

Badminton England Equality, Diversity, and Inclusion Strategy

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Foreword

“Badminton is such an inclusive game. It lends itself so well to inclusivity and to providing for a variety of players - It’s something we really should be using to our own advantage as a sport and encouraging people to get involved.”

[Badminton Player]

We believe that everyone should be able to access and enjoy badminton regardless of their gender, race, disability, sexual orientation, background, or circumstances.

Despite this, we recognise that some people’s experience or perception of badminton is that it is not as welcoming or inclusive as we would like. Some communities do not access the game to the degree others do, some feel excluded from the decision making of the sport and that their voice is not heard, some groups are under-represented in our paid and volunteer workforce and there are gaps in our understanding across a variety of communities and their experiences and perceptions of badminton.

Consequently, there remains much to do if we are to fulfil our aspiration of an equal, diverse, and inclusive sport. Badminton England has a key leadership role to play, but success in this area can only be achieved through commitment, collaboration, and support from the whole badminton community. We recognise that this will be a challenging journey and we cannot do it all at once, but we want to unlock the advantages of badminton for everyone, grow badminton at all levels and be part of a bigger movement that helps to address some of society’s biggest challenges.

This strategy sets out how the sport of badminton can come together to be more equal, diverse, and inclusive. We will publish an annual action plan and progress against the strategy. We very much hope that you will join us on this exciting journey. #BETOGETHER

Jackie Newcombe and Tosin Akinluyi – Badminton England Board Inclusion Champions

Equality, Diversity and Inclusion

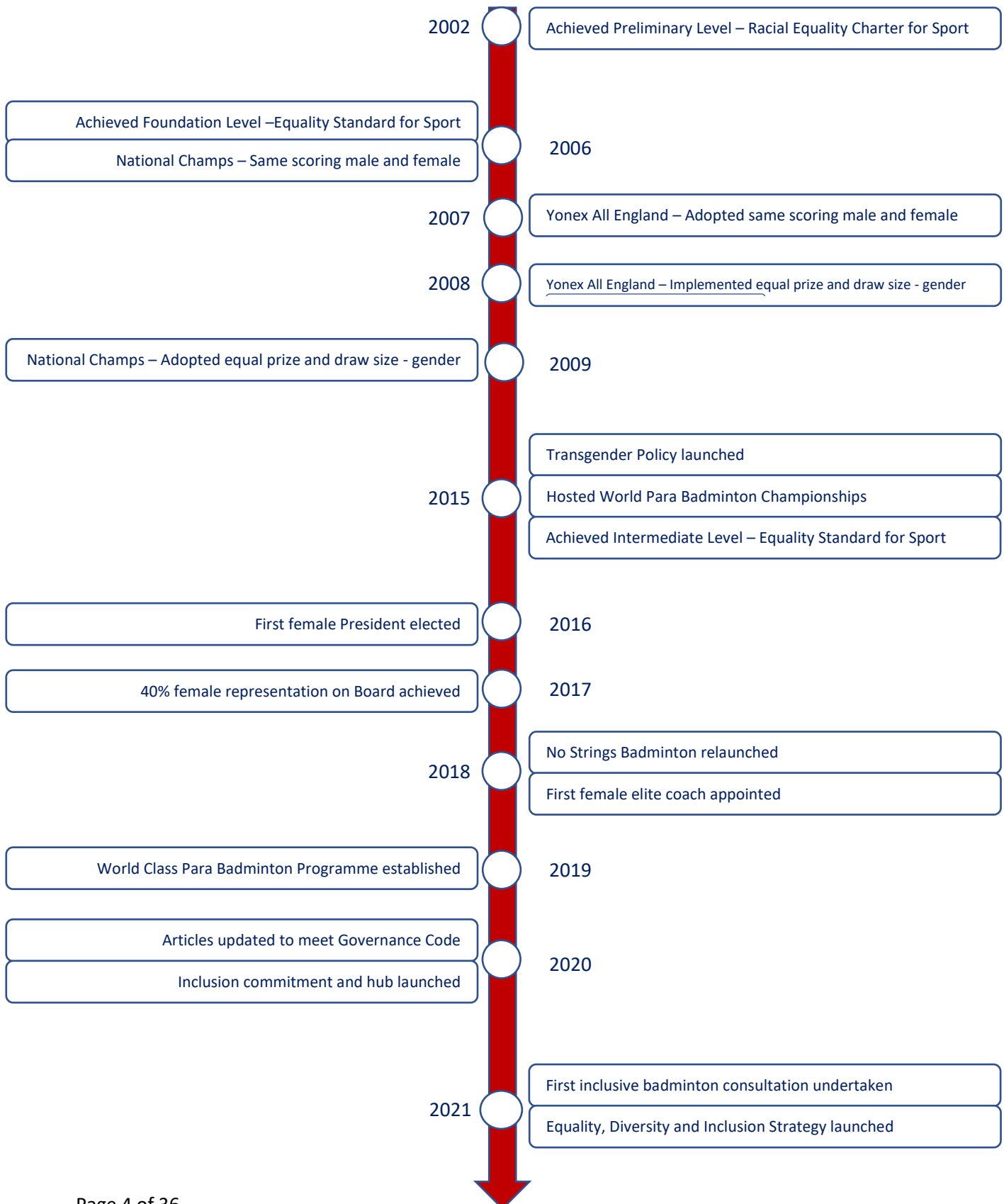
Badminton England's purpose is 'to lead the growth and success of badminton across the whole of the sport in England'. Our vision is 'to be one of the nation's most popular and inclusive sports and consistently win medals at World, Olympic and Paralympic level.'

A key element of delivering that vision requires a focus on building a more inclusive culture to attract and retain a wider diversity of talent. Building an inclusive culture allows us to think differently and share a range of experiences and perspectives to drive increased engagement with the sport of badminton from more participants to more volunteers and a larger workforce to a wider talent pool. In essence, enhancing the equality, diversity and inclusion within badminton enables the growth of participation and engagement at all levels of the game.



Our journey

The sport of badminton and Badminton England both have a long history of equality, diversity and inclusion. A sample of key achievements is shown below:



Current situation

This section sets out the current state of play for badminton, comparing, where data is available, against national benchmarks. Further detail on statistics, insight and the relevant sources can be found in Appendix 1.

Adult participation

- Female participation in badminton is generally strong - 40.4% of our players (twice a week in last month) are female (nationally, the proportion for participation in any sport is 43.6%). Pre-Covid, this equated to 301,000 female players (similar to netball and slightly ahead of tennis); female participation does, however, decrease as the sport gets more formal (e.g., 35.1% of members are female).
- Although we are very strong as a nation in Para Badminton, disability participation is low – 8.9% of players have a disability (NB – definition includes long-term limiting illness) compared to 11.9% nationally. There is a low number of both opportunities to play and players.
- Participation is strong amongst some diverse ethnic communities - 17.6% of players are from Asian communities and 1.7% from Chinese communities. Nationally, for participation in any sport, 6.1% of participants are Asian and 0.8% Chinese.
- Badminton reflects national patterns with activity levels falling as we move from managerial, administrative and professional occupations (NS-SEC 1-2) to routine/semi-routine jobs and those who are long-term unemployed or have never worked (NS-SEC 6-8). The respective proportions amongst badminton players are 38.2% and 17.7% (compared nationally to 20.0% and 36.5% respectively).
- There is a similar pattern for deprivation – the overall participation rate in badminton is 1.6%; in the 10% most deprived communities it is 1.2% but rises to 2.5% in the 10% most affluent communities.

Young people (5-16) participation

- Female participation is even stronger amongst young people who badminton outside school than amongst adults, with girls making up just under half (47.5%) of participants. This reflects the overall national pattern for out of school participation in sport (48.0%).
- The same pattern is evident for diverse ethnic communities - 19.2% of those who play badminton outside school are from Asian communities (due to sample sizes, this includes those identifying as Chinese) – national figure 8.8%
- The proportion of young people who play badminton outside school who receive free school meals is slightly below the national average (10.0% and 11.8% respectively) and there are below average levels of engagement in badminton amongst those who come from families with low affluence (14.2% compared to 18.9% nationally).
- The talent pathway (England Junior Programme covering up to age 19) is relatively diverse in terms of gender and ethnicity, but access is limited for many by geography and the cost of coaching, equipment, travel and competition.

Workforce

- The proportion of our workforce, which is female, is well below both the playing proportion and general population figures - 28.2% of registered coaches are female; 37.5% of volunteers at the 2021 Yonex All England Open Championships were female.
- Data for other classifications for coaches is not available; at the 2021 Yonex All England Open Championships, 3.4% of volunteers were disabled and 12.8% and 6.2% were from Asian and Chinese communities respectively.

Staff and governance

- Females are under-represented in staffing and advisory boards. The pattern is exacerbated at senior management level, where there is presently just one female member. The Board has 36% female representation.
- Whilst the Board has 20% representation from diverse ethnic communities, this group is under-represented amongst both staff and the advisory boards.
- There are no disabled staff, advisory board or Board members.

Engagement

- Insight relating to specific groups can be found in Appendix 1, but common key issues are lack of awareness/visibility, lack of opportunities, lack of role models/coaches and a lack of competitive opportunities.

Context

Badminton England's purpose is 'to lead the growth and success of badminton across the whole of the sport in England'. Our vision is 'to be one of the nation's most popular and inclusive sports and consistently win medals at World, Olympic and Paralympic level.'

Priorities are framed through two lenses:

- Recovery - continue to focus on re-establishing badminton and its infrastructure, particularly at community level post-Covid
- Reinvention - address a number of fundamental issues beyond a recovery plan

Specific areas of focus for recovery and reinvention (not mutually exclusive) are:

- An ongoing recovery plan, targeting the key areas (people/locations/formats) that have suffered most or require most help to recover. Research shows that inequalities that existed pre-Covid have been exacerbated by the pandemic.
- Creating a more integrated system, with all components of the system connected and aligned to delivering the strategy.
- Developing a pathway for players that is accessible and inclusive enabling individuals and teams to play at the highest level. Our participation activities must have a purpose to:
 - Enable badminton opportunities for life
 - Develop players through the pathway
- Inclusion on a wider scale, ensuring that everyone has access to all aspects of the game.
- Greater and specific emphasis on the key enablers that the sport requires, e.g., strategies and action plans for coaches/workforce, facilities

Sport England's 10-year strategy, *Uniting the Movement*, clearly places tackling inequalities at the heart of its vision. This is further reinforced by the headline changes to the Code for Sports Governance, which place a greater emphasis on equality, diversity and inclusion, although full details of the requirements have yet to be published, and UK Sport publishing its own Equality, Diversity and Inclusion Strategy.

Vision

The nation's most accessible, diverse and inclusive sport through an unrelenting focus on equality, diversity and inclusion.

Objectives

- The leadership of badminton and decision making at all levels will reflect the playing population
- Increased awareness of badminton as a diverse and inclusive sport
- Participation, workforce and engagement in badminton at all levels will be more diverse
- Inequalities in participation and engagement will be removed
- Barriers to engagement will be removed at all levels of badminton

We aspire to be a more welcoming, equal, diverse and inclusive sport where:

- Participation has increased and better reflects the makeup of both national and local populations
- Levels of participation that reflect the population are sustained through all aspects of the game
- The governance and staffing structures of Badminton England and stakeholders across the sport better represent the playing population
- All groups feel included as having a voice in the decision making of the sport, nationally and locally
- There is a larger and more diverse coaching, volunteering and officiating workforce
- Barriers to entry in all parts of the sport have been lowered

Strategies

Principles

The strategy is built on the following principles:

- Equality, diversity and inclusion is a 'lens' through which all decisions and actions should be considered – it is not an add-on, but integral to the whole badminton community and all its work.
- The emphasis remains on the growth and success of English badminton and ensuring everyone has access to the game – as such, work to increase the diversity and inclusivity of badminton will not be at the expense of those already engaged and involved.
- The approach of the strategy is to:
 - Deliver direct impact in those areas where Badminton England has direct control.
 - Influence and inspire the badminton community to drive change.
- Becoming a more equal, diverse and inclusive sport is a journey that takes time and requires clear prioritisation, i.e., it is not possible to tackle all areas and inequalities at the same time.

The nation's most accessible, diverse, and inclusive sport through an unrelenting focus on equality, diversity, and inclusion

#BETOGETHER

Badminton England – direct control

Badminton community influenced and inspired to drive change

Provide leadership

Raise awareness

Drive diversity and inclusion

Tackle inequalities

Badminton England will be the lead for inclusion in badminton, placing inclusion at the heart of decision making and ensuring that Badminton England is able to lead the badminton community by example through a governance and staffing structure that is more representative of the playing population

Increase visibility and awareness of badminton as an inclusive sport, ensuring we demonstrate the inclusivity and diversity of badminton through our marketing and communication channels and showcasing at major events

Inspire and influence the badminton community to make badminton a more welcoming sport by supporting the badminton community to be more inclusive and diverse through a more diverse workforce, working with local and national partners better placed than us to reach key communities and cascading good governance practice into other parts of the sport

Reduce inequalities at all levels of the sport, recognising that the work with some communities and to address some inequalities will require additional focused and targeted effort (e.g., through plans to target key locations or communities), improving access to badminton and building a more inclusive and accessible talent pathway

1. Provide leadership - Badminton England will be the lead for inclusion in badminton

Developing a more equal, diverse and inclusive sport requires the commitment and support of the whole badminton community. However, as the National Governing Body for Badminton in England, Badminton England recognises the importance of leading by example and providing direction and support. To be an effective voice and lead the sport of badminton to be accessible and enjoyable to all regardless of their gender, race, disability, sexual orientation, background or circumstances, Badminton England will:

- Lead with credibility.
- Represent the change we wish to see in the sport.
- Embed inclusion into the governance and management structures of Badminton England to provide strong leadership.
- Be recognised as a force for inclusion and as an inclusive/diverse employer.

To achieve this we will:

Ensure inclusion is at the heart of our organisational vision, strategy, culture and decision making

A clear commitment to inclusion within the vision and strategy for badminton in England, our culture, our values and our decision making, with equality impact integrated into all business planning and decision making

Modernise the composition of the Badminton England governance structure to reflect the playing population and provide leadership to the sport on equality, diversity and inclusion

Ensuring recruitment reflects best practice and attracts a wider pool of candidates; increasing understanding across the governance structure through an education and training programme, the appointment of inclusion champions and establishing an Equality, Diversity and Inclusion Committee; ensuring that the voice of the badminton community and of players is heard at all levels of badminton

Develop Badminton England as an inclusive employer that, at all levels, has a diverse workforce, represents the community it serves and is recognised as a force for inclusion

Systematic programme of education and training for staff; creating an inclusive culture within the organisation driven by inclusion champions in each team; ensuring recruitment practices reflect best practice to diversify the workforce; proactively creating a more diverse senior management and appointing a lead role for inclusion.

Drive change and demonstrate our commitment to leadership for the sport by adopting and achieving nationally recognised benchmarks

Identifying and meeting the requirements of nationally recognised benchmarks and/or employer accreditations that will drive change and demonstrate our commitment to leadership for the sport.

2. Raise awareness - Increase visibility and awareness of badminton as an inclusive sport

Badminton is already an inclusive and diverse sport in many areas, with good levels of participation and engagement amongst, for example, female and Asian populations. This should be celebrated and highlighted, whilst recognising the scope for further growth and engagement. At the same time, many do not always see badminton as inclusive and diverse by many and there is a need to change perceptions – to better reflect diversity within the sport, but also to demonstrate more widely the inclusive nature of badminton and to encourage more people to engage with and play the sport.

To increase visibility and awareness of badminton as an inclusive sport, we will:

Present badminton as an inclusive sport and activity appropriate for all

Developing an inclusive communications strategy that meets best practice standards, utilises and develops our players, advocates and role models, increases media coverage and promotes available opportunities.

Communicate in a way that reflects our aspirations and the needs of our community

Developing a simple message to encapsulate and anchor inclusion work; improved data collection and audience understanding to tailor communication; increasing consultation and engagement with key communities and use of non-traditional routes of communication.

Voice of the community – develop and support advocates for the inclusiveness of badminton

Creating and supporting a network of role models and voices (Inclusion Champions and Ambassadors) locally and nationally within our badminton community to listen and learn, embed inclusion and open that communication channel with different communities.

Use our major events to showcase the inclusivity and diversity of badminton

Ensuring our major events are inclusive and reflect best practice in all aspects of delivery (e.g., diversifying the workforce), highlighting the inclusivity of badminton through event promotion, legacy work, on-court activity and media coverage

3. Drive Diversity and Inclusion - Badminton a welcoming sport for all

For the vast majority of people, their first engagement with our sport will be through a club, school, coach, volunteer or local leisure centre. Badminton England has a key role to play in inspiring and influencing the badminton community to ensure that there is a place for everyone who wants to play or be involved. We will help build partnerships and provide the right support, training and resources, but the key role in ensuring that badminton is a welcoming sport for all lies with those who deliver our game up and down the Country. The commitment of the whole badminton community to delivering high quality, inclusive and welcoming experiences for everyone regardless of background and circumstance will increase the inclusivity and diversity of badminton.

To help badminton be a welcoming sport for all:

The badminton community will offer welcoming and inclusive environments

Enhancing existing provision and ensuring there is a place for everyone by building greater understanding of what makes badminton inclusive; training, education and resources to enable the badminton community to be recognised as allies by better understanding and responding to their communities; recognition and promotion of environments and deliverers that are welcoming and inclusive

Develop a more diverse and inclusive workforce

Diversifying the workforce by working with and investing in local community partners to increase local leadership capacity and capability and placing a greater emphasis in workforce recruitment on the ability to inspire and engage key communities; enhancing inclusion by upskilling current workforce, changing delivery of workforce education and developing apprenticeship/bursary schemes to overcome barriers to access and progression

Partnership working – work in partnership with national and local partners to enhance equality, diversity and inclusion across all areas of the sport

Working with and investing in the people and capacity of community and national organisations such as clubs and charities, who know their area and its needs best, focusing on increasing local leadership capacity and capability.

Products and programmes are easy to access and adapt to local need

Adapting all products and programmes (competition, No Strings Badminton, The Racket Pack) so they are inclusive by nature, easily accessible to national and local partners to adapt and use in delivery (e.g., female only sessions) and that barriers to entry are reduced.

Decision making at all levels of the sport represents the playing population

Building a greater understanding of the makeup of decision makers at club, league and county level and identifying ways of supporting all our stakeholders to work towards enhancing representation of their playing population.

4. Tackle inequalities – reduce inequalities at all levels of badminton

There remain many stubborn inequalities across badminton, from low levels of participation amongst some communities to a decreasing proportion of female players in competitive and league play and from under-representation of some communities in our workforce and talent pathway to those involved in decision making not always reflecting their playing population.

Specific interventions, over and above our focus on diversity and inclusion, are needed to drive more rapid changes in diversity where they are most needed. Whilst many of the actions highlighted earlier will support in this area, we also recognise that, to tackle inequalities, we will need to provide more direct support and take direct action. Our focus will be on listening to those communities with low levels of engagement, understanding their needs, investing in the capacity and capability of local organisations and people and developing local, needs-led solutions.

It is simply not possible to tackle all inequalities at the same time and consequently some prioritisation is required. In the first instance, the focus will be on two key areas:

- **Disability** – building on the successes at World and Paralympic level to address the low levels of participation and engagement across the sport amongst disabled people
- **Place based approach** - using the legacy opportunities provided by major events to tackle inequalities in collaboration with key partners – this will focus on local need, but the nature of the areas means there will be significant focus on addressing engagement and participation amongst lower socio-economic groups.

We will continue to take advantage of opportunities to tackle other inequalities and to build our understanding so we are able to develop specific action plans over the lifetime of the strategy to tackle inequalities around gender, ethnicity, sexuality and economic background.

To tackle inequalities, we will:

- Co-create initiatives and plans to tackle inequalities in participation with different/new communities and partners – understanding needs and motivations, breaking down barriers and designing localised, needs-led solutions
- Adopt a place-based approach to tackling inequalities in specific locations across the country.
- Increase access to badminton.
- Build an accessible and inclusive talent pathway.

Co-create initiatives and plans to tackle inequalities in participation with different/new communities – understanding needs and motivations, breaking down barriers and designing localised, needs-led solutions around this

Identifying priorities, build partnerships with national and local partners to understand the barriers to participation and engagement, utilising that insight and engagement to develop specific plans and local solutions to tackle inequalities; developing workforce in conjunction with local communities to engage and inspire communities we do not traditionally reach and supporting employability of that workforce

Place-based development – tackling inequalities in specific locations across the country

Strategic partnerships with partners in key locations, developing legacy plans to tackle local inequalities, initially in cities where we stage major events (e.g., Birmingham, Manchester, Sheffield) and expanding that approach to other large cities where capacity and capability to tackle inequalities is strong (e.g., Bristol, London, Nottingham).

Increase access to badminton

Developing innovative approaches to enable access to facilities to deliver badminton, focused on areas and communities with low levels of engagement, including opening up unused venues in areas where participation is under-represented, continued growth of outdoor badminton, working with facility providers to secure better access to courts, focused on areas and communities with low levels of engagement; ensuring marketing and promotion of opportunities is in a format and environment that is appropriate to the audience we are trying to engage.

Build an accessible and inclusive talent pathway

Removing barriers to accessing the talent pathway, e.g., better geographic spread of opportunities, through sponsorship or bursaries; increase the inclusivity of the talent pathway, including a greater player voice, to enable players to maximise their potential; creating an integrated pathway that supports disabled players and developing a more diverse pathway coaching workforce.

Demonstrating change – Measuring success, being accountable

The success of this strategy will only be demonstrated via a genuine shift towards the population being able to access and enjoy our sport regardless of their gender, race, disability, sexual orientation, background or circumstance.

Badminton England will, therefore, track progress, improve the collection of data and hold ourselves and the sport as a whole accountable for progress by:

- Establishing a dashboard of key measures which will be an integral element of our performance reporting. This will demonstrate progress towards, initially, being more representative of the playing population and, over time, the wider population as benchmarks against which we will assess success.
- Publishing an annual report demonstrating progress against this strategy, including the dashboard identified above and an annual action plan outlining how we intend to deliver the Equality, Diversity and Inclusion Strategy – this plan will be developed by the newly formed Equality, Diversity and Inclusion Committee in conjunction with the badminton community and key partners.
- Annual survey of the badminton community and stakeholders/partners to understand perceptions of diversity and inclusivity within the sport.
- As we improve our ability to report against agreed characteristics, we will seek to benchmark the sport of Badminton against other sports and organisations.
- Evolving the measures over time to reflect better understanding of the challenges and opportunities, changing priorities and increasing alignment with the strategies of Sport England and UK Sport.

Proposed measures

| | Female | Disabled | Ethnically diverse ¹ | LGBTQ+ ² | Social class ³ | IMD ⁴ |
|--|--------|----------|---------------------------------|---------------------|---------------------------|------------------|
| Board | 40.0% | 0.0% | 20.0% | 0.0% | N/A | N/A |
| Advisory boards | 23.1% | 0.0% | 7.7% | 7.7% | N/A | N/A |
| Staff | 34.9% | 0.0% | 4.7% | 11.7% | N/A | N/A |
| Registered coaches | 28.2% | N/A | N/A | N/A | N/A | N/A |
| Volunteers | N/A | N/A | N/A | N/A | N/A | N/A |
| Participation – twice a month (adults) | 40.4% | 8.9% | 21.3% | N/A | 17.7% | N/A |
| Participation – once a week outside school (young people) | 47.5% | N/A | 32.7% | N/A | N/A | 14.7% |
| Membership | 35.1% | N/A | N/A | N/A | N/A | N/A |
| Competition | N/A | N/A | N/A | N/A | N/A | N/A |
| Talent pathway | N/A | N/A | N/A | N/A | N/A | N/A |
| England Junior Programme | N/A | N/A | N/A | N/A | N/A | N/A |
| Olympic/Paralympic squad | N/A | N/A | N/A | N/A | N/A | N/A |
| County badminton associations (senior roles) | N/A | N/A | N/A | N/A | N/A | N/A |

(N/A = not available; data needs to be collected or further data analysis required to calculate)

NB – Data on England Junior Programme and Olympic/Paralympic squad being collated

¹ Self identifying as non-white

² Self identifying as gay/bisexual

³ NS-SEC 6-8

⁴ 20% most deprived communities as per Index of Multiple Deprivation (low family affluence for young people)

Year 1 Action Plan (to be reviewed once Code for Sports Governance published)

Strategy 1: Provide Leadership - Badminton England will be the lead for inclusion in badminton

| | Lead role/stakeholders | Resources | Budget |
|---|---|--|--------|
| Ensure inclusion is at the heart of our organisational vision, strategy, culture and decision making | | | |
| <ul style="list-style-type: none"> Review vision and values to include an explicit commitment to equality, diversity and inclusion. Equality, diversity and inclusion will be a standing agenda item on all Board, advisory board and CMT agendas. | <ul style="list-style-type: none"> Badminton England | <ul style="list-style-type: none"> Values review | |
| Modernise the composition of the Badminton England governance structure to reflect the playing population | | | |
| <ul style="list-style-type: none"> Review governance recruitment policies and practice to ensure they reflect best practice ready for 2022 Board recruitment Work with national partners/Perrett Laver to identify potential candidates for Board Undertake introductory EDI training for Board directors Appoint an inclusion champion for the main Board Establish an Equality, Diversity and Inclusion Committee, chaired by the Board inclusion champion | <ul style="list-style-type: none"> Badminton England | <ul style="list-style-type: none"> Head of People | |
| Develop Badminton England as an inclusive employer with a diverse workforce | | | |
| <ul style="list-style-type: none"> Undertake introductory EDI training for all staff Review, in conjunction with the national equity partners, recruitment policies and practice to ensure they reflect best practice and that roles are advertised appropriately. Implement a system to enable staff and Board/advisory group members to self-identify and that enables tracking of progress and key areas for future focus. Embed inclusion within each team: <ul style="list-style-type: none"> Responsibility within job descriptions Embedded into strategy/work programmes/performance reviews An inclusion champion in each team Recruit lead EDI role for organisation | <ul style="list-style-type: none"> Badminton England | <ul style="list-style-type: none"> Head of People HR IT platform | |

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| Drive change and demonstrate our commitment | | | |
| <ul style="list-style-type: none"> Identify appropriate national standard/employer accreditation and commit to achievement | <ul style="list-style-type: none"> Badminton England | | |

Strategy 2: Raise Awareness – Increase visibility and awareness of badminton as an inclusive sport

| | Lead role | Resources | Budget |
|--|---|---|--------|
| Present badminton as an inclusive sport and activity for all | | | |
| <ul style="list-style-type: none"> • Publish strategy in accessible formats • Dedicated content on our website and embedded within other pages. • Develop an inclusive communications strategy with an annual planned cycle of promotion of inclusivity within badminton on website and all social channels. To include: <ul style="list-style-type: none"> ○ Review of imagery and language used and plan to enhance ○ Commitment to shouting about and celebrating successes/great work within the badminton community ○ Network of spokespeople who can talk about the inclusive nature of badminton and represent those who play/engage in badminton ○ Review all outward-facing touchpoints to ensure inclusive communications guidance and accessibility standards are incorporated into all communication ○ Identification of how to ensure better promotion of opportunities and in ways that reach different communities. • Review brand guidelines | <ul style="list-style-type: none"> • Badminton England | <ul style="list-style-type: none"> • UX role • Head of Marketing/Marketing plan | |
| Communicate in a way that reflects our aspirations and needs of the community | | | |
| <ul style="list-style-type: none"> • Develop a simple message that encapsulates and summarises what we are trying to achieve and provides an anchor for our work. • Improve our data collection – improved audience segmentation with regards to equality and diversity which will allow us to have a more targeted approach and contact our membership and core market in a way that supports their needs and improve the way they access badminton. • Expand Let's Talk Badminton to facilitate regular and ongoing consultation and communication with different communities and ensure their voice is heard in decision making, including proactively seeking the views of groups under-represented in participation and our structures | <ul style="list-style-type: none"> • Badminton England | <ul style="list-style-type: none"> • Marketing input • Improvements to data collection on membership system and associated messaging • Marketing Insight Executive • LTB integrated into normal operating practice across all teams; engagement | |

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| and the creation of safe spaces to enable all parts of the badminton community to provide feedback and feed into decision making. | | with national partners to expand reach | |
| Voice of the community | | | |
| <ul style="list-style-type: none"> Create a network of voices and role models (Inclusion Champions and Ambassadors) locally and nationally within our badminton community to create advocates, embed inclusion and increase communication with different communities. Equip our network of voices/advocates with the resources, support and tools to promote badminton within their communities and implement activity plans | <ul style="list-style-type: none"> Badminton England Badminton community | <ul style="list-style-type: none"> Inclusion lead Regional team | |
| Use our major events to showcase the inclusivity and diversity of badminton | | | |
| <ul style="list-style-type: none"> Review Yonex All England Open Championship policies and procedures to ensure it is inclusive and reflects best practice, developing action plans to address key areas, e.g., volunteer recruitment, greater diversity in presenters/public face of events Promote inclusivity of sport through our major events, including event promotion, associated legacy and on-court activity and media coverage. | <ul style="list-style-type: none"> Badminton England Local authority event partners | <ul style="list-style-type: none"> Head of Major Events – YAE policies and procedures Head of Marketing – marketing activity Major Events Strategy | |

Strategy 3: Drive Diversity and Inclusion - Badminton a welcoming sport for all

| | Lead role | Resources | Budget |
|--|---|---|--------|
| Badminton community to offer welcoming and inclusive environments | | | |
| <ul style="list-style-type: none"> Enhance understanding of what makes badminton inclusive to some communities Enhance understanding of barriers to creating welcoming environments Review support for badminton community and identify key areas of focus for support, training and resource development Continue to support the badminton community, especially clubs, to consider a more diverse and/or inclusive approach as part of the return to play Review Inclusion Hub Ensure welcoming and inclusive environments are integral to club accreditation/future support for clubs Proactively support and promote those clubs that provide a welcoming environment as a means of encouraging clubs to update their details on our membership system. | <ul style="list-style-type: none"> Badminton community Supported by Badminton England | <ul style="list-style-type: none"> Inclusion/Club product groups | |
| Develop a more diverse and inclusive workforce | | | |
| <ul style="list-style-type: none"> Improve data collection to build better understanding of inequalities within workforce Identify national and local community partners with the potential for joint working to increase local leadership capacity and capability. Review delivery requirements and place a greater emphasis on the person delivering and their ability to inspire and engage communities, e.g., no qualification needed to deliver No Strings, consider which environments where such an approach would be relevant for The Racket Pack. | <ul style="list-style-type: none"> Badminton community Supported by Badminton England | <ul style="list-style-type: none"> Marketing Insight Executive Head of Development/Coaching Manager Participation Manager/product groups | |
| Products and programmes are easy to access and adapt to local need | | | |
| <ul style="list-style-type: none"> Review our programmes to ensure that inclusion is considered from the initial concept with a focus on how they can be adapted to meet the needs of different communities, including a flexible approach to delivery. | <ul style="list-style-type: none"> Badminton England | <ul style="list-style-type: none"> Participation Manager/product groups Head of Competition | |

| | | | |
|---|--|---|--|
| <ul style="list-style-type: none"> Review all products and programmes (competition, No Strings Badminton, The Racket Pack) so they are easily accessible to national and local partners to adapt and use in delivery and that barriers to entry are reduced. | | | |
| Partnership working | | | |
| <ul style="list-style-type: none"> Identify national partners that can support delivery of strategy and develop plans for delivery, focused on those that can adopt and adapt existing programmes and products (e.g., Mind, partners of We Are Undefeatable, Street Games) | <ul style="list-style-type: none"> Badminton England Badminton community (local partnerships) | <ul style="list-style-type: none"> Head of Development | |
| Decision making at all levels of the sport represents the playing population | | | |
| <ul style="list-style-type: none"> Collect demographic information to better understand county, league and club committee membership and to inform recommendations for future actions to improve diversity. | <ul style="list-style-type: none"> Badminton England Supported by Badminton community, especially county badminton associations, leagues and clubs | <ul style="list-style-type: none"> Marketing Insight Executive | |

Strategy 4: Tackle inequalities – reduce inequalities at all levels of the sport

| | Lead role | Resources | Budget |
|---|--|--|--------|
| Co-create initiatives and plans to tackle inequalities in participation with different/new communities – understanding needs and motivations, breaking down barriers and designing localised, needs-led solutions | | | |
| <ul style="list-style-type: none"> Build partnerships with national and local partners to understand the barriers to participation and engagement Implement Year 1 Disability Plan | <ul style="list-style-type: none"> Badminton England National disability sports organisations Badminton Community | <ul style="list-style-type: none"> Head of Development Inclusion lead/product groups | |
| Place-based development – tackling inequalities in specific locations across the Country | | | |
| <ul style="list-style-type: none"> Develop legacy plans associated with major events in Birmingham, Manchester and Sheffield | <ul style="list-style-type: none"> Badminton England Local authority event partners Badminton community | <ul style="list-style-type: none"> Head of Development Legacy Manager roles | |
| Increase access to badminton | | | |
| <ul style="list-style-type: none"> Expand support to clubs, coaches and the badminton community to open up unused venues in areas where participation is under-represented, e.g., at schools, community venues. Develop a plan for the continued growth of outdoor badminton. Re-establish relationships with facility providers (leisure operators, trusts, school lettings companies) to understand how we can collaborate to secure better access to courts, focused on areas and communities with low levels of engagement. Ensure marketing and promotion of opportunities is in a format and environment that is appropriate to the audience we are trying to engage. | <ul style="list-style-type: none"> Badminton England | <ul style="list-style-type: none"> Facilities product group Chief Operating Officer Head of Development | |
| Build an accessible and inclusive talent pathway | | | |
| <ul style="list-style-type: none"> Undertake review of talent pathway and identify how to broaden/deepen pathway and increase inclusivity All pathway training environments to adopt key policies, e.g., Equality and Diversity Identify requirements to develop a Para Badminton pathway | <ul style="list-style-type: none"> Badminton England | <ul style="list-style-type: none"> Performance Director Head of Performance Operations Pathway Manager | |

Longer term actions

As noted earlier, an annual plan will be produced, supported by the newly formed Equality, Diversity, and Inclusion Committee. This will review progress and examine this list of medium-term actions to identify priorities for future action.

[This is not intended for publication at this stage, although we will publish an annual action]

Strategy 1: Provide Leadership – Badminton England will be the lead for inclusion in badminton

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|---|
| Ensure inclusion is at the heart of our organisational vision, strategy, culture, and decision making |
| <ul style="list-style-type: none">• Implement a process of equality impact assessment into all decision making |
| Modernise the composition of the Badminton England governance structure to reflect the playing population |
| <ul style="list-style-type: none">• Review recruitment policies and practice for advisory boards and all other parts of the Badminton England governance structure to ensure they reflect best practice• Develop a mentoring/ networking programme and work in partnership with national equity partners to develop a diverse pool of 'Board-ready' candidates• Systematic EDI training programme in place for everyone in the governance structure• Appoint an inclusion champion for each of the three advisory boards• Develop mechanism(s) to ensure voice of players is heard within decision making |
| Develop Badminton England as an inclusive employer with a diverse workforce |
| <ul style="list-style-type: none">• Systematic regular (annual) EDI training programme and resources in place for all staff, e.g., intranet site, online courses• Develop a staff network group for inclusion to create a safe space for discussion and with the ability to engage directly with senior management• Create safe spaces within organisation for discussion of key issues, ensuring that the people hosting these have the appropriate skills, training and support• Review staff/career development, with a focus on retaining talent particularly, talented high potential individuals to increase diversity in decision making. To include:<ul style="list-style-type: none">○ Embedding inclusion into feedback and review processes○ Creating role models/allies within the organisation○ Reverse mentoring to ensure the Board and senior management understand the requirements of different roles across the organisation• Develop, through working with other agencies in the sector, leadership programmes/projects and buddy systems to broaden the diversity of leadership in the sport.• Review all HR policies (as part of the standard two year cycle of policy review)• Review contracts with suppliers and contractors to ensure principles of best practice in EDI are in place |
| Drive change and demonstrate our commitment |

- Identify and meet the requirements of nationally recognised benchmarks and/or employer accreditations, focusing on those that recognise achievements and drive change

Strategy 2: Raise Awareness – Increase visibility and awareness of badminton as an inclusive sport

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| Present badminton as an inclusive sport and activity |
| <ul style="list-style-type: none"> • Ensure all communication and platforms meet recognised accessibility standards and ensure all marketing and communications staff have the skills and training to communicate inclusively. • Utilise our programme players to amplify inclusion messages. • Develop and promote role models to help address specific issues, e.g., use of female coaches to encourage more women to begin their coaching journey. • Increase coverage of inclusive badminton in other media and utilise media with good engagement with target communities, e.g., Pink News, BritAsia TV. |
| Communicate in a way that reflects our aspirations and needs of the community |
| <ul style="list-style-type: none"> • Explore non-traditional routes of communication to ensure different communities are engaged. Attention to, and celebration of, key cultural events and understanding, e.g., late night badminton during Ramadan |
| Voice of the community |
| <ul style="list-style-type: none"> • Expand the network of voices and role models (Inclusion Champions and Ambassadors) locally and nationally within our badminton community to create more advocates, embed inclusion and increase communication with different communities - equip our network of voices/advocates with the resources, support and tools to promote badminton within their communities and implement activity plans • Create safe spaces/networks to allow groups and individuals to access safe environments to provide feedback and make suggestions for improvement |
| Use our major events to showcase the inclusivity and diversity of badminton |
| <ul style="list-style-type: none"> • Review all other major events to ensure they are inclusive and reflect best practice, developing action plans to address key areas, e.g., volunteer recruitment, greater diversity in presenters/public face of events • Promote inclusivity of sport through our major events, including event promotion, associated legacy and on-court activity and media coverage. |

Strategy 3: Drive Diversity and Inclusion - Badminton a welcoming sport for all

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| Badminton community to offer welcoming and inclusive environments |
| <ul style="list-style-type: none"> • Increase understanding of equality, diversity & inclusion with clear definitions and demonstration of the benefits of a more inclusive approach – to include a range of benefits including increased participation/engagement; business case; moral and legal obligations • A continual commitment to a systematic and regular programme of education and training for everyone involved in badminton, including continued updating and development of the Inclusion Hub. • Review biennially all policies and procedures to ensure that they support the development of inclusive and welcoming environments across all badminton delivery. • Review requirements for clubs, coaches etc to retain affiliation, e.g., adoption of Equality and Diversity Policy. • Review policies and procedures to ensure they are not barriers to engagement. |
| Develop a more diverse and inclusive workforce |
| <ul style="list-style-type: none"> • Increase understanding of the workforce of equality, diversity and inclusion through training, education and resources for all workforce – tutors, coaches (linked to coach characteristics model), volunteers competition officials. • Integration of inclusion into all workforce training and education. • Review delivery of workforce education to encourage a more diverse workforce, e.g., female only courses, adapting ways in which courses are promoted, different modes of delivery that enable different communities to qualify, increasing understanding of diversity and inclusion amongst tutors • Support those who recruit workforce (paid and voluntary) to implement recruitment practices that reflect best practice • Develop apprenticeship and bursary schemes that enable the targeting of communities under-represented within the workforce. • Work with, and invest in, local community partners to increase local leadership capacity and capability. |
| Products and programmes are easy to access and adapt to local need |
| <ul style="list-style-type: none"> • All new products and programmes to ensure inclusion is considered from the initial concept and to focus on adaptability to meet the needs of different communities, including a flexible approach to delivery |
| Partnership working |
| <ul style="list-style-type: none"> • Work with, and invest in, the people and capacity of community organisations such as clubs and charities, who know their area and its needs best, focusing on increasing local leadership capacity and capability. • Seek strategic opportunities to sit on sports panels and forums regarding our journey. • Increase scale and reach of the work we do by growing awareness outside of our core market / membership: <ul style="list-style-type: none"> ○ Work in partnership with national organisations (e.g., NDSOs, Women in Sport, Sporting Equals) to identify additional opportunities for engagement and delivery with new audiences. ○ Seek to increase partnership work with local organisations which can engage communities we traditionally do not reach (e.g., UBA). |
| Decision making at all levels of the sport represents the playing population |
| <ul style="list-style-type: none"> • Increase understanding of local/county decision makers of equality, diversity and inclusion through training, education and resources |

- Support stakeholders (e.g., clubs, leagues, county badminton associations) to implement actions that increase the diversity of their workforce (e.g., recruitment practices)
- Develop a scheme to support the recruitment of a more diverse volunteer base

Strategy 4: Tackle inequalities – reduce inequalities at all levels of the sport

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| Co-create initiatives and plans to tackle inequalities in participation with different/new communities – understanding needs and motivations, breaking down barriers and designing localised, needs-led solutions |
| <ul style="list-style-type: none"> • Utilise our insight and engagement with national and local partners to identify specific barriers for different communities • Review progress of disability plan and update • Work with national partners to develop plans that address specific barriers for different communities ready for implementation as capacity/capability increases – to include, but not exclusively, gender, ethnicity, sexuality and economic status • Work with local partners to develop new and innovative ways of delivering badminton and overcoming barriers • Develop workforce in conjunction with local communities to engage and inspire communities we do not traditionally reach, with creating employment opportunities a key focus |
| Place-based development – tackling inequalities in specific locations across the Country |
| <ul style="list-style-type: none"> • Implement legacy plans associated with major events in Birmingham, Manchester and Sheffield • Learn from place based approach and expand to other areas |
| Increase access to badminton |
| <ul style="list-style-type: none"> • Continue to expand support to clubs, coaches and the badminton community to open up unused venues in areas where participation is under-represented, e.g., at schools, community venues. • Implement plan for the continued growth of outdoor badminton. • Develop and implement agreed plans with facility providers (leisure operators, trusts, school lettings companies) to secure better access to courts, focused on areas and communities with low levels of engagement. • Ensure marketing and promotion of opportunities is in a format and environment that is appropriate to the audience we are trying to engage. |
| Build an accessible and inclusive talent pathway |
| <ul style="list-style-type: none"> • Implement actions arising from review of talent pathway and identify how to broaden/deepen pathway and increase inclusivity • Implement Para Badminton pathway • Increase the inclusivity of the talent pathway to enable players to maximise their potential by providing training and education for coaches and those involved in the pathway on providing inclusive environments • Develop a more diverse pathway coaching workforce, e.g., through a scheme to provide placements on talent camps for coaches from diverse backgrounds • Develop mechanism(s) to ensure voice of players is heard within decision making |

Appendix 1 – Diversity Data and Insight from Consultation with Communities

Unless noted otherwise, all data in this section is taken from:

- Sport England Active Lives survey May 2019 - May 2020
 - Badminton/sports participation twice a month/last year
- Badminton England membership data
 - Membership; coaches
- Yonex All England Open Championships volunteer survey
- ONS Mid-Year population estimates 2019

Figure 1: Composition of Badminton England Board, advisory boards and staff (internal survey, March 2021)

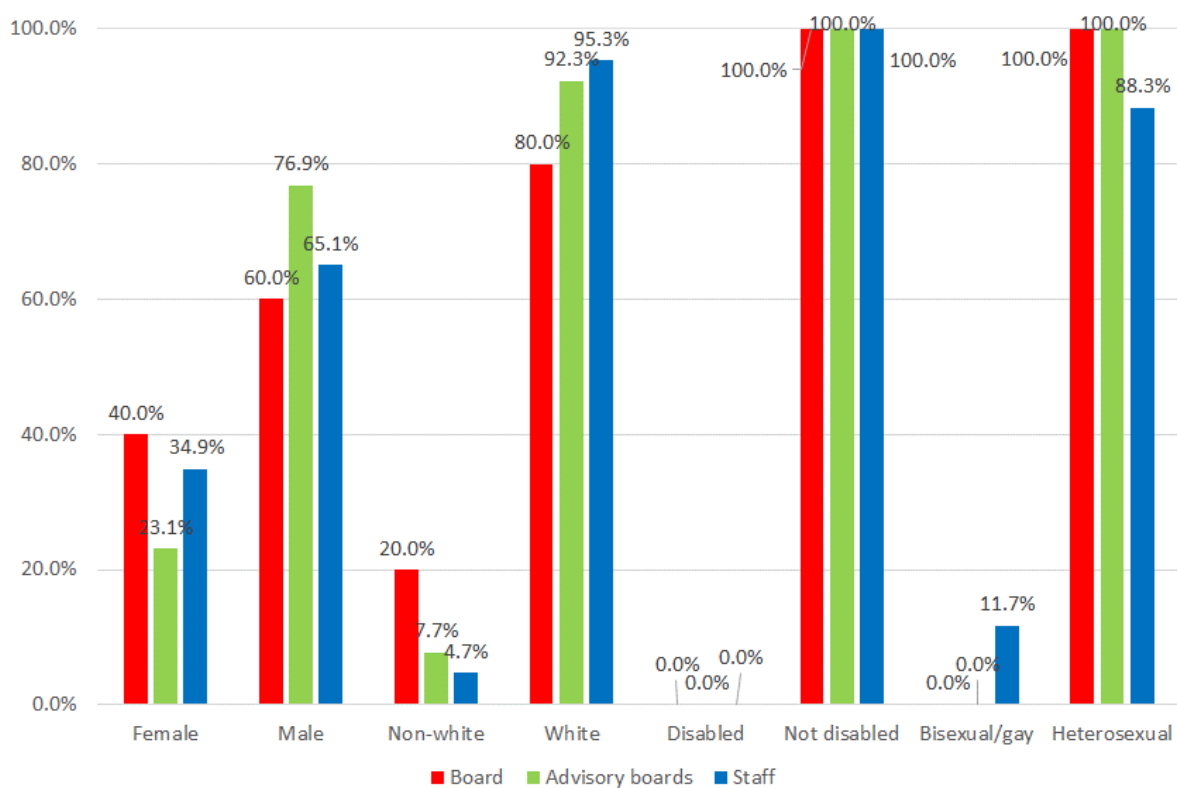


Figure 2: Proportion by gender

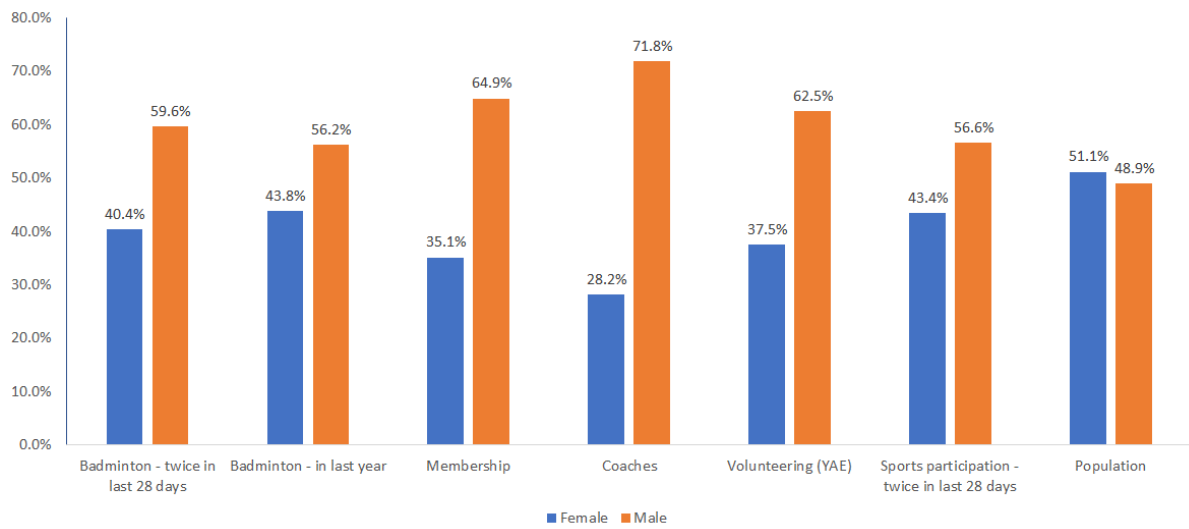


Figure 3: Proportion by disability

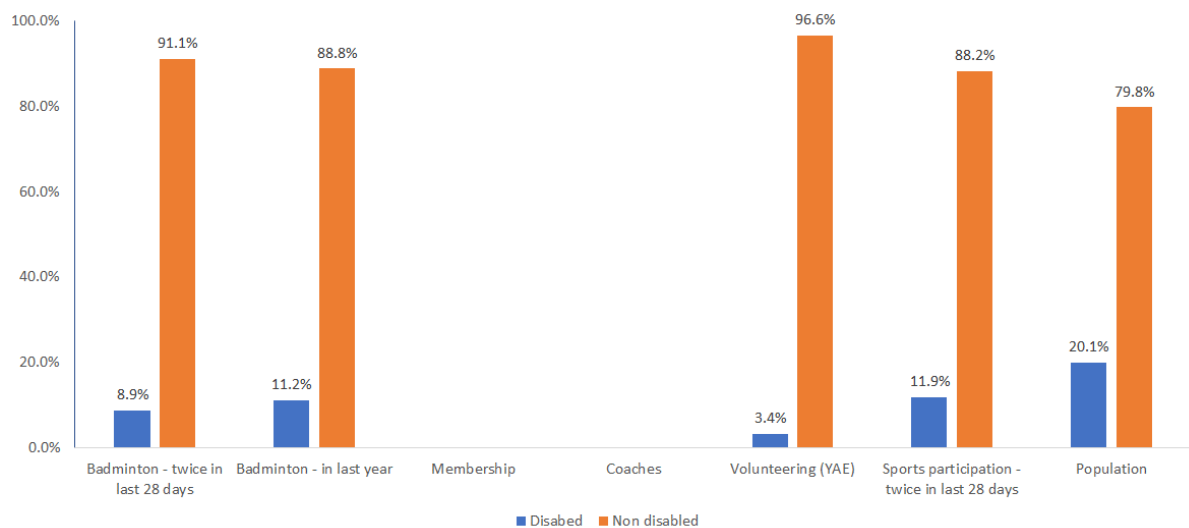


Figure 4: Proportion by ethnicity

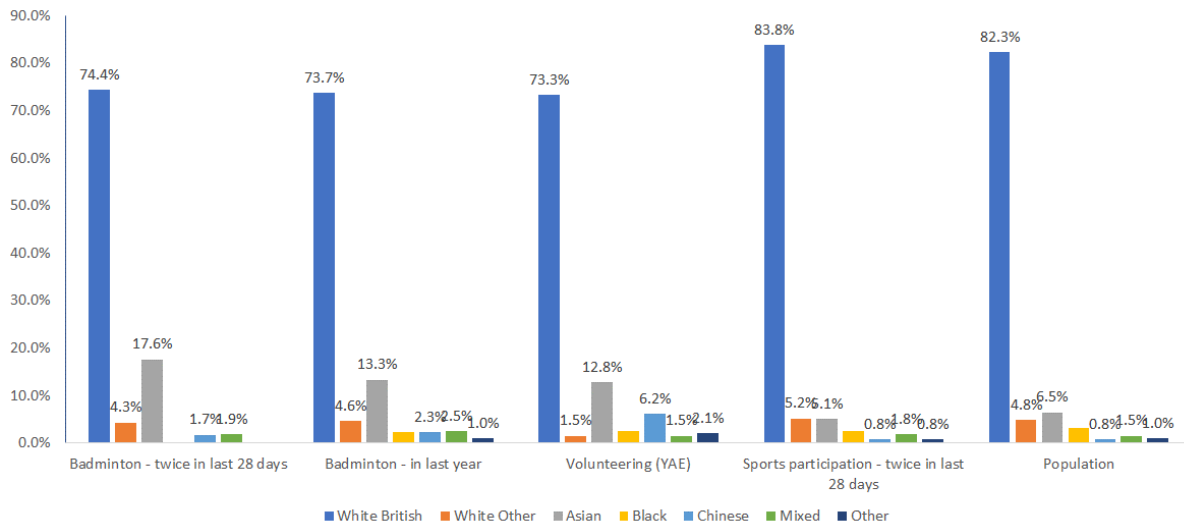


Figure 5: Participation rates by sexuality

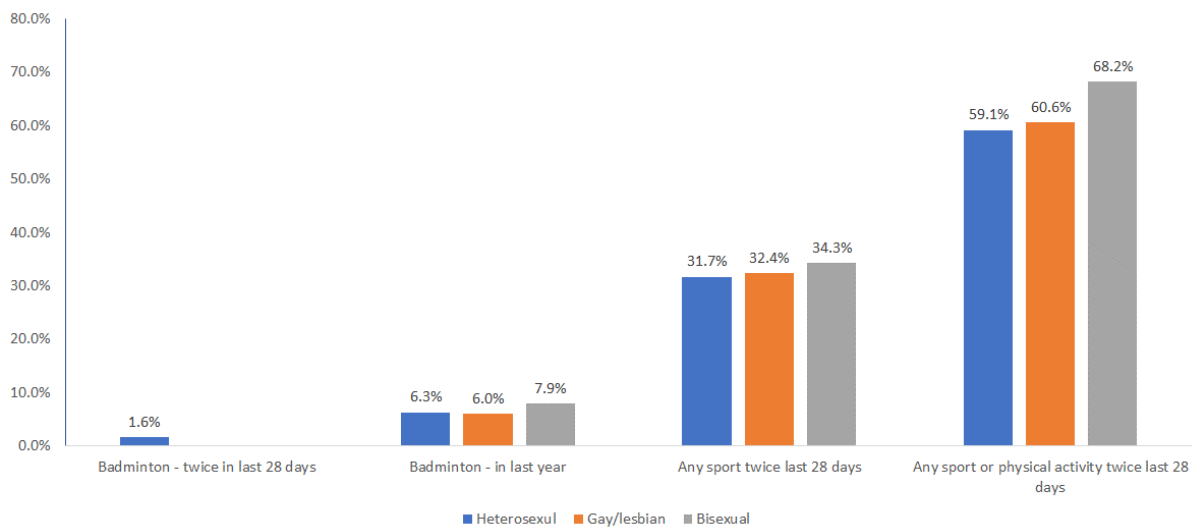


Figure 6: Proportion by social class

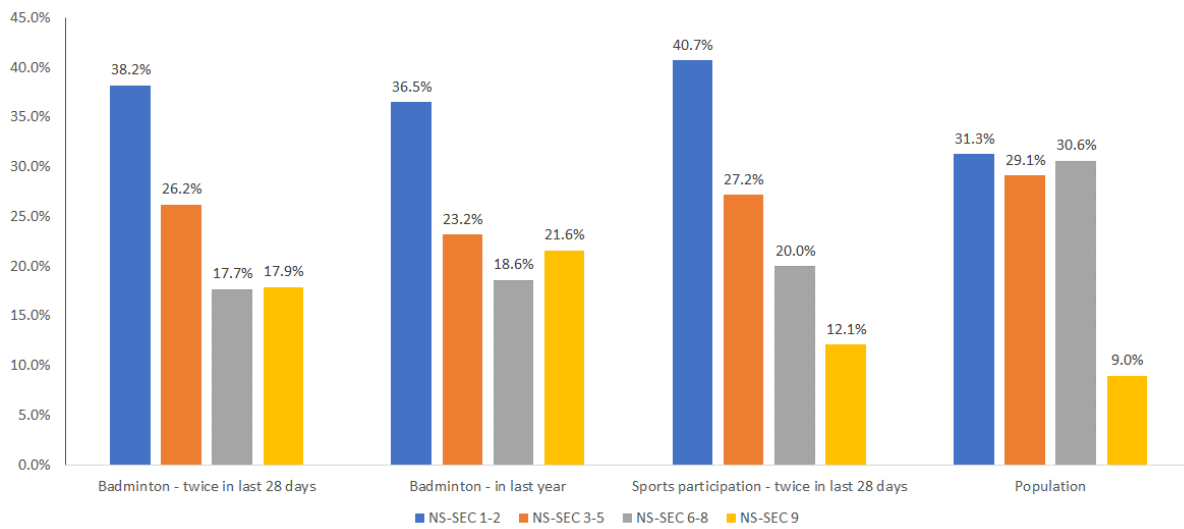
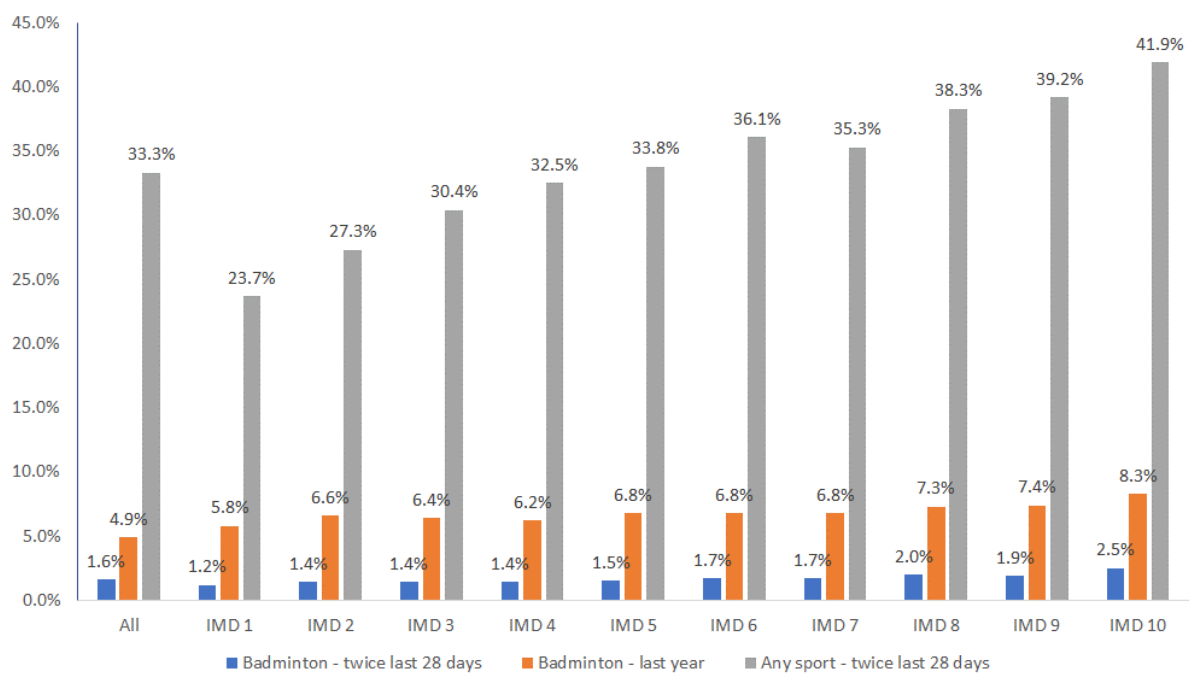


Figure 7: Participation by Index of Multiple Deprivation

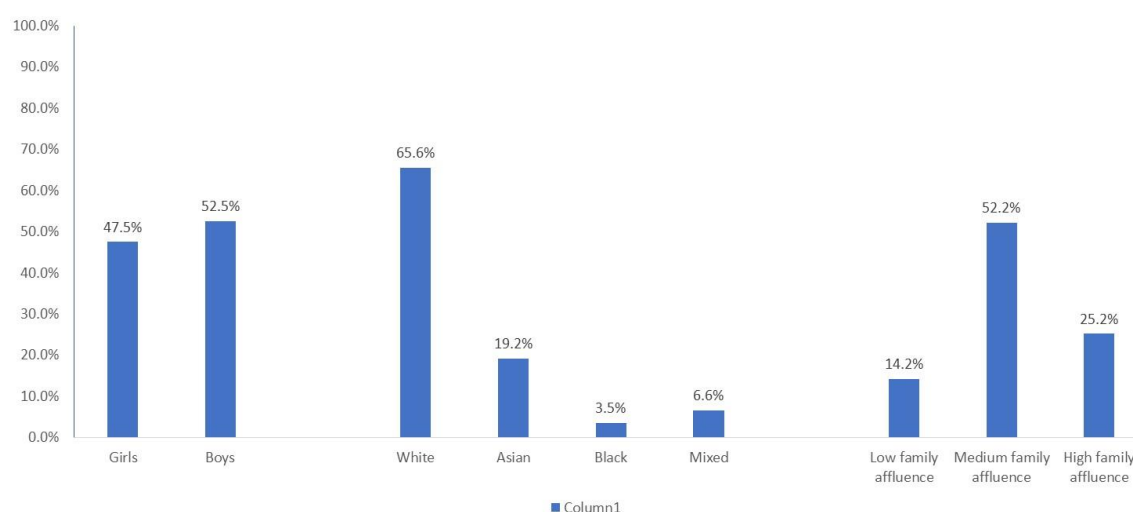


Young people participation

Data is taken from Sport England Active Lives Children and Young People Survey Academic Year 2019-20.

- 47.5% of those who play badminton outside school are female (national figure 48.0%).
- 19.2% of those who play badminton outside school are from Asian (including Chinese) communities – national figure 8.8%

Figure 8 – Proportion of badminton players (children and young people, participation outside school in last week)



- The proportion of young people who play badminton outside school who receive free school meals is slightly below the national average (10.0% and 11.8% respectively) and there are below average levels of engagement amongst those who come from families with low affluence (14.2% compared to 18.9% nationally).

Insight

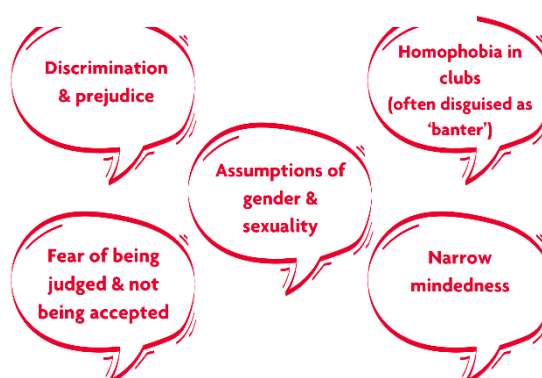
Data is taken from surveys with badminton members and players (February – March 2021).

- Badminton England members are more likely to rate badminton as an inclusive activity than those who are not members/don't play (7.73 and 7.22 respectively).
- Inclusivity is also rated lower by those from diverse ethnic communities (non-Asian) and disabled.
- Across all groups, badminton is rated as more inclusive than Badminton England and badminton clubs (7.73, 7.22 and 6.34 respectively)
- Insight relating to specific groups can be found in Appendix 1, but common key issues are lack of awareness/visibility, lack of opportunities, lack of role models/coaches and a lack of competitive opportunities.

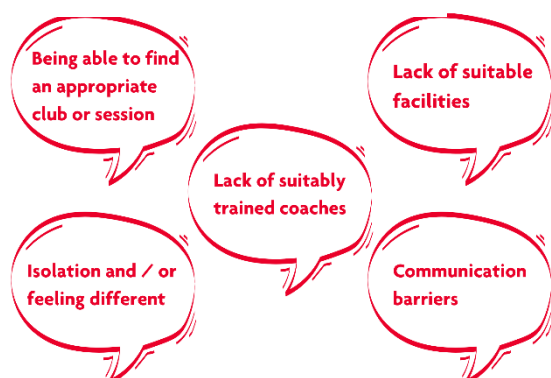
Women and Girls



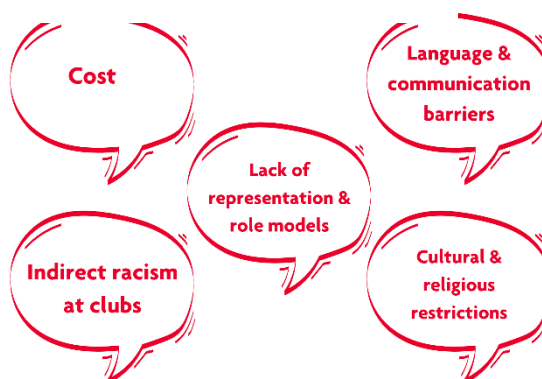
LGBTQ+



Disability



Diverse Ethnic Communities



| | Barriers | How badminton can be more inclusive | How can Badminton England support |
|------------------------|--|--|---|
| Disability | <ul style="list-style-type: none"> • Attitudes/lack of awareness • Coaching • Competitive opportunities; Financial • Lack of inclusive clubs; Transport; and Lack of support • Financial • Lack of opportunities • Lack of knowledge • Lack of information or resources about suitable sessions • Venue accessibility | <ul style="list-style-type: none"> • Increase club awareness & Recruit Disability Ambassadors • Adaptive equipment & CPD opportunities • Partnership working with Disability Organisations • Increase understanding; Coaching; Increase opportunities; and Accessible facilities | <ul style="list-style-type: none"> • Increase visibility • Coach Education & Coach development • Inclusive education • Club development & Facility support • Funding support |
| Women and girls | <ul style="list-style-type: none"> • Lack of female-friendly sessions & opportunities • Lack of female coaches, mentors, and role models • Self confidence/image • Lack of visibility & Youth engagement • Club resources & support • Attitudes • Lack of suitable facilities • Lack of information • Financial | <ul style="list-style-type: none"> • Increase female-only opportunities • Increase awareness • Increase promotion & Media Coverage • Support and increase school to club links • Female coaching; Role models; and Facilities | <ul style="list-style-type: none"> • Development of female-only sessions & increase opportunities • Funding & incentives • Inclusive education • Role models & Governance • Increase number of female coaches & Increase awareness |
| Ethnicity | <ul style="list-style-type: none"> • Indirect discrimination • Cultural • Acceptance; Lack of role models; and Language • Clothing; Religion; Welcoming clubs; and Lifestyle factors • Lack of suitable facilities • Lack of opportunities • Attitudes • Financial | <ul style="list-style-type: none"> • Role models • Facilities & Community engagement • Increase awareness; Coach education & School engagement • Funding & Inclusivity | <ul style="list-style-type: none"> • Increase awareness • Local partnership working • Inclusive education • Workforce & coaching; and Competitive opportunities • Role models |

| | | | |
|--------------|--|--|---|
| | <ul style="list-style-type: none"> • Time and / or other commitments (e.g. family, work) | | |
| LGBTQ | <ul style="list-style-type: none"> • Discrimination • Acceptance & Fear of judgement • Transgender support • Attitudes; Confidence; Not being able to be their authentic self • Lack of LGBTQ+ friendly clubs • Attitudes • Financial • Lack of information • Lack of knowledge and / or awareness • Lack of opportunities | <ul style="list-style-type: none"> • Role Models • Increase awareness • Increase education & knowledge and Promotion / communications • Club support | <ul style="list-style-type: none"> • Increase awareness • Role models & Governance • LGBTQ+ friendly competitive opportunities |