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Inclusion, Diversity, Equity & Accessibility Plan

Latest Update: October 2026

Foreword

Ever since Dr Guttman's original vision grew into the Paralympic Games, inclusivity has been fundamental to the Paralympic movement. We are extremely proud of the impact ParalympicsGB has already made in how disabled people are perceived in British society.

However, as our Championing Change strategy makes clear, there is a long way to go before we see true inclusivity, equity, and accessibility for disabled people in daily life. And of course, the principles of Inclusivity, Diversity, Equity and Accessibility (IDEA) go far beyond disability.

This IDEA plan aims to make ParalympicsGB a place where everyone, whatever their background or characteristics, is welcome and can thrive. The plan recognises that it is not enough simply to express these sentiments. We think of ourselves as an inclusive organisation, yet the data tells us that there are some areas where we are not as diverse and representative as we want to be.

To make progress requires honesty, humility, and a willingness to ask ourselves difficult questions. Progress also requires determination, resourcing, and leadership. The ParalympicsGB Board and the Executive Team commits to bringing all these qualities.

Why? Because the success of the IDEA plan is integral to ParalympicsGB's strategic aims of sending Best Prepared Teams to Paralympic Games and using the positive power of Paralympians to deliver sustainable change in the lives of disabled people across the UK. Specifically:

- We need to attract, retain, and develop the best talent; we are more effective if we make sure we attract that talent from all parts of society.
- Our potential to be a credible agent of social change is greater if we are representative of the society we want to change.
- Our reputation with athletes, sports, schools, partners, disability organisations and the media is vital – we achieve little in isolation, we achieve everything in partnership. Being an inclusive and diverse organisation is fundamental to developing those partnerships.

Perhaps the most important reason is a human one. A ParalympicsGB where everyone is welcome and feels a sense of belonging is a ParalympicsGB shaped by togetherness, energy, and commitment. That in turn, becomes a ParalympicsGB capable of great achievement and social change.

Inclusivity, Diversity, Equity and Accessibility is an essential foundation of our future success; this IDEA plan will build that foundation.



David Clarke OBE

CEO



Dan Brooke

Chair

Our Reason

ParalympicsGB has an ambitious 10 Year strategy, “Championing Change” that describes our two long term objectives of continuing to be a world leader in Paralympic Sport through our Best Prepared Team strategy and using the positive power of ParalympicsGB athletes to inspire social change. The strategy makes clear that these objectives can only be delivered if we are a high-performing, sustainable and robust organisation; that in turn can only happen if we are attracting, motivating, and developing the absolute best people from the entire population. Strategic success depends on us being open to all and not tolerating barriers that deter people based on background or characteristics.

We believe ParalympicsGB maintains a welcoming culture and understands the importance of inclusion and accessibility, but we recognise there is room for improvement. As well as the need to achieve our own strategic success, we want to influence positive change throughout the sports sector and, to do that, we must make sure we lead by example. The immediate focus of this action plan is to ensure that ParalympicsGB exemplifies best practice in relation to Inclusion, Diversity, Equity, and Accessibility.

Our Current Performance

To inform development of this plan, we collected data on the diversity of our organisation, as well as collecting feedback from employees and other stakeholders to gauge how ParalympicsGB is perceived in terms of its inclusion and accessibility. We gathered this information through surveys in addition to a series of externally facilitated listening circles. A genuine desire to listen and engage throughout this process produced good context to the numerical data and germinated ideas for potential changes within ParalympicsGB. The information collected addressed all the Protected Characteristics defined by the Equality Act and addressed socioeconomic background, as ParalympicsGB considers this to be another crucial factor in equity, diversity, and inclusion.

The data gathered revealed many positive aspects of diversity at ParalympicsGB – compared to society at large, the organisation performs well against characteristics like age, disability, gender, and sexual orientation. However, the organisation compares less well in relation to ethnicity and religion. Though ParalympicsGB was perceived positively as an inclusive and welcoming environment, ParalympicsGB colleagues were not universally confident about their understanding of inclusion and diversity or their ability to apply it in the context of their role.

Our Response

Reflecting on the information gathered and the areas for improvement identified, we recognise the need for concrete action if ParalympicsGB is to lead by example when influencing positive change. We have developed this Inclusion, Diversity, Equity, and Accessibility (IDEA) Plan for that purpose.

This document outlines our inclusion, diversity, equity and accessibility ambitions and the actions we will take in pursuit of them. The IDEA Plan will continue to have a strong internal focus until we ensure our house is in order. As we review our progress, future iterations of the plan will incorporate more outward-looking aspects as we look to build on our own strengths and become more of a voice to champion change more broadly.

In 2026, ParalympicsGB further strengthened its commitment by embedding IDEA as one of six core competencies within its Assessment and Development Framework, ensuring that inclusive behaviours and accessibility considerations form part of staff development and performance conversations across the organisation.

In the interest of accountability, we also explain the processes we will follow to measure and assess our progress, the Key Performance Indicators we will use to determine success, and the governance which supports the delivery and ongoing evolution of our work in this area.

Our Ambitions

Inclusion, Diversity, Equity, & Accessibility are central to ParalympicsGB's vision and mission and support our intention to be a high-performing organisation.

1. **Inclusive, Welcoming Environment**
   We aspire to create a truly inclusive, welcoming environment where every member of our team and every stakeholder can thrive and where every individual feels that their contribution matters, regardless of their identity or background.

2. **Diverse Composition**
   We champion diversity in all its forms, and it is our ambition for the composition of our organisation to reflect the diversity of British society and the community we represent.

3. **Disability Confident**
   We are a Disability Confident Leader, reflecting our particular passion for disability inclusion. We aim to maintain this status and influence our partners and stakeholders to pursue the same standard moving forward.

4. **Confidence & Understanding**
   We want everyone within our organisation to feel confident in their understanding of diversity and inclusion issues and their ability to apply inclusive practices in their everyday work. ParalympicsGB is committed to providing the learning and development opportunities necessary to support this.

5. **Leading by Example**
   Our Board and Senior Leadership team are committed to leading by example, championing an inclusive approach to all areas of ParalympicsGB's operations.

We aim to achieve and maintain these goals as soon as possible and to be able to demonstrate a track record of success in this area by the end of the LA 2028 Summer Paralympic Games cycle.

Our Key Performance Indicators

Our Key Performance Indicators (KPIs) are the factors we believe will most accurately demonstrate progress towards our ambitions. We've selected KPIs that reflect areas where we need to do better, such as ethnicity, and areas where we want to set a higher standard, such as disability. The KPIs will be our primary metric for understanding the organisation's progress and the success of this action plan.

These KPIs are not set in stone. We will continue to monitor our performance against these and a range of other indicators and will consider changes to the selected KPIs where we believe they will contribute to a more accurate and comprehensive picture of our performance. This may include introduction of new KPIs when we identify new ways to gather feedback from important stakeholder groups, like ParalympicsGB Athletes.

KPI	2023 Levels	Target	October 2026
Disability Confident status	Disability Confident Committed	Disability Confident Leader by Summer 2024	Achieved in July 2024
% ethnic composition of staff and Board	Asian: 3.5% Black African: 3.5% White: 93%,	Composition reflects census data by 2028. (Asian: 9%, Black: 4%, White: 82%, Other Ethnic Groups: 5%)	Asian 3% Black African 3% White 79% Other/did not say 15%
% ethnically diverse applicants to advertised roles	% Total Applicants – 12% % Shortlisted – 14% % Interviewed – 12%	Applicant diversity reflect census data by 2026. (18% Ethnically Diverse Applicants)	Applicants 21% ethnically diverse (This includes applicants with no right to work in UK, so overstates true position).
% of staff with a declared disability	13% declared a disability.	Increase to 20% with a declared disability by 2028.	18% staff 24% staff & Board

% of applicants to advertised roles with a declared disability	% Total Applicants – 8% % Shortlisted – 10% % Interviewed – 7%	Increase to 20% with a declared disability by 2026.	Applicants 21.3% disabled and/or neuro-diverse
% Staff who agree ParalympicsGB is an inclusive and welcoming environment	85% Agree, 15% Neither agree nor disagree.	100% Agree by December 2025.	87% Agree
% Staff who agree that ParalympicsGB Leadership champions Equity, Inclusion, & Diversity	74% Agree, 26% neither agree nor disagree	100% Agree by December 2024	89% Agree
% Staff who feel confident about their understanding of Equity, Inclusion, and Diversity	69% Confident, 31% Uncertain	100% Confident by December 2026	91.5% Confident

What are we measuring?

Our KPIs represent the headline indicators of progress against our Inclusion, Diversity, Equity, and Accessibility ambitions. However, we will continue to capture a broader set of data covering both quantitative and qualitative factors to ensure we understand our performance in relation to all protected characteristics and the perceptions of our stakeholders.

Measuring objective, quantitative data about the composition of our Board, our workforce, and the field of applicants who apply for roles at ParalympicsGB allows us to compare ParalympicsGB to other organisations and to society at large. We gather data, through equal opportunities monitoring forms and staff surveys, across all protected characteristics and additional socio-economic indicators.

We also gather more subjective, qualitative data that reflects the perceptions of Board, Staff, and other stakeholders about the inclusivity and diversity of ParalympicsGB. This information is

gathered through various routes, including our annual staff survey, post-games survey, exit interviews, Listening Circle exercises, and stakeholder perception surveys. It helps us understand how the organisation is perceived, identifies potential issues to be addressed, and provides helpful context on what might be influencing the trends shown in our quantitative data.

What will constitute progress?

In our quantitative metrics, we hope to see progress towards diversity data that compares well to our stakeholder group and society at large. This will mean that the composition of our organisation as a whole – as well as the field of applicants and interviewees for roles at ParalympicsGB – appropriately represents the diversity of society (including factors such as gender, race and ethnicity, age, and sexual orientation) whilst also reflecting ParalympicsGB's specific circumstances as a disability focused organisation.

Qualitatively, progress will be signalled by increasingly positive perceptions of ParalympicsGB as an inclusive and welcoming environment. We hope to see fewer identified barriers to inclusion, and more recognition of ParalympicsGB as a positive contributor to inclusion, diversity, equity, and accessibility in the wider sector.

What is our timeline for change?

We expect positive progress will show at different rates across the metrics we measure. Whilst changes to the diversity of our organisation's composition will take considerable time, given our rate of turnover and recruitment, we consider this to be a lagging indicator of positive progress against our ambitions. Other metrics, such as the diversity of the field of applicants for advertised roles and the results of staff and stakeholder perception surveys, will provide an earlier indication that the actions we are taking are leading the organisation in the right direction.

We established one specific timebound goal – to achieve Disability Confident Leader status by Summer 2024. Beyond that, we are seeking steady and sustainable progress against each ambition, measured against the indicators outlined above. Our priority is to establish a solid foundation of policy and good practice, laying the groundwork for delivery of our longer-term ambitions. By the end of the LA 2028 Summer Paralympic Games Cycle, we hope to be able to demonstrate a track record of success and good practice in inclusion, diversity, equity, and accessibility.

Our Plan of Action

The following actions have been developed by the ParalympicsGB Equity, Inclusion, and Diversity Group and agreed by the Executive Team and Board to support progress towards our stated ambitions. The development of these actions was partly informed by the results of ParalympicsGB's November 2022 staff survey and December 2022 Listening Circle Exercises and partly by the Group's research of best practice.

This is our starting point – we consider this Plan to be a living document. As we make progress, we'll review the plan to add and amend actions as appropriate, so we can maintain consistent progress towards achieving our ambitions.

We've divided the actions into three key areas:

1. Leadership,
2. Changes to ParalympicsGB Processes,
3. Learning and Development.

For each action, we've summarised our intended purpose, indicated the timescale in which we want to tackle it, assigned responsibility for leading each action, and indicated which of our five ambitions we believe the action contributes to. These actions are high-level and will be supported by more detailed implementation plans developed by the parties with lead responsibility for each action, and overseen by the equity, inclusion, and diversity Group.

It is our hope that many of these actions will have a broad positive impact on culture and performance of ParalympicsGB, beyond the considerations of Inclusion, Diversity, Equity, and Accessibility which are this plan's priority.

Leadership

	Action	Deadline	Ambitions	October 2026
1	Board Diversity Champion appointed to ensure Board give appropriate attention to inclusion, diversity, equity, and accessibility at Board level, and to act as a liaison between Board, the Staff IDEA Group and the Athlete Commission Equity, Inclusion, and Diversity Sub-Advisory Group. **Purpose:** To establish clear leadership responsibility for ensuring inclusion, diversity, equity, and accessibility is considered during decision-making.	Ongoing	5. Leading by Example	Champion appointed in 2024 and engaged in Board conversations. A new champion will be appointed following Board elections in November 2026.
2	Board and Executive Team to establish a Leadership Charter, to include a commitment to support any individuals raising concerns or grievances relating to inclusion, diversity, equity, and accessibility at ParalympicsGB, in line with ParalympicsGB Whistleblowing Policy. **Purpose:** To firmly establish support for inclusion, diversity, equity, and accessibility within the Board's Code of Conduct, and ensure that every director understands their responsibility in this area.	Complete	5. Leading by Example	Completed and published, with Social media content around the Charter

3	Board and Executive Team to check and challenge incorporation of inclusion, diversity, equity, and accessibility considerations in project planning and decision-making. **Purpose:** To ensure appropriate scrutiny during the decision-making process, and to encourage inclusion-by-design in the process of developing project and policy proposals.	Ongoing	5. Leading by Example	IDEA features strongly in Exec and SLG decisions & in programme plan thinking around new projects, such as ensuring accessibility is built into software/apps we buy and our website. Co-production with LAB and other disabled people continues in Social Impact work.
4	Executive and Board to strongly challenge internal only advertisement of ParalympicsGB roles, establishing a high threshold for exceptions to open, public, advertisement. **Purpose:** To protect inclusivity of recruitment processes and promote compliance with established best practice.	Ongoing	2. Diverse Composition 3. Disability Confident 5. Leading by Example	All internal-only recruitments are by exception and require Exec approval.
5	Executive Team and Board to demonstrate support for this plan by annually reviewing resourcing for and engagement with inclusion, diversity, equity, and accessibility activities. **Purpose:** Reinforcing ParalympicsGB's commitment to achieving the Ambitions.	December, annually.	1. Inclusive, Welcoming Environment 5. Leading by Example	IDEA budget increased in LA cycle budget. All planned activities in IDEA project overview are costed and in budget.

6	ParalympicsGB to achieve (A) UK Government's Disability Confident Leader standard and (B) RNIBs Visibly Better Employer standard. **Purpose**: To secure demonstrable, externally assessed, evidence of ParalympicsGB's commitment to inclusive practice.	(A) July 2024 (B) Dec 2025	1. Inclusive, Welcoming Environment 3. Disability Confident 5. Leading by Example	(A) Complete (B) Complete
7	Ensure ParalympicsGB Communications follow the organisation's inclusive brand guidelines and appropriately reflect diversity of ParalympicsGB stakeholders (to include all publications and communications, use of images, athlete representatives, ParalympicsGB spokespeople, news coverage etc.). **Purpose**: Ensure ParalympicsGB is leading by example in demonstrating its diversity and practicing inclusion in all facets of its work.	Ongoing	1. Inclusive, Welcoming Environment 5. Leading by Example	We are proud of how we communicate a commitment to disability inclusion but still have progress to make in representing other aspects of diversity.
8	Promote and share disability inclusion best practice to members, stakeholders, and the wider sport sector, following the example of the Beyond the Podium programme. **Purpose:** To support ParalympicsGB's social impact objective, to encourage broader uptake of inclusive practices within our network, and to establish ParalympicsGB as a leader in disability inclusion.	Ongoing	1. Inclusive, Welcoming Environment 3. Disability Confident 5. Leading by Example	Social Impact strategy & Equal Play film are basis for us now being much more vocal with decision makers on sport, education and PE. Recent member survey showed support for collaboration on social impact themes

9	Maintain high standards for suppliers, sponsors, and commercial partners in relation to inclusion, diversity, equity, and accessibility and ensure these expectations are reflected in procurement processes. **Purpose**: Ensuring that ParalympicsGB's commercial relationships are consistent with our objective to create an inclusive and welcoming environment.	Ongoing	1. Inclusive, Welcoming Environment 5. Leading by Example	Built into supplier procurement process and included within all proposals for new commercial partnerships.

Changes to ParalympicsGB Processes

	Action	**Deadline**	**Ambitions**	**October 2026**
10	(A) Capture and analyse inclusion, diversity, equity, and accessibility data on an annual basis; (B) Produce an annual progress report for Members and other Stakeholders (beginning on 1st anniversary of this plan's publication). **Purpose:** To enable accurate monitoring and evaluation of progress with relevant context, inform ongoing development of the plan, and create accountability.	(A) April, annually. (B) September, annually	2. Diverse Composition 3. Disability Confident 5. Leading by Example	Data collected in Summer 2026 following Milan Cortina Games. Review taken to October 2026 Board meeting pre-publication.

11	Review ParalympicsGB recruitment processes and documents to consider: • Consistent inclusive practices, incorporating learning and best practice from external partners. • Use of inclusive language • Proactive offers of reasonable adjustment • Anonymous shortlisting • Diverse interview panels • Disability confident commitments • Accessible formats and processes • Emphasis on inclusion, diversity, equity, and accessibility in every recruitment process **Purpose:** To ensure our recruitment practices are inclusive and promote diversity at ParalympicsGB.	December 2023, and annually thereafter.	1. Inclusive, Welcoming Environment 2. Diverse Composition 3. Disability Confident	We have implemented improvements to our recruitment and interview processes to support disabled and neuro-diverse candidates. Recruitment processes remain under iterative review, with objective to improve accessibility and experience for all candidates.
12	Undertake annual review of locations in which ParalympicsGB advertise open roles, including Board roles, to assess the relative effectiveness of different options and identify optimum advertising channels. **Purpose:** To maximise the reach of ParalympicsGB job advertisements and encouraging maximum diversity in the field of applicants.	Ongoing	2. Diverse Composition 3. Disability Confident 5. Leading by Example	We review this frequently & test new options regularly. We have seen limited success with new advertising locations, so have also refreshed our job adverts to address how we present ParalympicsGB as a welcoming environment for diverse candidates.

13	Develop a consistent, structured and rewarding probation and induction process for all new recruits, which communicates our Inclusion, Diversity, Equity, and Accessibility Ambitions along with explanations of why we're pursuing them, inclusive and accessible communication best practice, and simple actions which staff could consider to further inclusion, create awareness, and show respect. **Purpose:** To enhance staff members' understanding and confidence in relation to inclusion, diversity, equity, and accessibility, and to promote our inclusive and welcoming environment.	Ongoing	1. Inclusive, Welcoming Environment 4. Confidence & Understanding	IDEA plan is shared in staff induction process. Work is required to make this more engaging, whilst being cognisant of capacity and time commitments.
14	Undertake a review to consider the establishment of internship and/or work experience programmes, targeted at candidates from under-represented populations. **Purpose:** To consider opportunities for ParalympicsGB to support under-represented populations and create a pathway into the sport sector.	September 2025	2. Diverse Composition 3. Disability Confident	This review has been completed, and opportunities have been identified. These are budget-dependent, so we are working to identify specific funding that does not conflict with funding opportunities for our core work.

15	Provide training and resources for all staff on accessible communications, including use of ParalympicsGB Branding, accessible language and means of communication, and use of common accessibility tools to improve accessibility of all documents we produce and any data collection we undertake. **Purpose:** To establish best practice good habits, improve the accessibility of all documents and resources produced, and ensure all potential stakeholders can engage effectively with the organisation.	Ongoing.	1. Inclusive, Welcoming Environment 4. Confidence & Understanding 5. Leading by Example	Staff training delivered on a regular basis over recent years, supported by development of accessibility focused branding design and tools. Work required to ensure regular updates for all staff to keep accessible communication front of mind.
16	Create multiple and frequent opportunities for staff and stakeholders to provide feedback and to raise issues or concerns. Opportunities should include opportunities for Staff, Athletes (via Athlete Commission and the Athlete Community), and other stakeholders (via the Board Equity, Inclusion, and Diversity Champion). **Purpose:** To encourage feedback and engagement from stakeholders, and open conversations about inclusion, diversity, equity, and accessibility.	Ongoing	1. Inclusive, Welcoming Environment 4. Confidence & Understanding 5. Leading by Example	Annual staff/Board survey remains main route. Working Group covers all PGB teams, and athletes have route to provide feedback through post-Games surveys and through Athlete Commission.
17	Provide staff and Board with annual updates on progress against this plan. Celebrate success and provide direction on opportunities for colleagues to contribute to delivery of the Plan. **Purpose:** To promote awareness of and engagement with our Inclusion, Diversity, Equity, and Accessibility Ambitions by all ParalympicsGB Staff and Board Members.	Ongoing	1. Inclusive, Welcoming Environment 4. Confidence & Understanding 5. Leading by Example	Schedule for updates switched from quarterly to annual, to better fit speed of progress and available opportunities.

18	Undertake an assessment of workplace inclusivity and accessibility in the London and Loughborough Offices, and implement a plan for improvement, taking into account all factors which could make the offices safer, more welcoming, and more inclusive spaces. Provide training on accessibility considerations for meetings and events. **Purpose**: Ensuring that ParalympicsGB's Physical locations are as accessible as possible for all potential stakeholders, and that staff are confident of their ability to deliver accessible events.	Ongoing	1. Inclusive, Welcoming Environment 3. Disability Confident 4. Confidence & Understanding 5. Leading by Example	Accessibility consultancy undertaken in August 25. Budget constraints are a limiting factor to significant renovation, but several low-cost improvements have been implemented.

Learning and Development

	Action	Deadline	Ambitions	Status
19	Staff Engagement Team (SET) to consider how engagement with inclusion, diversity, equity, and accessibility issues can be built into planned activities, to increase knowledge and understanding. Opportunities could include: • Volunteering days. • Discussion Panels or Groups on current inclusion, diversity, equity, and accessibility topics. • Come & Try para-sport sessions and engagement with para-sport athletes, particularly for staff who aren't usually "athlete facing". • Inviting speakers with expertise or lived experience to Staff meetings or other ParalympicsGB events. • Sharing our own cultures, customs, and practices with others. • Identifying a list of relevant holidays or awareness days which ParalympicsGB can celebrate throughout the year, using those events as an opportunity to encourage learning and awareness. **Purpose:** To increase engagement and exposure to inclusion, diversity, equity, and accessibility topics amongst ParalympicsGB colleagues.	Ongoing	1. Inclusive, Welcoming Environment 4. Confidence & Understanding	We continue to offer staff activities and volunteering opportunities which encourage engagement with IDEA topics. This has included inviting external speakers to staff meetings and engagement with the Lived-experience Advisory Board. There is more to be done here.

20	Develop a compulsory programme of baseline training on inclusion, diversity, equity, and accessibility for all staff, covering three pillars - Education, Training, and Insight. **Purpose:** To ensure all staff feel confident in their understanding of inclusion, diversity, equity, and accessibility, and can contribute to creating an inclusive and welcoming environment at ParalympicsGB.	Ongoing	1. Inclusive, Welcoming Environment 2. Diverse Composition 4. Confidence & Understanding	Inclusion, Diversity, Equity and Accessibility has been established as a core element of the new Assessment and Development Framework. Following introduction of this new framework in summer 2026, baseline training provision is being reviewed across all areas, including IDEA.
21	Provide opportunities for further learning and development across the same three pillars (Education, Training, and Insight). Opportunities could include: • A repository of references and resources that all staff can access. • Additional Training Provision for individuals or groups. • Regular Inclusion, diversity, equity, and accessibility Lunch and Learn Sessions on current issues. • External Speakers invited to ParalympicsGB Events. **Purpose:** To enable ParalympicsGB staff to further their understanding of inclusion, diversity, equity, and accessibility, and build specific knowledge, skill, or experience to support their role.	Ongoing	1. Inclusive, Welcoming Environment 4. Confidence & Understanding	As in action 19 above, speakers and training have been sharing knowledge at staff meetings. Additional training needs are identified through the assessment and development framework.

22	ParalympicsGB Board and Staff Members encouraged to join relevant forums or networks related to our ambitions, and to share updates and learning with the wider organisation. **Purpose:** To encourage self-directed engagement in inclusion, diversity, equity, and accessibility, and build a network of beneficial connections that can support ParalympicsGB in pursuit of the ambitions.	Ongoing	4. Confidence & Understanding 5. Leading by Example	Since launching Social Impact strategy and Equal Play, numerous examples of this, especially across Executive team and the whole social impact team
23	Specific programmes of training for Leaders and Managers to cover Inclusive Leadership, Management and Recruitment processes - including specific training on ParalympicsGB's processes. **Purpose:** To ensure leaders and managers are appropriately equipped to lead in an inclusive way, and support ParalympicsGB's inclusive recruitment processes.	April 2025	1. Inclusive, Welcoming Environment 4. Confidence & Understanding 5. Leading by Example	User-friendly recruitment guide for managers. Moved from plans to deliver training course to 1-2-1 support from Corporate Services in all recruitments.
24	All staff to include an inclusion, diversity, equity, and accessibility-related development objective and/or Learning and Development aim in their Personal Performance Plan (PPP). **Purpose:** To ensure all staff are engaged in the pursuit of ParalympicsGB's inclusion, diversity, equity, and accessibility Ambitions.	April 2025	1. Inclusive, Welcoming Environment 4. Confidence & Understanding	IDEA has been included as one of six core competencies for assessing staff in the new assessment and development framework, implemented from August 2026. This ensures that inclusive behaviours, accessibility awareness and contribution to an inclusive culture are considered as part of how all staff are assessed and developed, helping to integrate IDEA principles into everyday practice across the organisation.

Delivery, Monitoring, and Evaluation

Our internal Inclusion, Diversity, Equity, and Accessibility (IDEA) Group manage delivery of this plan, supported by the Board Champion for Equity, Inclusion, and Diversity, and the Athlete Commission Equity, Inclusion, and Diversity Advisory Group. The Senior Leadership Group (SLG) and the Board provide oversight. The IDEA Group will provide regular updates on progress against the plan for consideration by SLG.

On an annual basis the Equity, Inclusion, and Diversity Group will undertake and present to the ParalympicsGB Board a review of progress against the Plan. The review will consider and propose updates to the plan that are necessary to reflect progress against ParalympicsGB's stated ambitions or changes to the organisation's circumstances. This will include replacing completed actions with new actions that will help ParalympicsGB maintain momentum towards its ambitions. The ParalympicsGB Board has ultimate oversight of this Inclusion, diversity, equity, and accessibility Plan.

To promote transparency and accountability, the plan will be published on our website, and, on an annual basis, we will publish a progress report and updated Plan. Updates will also continue to be included in the Annual Report and Financial Statements, as part of our Annual Governance Statement.

Appendix 1: Glossary

Important terms relevant to our Diversity and Inclusion Plan are defined below.

Allyship

An ally is often defined as someone who is not a member of a marginalised group but wants to support and take action to help others in that group. Allies acknowledge inequality and invest in strengthening their own knowledge and awareness, to avoid contributing further to inequality. Allyship in the workplace is crucial for inclusion and equality.

Belonging

Belonging means having an equitable structure in place that functions to make staff and stakeholders, no matter their differences, feel welcome. When seeking for equity, the organisation is striving for a system that benefits everyone, no matter their circumstance. Belonging is when this not only works, but no one feels as if their inclusion is questioned.

Diversity

Diversity means having differences within an organisation or setting. Diversity recognises we are all different in many ways, and that the combination of our differing perspectives and ways of thinking is a benefit to our organisation. People with differing identities, backgrounds and experiences should all have equitable access to resources and decision-making. Some people prefer to use the term ‘representation’ to focus on how organisations should be reflective of the society we live in and the communities we serve.

Equality

Equality is a system in which individuals do not face bias, prejudice, or discrimination in their pursuit of opportunities, regardless of their circumstances. By being conscious of and actively challenging bias or prejudice we make sure no-one is treated less favourably because of who they are or what makes them different from other people. This requires a proactive, equitable approach to make reasonable adjustments that address the visible and invisible barriers people face.

Equity

Equity acknowledges that access to opportunity is not always equal and tries to correct imbalances by providing additional support to populations whose access to opportunity has historically been impaired. Equity means ensuring people are not unfairly prevented from accessing opportunities and avoiding the creation of an unfair advantage for others. Providing identical opportunities to everyone without considering the accessibility of those opportunities is not an effective way to create equality.

Ethnically Diverse Backgrounds

Wherever possible, when we need to refer to ethnic background, we will refer to the specific background of the individual or group being referenced. Where this isn't possible, we use "Ethnically Diverse Backgrounds" to refer to all those whose background is not "White British". This phrase should be used in place of terms like BAME or BME.

Inclusion

Inclusion means being proactive to ensure people of different backgrounds, experiences and identities feel welcomed, respected and fully able to participate – this is diversity in practice. It is not only about creating a diverse environment but also about ensuring a culture exists where individuals can be their full selves.

Intersectionality

We all have overlapping identities including – but not limited to – disability, gender, race, religion or belief, sex, class, and sexual orientation. Taking an 'intersectional' approach to equity, diversity and inclusion requires us to understand that these multiple forms of discrimination are experienced simultaneously, in different ways by people of different backgrounds.