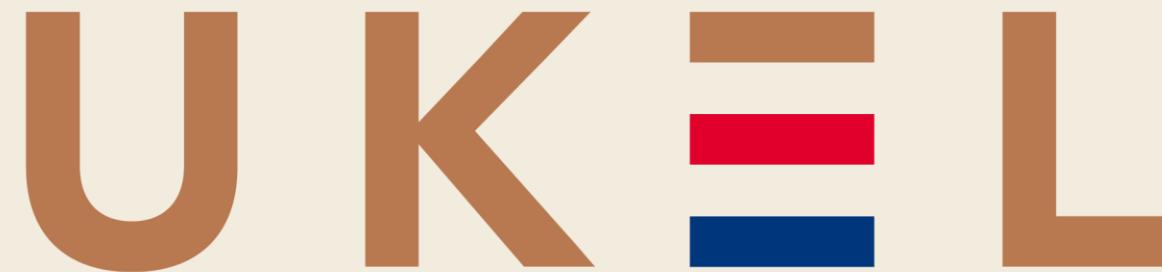


Diversity and Inclusion Action Plan 2026 - 2027



Trusted Delivery.
Lasting Impact.

Purpose and Pledge

A joint message from our Chair, Alys Carlton, and our Chief Operating Officer, Bev Ward

At UKEL, we have a unique opportunity to collaborate with the sport and events sector. As an integral part of the UK events ecosystem and the trusted 'go-to' partner for event services and advice, we are committed to being role models for diversity, inclusion, and equality in everything we do, from leadership to delivery.

In an ever-changing world, fairness, respect, and inclusivity are vital to our success. We will ensure that everyone has access to learning opportunities, understands our policies and procedures, and is encouraged to share knowledge, innovate, and evolve.

We are dedicated to creating a culture that celebrates every member of our community for employees, contractors, and suppliers alike, ensuring that all voices are heard, valued, and respected. Working together as one team is key to delivering exceptional events.

This Diversity and Inclusion Action Plan sets out our commitments to fulfilling that promise. We will embed inclusivity at every level, lead by example, and ensure our recruitment and event delivery practices reflect our values.

As UKEL continues to grow, this plan will evolve alongside us. It will be reviewed and updated annually, with our Board supporting and holding us accountable every step of the way.

Together, by living and breathing this plan, we will strengthen our team and enhance the experiences we create for spectators, teams, and the wider event workforce.



UKEL – Who We Are

Over the past two years, UK Sport has undertaken extensive research and consultation across the industry to understand the challenges facing the UK events sector. This work led to the creation of a new central hosting body for major events UKEL.

Established with B member UK Sport, UKEL exists to safeguard and enhance the UK's ability to secure and deliver global sporting events. Acting with agility and flexibility, we respond to the evolving needs of the international market to maintain the UK's position as a world-leading event host.

As many National Governing Bodies (NGBs) and local authorities face increasing constraints in housing Local Organising Committees (LOCs), underwriting events, or meeting international bidding and contractual requirements, UKEL provides a trusted, central solution. We step in where no alternative exists, ensuring that the UK remains competitive and capable of hosting world-class events now and in the future.

UKEL was incorporated in May 2025 with two founding directors and immediately established its first Special Purpose Vehicle (SPV) to host the 2027 Grand Départ for the Tour de France and Tour de France Femmes. This marks the beginning of our work to create sustainable structures for major events across the UK.

Our Aims

- **Efficiency:** Streamline event governance and decision-making.
- **Economics:** Achieve economies of scale in event delivery.
- **Collaboration:** Strengthen stakeholder alignment and partnerships.
- **Capacity:** Enhance the UK's capability to host major events.
- **Planning Ahead:** Embed effective strategic planning and legacy development.
- **Capability:** Build stronger national bidding expertise.
- **Knowledge Transfer:** Support NGBs to grow their event-hosting skills and capacity.

Our Objects

UKEL's company objects are:

- to oversee the hosting of sporting events in the United Kingdom that require financial and/or technical public support ("Events");
- to support the bidding for, planning and delivery of Events, including through the provision of centralised services;
- to contract with rights holders, international sporting federations, National Governing Bodies and host public bodies in connection with the hosting of Events;
- to conduct all commercial activities necessary in connection with the hosting of Events, including contracting with service providers, commercial partners and broadcasting partners;
- to apply for and receive funding from private and public sources in connection with the hosting of Events;
- to recruit and retain talented senior professionals in the Event hosting sector;
- to provide services to support the event-staging system and sporting bodies in the UK;
- to be operationally and culturally independent from UK Sport;
- to comply with the Code;
- to do all such other things to further the interests of the Company or to be incidental or conducive to the attainment of all or any of the objects stated in this Article 2.

UKEL is the trusted partner for the corporate hosting of global sports events and the delivery of centralised event services. We work alongside NGB's and Host Cities to win and deliver world-class events efficiently, effectively, and with impact, providing certainty and value through a talented, experienced, and agile events team.

In line with the Code for Sports Governance, this DIAP was approved by the UKEL Board on 9 December 2025. Its progress will be reviewed annually each December. A copy of this plan can be found on UKEL's website www.ukel.co.uk



Introduction

Being at the centre of the UK's events ecosystem gives UKEL a unique chance to shape the future of our industry. We believe that success is built on inclusion, respect, and opportunity for all. That's why we're dedicated to creating an environment where diversity thrives within our teams, our partners, and every event we help to deliver.

Building a high-quality team of team members and suppliers is paramount to achieving our vision for UKEL and we will do this through equitable and accessible recruitment and procurement processes.

Our Diversity and Inclusion Action Plan has four key pillars which we are committed to deliver over the next two years as the company grows, to create meaningful change and ensure lasting impact. We will use these actions to shape an inclusive environment and set the culture for the workforce at all levels, from Board level through to suppliers.

Our Pillars

1. Inclusive Governance and Leadership

2. Workforce and Inclusive Recruitment

3. Embedding EDI in Service Delivery and Event Hosting

4. Culture, Learning and Accountability

1. Inclusive Governance and Leadership

Embedding EDI within Board structures to ensure leadership accountability and strategic oversight

KPIs:

- Appoint a Board EDI Champion to oversee DIAP Implementation.
- Diversity and Inclusion Plan is regularly reviewed by Board and measured against its progress.



1. Inclusive Governance and Leadership

Activity	Responsible Owner	Intended Outcome	By When
1.1 Identify and appoint an additional Board Director to act as the EDI Champion, with clear terms of reference and accountability for monitoring DIAP progress.	Board	Visible Board-level leadership and accountability for EDI.	December 2026
1.2 Establish annual reporting to the Board on EDI progress, challenges, and key milestones, led by the EDI Champion.	Board	Regular, transparent oversight ensuring the DIAP remains active, relevant, and results driven.	December 2026

2. Workforce and Inclusive Recruitment

Create an inclusive environment where every member of the UKEL family feels valued, engaged and are respected in their role.

KPIs:

- Set representation targets by 2027, at all levels of the organisation, for gender balance, ethnicity, disability, LGBTQ+ as well as individuals from lower socio-economic and varied regional and educational backgrounds.
- Implement guaranteed interview schemes for underrepresented groups
- Create a working culture that supports everyone in the workplace, embedding inclusivity, collaboration, equality and safety, ensuring everyone feels respected, valued and supported.



2. Workforce and Inclusive Recruitment

Activity	Responsible Owner	Intended Outcome	By When
2.1 Implement inclusive recruitment processes for Board and team member appointments, ensuring diverse candidate pools and transparent selection criteria aligned with UK Sport's Code for Sports Governance.	COO	Stronger decision making through diverse thinking, background, and lived experience.	In progress
2.2 . Introduce a guaranteed interview scheme for candidates from underrepresented groups, including underrepresented ethnic groups, disabled people, LGBTQ+ communities, and those from lower socio-economic backgrounds -who meet the essential criteria for advertised roles.	COO	Increased access to employment opportunities for underrepresented communities.	In progress

2. Workforce and Inclusive Recruitment

Activity	Responsible Owner	Intended Outcome	By When
2.3. Promote the guaranteed interview scheme through job adverts and outreach materials to ensure awareness and accessibility among potential applicants.	COO	Enhanced perception of UKEL as an inclusive and equitable employer of choice.	In progress
2.4 Develop a recruitment checklist to ensure fairness and consistency at each stage of the hiring process.	COO	A workforce that better represents the communities UKEL serves.	In progress
2.5 Ensure the interview process and workplace is accessible to everyone and any accommodate any reasonable adjustments as required.	COO	A more inclusive working culture where barriers are reduced, and colleagues experience fairness and consistency in how adjustments are managed.	In progress
2.6. All new starters to be given an induction programme about the organisation, policies and current team members to enable them to build relationships across the entire organisation and at all levels.	COO	Build a culture that includes everyone, at every level.	January 2026



3. Embedding EDI in our Service Delivery and Event Hosting

Delivering events that enable everyone to participate, contribute and belong, through collaboration with trusted and diverse suppliers and organisers who champion inclusion at every stage.

KPIs:

- Develop EDI standards for hosted events, including accessibility, inclusive communications and diverse representation.
- Offer centralised EDI services (eg social impact, accessibility audits, inclusive volunteer management).
- Partner with diverse suppliers and freelancers, ensuring procurement practices are inclusive.
- Create toolkits and templates for event organisers to embed EDI.

3. Embedding EDI in our Service Delivery and Event Hosting

Activity	Responsible Owner	Intended Outcome	By When
3.1 Create an EDI Plan for each event that UKEL delivers or supports, ensuring inclusion is embedded from the outset and monitored throughout delivery.	DoE	Each event consistently meets high standards for inclusivity and accessibility.	TBC
3.2 Ensure event Boards and stakeholder groups are representative, reflecting gender, ethnicity, disability, and other forms of diversity.	DoE	Governance structures and decision-making at event level reflect the diversity of the communities involved.	TBC
3.3 Consider developing a centralised EDI support service to provide social impact assessments, accessibility audits, and inclusive volunteer management support to event partners.	COO / DoE	Increased consistency and quality of EDI practices across all UKEL events.	In progress
3.4 Embed EDI expertise within delivery teams to advise and oversee implementation across all major events.	DoE	Reduced duplication of effort and more efficient use of EDI expertise across projects.	December 2027



3. Embedding EDI in our Service Delivery and Event Hosting

Activity	Responsible Owner	Intended Outcome	By When
3.5 Develop and maintain a diverse supplier directory, including businesses owned or led by women, ethnic minorities, disabled people, and other underrepresented groups.	DoE	Increased representation of diverse businesses in UKEL's supply chain.	December 2027
3.6 Establish and update procurement policies to actively encourage engagement with small, local, and diverse suppliers.	Programme Manager	Tangible social value benefits through equitable procurement and contracting.	In progress

4. Our Culture, Learning and Accountability

Empowering our people to challenge, learn and grow together, building a culture of accountability and excellence that drives UKEL's success.

KPIs:

- Encourage staff-led EDI networks and peer support groups.
- Include EDI objectives in all staff PDPs and measure progress via culture surveys.
- Track and publish workforce diversity data annually.



4. Our Culture, Learning and Accountability

Activity	Responsible Owner	Intended Outcome	By When
4.1 Facilitate peer support and mentoring opportunities within and across teams to foster inclusion and allyship.	COO	Empowered employees who contribute actively to the EDI agenda.	December 2027
4.2 Embed specific EDI objectives into every employee's Personal Development Plan (PDP), aligned with role responsibilities and organisational goals.	COO	EDI integrated into individual accountability and performance management.	December 2027
4.3 Using the staff engagement surveys, we will analyse workforce demographic data annually, covering recruitment, promotion, and retention trends.	COO	Clear, measurable evidence of progress against EDI objectives.	December 2027