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## **BILL JAMES**

### **Chair of British Triathlon**

**It's my pleasure to introduce the 2022 British Triathlon Annual Report and share with you some of the highlights from an incredible year.**

Whilst the impacts of Covid-19 were still affecting some aspects of swim, bike, run throughout this year, we were able to return to something near normality both at home and internationally with clubs, domestic events, Age-Group racing and elite racing all providing incredible moments throughout 2022.

**This year saw a first for us in Britain as we hosted a standalone World Triathlon Para Series (WTPS) race for the first time.**

Volvo 2022 WTPS Swansea provided a great success as we partnered with Swansea City Council, the Welsh Government, Disability Sport Wales (DSW) and IRONMAN for the first time, as well as continuing our good relationship of event delivery with UK Sport.

The event headlined DSW's Para Sport Festival and provided accessible opportunities in swim, bike, run on top of the elite performances that saw Claire Cashmore and Dave Ellis, guided by Luke Pollard, take wins on home soil. The vision for the event is to further develop paratriathlon participation by being a key part of the festival, but also, through hosting a leg of the British Triathlon Paratri Super Series at the same venue as the elite racing, ensure the paratriathlon pathway is supported in growing athletes of the future. Across 2022 and now looking into 2023 and beyond, it's also been great to see Welsh Triathlon's legacy programme of activities and school engagement coming to life through the opportunities that hosting a World Triathlon event can bring.

**Earlier in the year the team also delivered the sixth edition of a World Triathlon Championship Series (WTCS) event in Leeds.**

AJ Bell 2022 WTCS Leeds once again provided great excitement for the home crowd and continued the pattern of success for British athletes, this time across sprint and mixed relay formats. In the women's race, Georgia Taylor-Brown and Sophie Coldwell secured places on the podium by finishing second and third, with Beth Potter crossing the line in fifth. In the event's first ever mixed relay, the British team of Georgia, Sophie, Tom Bishop and Grant Sheldon also finished on the podium with silver. The mixed relay format has seen a change for the cycle through to Paris with a change in order, meaning that it is now one of the male athletes who starts the race and one of the female athletes who cross the line. This important update through to the next Olympic Games showcases that gender equity is a key pinnacle of our sport and something which we should all celebrate.

**This summer also saw the Commonwealth Games hosted in Birmingham and a unique opportunity for our athletes to represent their Home Nations.**

Across two days of competition in Sutton Park we saw fantastic support from crowds in the stands and out on the routes, cheering on athletes from the UK and around the Commonwealth. Known as the 'friendly Games', this ethos was on display throughout the competition. For many athletes this was a key race in the year, with Alex Yee winning the first medal on offer across all sports in taking gold for England, before seeing compatriot Georgia Taylor-Brown claim silver in the women's race ahead of Scotland's Beth Potter who took bronze.

**The mixed relay saw further success two days later for England as they took gold, with the Welsh team taking a tremendous second place in what was some exciting and nail-biting racing.**

Having made its Commonwealth Games debut in 2018, paratriathlon was represented by the PTVI classification this year. Dave Ellis, guided by Luke Pollard, and Katie Crowhurst, guided by Jessica Fullagar, made sure there was medal success in every race for the home nation.





**Whilst elite racing tends to dominate the headlines, the Great Britain Age-Group Team were also back out in force this year at events across Europe and around the world.**

Success is never guaranteed, however it has become a very common sight to see multiple British athletes on podiums across the Age-Group scene. Regardless of the discipline, distance or age group, it's always a delight to know that Britain is one of the best represented and most successful nations at the majority of races we send a team to.

**We couldn't provide these opportunities for British Triathlon Home Nation members to represent the team without the help of domestic event organisers who host the qualifying races.**

These events are delivered to a high quality with great race experiences and, together with championship event host organisers, they form the Age Group Major Event Calendar. The 2023 calendar was launched in September and will take championships and qualifiers to new events around the country. I've been privileged to both race and award medals at British Championship and international Age-Group Team

races, and it's always a delight to be able to put a gold medal around the neck of our new national champions or stand on the start line with fellow athletes to represent our nation.

**Away from swim, bike, run action, sustainability has become even more of a core focus for us as an organisation throughout 2022.**

Last year we signed up to the UN Framework Convention on Climate Change Sports for Climate Action Declaration and Race to Zero, a UN backed programme seeing British Triathlon aim to have zero emissions by 2040. Last year also saw us announce our Sustainability Commission of independent experts. Behind the scenes the commission have been busy reviewing the sport and drawing up a strategy in line with the UN Sustainability Development Goals. The next steps for them will be to publish this strategy and initiate a survey of members to understand current trends, attitudes and actions around sustainability in sport. From here they will determine an action plan for how we as a sport can develop in sustainable ways for the future.



**As we think about the future, the end of 2022 also provides an opportunity for us to look back, not just over the past 12 months but the past 40 years as we celebrate British Triathlon's 40th anniversary.**

The organisation was first established on 11 December 1982 with much change being seen in both the way we operate and the sport as a whole in Britain and around the world. The sport has become rapidly more popular, gained a greater following and established itself as a key Olympic, Paralympic and Commonwealth sport whilst also staying true to the roots of camaraderie, gender equality and open opportunities that existed when it was first launched.

**In our 40th year, when we also celebrate 40 years since the first British Championships, there are plenty of things for us to look forward to.**

A couple of the things that I'm personally looking forward to are taking the World Triathlon Championship Series to Sunderland for the first time and seeing our elite athletes challenging for Paris 2024 qualification and taking part in the Olympic and

Paralympic test events there. Having taken the World Triathlon Para Series to Swansea for the first time this year and returning again in 2023, hosting a major event in a new city, Sunderland, is an exciting step for us. Not only will the best in the world compete at Roker Beach, but through the swim, bike, run events, British Championship and participation races the doors will be thrown open to all to come and take part.

**For what remains of this year and as we look ahead to 2023, may I wish you a safe and happy time in swim, bike, run and, as ever, thank you for being part of our community.**



# Roll of Honour

Elite triathlon  
medal winners 2022



## 2022 Birmingham Commonwealth Games

- Elite Men Gold Alex Yee (ENG)
- Elite Women Silver Georgia Taylor-Brown (ENG)
- Elite Women Bronze Beth Potter (SCO)
- Mixed Relay Gold Team England  
(Alex Yee, Sophie Coldwell,  
Samuel Dickinson, Georgia Taylor-Brown)
- Mixed Relay Silver Team Wales  
(Iestyn Harrett, Olivia Mathias,  
Dominic Coy, Non Stanford)





2022 World Triathlon Championship Series

2022 World Triathlon Championship Series Yokohama

- Elite Men      Gold      Alex Yee
- Elite Women      Gold      Georgia Taylor-Brown

2022 World Triathlon Championship Series Leeds

- Elite Women      Silver      Georgia Taylor-Brown
- Elite Women      Bronze      Sophie Coldwell
- Mixed Relay      Silver      Great Britain  
(Thomas Bishop, Sophie Coldwell, Grant Sheldon, Georgia Taylor-Brown)



2022 World Triathlon Sprint & Relay Championships Montreal

- Elite Men Gold Alex Yee
- Elite Women Gold Georgia Taylor-Brown
- Elite Women Bronze Beth Potter
- Mixed Relay Silver Great Britain (Alex Yee, Sophie Coldwell, Samuel Dickinson, Georgia Taylor-Brown)
- Mixed U23 - Junior Relay Silver Great Britain (Hamish Reilly, Daisy Davies, James Chantler-Mayne, Bethany Cook)

2022 World Triathlon Championship Series Hamburg

- Elite Women Silver Beth Potter
- Mixed Relay Gold Great Britain (Barclay Izzard, Sian Rainsley, Samuel Dickinson, Kate Waugh)

2022 World Triathlon Championship Series Cagliari

- Elite Men Gold Alex Yee
- Elite Women Gold Georgia Taylor-Brown
- Elite Men Silver Jonny Brownlee

2022 World Triathlon Championship Series Bermuda

- Elite Women Bronze Beth Potter





### 2022 Europe Triathlon Championships Olsztyn

- Elite Men Silver Barclay Izzard
- U23 Men Silver Daniel Dixon
- Mixed Junior Relay Bronze Great Britain  
(Ben Cumberland, Lizzy Edge,  
Joe Sherman, Bethany Cook)

### 2022 Europe Triathlon Championships Munich

- Elite Women Gold Non Stanford

### 2022 Europe Triathlon Youth Championships Festival La Baule

- Youth Men Bronze Brandon Pye
- Youth Women Silver Lauren Mitchell
- Youth Women Bronze Millie Breese
- Mixed Youth Relay Silver Great Britain  
(Brandon Pye, Lauren Mitchell,  
Oliver Conway, Millie Breese)

## 2022 World Triathlon Cup

### 2022 World Triathlon Cup Arzachena

- Elite Men Gold Jonathan Brownlee

### 2022 World Triathlon Cup Bergen

- Elite Women Bronze Kate Waugh

### 2022 World Triathlon Cup Tongyeong

- Elite Men Bronze Samuel Dickinson

### 2022 World Triathlon Cup Miyazaki

- Elite Women Bronze Olivia Mathias

## 2022 Europe Triathlon Cup

### 2022 Europe Triathlon Cup Quarteira

●	Elite Men	Bronze	Daniel Dixon
●	Elite Women	Gold	Beth Potter

### 2022 Europe Triathlon Cup Melilla

●	Elite Men	Silver	Barclay Izzard
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### 2022 Europe Triathlon Cup Rzeszów

●	Elite Men	Silver	Jack Willis
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### 2022 Europe Triathlon Cup Coimbra

●	Elite Men	Bronze	Samuel Dickinson
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### 2022 Europe Triathlon Cup Kitzbühel

●	Elite Women	Gold	Olivia Mathias
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### 2022 Europe Triathlon Premium Cup Holten

●	Elite Men	Silver	Jack Willis
●	Elite Men	Bronze	Thomas Bishop
●	Elite Women	Silver	Sophie Alden
●	Elite Women	Bronze	Olivia Mathias

### 2022 Europe Triathlon Cup Ceuta

●	Elite Men	Gold	Hugo Milner
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### 2022 Europe Triathlon Cup Alanya

●	Elite Women	Silver	Sophia Green
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**2022 Europe Triathlon Long Distance Championships Almere**

● Elite Men    Gold    Kieran Lindars

**2022 Europe Triathlon Duathlon Championships Bilbao**

● Junior Men    Silver    Solomon Okrafo-Smart

**2022 Europe Triathlon Cross Triathlon Championships Bilbao**

● Junior Women Gold    Isla Hedley

**2022 Europe Triathlon Aquathlon Championships Bilbao**

● Elite Men    Gold    Chris Perham  
● U23 Men    Silver    Jimmy Lund



**2022 World Triathlon Cross Triathlon Championships Targu Mures**

● Junior Women Gold    Isla Hedley

**2022 World Triathlon Duathlon Championships Targu Mures**

● U23 Men    Bronze    Simon Davis

**2022 World Triathlon Long Distance Championships Samorin**

● Elite Women    Gold    Lucy Charles-Barclay  
● Elie Women    Silver    Emma Pallant-Browne

# Roll of Honour

Elite paratriathlon medal winners 2022



## 2022 Birmingham Commonwealth Games

- PTVI Men Gold Dave Ellis (ENG) & Luke Pollard (Guide)
- PTVI Women Gold Katie Crowhurst (ENG) & Jess Fullagar (Guide)





2022 World Triathlon Para Series

2022 World Triathlon Para Series Yokohama

PTS5 Men Gold George Peasgood

2022 World Triathlon Para Series Montreal

PTS4 Men Silver Finley Jakes

PTVI Men Silver Oscar Kelly & Charlie Harding (Guide)

2022 World Triathlon Para Series Swansea

PTS5 Men Silver George Peasgood

PTVI Men Gold Dave Ellis & Luke Pollard (Guide)

PTS5 Women Gold Claire Cashmore

PTVI Women Silver Katie Crowhurst & Grace Hawthorne (Guide)

2022 Europe Para Triathlon Championships Olsztyn

PTS5 Men Silver Michael Salisbury

PTS5 Men Bronze George Peasgood

PTVI Men Gold Dave Ellis & Luke Pollard (Guide)

PTS5 Women Gold Claire Cashmore

PTVI Women Silver Alison Peasgood & Brooke Gillies (Guide)



## 2022 World Triathlon Para Cup

### 2022 World Triathlon Para Cup Besancon

●	PTVI Men	Gold	Dave Ellis & Luke Pollard (Guide)
●	PTS5 Women	Silver	Claire Cashmore
●	PTVI Women	Gold	Alison Peasgood & Grace Hawthorne (Guide)

### 2022 World Triathlon Para Cup A Coruna

●	PTVI Men	Gold	Dave Ellis & Luke Pollard (Guide)
●	PTS5 Women	Silver	Claire Cashmore

### 2022 World Triathlon Para Cup Alhandra

●	PTS5 Men	Silver	Michael Salisbury
●	PTVI Men	Gold	Dave Ellis & Luke Pollard (Guide)
●	PTWC Women	Gold	Melissa Nicholls

### 2022 World Triathlon Para Cup Alanya

●	PTS3 Men	Silver	Colin Wallace
●	PTS4 Men	Bronze	Finley Jakes
●	PTVI Men	Bronze	Oscar Kelly & Charlie Harding (Guide)

## 2022 Europe Triathlon Para Cup

### 2022 Europe Triathlon Para Cup Bari

●	PTS2 Men	Silver	Louis Rolfe
●	PTS3 Men	Gold	Colin Wallace
●	PTWC Women	Gold	Melissa Nicholls



# Roll of Honour

**Great Britain Age-Group medal winners**



	Gold	Silver	Bronze
2022 Europe Triathlon Winter Triathlon Championships	0	0	0
2022 Europe Triathlon Middle Distance Duathlon Championships	6	2	8
2022 Europe Triathlon Standard Distance Triathlon Championships	15	10	14
2022 Europe Triathlon Sprint Distance Triathlon Championships	9	9	7
2022 Europe Triathlon Long Distance Triathlon Championships	8	1	2
2022 Europe Triathlon Long Distance Aquabike Championships	9	5	11
2022 Europe Triathlon Aquathlon Championships	12	14	9
2022 Europe Triathlon Cross Duathlon Championships	3	7	0
2022 Europe Triathlon Cross Triathlon Championships	2	4	6
2022 Europe Triathlon Middle Distance Triathlon Championships	8	10	4
2022 Europe Triathlon Sprint Distance Duathlon Championships	11	15	16
2022 Europe Triathlon Standard Distance Duathlon Championships	10	12	11





**2022 World Triathlon Winter Duathlon Championships**

**2022 World Triathlon Winter Triathlon Championships**

**2022 World Triathlon Middle Distance Duathlon Championships**

**2022 World Triathlon Sprint Distance Duathlon Championships**

**2022 World Triathlon Standard Distance Duathlon Championships**

**2022 World Triathlon Cross Duathlon Championships**

**2022 World Triathlon Cross Triathlon Championships**

**2022 World Triathlon Sprint Distance Triathlon Championships**

**2022 World Triathlon Mixed Team Relay Championships**

**2022 World Triathlon Aquathlon Championships**

**2022 World Triathlon Long Distance Aquabike Championships**

**2022 World Triathlon Long Distance Triathlon Championships**

**2022 World Triathlon Long Distance Duathlon Championships**

Gold	Silver	Bronze
1	1	1
1	0	0
5	6	4
13	11	9
13	11	11
6	2	5
5	5	4
9	3	4
1	2	2
8	10	8
6	6	6
6	7	6
4	0	2



# British Triathlon Governance Review 2022



## British Triathlon Chair's Foreword on Governance Review

**Bill James**

**As Chair of the British Triathlon Board may I introduce you to the 2022 governance review, a key part of our structure and procedures in the annual report. Each year we undertake a review to present to our members how the organisation is administered and to outline the operations that go on within British Triathlon.**

The Board brings together representatives from Triathlon England, Triathlon Scotland and Welsh Triathlon, as well as independent members with experience in various areas of business operations and members to represent athletes and Age-Group Teams. The Board work closely with the Executive Team to offer support and guidance in relation to decision making and in ensuring good governance is delivered throughout the organisation.

British Triathlon is people-centred and we aim to do the right thing by our sport and the individuals, groups and organisations involved within it. Ambition and inclusivity are at the heart of what we do, and this sets a precedent in our decision making in both sporting and business contexts. As the national governing body for the sport, we are determined to

be successful on the international stage and make swim, bike, run accessible to all, both now and in the future; supporting our members and those from disadvantaged backgrounds to connect with the sport, as well as working hard to be sustainable from social, economic and environmental perspectives. We know that in the current financial climate that there will be challenges ahead, but with the principles and processes in place at British Triathlon, I'm confident that we are in a good place to face them and continue supporting our sport.

From myself, the Board and staff at British Triathlon, thank you for another great year of swim, bike, run, and here's to a 2023 where we can look forward to the sport growing further and in new areas of the country.



## Triathlon England Chair's Foreword on Governance Review

**Debbie Clarke**

**Ever since I took over as Chair of Triathlon England in 2020, and even before that through my own involvement in the sport, I've always taken great pride in being part of the swim, bike, run community for the way its spirit and resilience always shines through.**

We've seen this throughout the last few years and that's continued into 2022 when, as a sport and as a community, we have all come together and shown great resilience and a drive to move our sport forwards, whilst also managing the impact of the Covid-19 pandemic and the economic pressures we are all continuing to face.

Whilst this year has had its challenges, there have also been so many highlights; from celebrating the amazing people that make our sport possible, our supportive clubs and wide range of events throughout the country at the HUUB Triathlon England Awards, to the work the Triathlon England team is doing with 'The BIG Active' strategy, and the wonderful success of Team England's triathletes and paratriathletes at Birmingham 2022.

Safeguarding in our sport is a key priority and the commitment made by the organisation and the coaching community in committing to our safeguarding standards and undertaking [continuous] training is essential to ensure our swim, bike and run activities are safe and supported for all our athletes, young and older.

Most importantly, however, it's been fantastic to have had a full year of activity and seeing so many people enjoying swim, bike, run in all its forms within clubs and within communities at over 700 events throughout England this year.

As we come to the end of another year, I think we all look forward to 2023 and the many positive ways that our sport and community will continue to develop, grow and support each other in the future.

*D Clarke*

## British Triathlon Board



**Bill James**  
Chair



**Andy Salmon**  
Chief Executive  
Officer



**Debbie Clarke**  
Non-Executive  
Director  
- Triathlon England



**Dougie Cameron**  
Non-Executive  
Director  
- Triathlon Scotland



**Martin Kitchener**  
Non-Executive  
Director  
- Welsh Triathlon



**Nicky Dick**  
Non-Executive  
Director  
- Age Group Teams



**Vicky Holland**  
Non-Executive  
Director -  
Athlete  
Representative



**Greg Warnecke**  
Independent  
Non-Executive  
Director -  
Major and  
National Events



**Richard Ashton**  
Independent  
Non-Executive  
Director -  
Finance and Senior  
Independent Director



**Sara Heath**  
Independent  
Non-Executive  
Director -  
Marketing and  
Communications



**Sameer Pabari**  
Independent  
Non-Executive  
Director -  
Commercial



**Neil Saunders**  
Independent  
Non-Executive  
Director -  
Duty of Care



**Julian Skan**  
Independent  
Non-Executive  
Director -  
Strategy (Co-opted)

Triathlon England  
Management Board



**Debbie Clarke**  
Chair



**Andy Salmon**  
Chief Executive Officer



**Claire Jenkinson**  
Non-Executive Director  
- Eastern Regions



**TBC**  
Non-Executive Director  
- Western Regions



**Tracey Sample**  
Non-Executive Director  
- Northern Regions



**Karen Rothery**  
Independent Non-Executive  
Director Events  
and Participation



**Kevin Currell**  
Independent  
Non-Executive Director  
- Talent Development



**Craig Pollard**  
Independent Non-Executive  
Director – Membership



**Louise McFadzean**  
Independent  
Non-Executive Director  
- Finance and Senior  
Independent Director



**Halima Khan**  
Independent  
Non-Executive Director  
- Diversity & Inclusion



**Steve Watmough**  
Independent  
Non-Executive Director  
- Technology

# Triathlon England Council



**Richard Mostyn-Jones**

Council President  
(Triathlon England  
Board Observer)

**Claire Jenkinson**

East

**Lee Mathison**

North West

**Simon White**

West Midlands

**Jamie Gordon**

East Midlands

**Steve Bullock**

South Central

**Richard Mostyn-Jones**

Yorkshire and Humberside

**Chris Hall**

London

**Liz Scott**

South East

**Audrey Livingstone**

Council representative on  
British Triathlon Diversity  
and Inclusion Committee

**Tracey Sample**

North East

**Jane Wild**

South West

## British Triathlon Executive Team



**Andy Salmon**

Chief Executive Officer



**Mike Cavendish**

Director of Performance



**Ben Cummings**

Director of Partnerships,  
Commercial and  
External Affairs



**Helen Marney**

Director of Development



**Anne Vinestock**

Director of Finance & IT



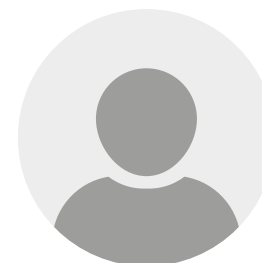
**Jonny Hamp**

Director of Events



**Kirsten Fasey**

Director of People  
and Culture



**TBC**

Director of Digital  
Transformation and IT

## Triathlon Trust

The Triathlon Trust, British Triathlon's official charity, is an independently funded charity that aims to use the engaging sport of triathlon to encourage children to become more active.

The Triathlon Trust Trustees are:

**Gary Adey (Chairperson)**

**Steve Rice**

**Andy Salmon**

**Beverley Lewis**

**Richard Schofield**

**Louise Wright**

**Debbie Clarke**

## International Influence

### World Triathlon

#### **Ian Howard TD**

Vice President  
World Triathlon Executive Board

#### **Non Stanford**

World Triathlon  
Athletes Committee

#### **Rick Velati**

World Triathlon  
Coaches Committee

#### **Jamie Gordon**

World Triathlon  
Audit Committee (Chair)

#### **Ben Cummings**

World Triathlon  
Sustainability Commission

#### **Howard Vine**

World Triathlon  
Technical Committee

#### **Nicky Dick**

World Triathlon  
Age Group Commission (Chair)

#### **Tom Hodgkinson**

World Triathlon  
Paratriathlon Coaches Group

### Europe Triathlon

#### **Sarah Taylor-Hough**

Europe Triathlon  
Technical Committee

#### **Sara Heath**

Europe Triathlon  
Development Committee

#### **Debbie Clarke**

Europe Triathlon  
Race Commission

#### **Ben Cummings**

Europe Triathlon  
Media & Marketing Commission

## Compliance with the Code for Sports Governance

**Good governance helps to ensure that the structures and systems that go into the decision making and operations of British Triathlon and Triathlon England exist within a recognised framework. Having this framework enables the delivery of swim, bike, run to take place effectively, ensuring accountability and transparency in achieving the organisation's strategy.**

Aligning with UK Sport and Sport England's 'A Code for Sports Governance', which is mandatory for sports organisations to receive public funding, is key for operating with good governance for the development of the sport. Public funding is a key stream for British Triathlon and Triathlon England, helping both organisations to achieve their aims and grow the sport at various levels of participation.

British Triathlon and Triathlon England have continued to make strides in their commitment to improving equality, diversity and inclusion (ED&I) across the sport. This year has included the finalisation and publication of a new Equality, Diversity and Inclusion Strategy.

Work is ongoing in the development of ED&I action plans by British Triathlon and across the Home Nations to cascade its ED&I ambitions and strategy throughout the sporting structure to ensure a whole sport commitment to making the sport more inclusive and diverse.

In safeguarding, British Triathlon continues to implement, adhere to and meet the standards for safeguarding and protecting children in sport set by the NSPCC's Child Protection in Sport Unit (CPSU).

British Triathlon were awarded the highest grade by CPSU in their 2022 review, citing the work across the Home Nations and the unified approach in terms of affiliation and policies, and case management when concluding "British Triathlon have demonstrated clear compliance with the CPSU safeguarding standards".

As part of British Triathlon's commitment to safeguarding children and adults, in early 2022 an independent safeguarding review was commissioned. The review was to ensure safeguarding obligations were met, identify any necessary improvements in provision and to enable the delivery of best practice in safeguarding.

The review found significant examples of good practice and progress as well as identifying recommendations to support British Triathlon in achieving its 'best in class' gold.

Continuing its commitment to clean sport, British Triathlon have achieved compliance with the UKAD Policy and successfully submitted evidence against all of the Assurance Framework requirements. The NGB has been commended for the measures that have been put in place to ensure that British Triathlon has robust anti-doping processes to help mitigate the risk of doping in the sport.

## Leadership

### Role of the Board

The Board has collective responsibility for the management, direction and performance of the sport, and provides leadership within a framework of prudent and effective controls which enable risk to be appropriately assessed and managed. The Board sets the strategic direction, ensuring that the necessary resources are in place for the sport to meet its objectives and deliver sustainable performance. The Board takes a long-term outlook, and sees itself as responsible to a wide range of stakeholders whilst pursuing its objectives in a manner consistent with its statutory duties for the benefit of the sport's members as a whole.

The Directors of the Board are selected on the criteria of proven skill and ability in their particular field of endeavour and a diversity of outlook and experience which directly benefits the operation of the Board as the custodian of the sport.

The Board delegates responsibility for Triathlon England matters to the Triathlon England Management Board (TEMB), with information about each available on the respective websites under 'Governance'.

**[www.britishtriathlon.org/about-us/governance](http://www.britishtriathlon.org/about-us/governance)**

**[www.triathlonengland.org/governance](http://www.triathlonengland.org/governance)**

### Roles and Responsibilities

The role of the Chair and Chief Executive Officer are separate and have been so since incorporation. The roles and expectations of each Director are clearly defined and recorded within their letters of appointment and role descriptions. The roles and responsibilities of the Board members are explained below.

#### The Chair

As Chair, Bill James (British Triathlon) and Debbie Clarke (Triathlon England) hold responsibility for leadership of the Board, ensuring its effectiveness on all aspects of its role and setting its agenda. The Chair is responsible for creating an environment for open, robust and effective debate. This includes ensuring, via the Company Secretary, that the Directors receive accurate, timely and clear information.

### Chief Executive Officer (CEO)

Andy Salmon, as CEO, is responsible and accountable to the Board for the management and operation of the organisation and, for our public funders UK Sport and Sport England, he is the Accountable Officer. Andy leads the work of the Senior Executive Team in guiding and deciding on the strategic direction of the organisation.

### Senior Independent Non-Executive Director

Both British and English Boards have a Senior Independent Non-Executive Director (SID) providing support to the Chair and acting as an independent point of contact for the Board Directors, stakeholders and staff. Richard Ashton is SID for British Triathlon, with Louise McFadzean as the Triathlon England SID.

### Non-Executive Directors

Non-Executive Directors are responsible for constructively challenging and providing expert support to the Executive Directors and overseeing the delivery of the sport's strategy.

## Leadership (Continued)

### Company Secretary

Andy Salmon serves as Company Secretary in his capacity of CEO. In this role, he is responsible for the efficient administration of the company, particularly with regard to ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the Board of Directors are implemented.

### Board Delegation

The Board comprises a number of Directors who have oversight on specific areas of the organisation, as well Directors with responsibility for geographic areas within each organisation's remit.

### Term Limits

Non-Executive Directors may only serve for a maximum of 2 × 4 year terms

- The Chair may serve for 3 × 4 year terms

These term limits ensure that there is a regular refresh of new talent and ideas on the Board.

### Executive Team

The Executive Team meet once a month to allow prompt discussion of relevant operational issues. This group comprises the;

- Chief Executive Officer
- Director of Finance
- Director of Development
- Performance Director
- Director of Events
- Director of Partnerships, Commercial and External Affairs
- Director of People and Culture
- Director of Digital Transformation and IT

## British Triathlon Board meetings 2021/2022

### Attendance record

	12.11.2021 Virtual	12.01.2022 Virtual	04.02.2022 Virtual	24.03.2022 Virtual	27.05.2022 Virtual	09.09.2022 Virtual	04.11.2022
<b>Bill James</b>	Y	Y	Y	Y	Y	Y	Y
<b>Andy Salmon</b>	Y	Y	Y	Y	Y	Y	Y
<b>Debbie Clarke</b>	Y	Y	Y	Y	Y	Y	Y
<b>Dougie Cameron</b>	Y	N	Y	Y	Y	Y	Y
<b>Martin Kitchener</b>	N	N	Y	N	Y	Y	Y (virtual)
<b>Nicky Dick</b>	Y	Y	Y	N	Y	N	Y
<b>Greg Warnecke</b>	Y	N	N	N	Y	Y	Y
<b>Richard Ashton</b>	Y	Y	Y	Y	N	Y	Y (virtual)
<b>Sara Heath</b>	Y	Y	Y	Y	Y	Y	Y (virtual)
<b>Vicki Holland</b>	Y	Y	Y	N	Y	Y	Y
<b>Sameer Pabari</b>	Y	Y	Y	Y	N	Y	Y
<b>Neil Saunders</b>	N	N	Y	Y	Y	Y	Y
<b>Julian Skan</b>	N/A	N/A	Y	Y	Y	Y	Y (virtual)

N/A Not in post

## Triathlon England Management Board meetings 2021/2022

### Attendance record

	16.11.2021 Virtual	13.01.2022 Virtual	11.02.2022 Virtual	22.03.2022 Virtual	10.06.2022 Leeds	16.09.2022 Virtual	05.11.2022
<b>Debbie Clarke</b>	Y	Y	Y	Y	Y	Y	Y
<b>Andy Salmon</b>	Y	Y	Y	Y	Y	Y	Y
<b>Claire Jenkinson</b>	Y	N	Y	N	N	Y	N
<b>Sarah Taylor-Hough</b>	Y	Y	Y	Y	N	Y	N/A
<b>Tracey Sample</b>	Y	Y	Y	Y	Y	Y	Y
<b>Kevin Currell</b>	N	Y	Y	N	Y	Y	Y
<b>Karen Rothery</b>	Y	Y	Y	Y	Y	Y	Y (virtual)
<b>Louise McFadzean</b>	Y	Y	Y	Y	Y	Y	Y
<b>Halima Khan</b>	Y	Y	Y	N	Y	N	Y
<b>Steve Watmough</b>	Y	Y	Y	Y	Y	Y	Y (virtual)
<b>Avi Tillu</b>	N	N	Y	N	N/A	N/A	N/A
<b>Sally Lockyer</b>	Y	Y	Y	N	N/A	N/A	N/A
<b>Craig Pollard</b>	N/A	N/A	N/A	N/A	Y	N	Y (virtual)
<b>Duncan Hough (co-opted)</b>	Y	Y	Y	Y	Y	Y	N/A

N/A Not in post

## Board Effectiveness

### Appointments to the Board, diversity and succession planning.

To be effective, a board needs to include individuals with a mix of skills and experience that are up to date and cover the major business areas in order to make informed decisions and provide effective oversight of the risks.

In considering the appointments of directors, the Nominations Committee seeks to ensure that its membership is such that each director:

- Is a person of integrity who will observe the Directors Code of Conduct
- Has sufficient abilities and time available to perform their role effectively
- Brings an independent and questioning mind to their role
- Enhances the breadth and depth of skills and knowledge of the Board as a whole
- Enhances the experience, independence and diversity of the Board as a whole

While recognising that each director will not necessarily have experience in each of the business areas, the Board does seek to ensure that its membership includes an appropriate mix of directors with relevant experience.

The Code for Sports Governance sets a target of 30% board representation per gender. Profiles can be seen on page 36-37.

As both British Triathlon and Triathlon England seek to increase diversity within the sport and representation of different demographics at the board level, work continues to be made to ensure equal opportunity to find and apply for vacancies as they occur.

The Nominations Committees for both British Triathlon and Triathlon England work to ensure that there is a balance of skills, knowledge and experience when making appointments, helping to recruit board members with the expertise to support the organisations develop and deliver their strategies.

Succession planning is under constant review with a robust appointments process in place as vacancies arise. Crucially, the Committee ensures an open recruitment process and selects individuals to take Board positions based on their individual merits, regardless of gender, race, religion, age, disability or sexual orientation.

Each Non-Executive Director receives a letter which formalises their appointment and outlines the key terms and conditions of their appointment. Ensuring they are aware of their role and expectations.

## Board Effectiveness (continued)

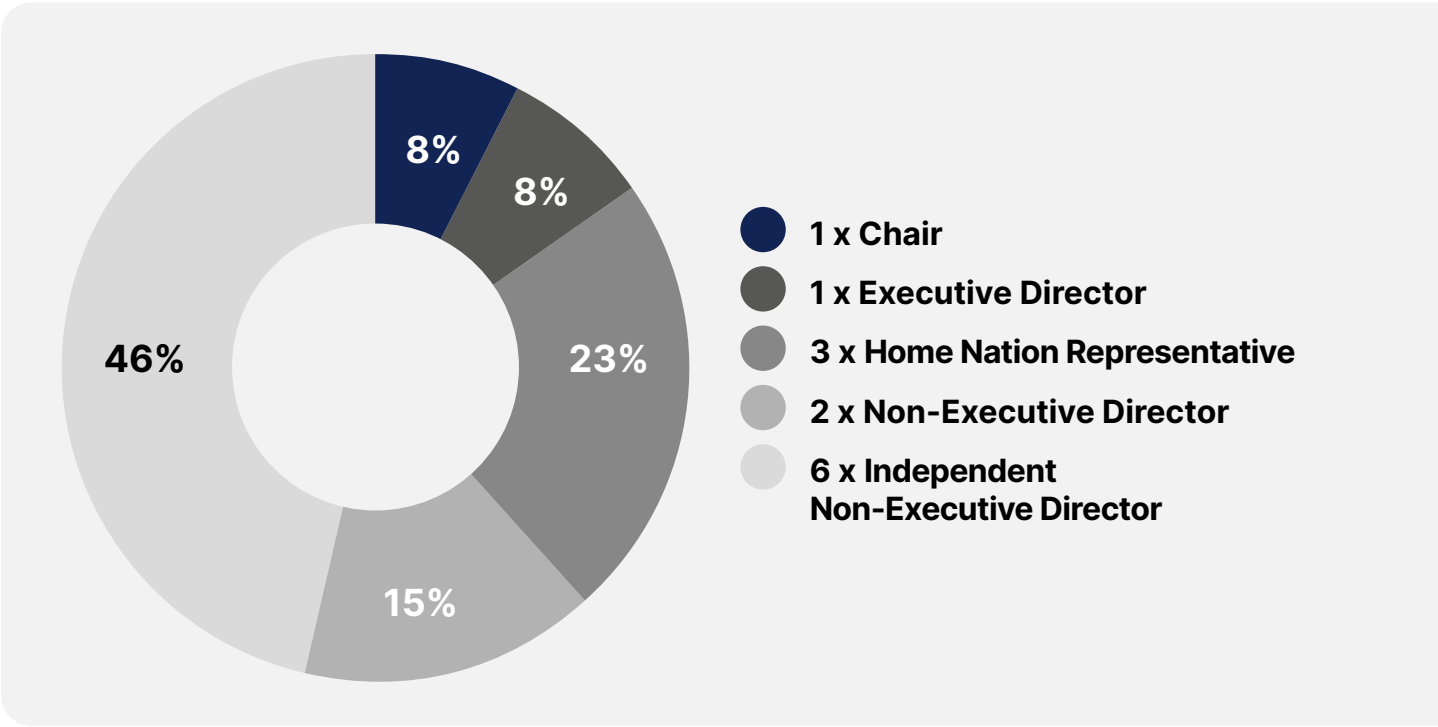
### Induction and Training

All new Directors receive an induction tailored to their individual requirements. The induction process involves meeting with the Chair (British Triathlon) and/or Chair (Triathlon England), CEO and the Executive Team. This is key to facilitating their understanding of the organisation, the links between British Triathlon, Home Nations and members. During the year, Directors receive presentations from a number of areas of the business including Events, Membership, Age Group, Governance, Finance, Performance, Development, Safeguarding and Board Evaluation. The Chair (British Triathlon) and Chair (Triathlon England) regularly meet with the Directors throughout the year to review their developmental needs.

### Board Evaluation

Every four years, both the British and English Boards take part in an external Board Evaluation. Both Boards were evaluated in 2017. The 2021 evaluation was completed in 2022.

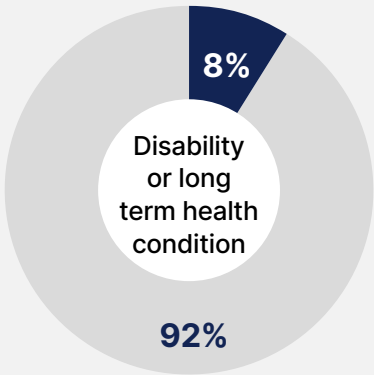
# British Triathlon Board composition



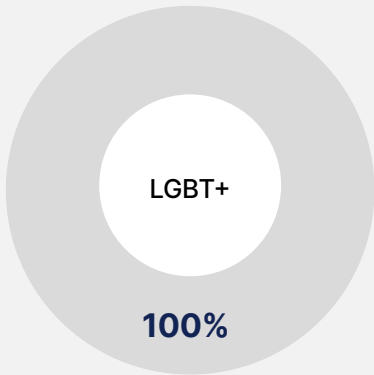
# British Triathlon Board makeup



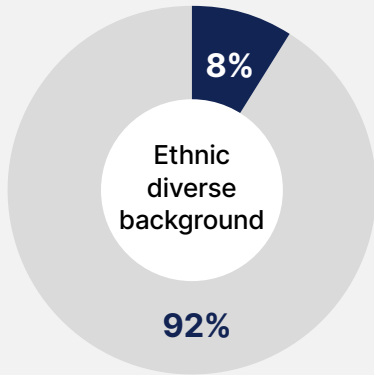
**British Triathlon  
Board equity audit  
2021/22**



● Yes  
● No

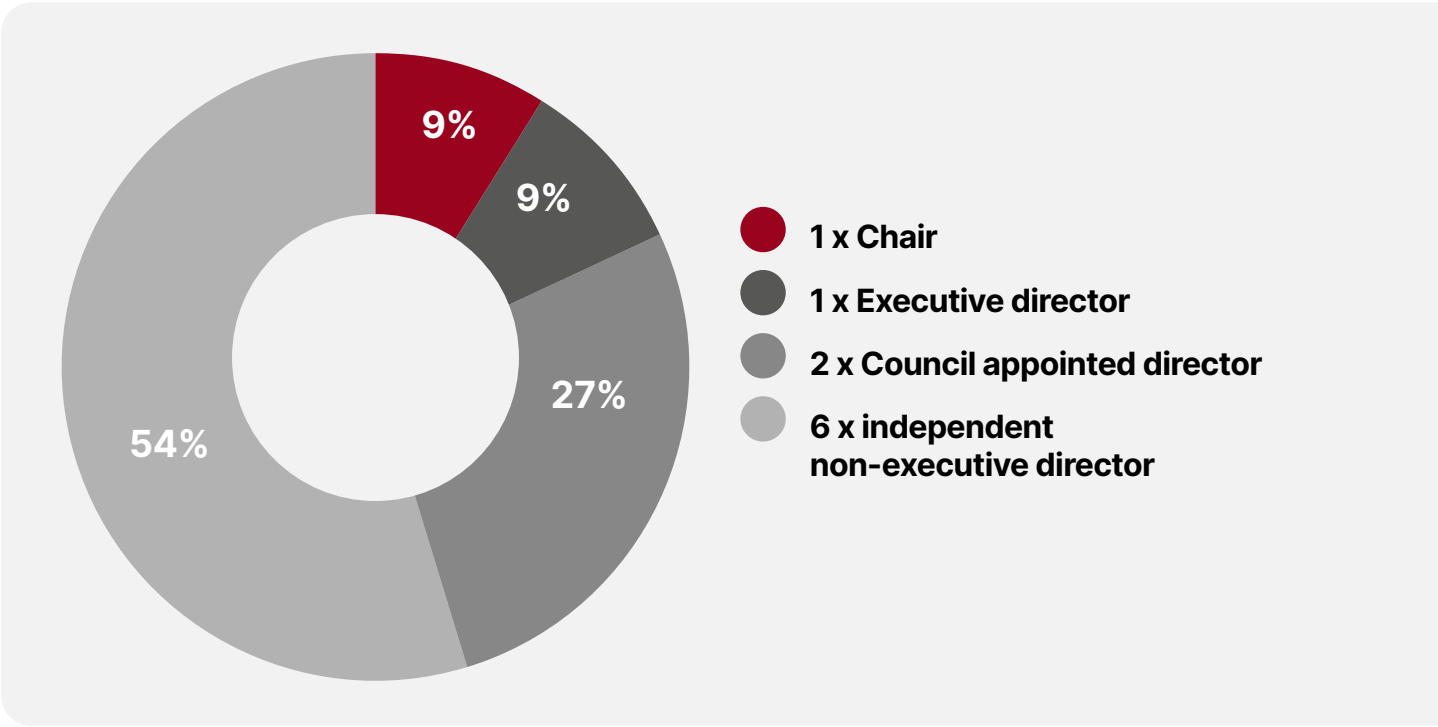


● Yes  
● No



● Yes  
● No

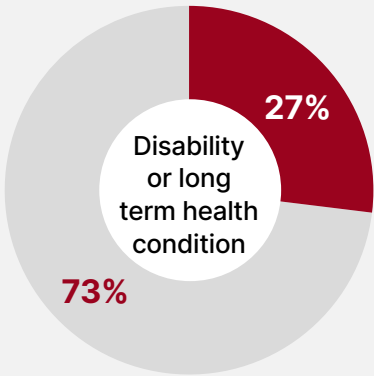
**Triathlon England  
Management Board  
- Composition**



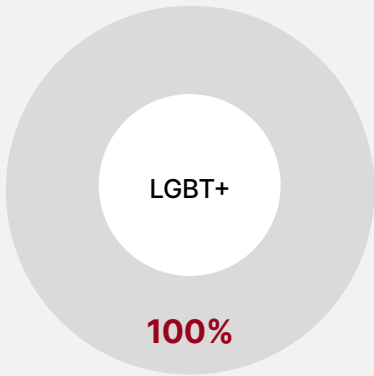
**Triathlon England  
Management Board  
- Makeup**



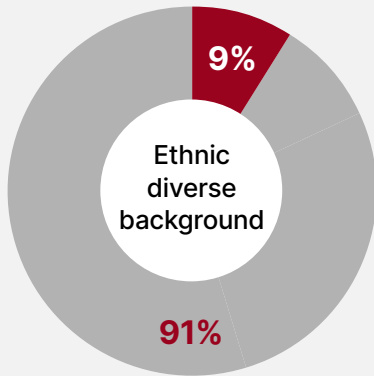
**Triathlon England  
Management Board  
- Equity audit 2021/22**



● Yes  
● No



● Yes  
● No



● Yes  
● No

# Strategy 2024

**This was the result of a collaborative partnership between the Boards of British Triathlon and the Home Nations. In 2018, British Triathlon and the Home Nations published a new strategy which articulates the Vision, Mission and Values along with our strategic goals.**



**British Triathlon, the three Home Nations and the Triathlon Trust are working more closely together than ever to realise our shared vision –**

**Great experiences through swim, bike, run.**

# Our values

**We are people centred**

**We are ambitious**

**We are inclusive**

**We do what's right**

A mid-term review is currently underway and any new updates will be shared via the links below.

View the British Triathlon strategy,  
[www.britishtriathlon.org/britain/documents/about/btf-structure-2019-2024.pdf](http://www.britishtriathlon.org/britain/documents/about/btf-structure-2019-2024.pdf)

View the Triathlon England strategy,  
[www.triathlonengland.org/england/documents/governance/btf-te-structure-2019-2024.pdf](http://www.triathlonengland.org/england/documents/governance/btf-te-structure-2019-2024.pdf)

## Staff

### Diversity

Ensuring equality of opportunity across the swim, bike, run community is important to British Triathlon. The organisation is committed to equal opportunities for all those involved in the sport, whatever their involvement and regardless of sex, age, disability, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership or gender reassignment.

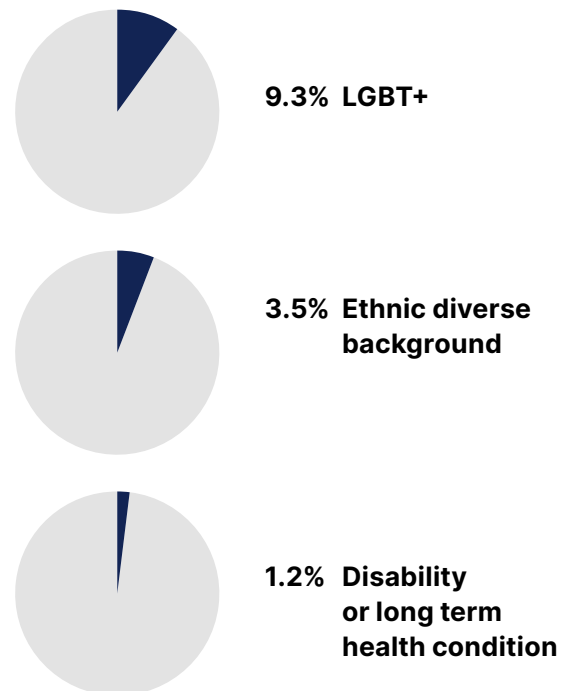
This year British Triathlon launched its Equality, Diversity and Inclusion Strategy which will spearhead the work of the organisation across this area from 2022 to 2024.

The strategy and the goals will underpin the organisation's approach towards embedding fairness through equality, diversity and inclusion, ensuring it is embedded in everything that we do to create a welcoming and positive culture for all employees and for everyone involved in swim, bike, run.

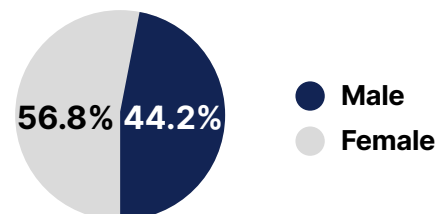
Work continues on the Diversity Action Plan and we are working with our Equality, Diversity and Inclusion Committee as well as through HR practices to help drive this agenda, it is pleasing that several initiatives over the year have been delivered. A snapshot of this includes:

- Continue to utilise an anonymous recruitment process
- Equality, diversity and inclusivity sessions and workshops for staff
- Appointed Head of Equality, Diversity and Inclusion to drive forward the ED&I agenda

### Staff Diversity Snapshot



### All staff gender split



### Staff Survey

In the 2022 Staff Survey, there was a response rate of 70%, slightly down on 2021 (80%), but it still provided a good insight into the thoughts and feelings of all those who work for British Triathlon.

Overall, the results were really encouraging, with 98% staff agreeing they are proud to work for British Triathlon. Areas of strength included the quality of supportive relationships across the organisation, the leadership provided by the CEO, and the understanding of how individual work areas fit into the strategic direction of British Triathlon.

There were suggested areas to work on which will be taken forward by the Executive team.

## Staff (continued)

### Gender Pay Gap Reporting

Despite having fewer than 250 employees, British Triathlon are committed to reporting transparently on the gender pay gap. As of 6 April 2022, British Triathlon employed the equivalent of 86 Full Time Equivalent (FTE) employees. There is clearly a gender pay gap, however, even though there is a pay gap, there are no equal pay issues\* because as an organisation, we regularly conduct equal pay checks and benchmarking. The gender pay gap has increased marginally (1% and 3%) when calculated as according to the median and mean.

\*Unequal pay occurs when someone is paid less for doing the 'same job', or 'work of equal value', due to their gender or any other protected characteristics.

### All Staff Median Pay Gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. We believe this is a more representative measure of the pay gap because it is not affected by outliers i.e. a few individuals at the top or bottom of the range.

<b>Female</b>	<b>Median</b>	<b>£30,000</b>
<b>Male</b>	<b>Median</b>	<b>£36,000</b>
<b>2020</b>	<b>Gap</b>	<b>18%</b>
<b>2021</b>	<b>Gap</b>	<b>16%</b>
<b>2022</b>	<b>Gap</b>	<b>17%</b>

### All Staff Mean Pay Gap

The mean gender pay gap is the difference between the average hourly earnings of men and women. The key drivers of our gender pay gap are;

- There are fewer women in senior roles than men
- There is a higher proportion of women relative to men in lower quartiles

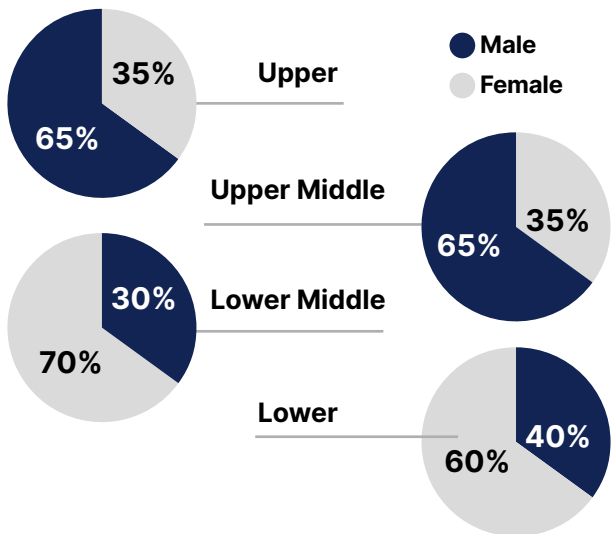
<b>Female</b>	<b>Mean</b>	<b>£33,710</b>
<b>Male</b>	<b>Mean</b>	<b>£43,157</b>
<b>2020</b>	<b>Gap</b>	<b>22%</b>
<b>2021</b>	<b>Gap</b>	<b>20%</b>
<b>2022</b>	<b>Gap</b>	<b>22%</b>

Staff (continued)

Proportion of Males and Females in Each Quartile

The gender pay gap quartile figures show the proportion of male and female full-time employees in four pay quartiles. A year-on-year comparison shows the upper and upper middle quartile have remained very similar, with the most noticeable shift occurring in the lower middle and lower quartiles, where the number of females has increased from 15 in 2021 to 29 in 2022. This same measure was 26 in 2020.

As a percentage, females account for 35% in the upper quartiles compared to 65% of males, the same as 2021.



Staff Turnover Rates

British Triathlon’s staff turnover has been affected by the challenging economic climate, and the end of an Olympic and Paralympic cycle with 17 employees leaving the organisation, which represents 20% of our workforce.

British Triathlon’s staff turnover rate is inline with the UK average, which is normally approximately 15% a year, however this year has been heavily influenced by the knock on effects of the Covid-19 pandemic. British Triathlon experienced a surge in labour turnover in early 2022 but has still remained within the normal expected range. The use of interns and fixed-term contracts to manage fluctuations in workload continue to be utilised in addition to this figure. Unfortunately, redundancies are in addition to this.

2019-2020	4%
2020-2021	16%
2021-2022	20%

Staff Retention Rates

British Triathlon has taken several new steps to improve internal career progression, staff development and staff benefits to retain and attract more talent. These include a review of our allocated time for employees to spend on their personal development “transition time”, the extension of paid access to the Educare online learning platform and the recruitment of a Director of People and Culture.

Retention rates are influenced by our continued use of internships and fixed-term positions along with internal progression of staff.

2019-2020	92%
2020-2021	73%
2021-2022	72%

## Staff (continued)

### Staff Succession Planning and Development

As an organisation, succession planning remains important and, whilst British Triathlon has not slipped back, neither has it forged ahead. It is important that the organisation remains committed to improving in this area. It is extremely important for us to identify employees who have the current skills, with several staff having progressed in either role or responsibility in 2022.

Effective succession planning has a positive impact on performance management not only in terms of ensuring key positions will remain filled with competent performers, but also in terms of staff engagement and feeling appreciated and developed. Our learning and development strategy feeds into the work of our Leadership Team.

### Leadership Team

The Leadership Team consists of all those with line management and budgetary responsibility. The team meet every second month and met more frequently during the pandemic. The strategy is to push decision making as close as possible to where activity is happening, and the team play a crucial role in achieving this. Much of the organisation's innovation comes from the group which also has responsibility to develop, challenge and review the operational plans and budgets. The forum also promotes more collaborative working across directorates. Crucially, the team is where the organisation's future senior leaders will come from and so there is a huge mutual commitment to learning and development.

### Areas for Improvement

- People development
- Equality, diversity and inclusion throughout the sport
- Performance coach development
- Clarity of purpose and responsibility between British Triathlon and the three Home Nations

### The Year Ahead

- Monitor the Economic situation and its impact on the sport and the swim, bike, run industry
- Implement actions arising from the independent safeguarding review conducted in 2022
- Compliance with the Code for Sports Governance
- Implementation of Equality, Diversity and Inclusion action plans
- Elite athlete performance
- Talent Development
- Grow the sport through the delivery of 'The BIG Active'
- Delivery of major events in Sunderland and Swansea
- Workforce development (coaches, club officials, technical officials)
- International relations, focusing on better experiences for elite paratriathletes and Age-Group athletes



# Membership

**With a return to higher levels of event, club and training activities, membership levels have returned to those seen before the pandemic.**

British Triathlon Home Nation membership includes a variety of partner benefits, money can't buy experiences and insurance for training and racing.

As well as our previous members returning, we have seen an increase in retention figures. This is down to our loyal membership base who believe that being a part of the British Triathlon family not only gives them a competitive advantage in the sport, but also provides them with the confidence, connections and support to develop in swim, bike, run.

With the cost-of-living crisis impacting the UK's spending, British Triathlon and the Home Nations are working to ensure that our products continue to provide value for members.

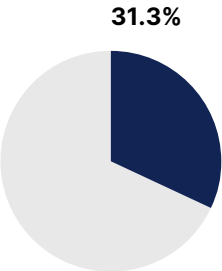
We will continue to ensure that our members are supported when participating and connecting with the community. This is central to our decision making and continued development within our membership offering at British Triathlon and the Home Nations.

# Membership (continued)

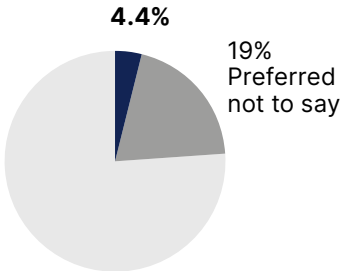
## Home Nation Members

28,968

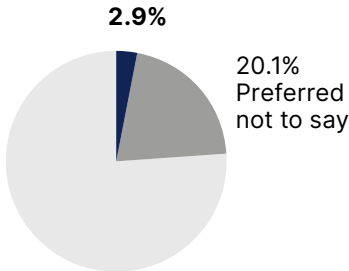
Female



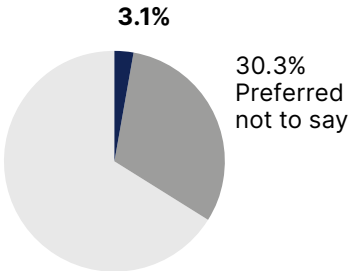
Disability or long term health condition



Ethnic diverse background



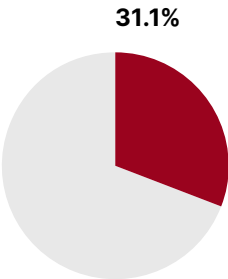
LGBT+



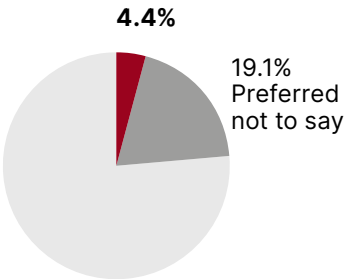
## English Members

23,849

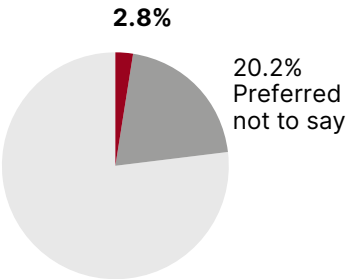
Female



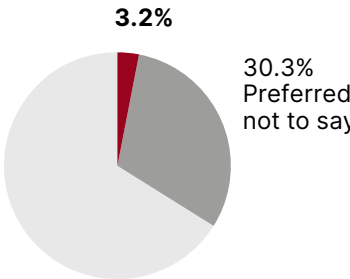
Disability or long term health condition



Ethnic diverse background



LGBT+



Membership statistics – As of 15/11/22.



# Sustainability

**In 2021, British Triathlon announced the launch of its Sustainability Commission, an independent panel of experts from across academia, business and sport to support the organisation in creating a robust sustainability strategy for the sport.**

Since then, together with our internal sustainability working group, the commission has completed a review of our world of swim bike, run.

Working to the UN's Sustainable Development Goals, they have created a draft blueprint for how the sport can be sustainable across its operations and activities, including ongoing and immediate actions to reduce impact.

The next stages will see a survey undertaken of stakeholders within triathlon in Britain to better understand the sustainability attitudes, actions and experiences of swim, bike, run members. This will help to establish a baseline and to consult on our sustainability blueprint. Once this is completed, an action plan will be drawn up that details some important first steps to be taken in 2023 and beyond.

A key pillar of the plan will be on climate action, with wider elements of social sustainability a key component of Home Nation sport development plans.

# Sustainability (continued)

Demonstrating its commitment to environmental sustainability, British Triathlon has joined over 300 sports organisations in becoming a signatory of the UN Framework Convention on Climate Change’s Sports for Climate Action Framework and ‘Race to Zero’.

Race to Zero is a UN backed programme which will commit British Triathlon to achieve net zero emissions\* by 2040 as well as 50% reduction by 2030. As part of this, British Triathlon will publish its annual carbon emissions statement and set out plans to reduce this to achieve its carbon emissions targets. British Triathlon submitted its first round of data based on the 2019 benchmark as follows:

<b>Scope 1</b> (emissions released directly from an organisation. E.g. company vehicle emissions)
<b>and</b>
<b>Scope 2^</b> (indirect emissions released from the energy purchased by an organisation. E.g. energy supplies to offices)
<b>Scope 3^</b> (indirect emissions upstream and downstream of an organisation for their products or services. E.g. staff travel and product distribution)

66.12

5442.31

Metric tons of CO2e

Whilst the commission’s work has been mainly behind the scenes, there have been other important actions and commitments made by British Triathlon this year. Both of the international events we hosted this year, AJ Bell 2022 World Triathlon Championship Series Leeds and Volvo 2022 World Triathlon Para Series Swansea, have gone through World Triathlon’s Sustainability Certification. Leeds was the first event globally to do this, achieving the gold standard, with the award ceremony taking place at the event.



\*Race to Zero considers individual actors to have reached a state of net zero when: An actor reduces its emissions following science-based pathways, with any remaining GHG emissions attributable to that actor being fully neutralized by like-for-like removals (e.g. permanent removals for fossil carbon emissions) exclusively claimed by that actor, either within the value chain or through purchase of valid offset credits (<https://bit.ly/3T7xMm6>).

^[https://www.ghgprotocol.org/sites/default/files/ghgp/standards\\_supporting/Diagram%20of%20scopes%20and%20emissions%20across%20the%20value%20chain.pdf](https://www.ghgprotocol.org/sites/default/files/ghgp/standards_supporting/Diagram%20of%20scopes%20and%20emissions%20across%20the%20value%20chain.pdf)

# Duty of Care

## Safeguarding

**British Triathlon and the Home Nations are firmly committed to creating and maintaining safe, fun and positive environments for all children and adults to take part in triathlon. This includes ensuring that their safety, wellbeing and welfare are at the centre of what our sport delivers.**

Over the year, British Triathlon have continued to work on developing safeguarding policies and procedures to support all participants in the sport, publishing and updating their policy for safeguarding and protecting children and their safeguarding disciplinary policy. During the year, the organisation has also implemented a comprehensive safeguarding training plan for coaches, welfare officers, staff and volunteers who are responsible for delivering swim, bike, run activities. This programme of education will extend and continue into 2023.

In March 2022, British Triathlon and the Home Nations commissioned an independent safeguarding review. This was to ensure safeguarding obligations are being met; to identify any necessary improvements in provision; and to make recommendations to enable the delivery of best practice in safeguarding. Outcomes from this review will drive future strategy and ongoing commitment to duty of care.

Duty of Care (continued)

Anti-Doping

Having achieved compliance with UKAD assurance framework, British Triathlon has started to implement their three-year education strategy across all sectors of the sport. As part of this, the following education has been delivered to staff and athletes:

- World Class Performance Programme athletes completed Clean Sport sessions
- Commonwealth Games Team, reserve athletes and support staff completed Clean Games session
- Performance Pathway athletes and coaches attending development camps completed Clean Sport session

- Athletes outside of the above groupings (e.g. junior) who compete in World Triathlon events are required to complete a separate World Triathlon anti-doping online course
- Performance staff completed UKAD Introduction to Clean Sport Course
- Age-Group athletes are invited to regular clean sport webinar sessions in the run up to their events

Key messages continue to be disseminated through social media channels and directly to World Class Performance Programme athletes and performance pathway coaches and athletes, including updates concerning the prohibited list and reminders to use Global Dro and Informed Sport as antidoping tools available to support athletes in ensuring they take part clean.

Testing

In 2021/22, 90 tests were carried out by UKAD out of competition resulting in no adverse findings. A further 35 negative tests were carried out in the first quarter of 2022/23. Latest data from WADA show that worldwide 2,239 tests were taken with an adverse analytical findings rate of 0.4% (9). Triathlon is classified within the Association of Summer Olympic International Federations where the overall rate was 0.51%.

WADA Data	In Competition	Out of Competition	AAF
Triathlon	624	1457	8
Duathlon	56	30	0
Long Distance	12	26	0
Winter Tri	22	4	0
Cross Triathlon	4	3	1
Aquathlon	1	0	0

## Closing Remarks on Governance Review



**Andy Salmon**  
British Triathlon CEO

A stylized handwritten signature in black ink, consisting of a large 'A' followed by a series of loops and a long horizontal stroke.

**When writing this section twelve months ago, I reflected on the resilience of the Swim, Bike, Run community in navigating the Covid-19 pandemic. Whilst I don't believe we have fully emerged or recovered from that unprecedented time in our history, we now face even greater challenges due to the rising cost of living and doing business.**

At the time of writing, we are modelling the impact high inflation, high interest rates and economic uncertainty will have on the sport and on the organisation. Tough decisions lie ahead for all of us, but I remain of the view that the nature of our sport and the culture of our community provide us with the tools to meet the challenges we face.

In the spring of 2022, British Triathlon commissioned an independent review of all safeguarding policies, procedures, and practice across British Triathlon and all three Home Nations. We did so, not because there was a known problem to solve, but because we recognised that there is nothing more important than the welfare and safety of those taking part in our sport and that there must always be room for improvement. During the review period, the Whyte Review was published which enabled us to compare the findings of our own independent review with this report. As a result, we have thirty recommendations for further improvement which will form the nucleus of our action plan. We have also delivered training for the Boards and staff and increased our internal capacity in this critical area. I urge everyone involved in the sport to consider safeguarding as a critical part of what you do, no matter your role.

The second edition of the Code for Sports Governance has been published and we remain committed to complying with the code. This will see some minor modification to our governance structures to reflect, amongst other things, our commitment to safeguarding, Equality, Diversity & Inclusion and to cascading the principles of the code throughout the sport.

I consider it a privilege to work for British Triathlon and I know this is a view shared by my colleagues. However, our work could not be done without the oversight, commitment, challenge and support of the British Triathlon Board and Triathlon England Management Board. Members of both boards give selflessly of their time and expertise on an entirely voluntary basis. Furthermore, we are extremely fortunate to be able to rely on a network of additional volunteers who populate our committees and panels across England, Scotland, and Wales. Their expertise and commitment are hugely appreciated.

Finally, I return to the economic situation and share my view that because of the sound governance and ongoing commitment to best practice, we will navigate this latest storm and do our utmost to protect and support the Swim, Bike, Run community to make sure that we can return to a period of sustained growth and great experiences for all.

**Thank you.**

# British Triathlon Financial Review 2022



## Abridged Accounts

The following information has been extracted from the full statutory accounts which are available on request from the Company's registered office at; British Triathlon Federation, PO Box 25, Loughborough, Leicestershire, LE11 3WX.

The directors' present their strategic report for the year ended 31 March 2022.

# Strategic Report

## Principal activity and review of the business

The principal activities of the company during the period were to carry out the functions of the national governing body of Triathlon, Duathlon and Aquathlon in Great Britain.

British Triathlon's vision is 'Great Experiences through swim, bike, run' and its mission is 'To develop an environment that makes Britain the world's leading triathlon nation; enabling success and increasing participation.'

BTF aims to deliver the strategy by working collaboratively with its members (Triathlon England, Triathlon Scotland and Welsh Triathlon) towards the achievement of shared objectives. It is also committed to supporting the work of the Triathlon Trust, of which it is the sole member. BTF has eight strategic goals as follows:

- More Participants
- Great Clubs
- Growing Membership
- Winning and Developing Athletes
- Exceptional People
- Outstanding Events
- Excellent Organisation
- Elevated Profile

## Strategic Report (Continued)

The Company consists of two divisions, British Triathlon and Triathlon England. The Board delegates responsibility for the day-to-day running of Triathlon England to the Triathlon England Management Board (TEMB).

The financial year ended 31 March 2022 was another year hampered by the Covid pandemic. Restrictions affecting operations varied throughout the period, serving to damage consumer confidence and making the work of event organisers, clubs and coaches ever more complex and challenging. Allied to this, an emerging cost of living crisis with high inflation produced another year of difficult trading conditions.

Despite these considerable challenges, from a purely financial perspective, the period proved to be a successful one with an overall surplus of £90,651 (2021: £163,156 surplus). This overall position was produced through the combination of a surplus of £90,133 (2021: £405,327 surplus) in the British Triathlon Division and a surplus of £518 (2021: £242,171 deficit) in the Triathlon England division. The most significant contributors to these outputs are as follows:

### Major Events:

The postponed World Triathlon Championship Series Leeds 2020 event took place in June 2021. There was very little income from Major Events in the previous financial year and turnover increased significantly to £1.5m in the financial year ended 31 March 2022. Despite significant covid restrictions, the event produced a neutral financial outcome which was a significant achievement given the operational and market conditions.

### Membership:

During the period, Triathlon England membership rallied, providing an increase in Triathlon England membership of 9%. This was considered a satisfactory outcome, given the restrictions that were in place.

### Event Permitting:

Again, due to the pandemic, a significant proportion of events scheduled for the 2021 season were postponed, cancelled or saw reduced participant numbers. Accordingly, permitting and day membership revenue was £285,594 which was around 60% of a normal level of activity.

### Commercial:

During the period, commercial performance was largely as expected. As reported in the previous year's financial statements, some downturn in commercial revenue was expected due to the rolling over of previous years rights fees and the early termination of a significant partnership.

### Cost control:

Despite the fluctuation in activity between lockdowns, the company was able to flex costs effectively, producing a satisfactory overall position.

The financial outturn during the period has again boosted reserve levels beyond the target established in the six-year recovery plan. The reserves level at 31 March 2022 was £1,117,027 comfortably ahead of the investment level established in the Company's Reserves Policy. However, as the current year ending 31 March 2023 is certain to be another very challenging year with continued revenue shortfall, the Board strives to maintain an appropriate balance between investing in recovery and growth versus retaining financial reserves to protect against unforeseeable events.

### Principal risks and uncertainties

There are a number of risks and uncertainties which may have an impact on the Company. The list on the next page does not purport to be exhaustive. The executive team maintain a risk register which is reviewed on quarterly basis by the Board. Risks are identified along with the necessary mitigation strategies.

## Strategic Report (Continued)

### Risks

#### Covid-19

Covid-19 restrictions rendering company activity dormant or significantly reduced.

At the time of writing, government policy and public perception have both moved significantly, enabling a return to activity with little or no restriction. However, the Board cannot be certain this will remain the case and so the pandemic remains a significant risk.

#### Funding

Maintenance of public funding and the inability to achieve self-generated revenue targets.

The company has been successful in securing strong public sector investment in the mid-to-long term with additional project specific funding for activity such as Commonwealth Games legacy. This provides the Board with assurance that plans for the World Class Programme and the development of the sport can be fully committed to, notwithstanding other risks, specifically rising costs.

Self-generated funds are and will remain a constant challenge. Principal sources are commercial, membership and event permit and day license revenue. Current market conditions are challenging across all three sources.

#### Financial Reserves

Depletion of financial reserves rendering the organisation insolvent.

The Board has planned for a deficit budget in the financial year ending 31 March 2023, to enable investment in technology to drive recovery and growth. Accordingly, it is planned to reduce reserve levels during the year but the Board is confident that this is planned and understood and so does not represent a significant risk.

#### Political

Changes in the regulatory or political environment affecting the Company's ability to deliver its strategy and objectives.

This is not deemed a significant risk, despite the apparently turbulent political scene. Public sector funding is secured.

A potential independence referendum in Scotland is not seen as a risk to the organisation and the ongoing inclusion of Triathlon Scotland and its members.

#### Operating Costs

The impact of double-digit inflation and energy costs on the cost of living and of operating are beginning to have a material impact and this looks set to continue throughout 2022/23.

With no provision for inflation in public sector investment awards, difficult decisions will be required.

## Strategic Report (Continued)

### Risks

#### Events

Failure to secure major events, or funding for major events, may adversely affect the Company's ability to build the profile of and participation in the sport.

Given trading and market conditions. This risk is slightly elevated compared to previous years. Rising costs, and a very tough commercial landscape make the financial aspects of running major events and/or attracting event sponsorship very challenging indeed.

#### Commercial

Maintaining and attracting sponsorship investment.

As the sponsorship scene becomes even more competitive, maintaining existing and attracting new partnership investment is going to be challenging and forecasts will enable the company to react accordingly.

#### Reputational

Reputational risk due to a safeguarding matter.

The Whyte Review report, published in June 2022, sends a signal to all sporting NGB's. The company had already commissioned an independent review of all Safeguarding policy and procedure across British Triathlon and the Home Nations and this will be completed in cognisance of the Whyte Review so that the company can plan to administer and lead safeguarding to the highest possible standard.

#### Technological

Ever present risk of a successful Cyber attack, a data breach or failure to comply with GDPR regulation.

Increased reliance on digital solutions makes us more susceptible to attack. Investment in IT security software and hardware, a new Digital Technology solution and Cyber security audits all contribute to mitigating this risk.

### Financial key performance indicators

The following KPIs are considered as part of the monthly management accounts:

- Performance against budget or forecast
- Cashflow projections
- Membership growth and retention
- Event and participation numbers.

This report was approved by the Board on 9 September 2022 and signed on its behalf.



Andy Salmon  
Chief Executive Officer

# Directors' Report

## For the year ended 31 March 2022

The directors present their annual report together with the audited financial statements of The British Triathlon Federation for the year ended 31 March 2022.

## Results

The surplus for the year, after taxation, amounted to £90,651 (2021 - £163,156).

## Directors

The directors in office during the financial year and to the date of this report were:

The directors who served during the year were:

- R J Ashton
- D H Cameron
- D Clarke
- N Dick
- S L Heath
- V Holland - Appointed 12 November 2021
- W James
- M Kitchener
- S Pabari - Appointed 13 November 2021
- A Melwani - Resigned 12 November 2021
- A Salmon
- N Saunders
- J Skan - Appointed 4 February 2022
- G Warnecke

## Statement of directors' responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including Financial Reporting Standard 102 Section 1A, 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland.' Under Company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

## Directors' Report (Continued)

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to auditors

Each of the directors confirms that:

- so far as the director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with Financial Reporting Standard 102 Section 1A.

Signed on behalf of the board of directors:



Andy Salmon  
Chief Executive Officer

Approved by the board on: 9 September 2022

# Independent auditors' report to the members of the British Triathlon Federation

## Opinion

We have audited the financial statements of The British Triathlon Federation (the 'company') for the year ended 31 March 2022 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows, principal accounting policies and the related notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2022 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

## Independent auditors' report to the members of the British Triathlon Federation (continued)

### Other information

The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

## Independent auditors' report to the members of the British Triathlon Federation (continued)

### Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with management, and from our knowledge of the sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;

## Independent auditors' report to the members of the British Triathlon Federation (continued)

### Auditors' responsibilities for the audit of the financial statements (Continued)

- we considered the legal and regulatory frameworks that are applicable to the company and determined that the most significant are the reporting framework the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102 Section 1A), the Companies Act 2006 employment law and the Code of Sports Governance;
- we understood how the company is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of directors' meetings and papers provided to the director.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

## Independent auditors' report to the members of the British Triathlon Federation (continued)

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of directors' meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

## Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Shachi Blakemore (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

Date: 21 September 2022

## British Triathlon income and expenditure account for the year ended 31 March 2022

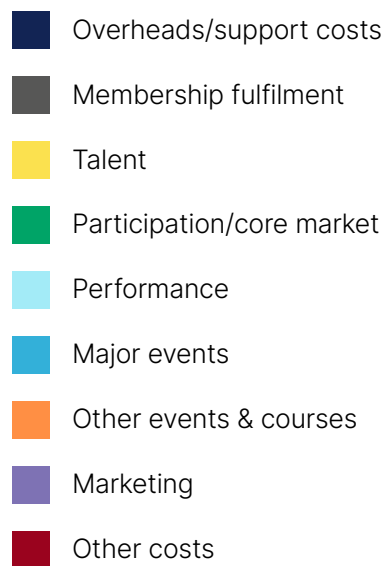
	2021/22 (£)	2020/21 (£)
<b>Income</b>	<b>10,099,604</b>	<b>6,882,428</b>
<b>Operating expenses</b>	<b>(10,009,426)</b>	<b>(6,780,538)</b>
<b>Government grant income (CJRS)</b>	<b>473</b>	<b>61,266</b>
<b>Operating surplus/(deficit)</b>	<b>90,651</b>	<b>163,156</b>
<b>Interest receivable and similar income</b>	<b>-</b>	<b>-</b>
<b>Surplus/(deficit) before tax</b>	<b>90,651</b>	<b>163,156</b>
<b>Taxation</b>	<b>-</b>	<b>-</b>
<b>Surplus/(deficit) for the financial year</b>	<b>90,651</b>	<b>163,156</b>

There was no other comprehensive income in 2022 or 2021.

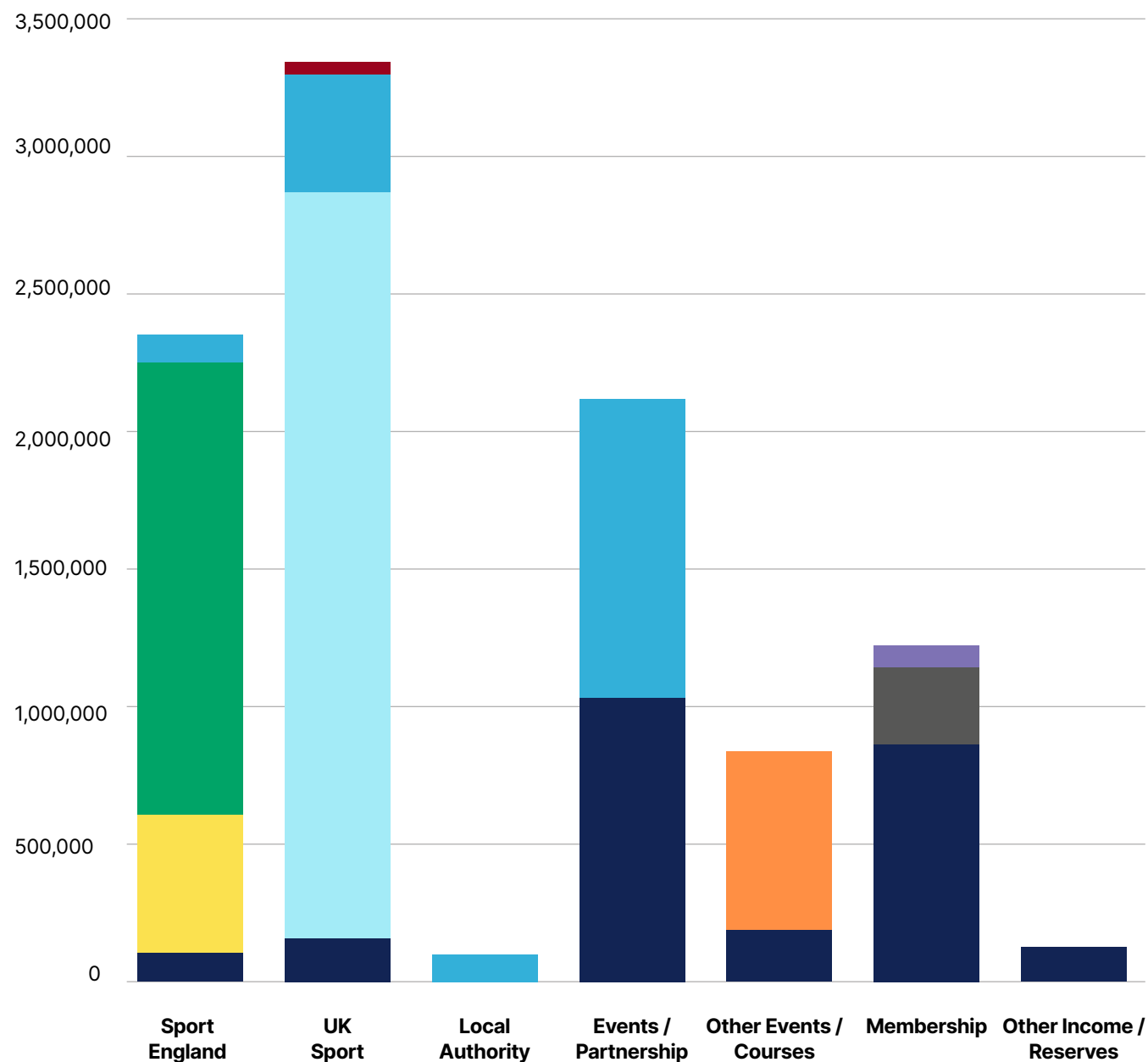
## British Triathlon balance sheet as at 31 March 2022

	March 2022 (£)	March 2022 (£)	March 2021 (£)	March 2021 (£)
<b>Fixed Assets</b>				
Tangible fixed assets		72,815		26,228
		72,815		26,228
<b>Current Assets</b>	789,888		449,830	
Debtors amounts falling due within one year	3,481,457		3,017,848	
Cash at bank and in hand	4,271,345		3,467,678	
<b>Creditors:</b> Amounts falling due within one year	(3,227,133)		(2,467,531)	
Net current assets		1,044,212		1,000,147
Total assets less current liabilities		1,117,027		1,026,375
<b>Net Assets</b>		1,026,375		1,026,375
<b>Capital and Reserves</b>				
Triathlon England designated reserve		165,949		165,431
Income and expenditure account		951,078		860,944
		1,117,027		1,026,375

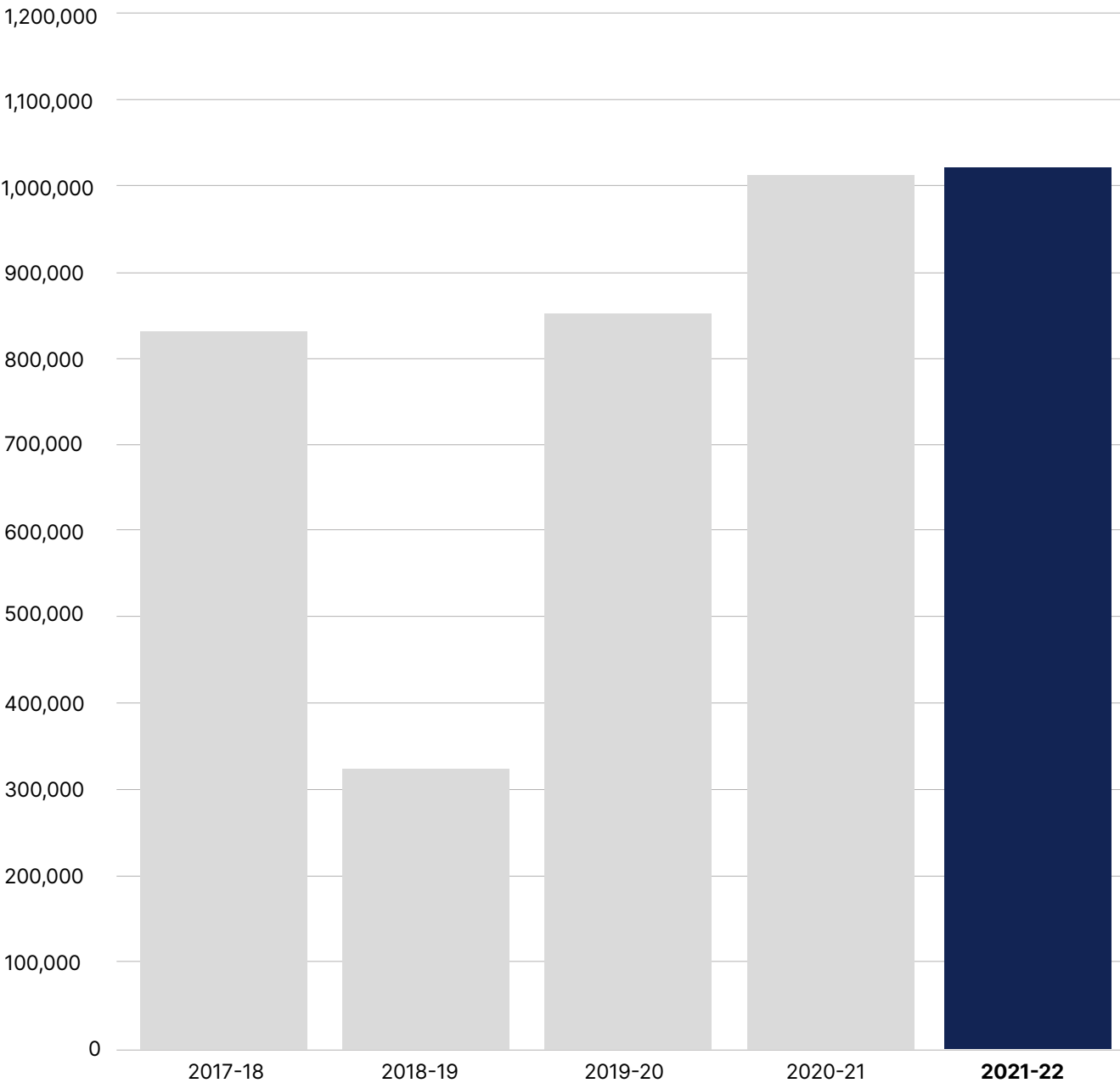
## British Triathlon sources of income and how it is spent



Overheads and Support costs relate to all other costs of supporting the business including premises, IT, insurance and VIK costs.



British Triathlon  
reserve levels history



# Triathlon England Financial Review 2022



## Triathlon England operating statement

	2021/22 (£)	2020/21 (£)
<b>Membership</b>		
Income	1,222,283	1,172,303
Expenditure	(557,736)	(594,170)
<b>NET Membership</b>	<b>664,547</b>	578,133
<b>Events</b>		
Income	285,594	42,952
Expenditure	(137,348)	(80,296)
<b>Net Events</b>	<b>148,246</b>	(37,344)
<b>Coaching and Workforce Development</b>		
Income	268,605	63,868
Expenditure	(215,062)	(69,110)
<b>NET Coaching and Workforce Development</b>	<b>53,543</b>	(5,242)
<b>Ring fenced projects</b>		
Includes Commonwealth Games and Digital Participation 2021-22 (Digital Participation only 2020-21)		
Grant Income	86,159	22,975
Grant Expenditure	(86,159)	(22,975)
<b>Net Ring Fenced Projects</b>	<b>0</b>	0
<b>Operations</b>		
Income	59,097	19,366
Expenditure	(937,708)	(797,083)
<b>NET Operations</b>	<b>(878,611)</b>	(777,717)
<b>NET Triathlon England</b>	<b>518</b>	(242,171)

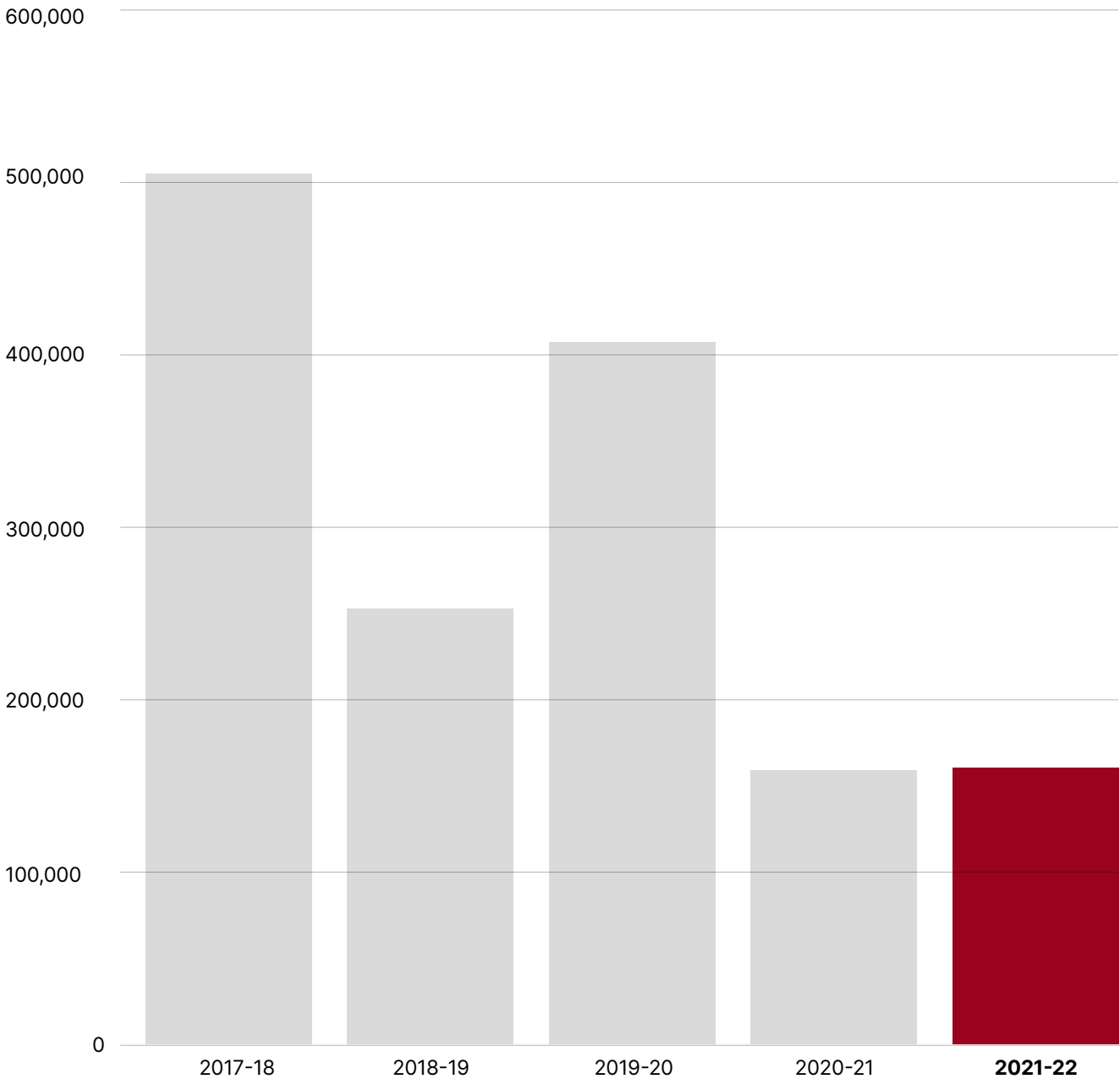
Operations shows all other income and the areas where Triathlon England chose to spend that money including investment into marketing and communications.

## Sport England income and expenditure

	2021/22 (£)	2020/21 (£)
<b>Sport England Income</b>		
Development	1,748,009	1,164,800
Home Nation Talent	502,934	417,097
	<b>2,250,943</b>	1,581,897
<b>Sport England Expenditure</b>		
Development – Regional	(221,243)	(58,837)
Development – Events (Mass Participation)	(199,350)	(92,542)
Development – General	(162,039)	(15,923)
Staffing	(1,060,653)	(892,775)
Operations Contribution	(104,724)	(104,724)
Talent – Regional	(144,234)	(152,061)
Talent – National	(144,814)	(36,736)
Talent – General	(213,886)	(228,300)
	<b>(2,250,943)</b>	(1,581,897)
<b>NET Sport England</b>	<b>0</b>	0

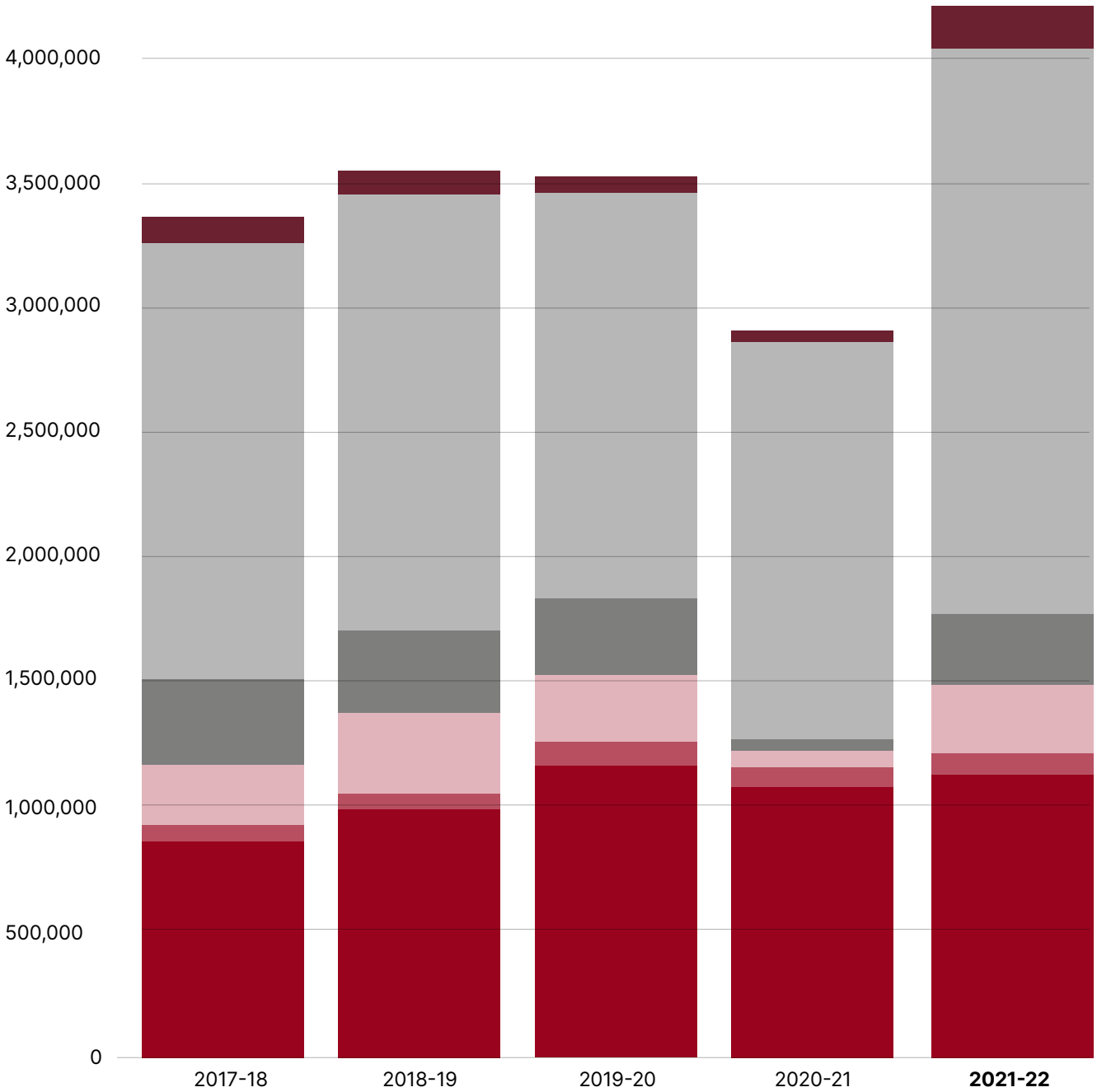
The Sport England column shows income received from Sport England which is ring-fenced and used purely for activities set out as part of the four-year plan agreed with Sport England, predominantly aimed at growing participation in the sport.

Triathlon England  
reserve levels history

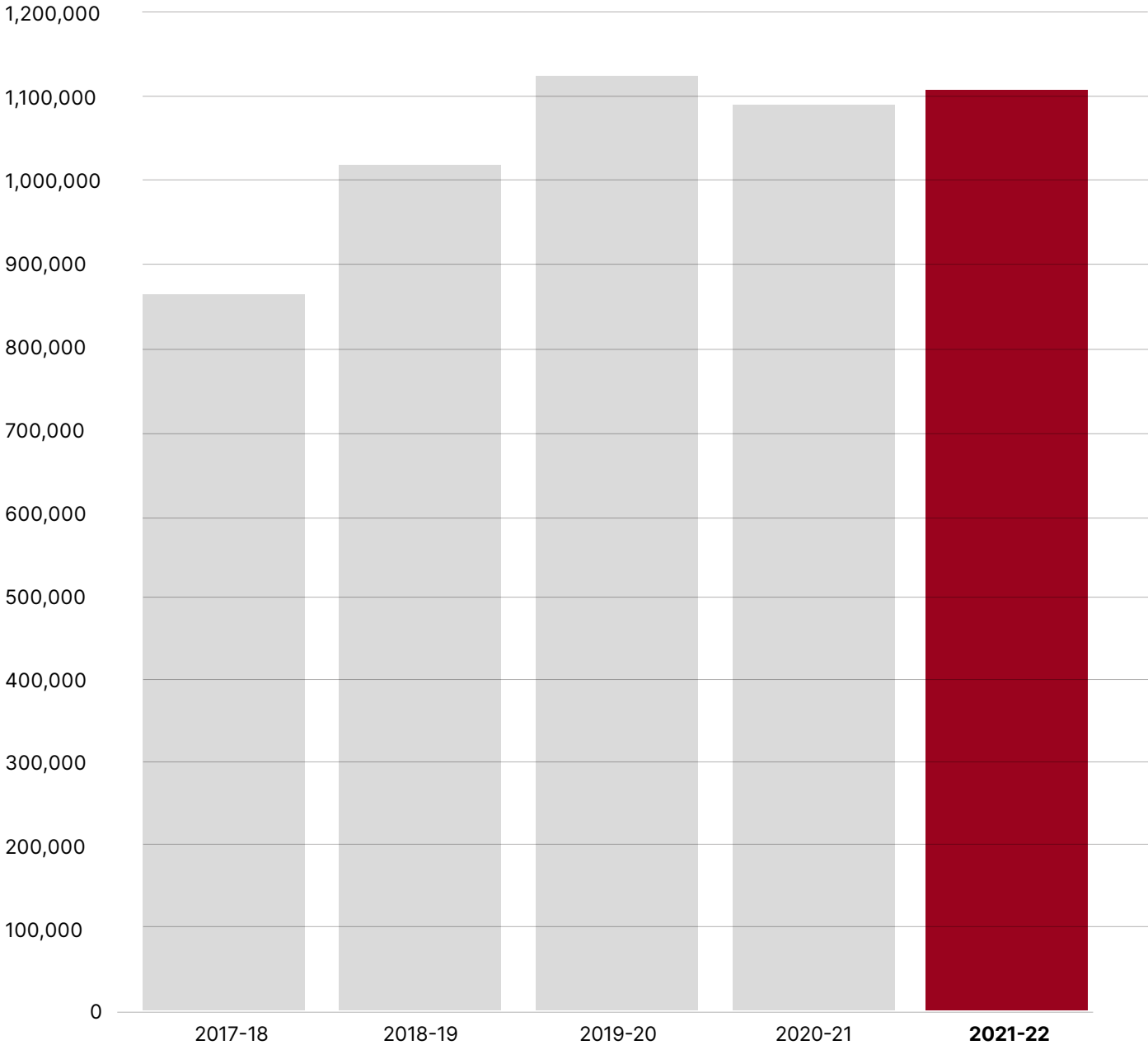


# Triathlon England Sources of income

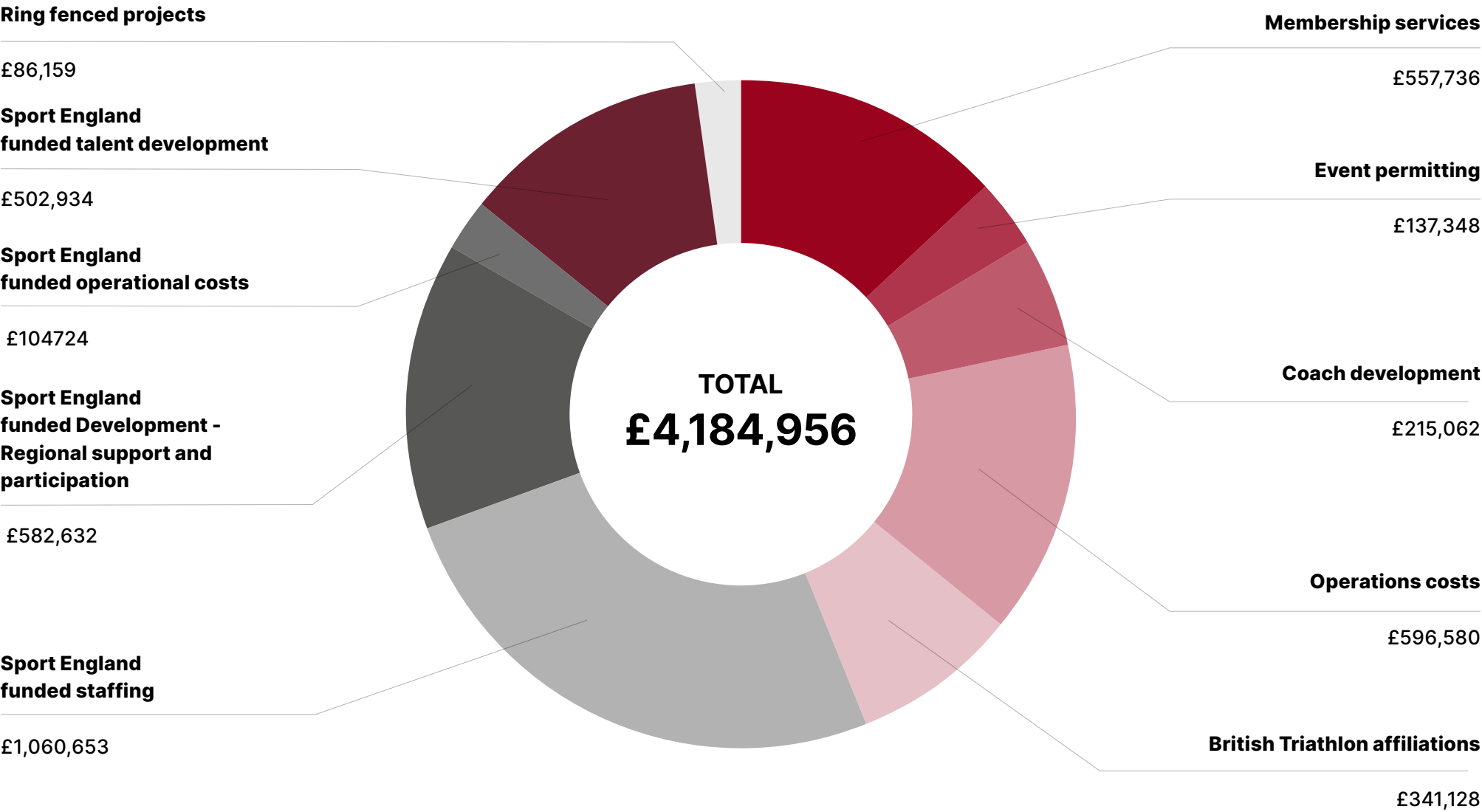
- Other Income
- Club Affiliation
- Events
- Coaching
- Sport England
- Individual Membership



Triathlon England  
Membership income



# Where does Triathlon England's income go?



## Home Nation's affiliations

- **Governance**
- **Communication**
- **Qualification Development**
- **Triathlon Communications**
- **British Championships**
- **Coaches and Technical Officials**
- **International Relations**
- **Anti-Doping**
- **Age Group**



## Closing remarks



**Debbie Clarke**  
Chair of Triathlon England

**We want swim, bike, run to be accessible and attractive to the widest possible audience and it's been fantastic to see the 'The BIG Active' strategy we launched last year starting to be put into action.**

It's a new approach to increase participation in physical activity through swim, bike, run, embedding activities in local communities to help introduce the three disciplines to new audiences and help more people to live more active lifestyles.

The development team have done a lot of groundwork this year to create relationships and establish connections for this place-based approach and, as an organisation, we are all really excited to see how this develops and continues to grow in 2023 and beyond.

Moments like Birmingham 2022 will only help grow the sport and it was hard not to be inspired by the performances of Team England's triathletes and paratriathletes in Sutton Park, particularly that golden Sunday with Katie Crowhurst and her guide Jess Fullagar, Dave Ellis and his guide Luke Pollard, as well as the mixed relay team all winning gold in the space of just a few hours.

The Triathlon England National Championships are always among the highlights of our events calendar and this year was no different. I have no doubt that the championships announced for 2023 are going to make for another exciting year.

We end 2022 with the challenges the national and global economic situation have presented us all, as individuals, as an organisation, and as a sport, but, just as we have over the last couple of years, I have no doubt that we will again get through this period together and our Triathlon England team remain here to help.

I want to end by recognising once again the tireless work of the staff, volunteers and supporters within our sport, without whom the sport wouldn't continue. I also want to say a big thank you to all of our members, clubs, coaches and event organisers who have bound together and supported us and the wider swim, bike, run community. Thank you to each and every one of you.

*D Clarke*

## Thanks to our partners in 2022

### British Triathlon partners



**HUUB**

**NIRVANA**



P E L O T A N

**TRAINING  
PEAKS™**

**V O L V O**

**wahoo**

**YellowJersey**

**Z ZWIFT**

# Thanks to our partners in 2022

## Leeds 2022 Partners























## Swansea 2022 Partners

















# Thanks to our funding partners









# Thanks to our Home Nations











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[www.britishtriathlon.org](http://www.britishtriathlon.org)

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