



Diversity Policy and Action Plan 2017 – 2021

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Introduction

The sport of lacrosse is expanding globally. The Federation of International Lacrosse (FIL) membership has increased since 2011 to 60-member countries. European lacrosse is now the most concentrated area of lacrosse participation in the world with 32-member countries. England is the leading nation in Europe and is recognised as the third largest playing nation in the world.

English Lacrosse (EL) has experienced a dramatic expansion of participation over the last 10 years, with registered membership increasing by 445% (5500 to 30000). This has been sustained by the growth of registered club sections, increasing by 38% since 2009 (265 to 365) and underpinned by an ethos of "Delivering More" across the organisation. Delivering More focusses on innovation, efficiency, improvement and responsiveness.

This expansion of participation has enabled EL to develop a wider range of partners and stakeholders, allowing more activity and services for all associated with the sport in England. The growth achieved by English Lacrosse and its position as a world leading lacrosse governing body has provided a platform for us to take significant steps towards realising our vision of becoming a major team sport. The implementation of a new Business Plan is the next step on that journey ensuring that expansion of participation continues, our profile is enhanced and more partners join us in achieving our goals.

Our mission

To promote and develop lacrosse, in all its forms, by working with our members, stakeholders and others to ensure that opportunities exist for individuals to participate, and achieve excellence in the sport of Lacrosse.

Our vision

To be recognised as a major team sport.

Our values

Excellence provide a high-quality experience and interaction with all our members and other parties

Accountability recognise that we have clear responsibilities and commit to ethical, equitable and safe practices and challenge exclusion and poor practice

Respect value the contribution of all

Integrity act at all times with openness and transparency to build mutual trust and co-operation with members and stakeholders

Teamwork value the contributions of individuals and work collectively as a team

Inclusivity an enjoyable experience for all

Message from Our Chair

"As part of the modernisation of the Board's structure and work to meet Sport England's new Code for Sports Governance, the Board has welcomed three new Independent Non-Executive Directors from outside of the lacrosse community. The new Directors bring extensive business governance acumen to the organisation and a wealth of experience that will no doubt prove invaluable going forward. English Lacrosse continues to evolve its structures and has implemented a Governance Group supported by a Nominations Group. These bodies will oversee the development and implementation of the Diversity Policy and its supporting Action Plan, to ensure English Lacrosse delivers its Business Plan priorities through an effective and diverse Board of Directors."

Board Diversity Policy

1. Background and Objective

The Policy sets out the approach to have diversity on the Board of Directors ("Board") of the English Lacrosse Association (ELA). The Diversity in the Board has been identified by Sport England as an essential component of the 2017 "A Code for Sport Governance".

Board Diversity offer number of benefits:

- improving board effectiveness and decision-making by tapping into a broader range of perspectives; enabling a wider view point to manage and mitigate environmental, social and corporate governance risks;
- being more relevant by reflecting the diversity of a company's workforce and stakeholders;
- signaling a more progressive company to engender continuous development to align with broader socio-economic demographics.

Diversity is not simply about having a collection of individuals who have different characteristics. It is about getting the right people for the job and harnessing their unique and individual skills and experiences in a way that collectively benefits the organisation and the business.

2. Diversity on Board – Policy Statement

The term diversity typically refers to 'visible' indicators such as gender, age, and culture – including nationality, sexual orientation, race or ethnic background. It may also include the individual skills, exposure and experience. The basic essence of policy of diversity is to provide a framework that should enable qualified people to be potential directors when they might have otherwise been overlooked. They also encourage boards to recognize that 'differences' can be leveraged as assets. The ultimate objective is to have a board that offers a broad range of perspectives that are directly relevant to the business and organisational needs; and to highlight the diversity at board level through annual communications.

Considering the above, the following parameters has been identified for having a diversified board of the ELA.

3. Diversity Value Statements

- We believe diversity is important to board effectiveness because it will encourage a diversity of perspectives which we believe will fuel creativity and innovation.
- We commit that appointments to the Board will be based on merit as well as complementing and expanding the skills, knowledge and experience of the Board.
- We recognise and embrace the benefits of having a diverse Board, and see increasing diversity at Board level as an essential element in maintaining a competitive advantage.
- A truly diverse Board will include and make good use of differences in the skills, regional and industry experience, background, race, gender and other qualities of Directors.

These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. All Board appointments are made on merit, in the context of the skills and experience the Board requires to be effective.

Taking the value statements and working in line with the 2017 "A Code for Sports Governance", the ELA Board will adopt a target of, and will demonstrably take all appropriate actions to achieve and then maintain, a minimum of 30% of each gender on its Board; and demonstrate a strong and public commitment

to progressing towards achieving gender parity and greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity, and disability.

ELA will therefore take all appropriate actions to achieve and then maintain:

- an Independent Chair;
- 30% of each gender on the board;
- 30% Independent Non-Executive Directors (INED's);
- progressing gender parity and diversity across National Committees and senior staff.

4. Nominations and Appointments

The Nominations Group is a working group of the Governance Group and is responsible for:

- assessing the appropriate mix of skills, experience, expertise and diversity required on the Board based on current and projected future activities of the company, and the extent to which the required skills, experience, expertise and diversity are represented on the Board;
- supporting the process of recruiting new board directors, including: defining the requisite qualifications, skills, experience, and expertise, identifying candidates, reviewing candidates, and making short list recommendations to the Board;
- ensuring that the Board recruitment process and criteria are inclusive, and based on principles of merit and fairness;
- ensuring that for all Board Nominations, the selection approach is formal and thorough, and provides access to a diverse pool of qualified candidates;
- appointments will be based on merit, but with due regard for the benefits of diversity on the Board, including gender and age;
- ensuring that for all Board Nominations, at least one female candidate is selected. If, at the end of the selection process, a female candidate (or any other appropriate diversity attribute) is not selected, the Board must be satisfied that there are objective reasons to support the selection decision.

5. Board Composition

- We will review our board composition in terms of the size of the Board, and the number of non-executive directors and executive directors in relation to the overall Board in terms of requirement of Companies Act, 2013 and equity listing Agreement.
- Our Board aspires to having an appropriate proportion of directors who have direct experience in our key markets, with different ethnic backgrounds, of both genders, reflecting our business strategy.

6. Board Effectiveness

- We strongly believe that a highly effective Board is about chemistry and behaviour, underpinned by a robust process.
- Our Board contains individuals who have diverse skills, knowledge and experiences that combine to provide different perspectives and effective board dynamics.
- In maximizing the Board's effectiveness, we take a long-term, sustainable and measured approach. We believe that all Board appointments should be based on meritocracy and that diversity in all its aspects, including gender diversity, is important.
- The board will review its effectiveness on an annual basis, which encompass a review of the Diversity Policy and associated action plan.

7. Support Structure

- On an annual basis, we will review the need for diversity training for Board directors. This will include orientation on diversity-related issues for new directors and strengthening the knowledge/skills of existing directors to ensure that our diversity goals are met.
- A comprehensive Board orientation will be provided for all new directors, which will include diversity related topics such as: industry sector information, stakeholders and key relationships, our strategic plan, legal and regulatory framework, etc.
- We will assist in the development of a pipeline of high-calibre candidates by encouraging a broad range of senior individuals within the business to take on additional roles to gain valuable Board experience.
- Board and relevant staff members will also consult with identified expert organisations (e.g. Inclusive Boards) to ensure that best practice is being identified and acted upon.

8. Monitoring, tracking and Reporting

- The Board will be responsible to approve, monitor and report on diversity at all levels of the company, including at Board level.
- The Board will ensure that appropriate disclosures are made in the Corporate Governance section of the Annual Report regarding the Board Diversity. The Annual Report will also include a summary of this Policy the measurable objectives set for implementing the Policy and progress made towards achieving those objectives.
- The Nominations Working Group will discuss and agree annually all measurable objectives for achieving diversity on the Board and recommend them to the Board for adoption. At any given time, the Board may seek to improve one or more aspects of its diversity and measure progress accordingly.
- The Governance Group will conduct an annual review of this Policy (which will include a review of the effectiveness of the Policy) discuss any required changes with the Board and ensure that any revisions to this Policy are approved by the Board.

Diversity Action Plan

Recruitment How the organisation will attract an increasingly diverse range of candidates	Code for Sports Governance					
	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board.	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making.	The board shall ensure the organisation prepares and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision-making processes		✓	✓	✓		
Priorities	Actions			Person(s) Responsible		July 2018 Update
Short Term (October 2017 to January 2018): Achieve gender diversity on the EL Board.	<ul style="list-style-type: none"> Implementing a governance group supported by a nominations group to oversee and monitor the Diversity in Leadership Policy and the Stakeholder Engagement Strategy. Ensuring all recruitment information reflects the diversity policy. EL to engage with all its current commercial stakeholders as well as advertised through recognised and appropriate outlets, to include but not restricted to SRA, Sport England, UK Sport, Inclusive Boards, Guardian Jobs and other EL Stakeholders. 			Head of Strategy and Organisation Development Governance Group		Governance and Nominations Group in place with TOR. All board recruitment information updated. Board recruitment January 2018 used all appropriate outlets ensuring an open recruitment process.
Medium Term (January 2018 – April 2019): Maintain diversity on the EL Board.	<ul style="list-style-type: none"> Update succession planning process at board level to reflect board skills assessment and diversity policy. 			Head of Strategy and Organisation Development Governance and Nominations Group		Board recruitment and succession plan updated.

	<ul style="list-style-type: none"> • Address current board gaps in the recruitment process through the board skills matrix. • Take appropriate actions to avoid single gender panels on all aspects of EL Board recruitment. • Ensure all identified board vacancies are advertised through recognised and appropriate outlets, to include but not restricted to SRA, Sport England, UK Sport, Inclusive Boards and EL Stakeholders. • Review of EL Board recruitment process. 		<p>Board interviews January 2018, ran over 2 days, one day panel gender neutral, one day panel single gender.</p> <p>Board gaps addressed through skills matrix. Skills matrix utilised by Nominations group during January 2018 board recruitment.</p> <p>Board vacancies advertised in appropriate places and through EL stakeholders (internal and external) January 2018.</p> <p>Review of January 2018 Board recruitment, September 2018.</p>
<p>Long Term (April 2019 to April 2020): Ensure that EL maintains a diverse leadership, equipped to act as ambassadors for equality, diversity and inclusion in all that we do.</p>	<ul style="list-style-type: none"> • Check and review the recruitment process against the diversity policy. • Ensure end to end tracking of diversity characteristics of applicants for EL Board candidates. • Diversity to be included as part of Board Effectiveness. • Address findings from the review in relation to the recruitment process. • Check the consistency of decisions made at the all stages of board appointments if there is any unconscious bias to the appointment. 	<p>Head of Strategy and Organisation Development Governance and Nominations Group</p>	<p>April 2019</p> <p>June 2019</p> <p>December 2019</p> <p>January 2020</p>

Engagement Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	Code for Sports Governance					
Objective: Raising the awareness of Diversity at Board level through delivering the Stakeholder Engagement Strategy.	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepares and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepares and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2
Priorities	Actions			Person(s) Responsible		July 2018 Update and Actions
Short Term (October 2017 to January 2018): Raise awareness of key organisational decisions regarding gender diversity.						
	<ul style="list-style-type: none"> • Diversity Statement at AGM 1st October 2017 • Publish on web site Board minutes 5th September outlining diversity statement for AGM • Publish on web site AGM minutes 1st October highlighting diversity statement. • Update board information on web site and relevant news article highlighting board diversity. • Implement Nominations Group as sub-group to Governance Group, TOR signed off by Board 5th September 2017. 			Head of Strategy and Organisation Development Governance Group Communications Coordinator		Diversity Strategy and Action Plan on EL website in governance section. Statement made on EL social media October 2017. Diversity Statement at EL AGM October 2017. October 2017 AGM minutes published on EL website in governance section. Governance and Nominations Group

			ratified by Board September 2017.
Medium Term (January 2018 – April 2019): Embed the communication.	<ul style="list-style-type: none"> • Provide a summary on the success and outcomes of diversity at board level through the ELA Annual Report. • Ensure all board details are regularly checked and updated on the EL web site. 	Head of Strategy and Organisation Development Governance Group Communications Coordinator	Ongoing to April 2019
Long Term (April 2019 to April 2020): Check and challenge the engagement.	<ul style="list-style-type: none"> • Review the stakeholder engagement process in relation to awareness of board diversity. • Implement findings from the review to improve the stakeholder engagement process. 	Head of Strategy and Organisation Development Governance Group Communications Coordinator	Ongoing to April 2020

Progressing Talent from Within A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.	Code for Sports Governance					
	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepares and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepares and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2
Objective: Implement effective processes to develop diverse board recruitment from lacrosse core market populations, EL stakeholders and their networks.		✓	✓			
Priorities	Actions			Person(s) Responsible		July 2018 Update and Actions

<p>Short Term (October 2017 to January 2018): Raise awareness of key organisational decisions regarding diversity.</p>	<ul style="list-style-type: none"> • Diversity Statement at AGM 1st October 2017 • Publish on web site Board minutes 5th September outlining diversity statement for AGM • Publish on web site AGM minutes 1st October highlighting diversity statement. • Update board information on web site and relevant news article highlighting board diversity. 	<p>Head of Strategy and Organisation Development Governance Group Communications Coordinator</p>	<p>Diversity Strategy and Action Plan on EL website in governance section.</p> <p>Statement made on EL social media October 2017.</p> <p>Diversity Statement at EL AGM October 2017.</p> <p>October 2017 AGM minutes published on EL website in governance section.</p> <p>Governance and Nominations Group ratified by Board September 2017.</p>
<p>Medium Term (January 2018 – April 2019): Embed the process of developing diverse internal talent for board appointments</p>	<ul style="list-style-type: none"> • Implement a social media blog on elected board members and their role in supporting the development of the sport. • Targeted communication on diversity at board level through the stakeholder engagement process to the lacrosse core markets and commercial partners. • Review Stakeholder Engagement Strategy to identify barriers to board recruitment. • Ensure all board details are regularly checked and updated on the EL web site highlighting the role of elected members. 	<p>Head of Strategy and Organisation Development Governance Group Communications Coordinator</p>	<p>Ongoing to April 2019</p> <p>Review of January 2018 Board recruitment, September 2018.</p> <p>Social media news item on new appointed INED's, June 8th 2018.</p>

	<ul style="list-style-type: none"> • Ensure all identified board vacancies are advertised through EL communication channels and raised with EL Stakeholders. 		New EI website to be launched August 2018, updated board section to form part of social media narrative.
<p>Long Term (April 2019 to April 2020): Ensure that EL maintains a diverse leadership, equipped to act as ambassadors for equality, diversity and inclusion in all that we do.</p>	<ul style="list-style-type: none"> • Review the stakeholder engagement process in relation to awareness of board diversity and board recruitment. • Implement findings from the review to improve the stakeholder engagement process to develop a board readiness matrix. • Check the consistency of decisions made at the all stages of board appointments if there is any unconscious bias to the appointment. 	Head of Strategy and Organisation Development Governance Group Communications Coordinator	Ongoing to April 2020

