



BJA

Diversity and Inclusion Action Plan





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1. CHIEF EXECUTIVE'S WELCOME

This Action Plan is a strategic initiative required to create, promote, and sustain BJA outline of its commitment to equality, diversity and inclusion. It involves identifying barriers that prevent individuals from diverse backgrounds and lived experiences fully participating in Judo and fulfilling their potential in the sport.

The aim of this plan is to create an environment where everyone in our sport is valued, respected, and included, regardless of their own identity and characteristics. I as CEO fully endorse and support the plan.

Andrew Scoular, CEO

2. BOARD CHAMPION LEAD STATEMENT

As a board champion lead, I am committed to fostering a workplace environment and culture that values and celebrates diversity in all its forms within British Judo.

Equity, Diversity, and Inclusion should be at the heart of everything we do, including the senior management and performance coaching structures. We currently do not reflective the wider communities we offer services too. If we truly want to be inclusive and influence change, we need to make it our priority to ensure we develop a diverse talent pool of future leaders/managers.

I am dedicated to promoting equality of opportunity for within British Judo.

Paul Ajala

Glossary of Terms:

DIAP: Diversity Inclusion Action Plan

BJA: British Judo Association

HISW: Head of Inclusion, Safeguarding & Wellbeing

ISW: Inclusion, Safeguarding & Wellbeing

EDI: Equality, Diversity & Inclusion

D&I: Diversity and Inclusion

CPD: Continuing Professional Development

CRMS: Central Relationship Management System

TRARIIS: Tackling Racism and Racial Inequality in Sport

CEO: Chief Executive Officer

LNA: Learning Needs Analysis

M&C: Marketing & Communications

SLT: Senior Leadership Team

NGB: National Governing Body

HR: Human Resources

RRI: Race Representation Index

HoDs: Heads of Departments

IJF: International Judo Federation



3. INTRODUCTION

As long as we coexist, each member of society and the groups organised within must function in harmony and cooperation with the others. Nothing is more important than living prosperously together. If everyone acts with the spirit of cooperation, each person's work benefits not only himself, but also others, and attaining this together will bring mutual happiness.

Jigoro Kano Founder of Judo

The British Judo Association (BJA) is the National Governing Body for the Olympic and Paralympic sport of Judo in Great Britain. It was established in 1948 and was incorporated as a company, limited by guarantee in 1988. It is recognised by UK Sport, Sport England, Sport Wales, Sport Northern Ireland, Sport Scotland, the British Olympic Association and the Sport and Recreation Alliance. The BJA is also a member of the International Judo Federation, EJU, The Judo Confederation of the European Union, Commonwealth Judo Association, and the Commonwealth Games Federation. The BJA is a membership organisation and has expanded its network of clubs, qualified coaches and individual members throughout Britain providing access to the sport in England, Northern Ireland, Scotland and Wales. British Judo's history is built on diversity. Within this, there have been participants from enormously varied backgrounds who have contributed to the sport in many ways. As the sport has developed in the modern era, alongside societal changes, we strive to ensure that British Judo represents the modern British Society across leadership, organisation and within opportunities for participation and success. Our vision: A united judo community renowned for excellence and recognised for podium success Our mission: Maximise contribution of judo to British society by providing easy access to safe and inspiring clubs, centred on judo values.

**RESPECT, FRIENDSHIP, COURTESY,
HONOUR, MODESTY, SELF CONTROL,
COURAGE, HONESTY AND RESPECT**

BJA actions regarding Equality, Diversity & Inclusion:

Work undertaken: *'What we have done'*.

The BJA launched its Equality, Diversity, and Inclusion Steering Group (now called the D&I Advisory Group) in October 2020 and recruited six exceptional members of the British Judo community to help improve and shape inclusion within our sport.

Chaired by BJA EDI Board Champion and supported by the BJA's HISW the steering group focusses on; raising awareness, developing training opportunities for the judo community, and developing an action plan to support British Judo's commitment to diversity and inclusion.

Several smaller support and focus groups have also been formed targeting areas such as LGBT+, women & girls' recruitment and retention, adaptive judo, including for example Inflammatory Bowel Disease (IBD). These sub-groups are led by members of the steering group and welcome members of the wider judo community to be included in shaping the future as well as receiving support should they need it.

In addition, the BJA has developed a D&I Steering Group (comprised of Senior Leadership Team and chaired by BJA HISW). The group oversees BJA and UK Sports Moving to requirements for BJA.

Successes to date:

Where the BJA are already demonstrating or implementing good practice related to EDI

- Development of an existing EDI action plan
- Creation of HISW Post
- Commitment to external drivers such as TRARIIS within the sporting sector
- Promoting both internally and externally EDI awareness raising via our M&C systems (inc EDI Hub on the BJA website); e.g. Black History month, LGBTQ+ History month
- CPD & training to change behaviour and culture on EDI with BJA
- With, policies and procedures that have driven the behaviours and culture.
- Commitment by the board and initiatives to diversify board membership.
- EDI Board Champion
- BJA EDI Advisory and Steering working groups
- Development of data collection systems linked to membership CRMS (myMA)
- Creation of specific EDI policies
- Responding to, and acting re EDI incidents, reports & concerns (with sanctions outlined in codes of conduct, Dignity at Work Policy, Grievance & Disciplinary policies)
- Completion of our Transgender Policy (with feedback from our members occurring and a frequently asked questions guide for clubs)
- EDI on the agenda for staff & SLT meetings

- Work around our Adaptive Judo and VI Elite and Paralympic Programmes
- British Judo is pleased to formally endorse the freedom of choice of colour for training judogi within our club settings.
- Promoting the pro-active inclusion of all participants at BJA events through an Events Access Guide and monitoring who attends and who is not present.
- Working with organisations and wider stakeholders such, including Neuro Diverse In Sport promote neuro diversity and inclusion in our sport, with this being an agenda item in departmental meetings and within our workforce plan for coaches, Club Welfare Officers, Officials & Referees.
- Thirty-one projects in 2023-24 within our club support programme promoting inclusion and accessible Judo.

Challenges and barriers:

- Greater representation from within BJA workforce
- Increased participation and membership from diverse groups
- Working within budget constraints as an NGB
- Developing and sustaining cultural change underpinned by new behaviours
- Creating all documentation etc. to ensure inclusivity and access to all information



BJA actions of intent

What we will do: *‘Our plan’ as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

We will strengthen and demonstrate the link between our BJA strategy **Our 2022-2025 Strategy – British Judo** and DIAP to show it will run through your core values by.

- Board Feedback on outcomes & achievements
- Using our inclusive approach to identify need and outcomes from members via our D and I subgroup, set priorities with our D&I Advisory Group. Taking this for action via the D&I Steering Group for discussion and endorsement by the Board
- Continuous review and reflection of the BJA Business Plan and departmental action plans, such as the Development Team
- Communication on successes and achievements to our members

All of which will be reviewed against the impact and influence of our BJA Core Values, *i.e. ‘safe, inclusive and accessible clubs’*.

In addition, BJA expect to evolve our DIAP during the approval process via a continuous development and ongoing review. As a learning organisation we fully expect ourselves to grow as we learn.

The rationale for our DIAP priorities?

Our BJA DIAP priorities will come from our data driven approach based on analysis of gaps and needs from:

- Membership Customer Relationships Management System (CRMS) Tool (myMA)
- Consulting with staff and members via surveys
- Data tool (which is evolving to collect a range of data on BJA demographics)

BJA will be open and operate transparently in relation to the sharing of data with staff and stakeholders through our website, regional networks and to key stakeholders in annual compliance requirements.

Our DIAP will underpin and drive the BJA Strategy through an Inclusive Governance & Leadership Model (how decisions are made, who is included in that process and how and why – see s.3.4)

OUR VISION

A united judo community renowned for excellence and recognised for podium success

MISSION

Maximise contribution of judo to British society by providing easy access to safe and inspiring clubs, centred on the judo values

The DIAP will be implemented through our 'inclusive eco governance and leadership model (promoting change in culture, behaviour and accountability).

We will take into consideration of risks and failure through a SMART exercise in Year 1 with all those within the inclusive eco system model being implemented.

BJA DIAP will be promoted to our staff, workforce, and clubs from the Board via our ISW Communications strategy and plan, Training/CPD programmes, BJA events and competitions, and any other activities that may allow our EDI agenda to flourish.

We are clear that embedding our DIAP will require organisational challenges, cultural challenges, and behaviour changes. We will use our DIAP to address these.

Lastly, where the BJA are already demonstrating or implementing good practice that relates to any aspect of EDI, ensure it is included in our DIAP.

3.1 Purpose

We are an equal opportunities employer and actively support human rights and all equality legislation and promote diversity and inclusion throughout the company. Our ethos is to respect and value people's differences, and to help everyone achieve more at work as well as in their personal lives so that they feel proud of who they are and of the part they play in our success.

In October 2023, BJA developed an Environmental, Social and Governance (ESG) Policy for the sustainability of British Judo:

Governance:

- Ensuring diversity across the Association and being open about executive pay.
- Ensuring diversity of Board members.



Establishing an Equality Diversity & Inclusion Commission (EDIC) to provide advice, guidance and make recommendations to the Board on these matters and to support delivery of the BJA's EDIC action plan. A Board Director leads on this group and ensures it is at the forefront of what the Association does.

Social:

- *Providing safe and healthy working conditions for employees.*
- *Providing training and supporting health and safety and wellbeing.*
- *Promote a culture of continuous staff development.*
- *Improved work/life balance.*
- *Promoting equality in the workforce*

Our DIAP will both integrate this and monitor its implementation.

Diversity covers a broad range of human differences, including (but not limited to), socio-economic factors, race, ethnicity, sex, gender identity, sexual orientation, age, social class, physical ability, or attributes, religious or ethical values system, national origin and political beliefs. Inclusion is involvement and empowerment, where the inherent worth and dignity of all people is recognised. An inclusive sport promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and way of living for its participants, organisers, spectators, and leadership. Within sport there are many examples in history where inclusion has been pivotal to success, which is why it is important to recognise that making an impact in this area is a long-term commitment, across all areas of the sport, to thrive from grass-roots participation to also achieve World, Olympic and Paralympic success.

Underpinned by BJA Strategy 2022-2025.

3.2 Our public pledges

British Judo's Diversity Statement:

"The sport of judo is open to everyone and British Judo prides itself on being a welcoming, inclusive community both on and off the mat. Celebrating differences, respecting and being sensitive to others without causing harm, is central to our values. The only thing that defines us in judo is the colour of our belts".

BJA DIAP will drive our agenda, along with the Moving to Inclusion agenda (UK Sports).



Moving to Inclusion (UK Sports Councils) is intended to drive meaningful change in practice, tackling inequalities, leading to sustainable improvements in the representation, diversity, and positive inclusive experiences for leaders, the wider workforce, and participants. BJA were the first NGB to submit its Diagnostic Tool and will be working with a UK Sport mentor to support the continuous improvement process at BJA. Therefore, supporting or commitment to making our organisation both more accessible and inclusive.

Representing the demographics of contemporary society. The D&I Steering Group will use the DIAP as its critical friend and agenda for driving forward our commitment to; 'inclusive, accessible & safe environments for BJA and its present and aspiring members.

3.3 Our statutory duties

British Judo will lead on the DIAP across the Four Home Nations through the Legislative and Social Policy Frameworks:

- The Equality Act 2010
- Public Sector Equality Duties
- Gender Pay Gap Reporting and Equal Pay
- Guidance from the Civil Service Commission
- British Sign Language Act 2022
- The Gender Recognition Act 2004
- Welsh Language Act 1993
- Northern Ireland Act 1998: Section 75

Ensuring all our policy, practice and guidance are in line with UK Law & subsequent home nations legislation.



3.4 How does the plan work?

BJA DIAP highlights areas we believe can, and should, be addressed to promote greater inclusion in British Judo. It aims to build on the core values, principles, and ideas, allowing everyone in the sport to understand their role in supporting existing initiatives and progressing new ideas. British Judo is one sport, and we should address the issues of diversity and inclusion as 'one team'. It is the only way our sport will be able to recognise issues and implement necessary changes. The DIAP is a working document and will be updated constantly. Annual updates will be announced to celebrate the achievements of the previous year and highlight targets for the coming year.

The priorities will be focused on:

- *Inclusion being leadership driven: To have a confident, trained leadership in British Judo who practice inclusion at every level of business.*
- *Representation: To have a sport which reflects all areas of society in the United Kingdom, which is fully accessible, inclusive, and welcoming. A sport where participants, coaches, officials, and supporters can feel safe, welcome and can enjoy their experience in judo and be their true self.*
- *Policies: To have policies which underpin our sport and its business which are inclusive and accessible and support the further development of increasing diversity across all areas of the sport.*
- *Communications: Having a fully accessible website and a wide range of methods of communicating with the judo community to ensure all individual needs are catered for. Ensuring all publications are truly representative of the wider judo community.*
- *Learning and Development: All members of the judo community are trained and educated in diversity and Inclusion to improve their personal journey, practice, and interactions with others.*

The plan will be driven via an inclusive Leadership & Governance model (Eco System with a 'Golden Thread' from members up to the CEO and Board (see s. 4.3) and driven by a collaborative process via the following working groups.

Our Diversity and Inclusion Advisory Group & Diversity and Inclusion Steering Group will drive the DIAP:

- In 2020 an advisory group was formed from members of the British Judo community to focus on Equality, Diversity, and Inclusion. The group is made up of people across the sport who bring personal and professional expertise, lived experience and who share a passion for the sport to grow and thrive on a foundation of diversity and inclusion. It is an advisory group, chaired by a Board member, with no executive or decision-making function.
- In 2022 an internal steering group was formed with representatives from all areas of the business including Home Nations. The empowered representatives were invited to input and collaborate on greater and celebrated inclusion across the Association and sport. It is this steering group which will drive forward the projects and changes required from grassroots to executive leadership and every level in between, via the DIAP.

WE WILL ENSURE OUR DIAP IS SPECIFIC TO BJA, AMBITIOUS, PROPORTIONATE and FOCUSED

- **Data is collected to assist BJA provide a measure of progress.**
- **Ensure we continue to further our understanding of barriers, disparities and challenges for staff and stakeholders.**
- **Expand on the business case for a good DIAP in BJA through a strategic driven plan owned by the whole BJA Community**



BJA actions of intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

The process will be strengthened & driven by:

- Board accountability for the DIAP as an organic live document will be a collaborative process via the EDI Board Lead Champion working with the HISW to ensure the DIAP outcomes are met, reviewed, and revised accordingly. It will inform the Board's annual agenda for review and challenge.
- Using our inclusive eco approach (**one that works for everyone, with no one in BJA being left behind**), identify need & outcomes reviewed from our lived experience members via our D&I subgroup, setting actions and priorities with our D&I Advisory Group. Then taking these actions via the D&I Steering Group for discussion and endorsement by the Board (closing the loop for accountability and ownership)
- Continuous review and reflection the DIAP will be reflected on the BJA Business Plan and departmental action plans, such as the Development Team (keeping all departments on the DIAP agenda)

**The accountability structure for ensuring the outcomes:
Board Endorsement (CEO & Board)**



Board EDI Champion: Acts as a critical friend, promoting EDI within the strategic developments of BJA (within a Terms of Reference)



**HISW Carries out the operational aspects of EDI
within the BJA EDI Action Plan.**



**Steering Group (chaired by HISW):
Main Aims**

To provide advice, guidance, and recommendations to the Board on all equality matters and lead on the development and delivery of the BJA's Equality/Diversity Action Plan, DIAP and Moving to Inclusion.

Members:

Chair: HISW

- Club Support Team • Technical & Education Team
- M&C Team • Performance Pathway & Elite Team
- Events Team • Development Team Director



Advisory Group chaired by EDI Board Champion with HISW as executive member to ensure actions & outcomes are taken to the steering group.

Main Aims

The group assists with creating and shaping a framework for reporting to members, through the BJA D and I Steering Group and will further the action plan that will be delivered to the Board during the next 12 months.

Membership:

Chair: Board D and I Champion

With members representing the diversity of the Judo Community
(recruitment for new members in January 2024)



Subgroups (representative lived experience of members, chaired by Advisory Group members, i.e. representing black members etc)

Underpinned by principles of consultation and co-production with members, clubs, young people voice (through our Young Leaders Group, comprised of Junior Members).

From October 2023, our Young Leaders Group have begun to review new products designed by our Technical Team to ensure they are 'child and young people centred' i.e. Kanji Award for engaging future coaches and referees.

Furthermore, the Voice of the Child is being introduced to the BJA Team to promote person and child centred practice. This is supported by BJA promoting; **Play Their Way – Play Their Way: A Hub for Child First Coaching in Sport** within our club support.

3.5 What are the key ambitions for the plan?

That it enhances our Judo Community as outlined in BJA **2022-2025 Strategy**. Promoting the Humble Warrior campaign to grow the sport as an inclusive and welcoming community for all.

The priorities will be focused on: Inclusion being leadership driven: To have a confident, trained leadership in British Judo who practice inclusion at every level of business.

Representation: To have a sport which reflects all areas of society in the United Kingdom, which is fully accessible, inclusive, and welcoming. Promoting and working towards Equity and Equality of opportunity for all those within or aspiring to be part of the Judo Community. A sport where participants, coaches, officials, and supporters can feel safe, welcome and can enjoy their experience in judo and be their true self.

Policies: To have policies which underpin our sport and its business which are inclusive and accessible and support the further development of increasing diversity across all areas of the sport.

We are reviewing our representation within our workforce with in our BJA Head Office core team and within our Board, in line with good practice **Sports organisations 'should have 20% BAME board members' to tackle racism | Sport | The Guardian**.

BJA actions of intent

What we will do: 'Our plan' as an NGB in year 1 (with a continuous improvement plan that will form year 2 & 3 targets and goals)

- Reviewing our recruitment process to identify and attract diversity in our applications for new roles and working with our Advisory & Steering Groups on strategies to increase diversity in our membership, performance pathway and staff.
- Working with Wolverhampton University in 2024 (where BJA Head Office is based) to offer work placements from diverse identities to students at the University (reflecting the demographics of students at the Walsall Campus). Replicating the 10000 interns' model locally.
- We are actively exploring our present recruitment process and are engaging with external recruitment consultants (including Get-Optimal.com) to review our job adverts for Diversity, Equity, and Inclusion, and improve their job board searchability and visibility. This will help BJA, increasing the quality and diversity of candidates we receive by 30%.
- Monitoring our elite talent pool of coaches available for our Elite and Performance Pathway coach pool with stakeholders such as UK Sport: *ED&I Athlete Data Profile – Judo and VI Judo All data relevant as of 12th April 2023 Performance Insights*.
- We monitor the demographic baseline of your Board and BJA workforce in year 1 of the DIAP. Working UKS suggested toolkit from Perrett Laver.

Judo & VI Judo

Programme Specific Athlete ED&I Data Profile

BJA ED&I proportional data bars are highlighted in the darker shades. Other WCPs (World Class Programmes) are anonymously displayed in the lighter shaded bars.

Programmes have been ordered based on either how far away they are from the relevant age adjusted population data benchmark (sex, ethnicity, education, religion), or the prevalence of prefer not to say (sexuality). The selection of appropriate benchmarking data, has been informed from an ongoing comprehensive aggregate ED&I analysis project of WCP athlete data. More details of which can be found in the rest of this pack. Where programmes have the same proportions, a secondary alphabetisation sort has been applied.

Please Note: Some athlete data from Olympic & Paralympic programmes may have been merged to create larger sample sizes.

This data considers all athletes aged between 16-44yrs on programme as of the 12th April 2023 only. Some programmes have been removed from system wide charts due to limited population data.



World Class Programmes are ordered relative to the identified census proportion.

WCP furthest away from identified census proportion —————> WCP closest to identified census proportion.

Our ambition is to scrutinize this form of data to support our targets and KIPs.

Communications:

Having a fully accessible website (through both tools such as Recite Me, as well as co-production with those with lived experience to ensure its accessible to all, i.e., Easy Read, BSL friendly and young person friendly) and a wide range of methods of communicating with the judo community to ensure all individual needs are catered for. Ensuring all publications are truly representative of the wider judo community.

Learning and Development:

All members of the judo community are trained and educated in diversity and inclusion to improve their personal journey, practice, and interactions with others. This is included on our ISW Workforce Plan for 2024 via identification from an ongoing Learning Needs Analysis (LNA). Driven by both moral, legal and compliance requirements based on conversations on privilege, unconscious bias, and cultural competency, with an overall aim of promoting a 'No Bystanders Approach'.

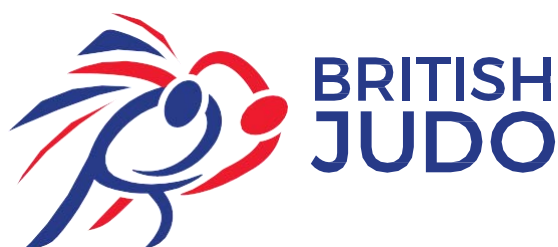


BJA actions of intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

Our areas of focus will be underpinned by

- Inclusion being leadership driven (s3.4)
- A confident, trained leadership and governance Board and SLT who practice inclusion at all levels of the business (with support from the ISW Team via continuous CPD and critical reflection)
- A sport reflective of all areas of society, which is fully accessible and welcoming driven by BJA engagement of the UK Sport agenda **Moving to Inclusion**. Through use of data driven planning
- Safe and welcoming environment for all those entering the Judo environment at clubs, competitions, events etc.
- Appropriate Policies will underpin all of our commitments, i.e. Trans Gender Policy
- Communication – We will continuously review and improve our website. Including our **EDI hub EDI and Wellbeing hub**. Publications will be representative of a diverse environment in which we will aspire to through our ISW Marketing and Communications Strategy (developed with our M&C Team in 2023)
- Learning and Development – All members the BJA community will have identified CPD via a LNA process begun in 2023, that will be actioned via training and education in D&I through the ISW Workforce Development planning process (in action for 2024 implementation). This has begun with BJA Team EDI training in Oct-Nov 2023 via iHasco **Equality, Diversity & Inclusion (EDI) Training** and will be reflected in practice through team learning sessions in 2024 (supporting DIAP implementation via measuring impact of learning)
- CPD and training to change behaviour and culture on EDI with BJA, i.e. EDI, Banter in the Workplace (bringing alive reflection on unconscious bias and micro indiscretions)



4. OUR PLAN AT BJA

4.1 Leadership creating and sponsoring a climate for change.

Why is leadership important?

BJA SLT is committed to equality, diversity, and inclusion in employment through our external partnerships. The integral role of equality within our strategy, with BJA support of the Uniting the Movement, demonstrates the leadership team's determination to build and foster an organisation that is truly inclusive of all people and of all backgrounds.

Our team know that diverse organisations can be more effective and that building an environment where everyone, from any background can bring their authentic self to work is simply the right thing to do.

Our leaders understand leadership needs to be seen through the lens of inclusion and makes clear that supporting equality in the workplace is the responsibility of all leaders. Leadership can be found in different parts of the organisation, and we all have an immense role in fostering our inclusion efforts.

Finally, having diversity in leadership communicates to staff that there's a pathway to leadership and shows them a concrete example of what it looks like.

BJA actions of Intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

BJA data plans are in progress for ongoing collection in 2024 of data re:

- Disability
- Gender
- Engaging staff and participants from a wider pool of faiths
- Ethnicity

Based our ongoing data collection from our monthly data reports (and ongoing developments for collection of this data) from:

- Membership via myMA
- HR records (including recruitment)
- Development Tool work through club support projects

BJA actions of intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

How will we support leaders?

In our annual review of the BJA DIAP, we will develop delivery plans which we will highlight specific actions for the forthcoming 12-months and these actions will centre upon how leadership can get more involved in developing an inclusive culture. Typically, activity will encourage leaders to:

- Demonstrate responsibility and sponsorship for diversity, equality and inclusion
- Create local cultures that exhibit inclusion, fairness and respect engage with and listen to, the diverse voices within their teams
- Engage in learning around the topics of diversity, inclusion and equality role model by fully embracing and supporting diversity and inclusion initiatives develop their own inclusion goals and support activities that drive the development of our employees to act as a local catalyst for change share progress with their teams
- Celebrate success hold team members to account on all equality, diversity and inclusion matters and our Inclusive value.

We acknowledge that we require more planning for actions relating to how leadership can be more involved in developing an inclusive culture in the BJA. This will be a target indicator for the first year with others to follow in year 2 and 3.

4.2 Attracting, progressing, and retaining diverse talent

Why is attracting, progressing, and retaining diverse talent important?

Our strategy has an ambition to attract new and retain existing talent from the Black, Asian and ethnic minority communities. However this is not our only ambition – we want our workforce to reflect all sections of society as we know that this will have positive outcomes for us. To recap our inclusive value, we strongly believe that as a diverse employer we will better understand our sector and the communities we serve. We believe:

- *our diverse teams will perform better and will be more able to harness innovation and;*
- *as a diverse organisation we are more likely to have an engaged workforce that attracts and retains talent.*

Our activity in this area will be multifaceted to support both new recruitment and create an inclusive culture to retain and progress talent.



BJA actions of intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

How will we achieve a more diverse talent pool?

Within our annual delivery plans we'll highlight specific actions for the forthcoming 12 months and these actions will centre upon how we can attract and retain talent, both internally and externally from under-represented groups.

Positive recruitment practices will continue to be important. These help us to find the right people with the right skills and abilities for the right roles at the right time. Recruitment is a critical activity for the BJA and if we get it right this will drive diversity within our workforce. Typically, activity will include:

Setting targets or goals on an organisational and directorate level and reviewing these annually.

Continuing to support and develop inclusive recruitment practices to remove any barriers from employment and encourage under-represented applicants through positive action.

Exploring how we can diversify our candidate pool through apprenticeships, mentoring, paid internships, and other training opportunities.

Reviewing what positive action can be considered to progress and develop talent internally.

We have an ambitious goal within our 'golden thread'.

Our ambitious goal to be more representative of our wider society will increasingly be important for us. Whereas previously we agreed to seek to improve the diversity of our workforce year-on-year, moving forward, through our plan, we wish to set a clearer, internally focused target for measurable change over a more defined period – specifically to ensure a continued focus on the issue of under-representation.

Our ambition:

- *is realistic but stretching – given our profile, hiring and turnover trends.*
- *has the visible support of leaders and the wider engagement of all colleagues.*
- *is supported by action plans to deliver the targets and regularly monitored.*

BJA actions of intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 & 3 targets and goals)*

BJA intentions will be implemented to strengthen our DIAP by setting targets and goals for year 1, 2 & 3 of the DIAP. Years 2 & 3 will be finalized during year 1 through departmental quarterly action plans and data analysis.

We have begun to critically review our recruitment practices are currently used by our Human Resources outsourced provision (Year 1 Target- diversify where we recruit & advertise for posts)

Questioning what new practices we should be considering for adoption. For example, exploring the 1000 black interns' model by progressing work experience placements from the demographics represented by the students at Wolverhampton University within the BJA Head Office (outcome for Year 1 of the DIAP)

In year 1 of the DIAP we will review the diversification of our candidate pool to ensure it tries to target underrepresented groups or those not even on BJA radar and our data will be used to review and address this outcome.

4.3 Wider change through BJA workforce (including volunteers and members) Engagement and Learning

Why is engagement with our colleagues important? *'All we give to our workforce, creates the culture and climate for behavioural change in regard to D&I'.*

The engagement of colleagues more widely remains important as achieving our goals around diversity and inclusion needs collective action, ownership, and accountability from across the organisation. This is of paramount importance in encouraging our employees to develop the behaviours championed in our values and driving forward an inclusive culture.



Additionally, ensuring all our workforce have opportunities to learn and grow supports our wider goals to have an engaged workforce which thrives and is happy. An engaged workforce tends to be more motivated and productive and are likely to be greater advocates for the BJA and its strategy.

BJA actions of intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

How will we achieve greater engagement in our diversity ambitions?

In our annual delivery plans we'll highlight specific actions for the forthcoming 12-months. These actions will centre upon encouraging our workforce to learn more about different topics in this field, use a perspective taking approach and utilise this learning in their everyday working lives. Typical areas of focus will be:

Initiatives to raise awareness of diverse cultures to support colleagues in their roles to deliver our long-term strategy and create a community of learning.

Examples of our actions:

- **Supporting and promotion of a schedule of EDI national campaigns such as black history month etc through our M&C team on internal communications (member newsletter and website) and external communications (social media posts)**
- **Agenda items on BJA weekly team meetings, SLT meetings and board agenda**

An annual programme of learning and development opportunities (in-person, remote and via our internal learning and communication platforms).

Examples of our actions:

- **Creation in Year 1 of the DIAP an D&I schedule of CPD rolled out to all areas of the business via the ISW Workforce Plan**
- **Annual D&I Board Training to address outcomes within the DIAP.**

Encouraging staff to talk about our values & achieving our strategy; Judo – *More Than Just a Sport*.

Examples of our actions:

- **Through D&I staff and workforce survey (Year 1 target)**
- **Through D&I subgroups for inclusion on the advisory group agenda, with actions for the steering group and then to the Board.**

4.4 How we all have a role to play

Our plan takes an ecosystem approach (based on a golden thread governance & leadership commitment to our EDI Agenda) – this is crucial and involves us all. It's important that everyone in the organisation collaborates within our ecosystem and are committed to living within inclusive values by:

- *listening to and welcoming diverse voices*
- *demonstrating inclusive behaviours and advancing equality and diversity*
- *championing respect, fairness, and dignity at work*
- *support learning for everyone enabling them to thrive at work.*
- *valuing relationships with different groups and recognising the intersectionality, each of us have a myriad of identities that overlap and intersect in dynamic ways to gain a deeper understanding of different perspectives.*

We believe that there's real power in us all working together making progress to effect change. However, some people have specific roles within our ecosystem, such as the D&I Subgroups, Advisory Group, D&I Steering Group, Board EDI Champion and HISW.

Our D&I Steering Group will develop and drive our BJA statement of intent re DIAP as we move forward into years 2-3.

BJA actions of intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

Visualisation of how this will look for BJA community reading the DIAP will include:

- easy read guide on BJA website (in accessible formats)
- promoting to our junior members through a co-production resource with BJA Young Leaders Advisory Group (linking into Youth Sport Trust and setting outcomes using the Lundy Model of participation)
- promotion at BJA events; inc competitions via a ISW Notice Board
- M&C campaign to launch to all our members, clubs, staff and performance pathway/elite teams

BJA summary of Intent

What we will do: *'Our plan' as an NGB in year 1 (with a continuous improvement plan for identifying year 2 etc. targets)*

- Inclusion will be leadership driven within our data collection. Our data will be used to guide action and as a baseline for driving the DIAP.
- We are collecting data on Board and SLT as part of our Race Representation Index (RRI) 2023-2024 and in BJA data tool.
- We will be implementing staff and stakeholder surveys in year 1 (and repeated in subsequent years)
- Policies are being reviewed by HR with SLT. Where published communications don't meet ED&I guidelines, the Inclusive eco system will ensure actions are identified from Board to Steering Groups, with Advisory Group and Subgroup identified revisions, modification, and amendments.
- We are developing a ISW Communications Strategy and Plan with our M&C Team. This will indicate how BJA DIAP will publicise success and findings. This will be shared internally via our inclusive eco system. With opportunity for staff, wider workforce and member comment and feedback
- We will be implementing learning and development via initial training/CPD for SLT (underpinned by BJA ISW Workforce Plan, led via a LNA) in year one with workshops themed around privilege, unconscious bias and cultural competency.
- Year one will also include the collection of data on the protected characteristics in relation to judo competition classification.

APPENDIX 1: High priority actions Year 1

BJA intentions will be implemented to strengthen our DIAP by setting targets and goals for year 1, 2 & 3 of the DIAP. Years 2 & 3 will be finalized during year 1 through departmental quarterly action plans and data analysis.

Successes underway from Year 1:

- Guidance for inclusion of Judoka in competitions with stomas and lower limb prothesis
- Extending colour of nonwhite Judogi in Level 1 competitions
- Increased activity and completion of Young People centered initiatives via our Young Leaders Advisory Group, including junior members moral code, increased representation at BJA Board Meetings, Junior Welfare Officers initiative
- Identification of Moving to Inclusion Pillars (Leadership & Experience) in 2025
- Female Fighters Festival March 2025
- Increased representation and retainment of girls and women in Judo using data such as This Girl Can highlights barriers facing women on lower incomes | Sport England
- Promotion of period friendly clubs through our partnership with Fab Little Bag
- Building on the Paris Paralympics with initiatives to support and increase membership of visually impaired Judoka; i.e. Top Tips resources
- Strategic and operational planning for the future of our Adaptive Judo, including our annual day and conference in February 2025, along with our Adaptive Judo Conference
- A range of projects through our Club Support Team engaging communities, not traditionally engaged in Judo

High priority actions Year 2

- Diversity and Inclusion Action Plan Year one: 2025-26 Using our Summary of intent, we have set out our commitment to realistic and achievable to Year 1 priorities:

We will demonstrate, Who, when, accountability and clear outcome. Where possible demonstrate where we are currently and our targets.

These will be in line with the data from Research | Sport England. Key insights from the Inequalities Metric:

The Inequalities Metric has unveiled significant insights:

For adults:

- 55% of the adult population has at least one inequality factor.
- 72% of adults with no inequality factors meet the activity guidelines, compared to 40% for those with two or more factors.

For children and young people:

- 61% hold one or more inequality factors.
- 48% of those with no inequality factors meet activity guidelines, compared to 40% for those with two or more factors.

The impact of equality in action

The most important indicator of lower levels of physical activity is where a person has two or more characteristics associated with being less active.

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f we could close the inequality gap between those with no characteristics and those with two or more, the proportion of the adult population who are active would rise by 10% and the proportion of children meeting the Chief Medical Officers' guidelines would increase by 4%.

If everyone with one or more characteristics of inequality could be as active as those with none — there would be 4.6 million more active adults and 166,000 more active children and young people.

Key characteristics

Understanding which characteristics influence activity levels is crucial. The Inequalities Metric identifies which characteristics have the most impact on minutes of activity.

For adults these are:

- Disabled people and those with a long-term health condition
- Age 65 or over
- Lower socioeconomic groups (NSSEC6-8)
- Asian people
- Pregnant women and parents of children under one year

For children and young people these are:

- Girls
- Other gender for those secondary-aged
- Low affluence
- Disabled people and those with a long-term health condition
- Asian people
- Black people

BJA has focussed on a movement from compliance to sharing our stories that have been supported by data, with subjects focusing on behaviour change within the organisation.

Our stories will be shared via Moving to Inclusion celebrations facilitated by Sporting Structures, looking at BJA 'Experience Pillar' journey in the summer of 2025.

Identified Priority	Who	Timescales	Tangible Targets March 2025	Expected Journey and targets completed made by March 2026
BJA Workforce training on EDI (privilege, unconscious bias & cultural competency)	Board SLT	Completed preparation for Year 2 targets	100% of the Workforce training on EDI (privilege, unconscious bias & cultural competency)	Board, staff and D&I Advisory Group to have completed EDI face to face follow up training with external EDI trainer Hayley Bennet (Feb 2025)
Spotlight on BJA DIAP	Via BJA M&C Strategy & Plan to all: <ul style="list-style-type: none"> Members Clubs Staff Wider workforce Board External Stakeholders 	Ongoing throughout 2025-26	Embedded in Inclusion Continuous stakeholder engagement promoted via BJA External Stakeholder Group, BJA Board, BJA D&I Advisory and Steering Groups Home Nation Forums and BJA Partners throughout 2025-26	Inclusion in BJA Departmental Inclusion, Safeguarding and Wellbeing Action Plans
Data collection & analysis to review in year 1 to drive & set year 2-3 targets	Membership Team via BJA CRM system SLT monitoring Board monitoring Elite athlete monitoring Elite Coach monitoring	The journey began before DIAP was implemented in May 2024 Reviewed monthly with BJA HISW action plan and on D&I Advisory & Steering Group Agendas Revisions being made on BJA myMA CRM System Membership Profile data to ensure collation of accurate data Performance Pathway data (England Performance Pathway) new cohort in Oct/Nov 2025 to include race, gender and socio-economic status	Targets for 2024-25 in line with Research And will focus on increased diversity of: <ul style="list-style-type: none"> Membership (members & coaches) Attendance at BJA initiatives via club support projects? Staff Performance Pathway selection on elite GB and England Pathways Our target will be a 10% increase in representation in regard to: Race, gender, disability & sexuality.	Demonstration of journey made will be identified at touch points within HISW monthly DIAP Action Plan review and via Departmental Inclusion, Safeguarding and Wellbeing Action Plans- Evidence of 10% increase

Workforce: Mentoring Up and Workplace Diversification Project	SLT and Wolverhampton University Advisory, Sub and Steering Groups	Throughout Year 2 of DIAP with a model to reflect gaps within present staff group	Launch of work experience placements in November 2024: Two placements: <ul style="list-style-type: none"> • M&C • Performance Pathway • Events • Finance/ Business Administration Between March -March 2025-26	Completion of a total of 16 placements to be completed HISW has finalised Mentoring Up and Workplace Diversification Project proposal with Gavin Ward at the University of Wolverhampton for placements to begin in DIAP Year 2
Ongoing around BJA planning for actions relating to how leadership can be more involved in developing an inclusive culture will be a priority.	SLT Board	Ongoing in Year 2 and building on Board EDI training in February 2025	Board to consider Full_toolkit.pdf (perrettlaver.com) for any future board appointments	Increase in Board representation from diverse groups- targets achieved for 2025-26
Continuous review of BJA Transgender Eligibility and Participation in Competitions Policy and Guidance for Coaches & Clubs	HISW Board Steering Group	Ongoing throughout 2025-26	Policy completed and published (with revisions in Feb 2025 following consultation with BJA TG community) Transgender Eligibility and Participation in Competition Policy - British Judo Association	Pathway transgender Judoka - ongoing discussions in place Including gradings
Integration of Moving to Inclusion Pillars to BJA DIAP	Board HISW (with support from UKS Mentor	2025-2026 Leadership & Engagement Pillars	Evidence of data & stories for both internal and external holders	Celebration - BJA & Experience Pillar with Sporting Structures in the summer of 2025 Showcasing our achievements and successes

DIAP Yr 2 targets:

Looking at the data, and the Year 1 starting points, we could create some very specific goals for

Target	Goal	Outcome Year 2	Measures
Adaptive Judo	Repeat National Conference	<p>We have identified 3 stages to the approach:</p> <ol style="list-style-type: none"> 1. Recruit (adverts and promotion of events coach revalidations/ comps/training) 2. Participate/ educate- (delivery of events- generate future content) 3. Promote/ grow. (how we take the content we out further to our community, and the non-judo community) 	<p>20% increase in participant numbers at this 2026 National Conference</p> <p>Increase in adaptive Judoka attending adaptive Judo events</p> <p>Data from events completed</p>
Women & Girls	<p>Increased Female membership and participation</p> <p>Repeat Female Fighters Festival FFF)</p> <p>Continued HN collaboration</p> <p>Period Friendly Clubs (Fab Little Bag)</p>	<p>Increased membership & retention of new female members in year 2</p> <p>Maintaining membership (comparative to last three years)</p> <p>Increase in club female classes</p> <p>Increased numbers attending</p> <p>On all EDI D&I initiatives</p>	<p>30% increase in female membership (consider the retention of female members over year 2)</p> <p>Data from clubs</p> <p>Fill venue capacity- (160 this year to 180 for 2026 event, but plan to look at bigger venue, increased awareness etc)</p>
Finding Your Feet	<p>Ongoing promotion</p> <p>Courses</p> <p>Exposure</p>	<p>Increased take up on courses (comparative to last year)</p>	<p>1 course in each BJA area, with some having more.</p> <ul style="list-style-type: none"> - London x 2 - Midlands x 2 - Western x 2 - Southern x 2 - Northern - Yorkshire and Humberside - NHC - Northwest - Eastern <p>This gives 13 courses for April 2025 – March 2026</p> <p>Last year we ran 12 with a total of 146 attendees, average 12 per course.</p> <p>With a planned increase of around 10% in courses for 2025</p> <p>10% increase in attendees would see 172 people attending the 13 courses with an average of 13 per course</p> <p>Stories and data on its application and engagement</p>

APPENDIX 2: International Judo Federation (IJF) Gender Equality Strategy

Ensuring BJA DIAP complies with and meets the IJF Strategy.

BJA Action: HISW to inform:

- SLT (Senior Leadership Team) and Board reflection
- D&I Steering Group
- To be included in DIAP

BJA Action:

Simple BJA Action Plan- completed by HISW (see below)

BJA Action Plan for IJF:

Priority Actions	Status	Goals:	Activities	Responsibilities
Female Fighters Festival	Planning for the annual event	Completion of event	Female Fighters Festival Raise awareness	HISW and D&I Groups Events Team
Strategy for promoting and maintaining girls in Judo	Draft paper written for Judo Commission	Good practice embedded into clubs and promoting BJA	Female friendly judo clothing	HISW with D&I Groups in BJA
		Strategy; Safe, Inclusive and Accessible Clubs	Choice of Judogi colour, i.e. nonwhite to support female participants during menstruation	This was endorsed following SLT Development Day on 9 th Oct 2023
Extension of Humble Warrior BJA Campaign to include specific benefits of judo for girls and women. Responding to: Government teams up with sport stars to launch new physical activity drive – GOV.UK (www.gov.uk)	Draft paper written	Campaign via BJA M&C Team	Good practice embedded into clubs and promoting BJA Strategy; Safe, Inclusive and Accessible Clubs	HISW with D&I Groups in BJA BJA M&C Team

