incorporates at diverse interview panels, and targeted outreach, to increase applications from underrepresented groups. By January 2026, establish formal partnerships with at least two organisations that specialise in diverse leadership recruitment or talent development to co-design and promote inclusive recruitment strategies for board and senior leadership roles, ensuring outreach reflects the diversity of UK society (Census). Ongoing – track the number of candidates referred through partner organisations to create baseline figures for monitoring by the end of December 2026. 	June - 2026	Board and SLT



People & Culture

To cultivate a workplace environment where diversity is celebrated, inclusion is embedded in every aspect of our culture, and individuals from all backgrounds feel valued, respected, and empowered to contribute their unique perspectives and talents to our organisation's success.

Objectives	KPI's	Timeline	Responsibility
Maintain a data collection and analysis process related to diversity and inclusion within the board, staff, athlete and contractor groups to track progress, identify areas for improvement, and measure the impact of initiatives over time. We will use this data to inform decision-making and tailor strategies to address specific needs and challenges.	 Establish and implement a standardised, confidential diversity and inclusion data collection and reporting process by June 2025 across the board, staff, athlete, and contractor groups, including annual demographic surveys, climate surveys, and metrics dashboards. Achieve at least a 75% participation rate in annual D&I collection across all internal stakeholder groups (Staff, athletes, contractor and board) by August 2025 Utilise data insights from survey outputs within bi-annual board EDI updates to update on progress, recommend adjustments and create at least one data informed strategic action twice per year, commencing December 2025) 	December - 2025	SLT
Implement recruitment practices that better attract and include job applications from focus communities. This includes but is not limited to, ensuring application processes are available in accessible formats, inclusive set up of interview spaces and ensuring diversity across our interview panels. To encourage applications from underrepresented communities, we will engage and work in partnership with organisations such as 10000 black interns, Sporting Equals, Diversity Scotland and Equate Scotland to help us attract diverse talent.	 Conduct an audit of current recruitment materials and processes to identify and address barriers for accessibility and inclusivity (e.g. screen reader compatibility, jargon-free language) by July 2025. Ensure all job descriptions and application forms are available in accessible formats (e.g., large print, plain English, screen-reader friendly PDFs/HTML versions). By September 2025 Establish a policy to ensure interview panels include members from a range of backgrounds and lived experiences, with a focus on diverse representation. By September 2025 Form active partnerships and engagement plans with targeted organisations (e.g. 10000 Black Interns, Sporting Equals, Diversity Scotland, Equate Scotland) to promote open roles and attract applications. By December 2025 	December - 2025	SLT

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	 Deliver inclusive recruitment training to all line managers and panel members, covering bias, accessibility, and cultural competency by December 2025 with a 100% completion rate. Collect and analyse applicant diversity data and report on progress annually to board as part of the winter EDI update – December 2025. Achieve a 10% year on year increase in application from underrepresented communities – measured through the capture of anonymised EDI data on application. 100% of job adverts and application materials available in at least two accessible formats by September 2025. 90% of recruitment panels include at least one member form a focus community with relevant lived experience. 		
Implement a comprehensive suite of diversity and inclusion training programs for athletes, coaches and staff to ensure our people have relevant knowledge in D&I topics such as anti-racism, unconscious bias and inclusive leadership.	 Develop and deliver a mandatory Diversity and Inclusion training programme for athletes, coaches and staff by July 2025 including specific including specific modules on anti-racism, unconscious bias, and inclusive leadership, with completion tracked and supported by facilitated workshops and follow-up assessments. 90% of athletes and 100% of coaches and staff complete all D&I training modules by July 2025. Develop an annual climate survey (similar to the previous Culture Heath Check) by June 2025 to gather baseline data prior to training which captures the extend to which people feel as though they belong in the British Curling programme and organisation Achieve a 10% improvement in belonging scores by June 2026 compared to the previous years baseline. 	June - 2026	SLT
Increase awareness and representation of neurodiversity at every level of our organisation by developing and implementing neurodiversity training to best inform staff and athlete support, safety and wellbeing. This will involve connecting	Develop a partnership with neurodiversity experts by January 2025 to design training for athletes, staff and board, related to the latest insights and research on neurodiversity generally and specific to elite sport.	July – 2025	SLT

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with experts on the subject matter to inform our	2. By January 2025 , appoint a neurodiversity lead within the	
training and ensure we are linked into the latest	organisation who will be responsible for ensuring training	
research on neurodiversity.	is delivered on time and policies and procedures are	
	updated to reflect best practice in the area of	
	neurodiversity.	
	3. Deliver neurodiversity training to all current athletes, staff	
	and Board members by July 2025	
	4. Develop a plan for ongoing neurodiversity training with the	
	partnership organisation by July 2025.	



Partnership & Engagement

To establish mutually beneficial partnerships and foster meaningful engagements with diverse communities, stakeholders, and organisations, ensuring that our collaborations promote inclusivity, equity, and shared value while driving positive social impact and advancing diversity and inclusion efforts

Objectives	KPI's	Timeline	Responsibility
Strengthen the wheelchair curling talent pathway by establishing and nurturing partnerships with at least three disability-focused organisations (e.g., Help for Heroes, Cerebral Palsy Scotland), aiming to increase access to a broader talent pool. Progress will be measured through the purposeful collection of demographic and engagement data.	 Strengthen engagement with potential partners though planned meetings to explore opportunities for collaboration and establishing shared goals Co-design outreach and engagement activities (e.g. Talent ID days and recruitment campaigns) with partners, with at least one co-hosted event by December 2025. Develop a tracking mechanism to monitor participant demographics by July 2025. Use the data collected by the end of 2025 to conduct an initial assessment of impact/reach, identify gaps and define future outreach by January 2026. 10% increase (from baseline of 88 in 2025) in individuals recruited to the talent programme by January 2026. 	January - 2026	Paralympic Pathway Manager
Update our streaming plan for events to ensure some free sessions are incorporated into the plan to increase exposure and promote free access to curling with a view to increasing engagement and exposure of the sport. Streaming figures can be monitored to measure impact.	 Review current streaming plan for BC events, considering viewing numbers and identifying free content offerings across the season by July 2025 Publish a streaming schedule at least 2 weeks in advance of each event, promoting free streams on digital channels and though the home nation federations to allow the comms to reach the wider UK Curling community. Work with streaming partners and platforms to agree how demographic information can be captured for tracking purposes. Track viewing figures (free vs paid), user engagement (likes, shares, comments) and demographic data to 	July - 2026	Comms Manager

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	analyse audience reach and growth after each event. Track separate baselines for Curling and Wheelchair Curling events to ensure the plan can be bespoke for each discipline. 10. Achieve a 25% increase in total viewers for free sessions compared to baseline by the end of season 2025-26 (July 2026) 11. Increase in unique viewers from new regions or demographics (pending outcomes of no.3) by 15% by July 2026		
Develop a communications and advocacy calendar linked to our communications plan and strategy, to ensure we are publicly recognising and celebrating key commemorations linked to focus communities. These will include but are not limited to international women's day, rainbow laces day, pride month, mental health week and international day for people with a disability. Celebrations and acknowledgements will be in the forms of staff engagement, social media posts, face to face storytelling and training.	engagement (baseline), and upcoming key dates. Align these with the communications strategy and focus community priorities by July 2025 ; 2. Develop a 12-month communications and advocacy calendar that maps key commemorative dates (e.g., IWD, Pride Month, Mental Health Week) to proposed engagement formats (social media, staff events,	September – 2026	SLT & Comms Manager

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BC will annually at its AGM (where home nation members are present and represented) both report on and challenge EDI across the Curling bodies and seek commitment and action from all members.	 Create and EDI annual report template which will be shared with home nations to allow consistent reporting of progress, challenges and key data by June 2026 to implement at the following years AGM (June 2026) Agree on and develop at least one joint initiative focussed on increasing accessibility and representation within the sport through a facilitated workshop on the back of the AGM by August 2025 Conduct a mid-year check-in with member organisations to assess progress on commitments, provide support, and gather updates for the next AGM. By December 2025 100% of home nations present and participating in the EDI session in August 2025. At least one specific EDI commitment secured form 100% of member bodies at each AGM 75% of commitments made at AGM show progress by the following AGM. 	December – 2025	Board and Home Nations
Set up at least one Diversity and Inclusion focussed session annually with our key stakeholders, partners and member federations to share learning and ideas as well as understanding the barriers in accessing our sport. The sessions will generate collective actions and commitments to take forward, prioritise advocacy for greater diversity across the curling community and allow us to obtain insights from multiple areas within the sector.	 Develop a clear session structure that includes space for learning, breakout discussions and collective action planning by June 2025. Identify and invite a diverse group of participants across the Curling ecosystem including support practitioners, pathway managers and coaches, partners (sportscotland, Scottish Disability Sport) and underrepresented voices. Facilitate at least one D&I focussed session in the Curling off season annually (August 2026) Translate outcomes into a simple action plan with clear responsibilities and timelines for follow up. With at least 5 collective or individual commitments to action recorded at each session. 80% of agreed actions show progress or completion within 12 months – August 2027 	August - 2026	SLT



Develop new partnerships on a formal and informal level				
with organisations, groups and experts who have				
knowledge and experience in Diversity and Inclusion, and				
in working with focus communities to ensure our efforts				
for engagement can be well informed and far reaching,				
ultimately enabling us to foster an understanding and				
connection with communities that are underrepresented				
in the sport.				

- Conduct research on organisations and groups who have experience in Diversity and Inclusion between May and July 2025.
- 2. Establish at least 2 new partnerships (formal or informal) within the next 12 months by **March 2026**.
- 3. Attend at least 1 collaborative meeting, event, or session per annum with each active partner by **July 2026**

July - 2026 | Board & SLT

By implementing these initiatives with deliberate and pro-active efforts, and fostering a culture of diversity and inclusion, British Curling can work towards can create more welcoming and equitable environments for all participants, ultimately leading to improved performance, innovation, and overall success.

Governance and Accountability

The Senior Leadership Team (SLT) will take full responsibility for monitoring the implementation of this Diversity and Inclusion Action Plan, ensuring that key performance indicators (KPIs) are met and progress is sustained.

Their commitment to fostering an inclusive British Curling (workforce and broader curling community), will be demonstrated through regular reviews, accountability measures, and proactive leadership. To ensure ongoing focus and progress, diversity and inclusion will be a standing agenda item at SLT meetings, with dedicated discussions at least quarterly to review data, assess impact, and identify areas for improvement.

In addition to this, the SLT will provide a progress report to the BC Board each quarter to ensure oversight, influence and buy-in. The board will receive a standalone report on diversity and inclusion to ensure it remains a priority and does not get lost among other business matters.

By embedding this commitment at the highest level, the SLT will drive meaningful change and ensure that diversity and inclusion remain at the core of our organisational culture.

Following the Milan-Cortina Games, as British Curling shifts focus to longer-term objectives, a dedicated Equality, Diversity, and Inclusion (EDI) working group will be established as a standalone committee within the organisational structure. This development will inevitably alter how progress is monitored, but the Senior Leadership Team (SLT) will remain accountable for ensuring the



implementation of all British Curling's EDI objectives. While the composition of the group will be determined at a later stage, our initial vision is to ensure broad representation across all levels of the organisation, including staff, athletes, Board and home nation representatives.

Including Home Nation representatives in the EDI Working Group will promote a unified, UK-wide approach to Equity, Diversity, and Inclusion, while also positioning British Curling as a leader in this area.