



ANNUAL REPORT 2024



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CHAIR'S WELCOME



Bill James - Chair, British Triathlon



British Triathlon Chair's Welcome

As we come to the end of another triathlon year and celebrate significant success in Paris at both the Olympic and Paralympic Games, it seems appropriate to reflect on what has been an outstanding year for our sport. Our success over the summer means we are the leading nation for triathlon at the Olympics and second only to USA at the Paralympics.

This Annual Report sets out the activities and achievements of British Triathlon for the calendar year 2024 to the date of publication. The financial information included later in this Annual Report, relates to our most recent financial year which ended 31 March 2024.

Our athletes and the teams around them have provided us with some incredible successes and high points over the year. Everyone involved in our sport and everything we do as the British Triathlon Federation is connected to enabling these big moments - for our elite athletes and all those who take up the opportunity to race or participate at any level.

Triathlon has been an Olympic sport since 2000, GB went through the first three Olympic Games with no medals, and then the Brownlees kick-started our period of success. In London 2012 Alistair won gold and Jonny won bronze. In Rio 2016 Alistair won gold, Jonny silver, and Vicky Holland became our first woman medallist with bronze - the pattern was forming.

In Tokyo 2020 (2021) the mixed relay event was introduced, and this helped boost our success. Alex Yee and Georgia Taylor-Brown won individual silvers, and the team of Alex, Georgia, Jonny and Jess Learmonth won gold. And then we followed this up in Paris with Alex winning gold, Beth Potter winning bronze and the team of Alex, Georgia, Sam Dickinson and Beth winning bronze.





British Triathlon Chair's Welcome

The journey for our paratriathletes is equally exciting with Dave Ellis and his guide Luke Pollard, and Paralympic newcomer Meg Ritcher, securing golds in the men's PTVI and women's PTS4, respectively. Claire Cashmore picked up silver and Lauren Steadman bronze in the women's PTS5 category, with Hannah Moore adding to the impressive medal tally with a bronze behind Megan in the women's PTS4 category. This was topped with inspirational performances from all 11 Paralympic paratriathletes, some of whom were making their Paralympic debut.

As a National Federation, we must carry the torch in the arena of international influence for greater opportunity and profile of racing for this remarkable group of paratriathletes and the generations to follow them. We have been the most instrumental nation in pressing for positive change here, we should maintain that and we are seeing increasing support from some other nations.

The significance of this is worthy of some reflection - in the space of four Olympic cycles, we have moved from winning no medals, through a period of Brownlee dominance, and the emergence of a group of women athletes taking the podium. At the Paris games we made the difficult transition from what will be remembered by many as the Brownlee era, with uninterrupted medal success across the team - a remarkable feat for which much credit should go to our Director of Performance, Mike Cavendish, and his colleagues.

Prior to the Paralympics, we hosted the final of three World Triathlon Para Series Swansea events - the inaugural event being the first standalone Para Series races. This event has grown in stature as we have progressed through its three years and we saw some phenomenal performances and results across all categories, many helping to secure the paratriathletes' spots in the ParalympicsGB squad that went to Paris.

Also on the international stage, our Age Group athletes continue to represent us around the world in good numbers and with much success. The challenge to build some momentum of numbers with other nations continues, again with some notable but not yet consistent success. The route to further success here is closely connected to how the strategy of the World Triathlon Championship Series evolves. Making both of these work is a big priority for our sport going forward.





British Triathlon Chair's Welcome

FOCUSING ON THESE SHORES

How we work together with our Home Nations and our mutual relationship with members, clubs and events is what underpins the grassroots of our sport. It remains a balancing act and I respect their clarity of purpose which is key to the health and continued growth of our sport.

Over recent years we have managed our way through some challenging times. When Covid and lockdown hit us we had been enjoying growth and some financial success. Post-Covid we have subsequently worked our way through the challenges with great care and diligence, and we now live the realities of lower member, participation and revenue numbers. This has led to a focus on our membership proposition, the need for a data and technology solution to move this forward, and the challenging commercial market.

We welcomed Ruth Daniels as CEO early this year, and she has made an impressive start. She is working hard to improve our prospects in the commercial markets, which are key to growing our domestic events, and on the technology investment proposal which will move our ambitions for a new and exciting membership proposition forward.

Having a thriving and engaged community, through membership, is key for our ability to grow and invest back into the sport. Engaging with all of those who are in our triathlon community is also a priority.

One year on from launching our sustainability strategy, Endurance 2040+, we have been working hard towards the three priorities stated within this: a commitment to tackle the climate challenge and become net-zero by 2040; action to restore and preserve water and air quality; and the promotion of responsible production and consumption across the sport.



In line with the second priority, in April we joined six other sports governing bodies to form the Clean Water Sports Alliance. This has now grown as four organisations joined the Alliance in September and we were delighted the Alliance was also shortlisted for the BBC Green Sport Awards.

There is much to look forward to in the next 12 months, even after all the excitement and success of an Olympic and Paralympic year. We are working on a Major Events Strategy that will clearly state our intentions for domestic major events for the next three years. Our investment in technology will underpin our new membership proposition as well as improving ways we work with all our communities across swim, bike and run. Collaborating with those communities continues to be a major focus as we strive to raise the profile of our sport, while supporting those involved at all levels and in all roles.

Bill James - Chair, British Triathlon





ELITE TRIATHLON MEDAL WINNERS 2024





Roll of Honour - Elite Triathlon Medal Winners 2024

EUROPE TRIATHLON

2024 Europe Triathlon Champs Vichy

Elite Women	Vicky Holland	Gold	
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2024 Europe Triathlon Sprint and Relay Champs Balikesir

U23 Men	Hamish Reilly	Silver	
Mixed Team Relay	Hamish Reilly, Libby Coleman, Marcus Dey, Bethany Cook	Bronze	

2024 Europe Triathlon Cup Quarteira

Elite Men	Hugo Milner	Gold	
Elite Women	Georgia Taylor-Brown	Bronze	
Junior Men	Deri McCluskey	Bronze	

2024 Europe Triathlon Cup Melilla

Elite Men	Cameron Main	Gold	
Elite Women	Kate Waugh	Silver	
Elite Women	Sophie Coldwell	Bronze	

2024 Europe Triathlon Junior Cup Olsztyn

Junior Men	Oliver Conway	Bronze	
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2024 Europe Triathlon Cup Kielce

Elite Men	Sam Dickinson	Gold	
Elite Men	Jonny Brownlee	Bronze	

2024 Europe Triathlon Cup Rzeszow

Elite Men	Barclay Izzard	Bronze	
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2024 Europe Triathlon Cup Kitzbuhel

Elite Men	Alex Yee	Gold	
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2024 Europe Triathlon Cup Cork

Elite Men	Hamish Reilly	Gold	
Elite Women	Sian Rainsley	Silver	
Elite Women	Annabel Morton	Bronze	

2024 Europe Triathlon Cup Istanbul

Elite Men	Harry Leleu	Bronze	
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2024 Europe Triathlon Cup Ceuta

Elite Men	Ben Dijkstra	Gold	
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2024 Europe Triathlon Cup Alanya

Elite Women	Annabel Morton	Silver	
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Roll of Honour - Elite Triathlon Medal Winners 2024

WORLD TRIATHLON

2024 World Triathlon Indoor Cup Lievin

Elite Women	Georgia Taylor-Brown	Silver	
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2024 World Triathlon Cup Napier

Elite Women	Sophie Alden	Silver	
Elite Women	Olivia Mathias	Bronze	

2024 World Triathlon Cup Hong Kong

Elite Women	Sian Rainsley	Gold	
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2024 World Triathlon Cup Chengdu

Elite Men	Max Stapley	Gold	
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2024 Africa Triathlon Junior Cup Tunisia

Elite Women	Betsy Griffiths	Gold	
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2024 World Triathlon Cup Samarkand

Elite Men	Connor Bentley	Gold	
Elite Women	Jess Fullagar	Silver	

2024 WTCS Cagliari

Elite Men	Alex Yee	Gold	
Elite Women	Beth Potter	Bronze	

2024 World Triathlon Cup Tiszaujvaros

Elite Men	Connor Bentley	Silver	
Elite Women	Vicky Holland	Silver	

2024 WTCS Hamburg

Elite Women	Beth Potter	Bronze	
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2024 Paris Olympic Games

Elite Men	Alex Yee	Gold	
Elite Women	Beth Potter	Bronze	
Mixed Team Relay	Alex Yee, Georgia Taylor-Brown, Sam Dickinson, Beth Potter	Bronze	

2024 World University Triathlon Championships

Elite Men	Michael Gar	Silver	
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2024 World Triathlon Cup Valencia

Elite Women	Olivia Mathias	Silver	
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2024 WTCS Weihai

Elite Men	Alex Yee	Gold	
Elite Women	Beth Potter	Silver	
Elite Women	Georgia Taylor-Brown	Bronze	



WORLD TRIATHLON - CONTINUED

2024 World Triathlon Championships Finals Torremolinos

Elite Men	Alex Yee	Bronze	
Elite Women	Beth Potter	Silver	

2024 World Triathlon Cup Tongyeong

Elite Women	Sian Rainsley	Bronze	
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2024 World Triathlon Cup Myazaki

Elite Men	Ben Dijkstra	Silver	
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2024 World Triathlon Championship Series - Gold

Elite Men	Alex Yee
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2024 World Triathlon Championship Series - Silver

Elite Women	Beth Potter
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**T100****SUPERTRI****2024 Miami T100**

Elite Women	India Lee	Gold	
Elite Women	Lucy Charles-Barclay	Silver	
Elite Women	Holly Lawrence	Bronze	

2024 Singapore T100

Elite Women	Lucy Charles-Barclay	Silver	
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2024 San Francisco T100

Elite Women	Kat Matthews	Silver	
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2024 London T100

Elite Women	Kat Matthews	Bronze	
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2024 Ibiza T100

Elite Women	India Lee	Bronze	
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2024 Dubai T100

Elite Men	Alistair Brownlee	Bronze	
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supertri Boston

Elite Men	Alex Yee	Gold	
Elite Women	Georgia Taylor-Brown	Silver	
Elite Women	Kate Waugh	Bronze	

supertri Chicago

Elite Women	Georgia Taylor-Brown	Gold	
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supertri London

Elite Women	Georgia Taylor-Brown	Gold	
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supertri Toulouse

Elite Women	Georgia Taylor-Brown	Gold	
Elite Women	Kate Waugh	Bronze	

supertri Neom

Elite Men	Alex Yee	Gold	
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supertri League 2024 - Gold

Elite Women	Georgia Taylor-Brown		
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ELITE PARATRIATHLON MEDAL WINNERS 2024



**2024 Europe Triathlon Para Champs Vichy**

PTS3 Men	Henry Urand	Bronze	
PTVI Men	Dave Ellis guided by Luke Pollard	Gold	
PTS4 Women	Megan Richter	Gold	
PTS5 Women	Lauren Steadman	Gold	

2024 Africa Triathlon Para Cup Sharm El Sheikh

PTVI Men	Rhys Jones by Malachi Cashmore	Gold	
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2024 World Triathlon Para Series Devonport

PTS3 Men	Henry Urand	Silver	
PTS4 Men	Michael Taylor	Gold	
PTS4 Men	Finley Jakes	Bronze	
PTVI Men	Oscar Kelly guided by Charlie Harding	Silver	
PTWC Women	Mel Nicholls	Bronze	
PTS4 Women	Megan Richter	Silver	
PTVI Women	Alison Peasgood guided by Brooke Gillies	Silver	

2024 World Triathlon Para Cup Yenisehir

PTWC Men	Josh Landmann	Silver	
PTS3 Men	Henry Urand	Silver	
PTS4 Men	Michael Taylor	Gold	
PTS4 Men	Finley Jakes	Bronze	
PTVI Men	Oscar Kelly guided by Charlie Harding	Silver	
PTWC Women	Mel Nicholls	Gold	
PTS4 Women	Megan Richter	Gold	

2024 World Triathlon Para Series Yokohama

PTVI Men	Dave Ellis guided by Luke Pollard	Gold	
PTS5 Women	Claire Cashmore	Gold	

2024 World Triathlon Para Cup Samarkand

PTWC Men	Josh Landmann	Gold	
PTS4 Men	Michael Taylor	Gold	
PTS4 Men	Finley Jakes	Silver	
PTS4 Women	Hannah Moore	Gold	
PTS4 Women	Megan Richter	Silver	
PTVI Women	Alison Peasgood guided by Brooke Gillies	Bronze	

2024 World Triathlon Para Cup Taranto

PTS4 Men	Finley Jakes	Silver	
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2024 World Triathlon Para Cup Besancon

PTVI Men	Dave Ellis guided by Luke Pollard	Gold	
PTS5 Women	Claire Cashmore	Gold	

**2024 World Triathlon Para Series Swansea**

PTS4 Men	Michael Taylor	Silver	
PTVI Men	Dave Ellis guided by Jack Hutchens	Gold	
PTWC Women	Mel Nicholls	Bronze	
PTS4 Women	Hannah Moore	Gold	
PTS4 Women	Megan Richter	Silver	
PTS5 Women	Claire Cashmore	Gold	
PTVI Women	Alison Peasgood guided by Brooke Gillies	Bronze	

2024 World Triathlon Para Series Montreal

PTS3 Men	Henry Urand	Gold	
PTS4 Women	Megan Richter	Silver	

2024 World Triathlon Para Cup Tata

PTVI Men	Rhys Jones guided by Malachi Cashmore	Bronze	
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2024 Paris Paralympic Games

PTVI Men	Dave Ellis guided by Luke Pollard	Gold	
PTS4 Women	Megan Richter	Gold	
PTS4 Women	Hannah Moore	Bronze	
PTS5 Women	Claire Cashmore	Silver	
PTS5 Women	Lauren Steadman	Bronze	

2024 Europe Triathlon Championships Vichy

PTS3 Men	Henry Urand	Bronze	
PTVI Men	Dave Ellis guided by Luke Pollard	Gold	
PTS4 Women	Megan Richter	Gold	
PTS5 Women	Lauren Steadman	Gold	

2024 World Triathlon Para Cup Alhandra

PTS3 Men	Ethan Dent	Silver	
PTS5 Women	Lauren Steadman	Silver	

2024 World Triathlon Para Championship Finals Torremolinos

PTS3 Men	Henry Urand	Gold	
PTVI Men	Dave Ellis guided by Luke Pollard	Gold	
PTS5 Women	Claire Cashmore	Silver	
PTS5 Women	Lauren Steadman	Bronze	
Paratriathlon Mixed Relay	Josh Landmann, Claire Cashmore, Megan Richter, Dave Ellis guided by Luke Pollard	Silver	

ATHLETE PATHWAYS

OLYMPIC PATHWAY

We have had some promising individual and mixed relay performances at World and European U23, Junior and Youth Championships, despite contending with badly timed injuries and illnesses for several of our leading athletes. As a collective Home Nation Pathway, we have continued to drive swimming standards forward through our Academies and Next Generation programmes with a very successful year of camp-based activity.

The British Super Series, which is our primary development tool for youth, junior and under 23 athletes, has continued to grow since the pandemic, with numbers up 25% on 2022 numbers in 2024. For youth and junior athletes, the Series remains world-leading and we are looking at how we can build on 2024's success, as well as further enhance our offer to under 23 and senior athletes for 2025.

We were also delighted that Oliver Conway achieved a bronze in the Olsztyn Europe Triathlon Junior Cup.



PARALYMPIC PATHWAY

The journey this year for our developing paratriathletes has been inspiring, marked by growth and achievement across both the Paratriathlon Pathway and the Paratriathlon Super Series.

Over the year, we've run several camps for our two pathway programmes, including a joint Next Generation and Academy camp scheduled for November following recent pathway selections. National classification has also seen a successful year, with three events each drawing around 20 aspiring paratriathletes, ensuring they are well-prepared for the challenges ahead.

The Paratriathlon Super Series, with a calendar of five events this year, has enjoyed increased participation, with 37 athletes competing, and strong representation in the Male VI (six athletes) and PTS4 (seven athletes) categories showcasing their talent and determination.

Particularly exciting this year has been the positive engagement with the Olympic pathway programme to support guides for our developing visually impaired pathway athletes, an essential step in helping them maximise their performance potential. These combined efforts underscore our commitment to the future of paratriathlon in the UK and beyond. As we move forward, the Pathway and Super Series remain central to providing not only opportunity but also the competitive and developmental foundation needed for our paratriathletes to thrive on the national and international stage.





GREAT BRITAIN AGE GROUP TEAM MEDAL WINNERS 2024





**TOTAL NUMBER OF
PEOPLE REGISTERED
TO QUALIFY FOR
TEAMS IN 2024**

7,186



**TOTAL TEAM
SIZE 2024**

3,141



	GOLD	SILVER	BRONZE
2024 European Aquathlon Championships	17	18	15
2024 European Sprint Distance Triathlon Championships	11	11	11
2024 European Standard Distance Triathlon Championships	8	8	7
2024 European Middle Distance Triathlon Championships	12	12	14
2024 European Long Distance Triathlon Championships	7	2	3
2024 European Sprint Distance Duathlon Championships	11	13	19
2024 European Standard Distance Duathlon Championships	14	8	13
2024 European Middle Distance Duathlon Championships	2	4	6
2024 European Middle Distance Aquabike Championships	8	11	12
2024 European Cross Triathlon Championships	2	6	4
2024 European Cross Duathlon Championships	3	6	4
2024 World Aquathlon Championships	3	3	1
2024 World Sprint Distance Triathlon Championships	11	6	5
2024 World Standard Distance Triathlon Championships	4	5	8
2024 World Long Distance Triathlon Championships	3	2	1
2024 World Sprint Distance Duathlon Championships	8	5	8
2024 World Standard Distance Duathlon Championships	9	5	3
2024 World Long Distance Duathlon Championships	2	3	1
2024 World Standard Distance Aquabike Championships	3	11	10
2024 World Long Distance Aquabike Championships	4	5	8
2024 World Cross Triathlon Championships	1	2	2
2024 World Cross Duathlon Championships	2	1	0
2024 World Winter Triathlon Championships	2	0	2
2024 World Winter Duathlon Championships	0	0	3
2024 World Mixed Team Relay Championships	2	2	2



BRITISH TRIATHLON GOVERNANCE REVIEW 2024



BRITISH TRIATHLON CHAIR'S FOREWORD ON GOVERNANCE REVIEW



British Triathlon Governance Review 2024

As Chair of the British Triathlon Board, I'd like to share the 2024 governance review. This is a valuable opportunity for us to report on and publish key information about how we operate and, along with the Annual Report and Financial Statements for the financial year ended 31 March 2024, provide accountability and transparency to funding partners and members.

Since the 2023 Annual Report, British Triathlon has welcomed our new Chief Executive Officer, Ruth Daniels and has said goodbye to Kirsten Fasey, Director of People and Governance.

We've also welcomed Tasha Reynolds to the role of Non-Executive lead for social impact. Neil Saunders has stepped down from the Board and his role of Non-Executive lead for Welfare and Safeguarding.

Bill James - Chair, British Triathlon

As a Board, we provide leadership, guidance and oversight to support the strategic direction of British Triathlon and delegate responsibility for the Triathlon England division of the company to the Triathlon England Management Board. Both Boards provide challenge and support to the executive team to deliver on the organisation's vision of "great experiences through swim, bike, run." This vision, alongside our mission, values and goals are the backbone of the organisation and provide the direction for why, what, and how we do what we do as the national governing body (NGB) for triathlon in Britain.

In our role as an NGB, we are responsible for overseeing the sport and growing participation domestically, as well as representing Great Britain internationally at a sporting and administrative level. Our governance procedures and protocols are at the core of our operations, and through these we are compliant with the Code for Sports Governance.



TRIATHLON ENGLAND CHAIR'S FOREWORD ON GOVERNANCE REVIEW

The Board work closely with the executive team and employees at Triathlon England, providing strategic input and guidance. Being able to introduce this governance review to you as Chair of the Triathlon England Management Board gives me an opportunity to highlight some of the developments in Triathlon England in 2024.

This year we welcomed two new members to the Triathlon England Board: Lee Mathison as the Regional Portfolio Director and Nelson Derry, Independent Non-Executive Director for Equality, Diversity and Inclusion. We would also like to thank former board members Halima Khan, Claire Jenkinson and Tracey Sample for their valuable contribution.

Our swim, bike, run community is crucial in supporting our work to provide our vision of “great experiences through swim, bike, run” and it is essential we listen to and take on board what they have to say. With this at the forefront of our minds, we ran three roadshow events in February 2024. 120 technical officials, coaches, activators and volunteers joined us in London, Leicester and Manchester to share ideas and thoughts on how we can work together to create a better future for our sport.

There are a few consistent themes which came out of these meetings. Some of these are outlined here along with the actions we have started to take.

Debbie Clarke - Chair, Triathlon England



1

Do more to support affiliated clubs



We are looking at how we can support clubs and their wider communities. As part of our digital transformation programme, we will be refreshing the website to create a ‘club house’ look, feel and functionality. We have developed and distributed asset packs to many affiliated clubs. These packs contain templates and information on key topics to help clubs work with us to drive membership and growth.

2

Communicate better across all deliverers as well as members and participants



We are delivering quarterly webinars and have increased our presence at events and will continue this going forwards. We are also planning to review our communications channels, including newsletters and social media accounts.

3**Look again at Race Pass**

The cost of Race Pass has been frozen until 2025 whilst we review future plans.

**4****Improve our website as part of our commitment to communicate better**

We are making improvements where possible, and a complete website refresh is planned as part of our digital transformation programme in 2025/2026.

**5****Improve our membership offer and support membership take-up in affiliated clubs**

An interim membership strategy has been running throughout 2024 including the launch of new quarterly digital membership magazines. We will be launching a new membership offer in 2025.



TRIATHLON ENGLAND CHAIR'S FOREWORD ON GOVERNANCE REVIEW

(CONTINUED)**6****Review regional committees to better support volunteers**

This process is underway and will continue into 2025.

**7****Promote the sport to children and young people**

We have launched a bursary scheme to support junior clubs to develop more coaches and leaders and have widened the Active Skills for Life programme to include children aged 7 - 14 years old. We plan to work with event organisers to provide more opportunities for children and young people and families to experience swim, bike, run.

**8****Provide better support for technical officials**

We have moved the support for technical officials into our workforce team so they can better benefit from training and resources. We are also considering a mentoring scheme to give them even more support and the opportunity to learn from each other's experiences.

**9****Continue to listen and learn**

We have also committed to regular roadshows to understand further what support would be welcome. We hope our increased attendance at events throughout the season helps support our technical officials throughout the country.



By devoting more time to listening to our swim, bike, run community we hope to continue to work together to grow participation and interest in our sport.



BRITISH TRIATHLON BOARD

As of 30 November 2024

In post from 29 January 2024

**Bill James**

Chair

**Ruth Daniels**

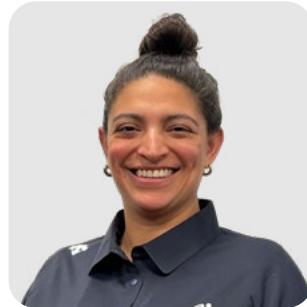
Chief Executive Officer

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

In post from 25 November 2024

**Allister Short**Non-Executive Director
- Triathlon Scotland**Martin Kitchener**Non-Executive Director
- Welsh Triathlon**Vicky Holland**Non-Executive Director
- Athlete Representative

In post from 25 November 2023

**Edwina McDowell**Independent
Non-Executive Director
- Age Group and Digital**Richard Ashton**Independent
Non-Executive Director
- Finance and Senior
Independent Director**Sara Heath**Independent
Non-Executive Director
- Sport Integrity**Sameer Pabari**Independent
Non-Executive Director
- Commercial**Tasha Reynolds**Independent
Non-Executive Director
- Social Impact**Board members who have
stepped down during
calendar year 2024:****Gavin Calder**Non-Executive Director
- Triathlon Scotland,
stepped down
25 November 2024**Neil Saunders**Independent Non-Executive
Director - Welfare and
Safeguarding, stepped down
31 March 2024**Andy Salmon**Chief Executive Officer
left the organisation
29 January 2024



TRIATHLON ENGLAND MANAGEMENT BOARD

As of 30 November 2024

**Debbie Clarke**

Chair

In post from 29 January 2024

**Ruth Daniels**

Chief Executive Officer

In post from 5 January 2024

**Neil Cooper**Independent
Non-Executive Director
- Welfare and Safeguarding**TBC**Independent
Non-Executive Director
- Events and Participation**Kevin Currell**Independent
Non-Executive Director -
Talent Development and
Senior Independent Director**Craig Pollard**Independent
Non-Executive Director
- Membership**Lesley Hobley**Independent
Non-Executive Director
- Finance**Nelson Derry**Independent
Non-Executive Director -
Equality, Diversity
and Inclusion**Steve Watmough**Independent
Non-Executive Director
- Technology**Lee Mathison**Non-Executive Regional
Portfolio Director**Jamie Gordon**Non-Executive Regional
Portfolio Director

Board members who have stepped down during calendar year 2024:

Karen RotheryIndependent
Non-Executive Director
- Events and Participation,
stepped down 13 November 2024**Halima Khan**Independent Non-Executive
Director - Diversity and Inclusion,
stepped down 2 March 2024**Andy Salmon**Chief Executive Officer, left the
organisation 29 January 2024



BRITISH TRIATHLON EXECUTIVE TEAM

As of 30 November 2024

In post from 29 January 2024

**Ruth Daniels**

Chief Executive Officer

**Mike Cavendish**

Director of Performance

**Helen Marney**

Director of Development and Growth

**Ben Cummings**

Director of Partnerships and Commercial

**Anne Vinestock**

Director of Finance and People

**Nikki Phillips**

Director of Digital Transformation and IT

Executive members who have stepped down during calendar year 2024:

Kirsten FaseyDirector of People and Governance,
left the organisation 10 September 2024**Andy Salmon**Chief Executive Officer left the
organisation 29 January 2024



TRIATHLON ENGLAND COUNCIL

As of 30 November 2024



Richard Mostyn-Jones

Council President
(Triathlon England Board Observer)

Victoria Bovill-Lamb

East

Jamie Gordon

East Midlands

Andy Biggs

North East

Lee Mathison

North West

Philip Hatzis

South Central

Liz Scott

South East

Jane Wild

South West

Simon White

West Midlands

Richard Mostyn-Jones

Yorkshire and Humberside

Audrey Livingstone

Council representative on
British Triathlon Diversity
and Inclusion Committee



As of 30 November 2024



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.



Gary Adey

Chairperson

The Triathlon Trust Trustees are:

Giorgio Cali

Debbie Clarke

Patrick Craig

Ruth Daniels

Terri Lynam

Steve Paige

Steve Rice

Catherine Roberts

Trustee members who have stepped down during calendar year 2024:

Andy Salmon

left the organisation 29 January 2024



INTERNATIONAL RELATIONS

**Ian Howard MBE***

Vice President
World Triathlon
Executive Board

Non Stanford MBE

World Triathlon
Athletes' Committee and
Sustainability Commission

Rick Velati*

World Triathlon
National Coaches' Committee

Jamie Gordon

World Triathlon
Audit, Risk and Integrity
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 Coaching
Working Group

Duncan Hough**

World Triathlon
Women's Committee (Chair)

Debbie Clarke**

World Triathlon
Multi-Sport Committee
(Vice Chair)

Sarah Taylor-Hough

Europe Triathlon
Technical Committee

Sara Heath

Europe Triathlon
Development Committee

*Not re-elected at the World Triathlon elections held on 21 October 2024.

**Elected at the World Triathlon elections held on 21 October 2024.

COMPLIANCE WITH THE CODE FOR SPORTS GOVERNANCE

Compliance with the Code for Sports Governance helps to ensure 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, and run to take place effectively, ensuring accountability and transparency in achieving the organisations' 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 an important income stream for British Triathlon and Triathlon England, helping both organisations achieve their aims and grow the sport at all levels of participation. During 2024 British Triathlon submitted evidence of compliance with the Code for Sports Governance through UK Sport's Governance Portal and all requirements have been confirmed as met.

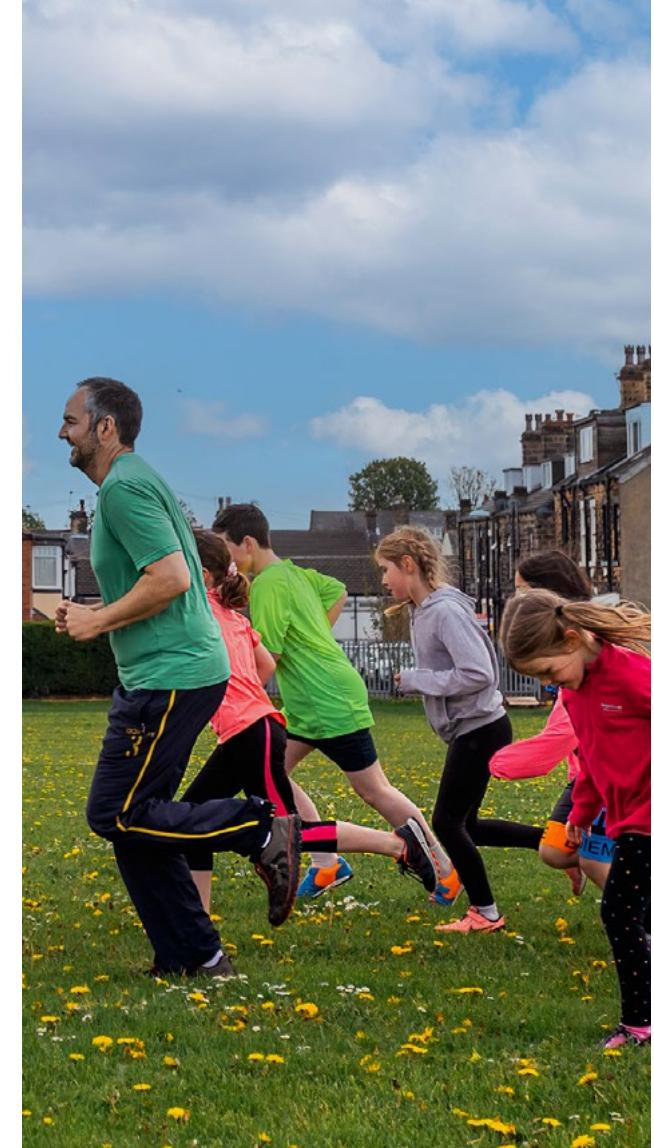
British Triathlon and Triathlon England have continued to make strides in their commitment to improving Equality, Diversity and Inclusion (ED&I) across the sport. This year has included the creation of a new Independent Director for Social Impact on the British Triathlon board to promote and advocate for ED&I and sustainability. This is mirrored by the recruitment of a new Head of Social Impact, tasked with embedding inclusion and sustainability

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

In safeguarding, British Triathlon finalised a new Safeguarding Policy for adults and children alongside comprehensive procedures and guidance to make them more accessible and transparent. In 2024 we met new Adult Standards for safeguarding through the Ann Craft Trust Safeguarding Adults Framework.

We continue 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). We were also awarded the highest grade by CPSU in their 2024 review, summarising: "The impression throughout the check-in meeting was of a strong working together culture within the sport." Considerable work has taken place on safeguarding education and training over the past year. This includes the delivery of technical officials training, aligned to Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) standards, mandated coaches training and the development and delivery of welfare officers training.

Continuing its commitment to clean sport, British Triathlon has achieved ongoing compliance with the (UKAD) Assurance Framework requirements.





LEADERSHIP

Role of the Board

The Board has collective responsibility for the management, direction and performance of the organisation, 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 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, their 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
www.triathlonengland.org/governance

British Triathlon Governance Review 2024

Roles and responsibilities

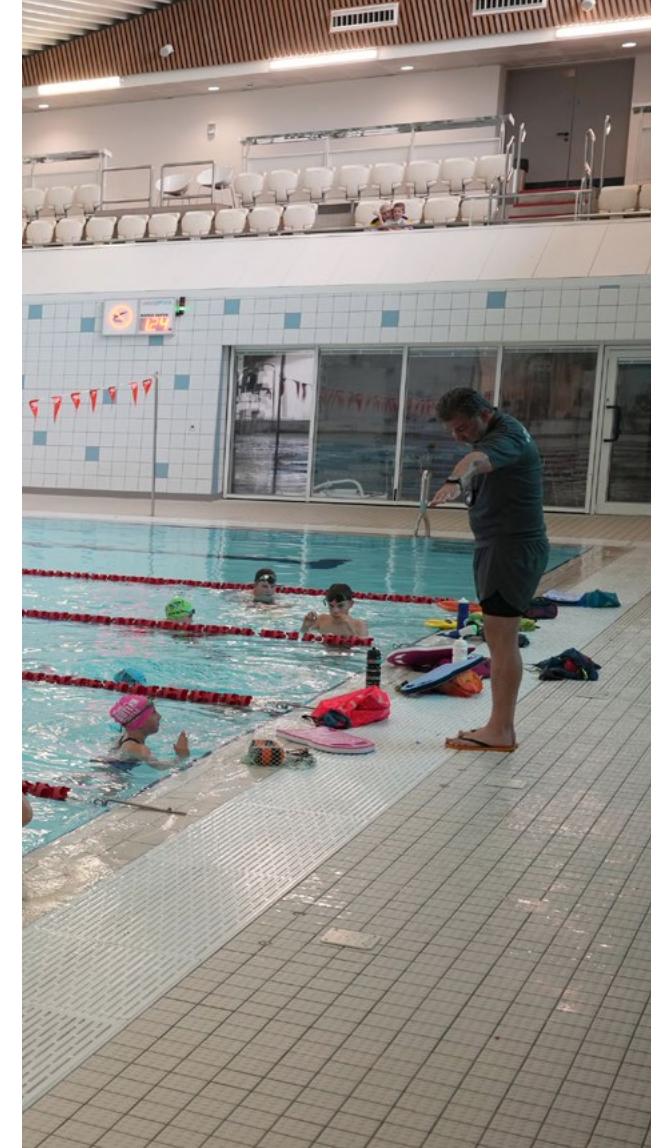
The role of the Chair and Chief Executive Officer are separate and have been so since incorporation. The roles and expectations of each Director are clearly defined and recorded within their letters of appointment and role descriptions. The roles and responsibilities of the Board members are explained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

The Chair

As Chairs, Bill James (British Triathlon) and Debbie Clarke (Triathlon England) hold responsibility for leadership of the Boards, 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)

Ruth Daniels, as CEO, is responsible and accountable to the Boards for the management and operation of the organisation and, for our public funders UK Sport and Sport England, she is the Accountable Officer. Ruth leads the work of the Executive Team in guiding and deciding on the strategic direction of the organisation.



LEADERSHIP (CONTINUED)

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 employees. Richard Ashton is SID for British Triathlon. Kevin Currell is SID for Triathlon England.

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.

Company Secretary

Anne Vinestock serves as Company Secretary in her capacity as Director of Finance and People. In this role, she is responsible for the efficient administration of the company, particularly with regard to ensuring compliance with statutory and regulatory requirements and for ensuring 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, and Directors with responsibility for geographic areas.

Term limits

Non-Executive Directors may only serve for a maximum of two four-year terms

The Chair may serve three four-year terms.

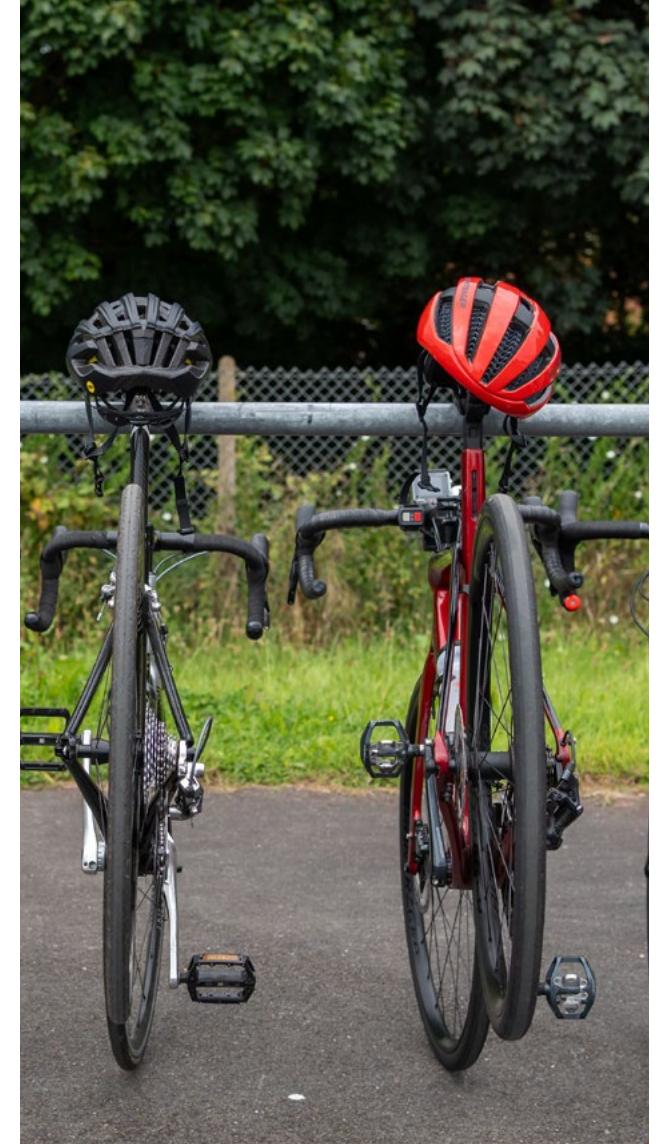
These term limits ensure there is a regular refresh of talent and ideas on the Board.

Executive Team

The Executive Team meets at least twice a month to allow prompt discussion of relevant operational issues.

This group is made up of:

- Chief Executive Officer
- Director of Finance and People
- Director of Development and Growth
- Director of Performance
- Director of Partnerships and Commercial
- Director of Digital Transformation and IT





BRITISH TRIATHLON BOARD MEETINGS ATTENDANCE RECORD CALENDAR YEAR 2024

	28.01.2024 Virtual	21.03.2024 Virtual	14.05.2024 Virtual	21.06.2024 In Person	11.10.2024 In Person
Bill James	Y	Y	Y	Y	N
Ruth Daniels	N/A	Y	Y	Y	Y
Debbie Clarke	Y	Y	Y	Y	Y
Martin Kitchener	Y	Y	Y	Y	Y virtual
Vicki Holland	Y part attendance	Y	Y	N	N
Edwina McDowall	Y	Y	Y	Y	Y virtual
Richard Ashton	Y	Y	Y	Y virtual	Y
Sara Heath	Y	Y	Y	Y virtual	Y
Sameer Pabari	Y	Y	Y	Y	N
Tasha Reynolds	Y	Y	Y	Y virtual	Y
Gavin Calder	N	Y	N	Y virtual	Y
Neil Saunders	N	N	N/A	N/A	N/A



TRIATHLON ENGLAND MANAGEMENT BOARD MEETINGS

ATTENDANCE RECORD

CALENDAR YEAR 2024

	02.03.2024 In person	18.03.2024 Virtual	04.06.2024 Virtual	27.09.2024 In person	16.10.2024 Virtual
Debbie Clarke	Y	Y	Y	Y	Y
Ruth Daniels	Y	Y	Y	Y	Y
Neil Cooper	N	N	Y	Y virtual	Y
Karen Rothery	Y	Y	Y	Y	Y
Kevin Currell	Y	Y	Y	Y	N
Craig Pollard	Y	Y	Y	N	N
Lesley Hobley	Y	Y	Y	Y virtual	Y
Nelson Derry	N/A	N/A	Y	Y	Y
Steve Watmough	Y virtual	Y	Y	Y	Y
Lee Mathison	Y	N	Y	Y	N
Jamie Gordon	Y virtual	Y	N	N	N
Halima Khan	Y	N/A	N/A	N/A	N/A

BOARD EFFECTIVENESS

Appointments to the board

To be effective, the Board needs to include individuals with a mix of current skills and experience covering the major business areas in order to make informed decisions and provide effective oversight.

In considering the appointments of directors to the board, the Nominations Committee seeks to ensure that the board's 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.

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 diversity

The Code for Sports Governance no longer sets a target for board representation by gender. Notwithstanding this, board diversity is always considered as part of any board recruitment process. Current board diversity profiles can be seen on page 33.

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

Succession planning is under constant review with a robust appointments process in place as vacancies arise. Crucially, the Nominations 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.

Induction and training

All new directors receive an induction tailored to their individual requirements. The induction process involves meeting with the British Triathlon Chair and Triathlon England Chair, 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.

British Triathlon and Triathlon England Chairs regularly meet with the directors throughout the year to review their developmental needs.

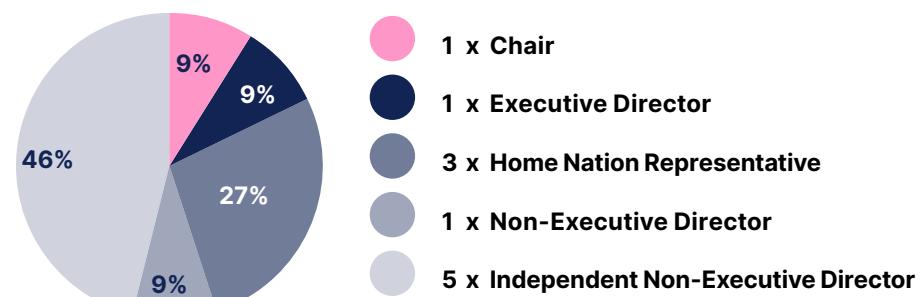
Board evaluation

Every four years, both the British and England Boards take part in an external Board Evaluation. Both Boards were evaluated in 2022.



British Triathlon Board composition

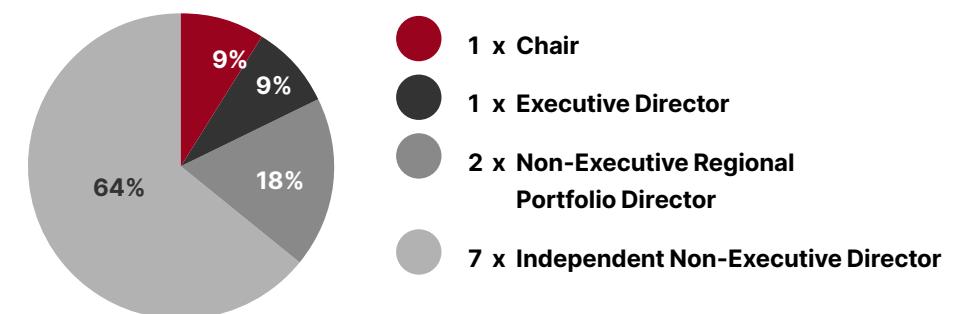
Figures as of 1 October 2024



British Triathlon Governance Review 2024

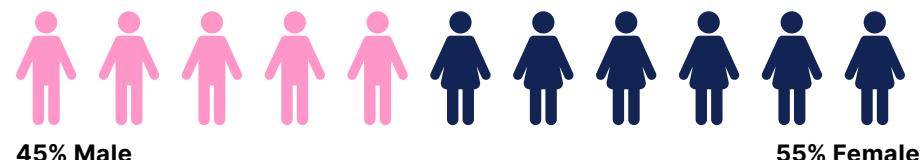
Triathlon England Board composition

Figures as of 1 October 2024



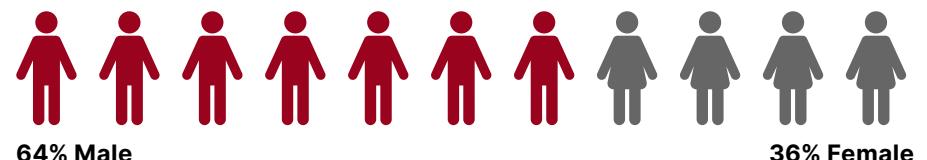
British Triathlon Board make-up

Figures as of 1 October 2024



Triathlon England Board make-up

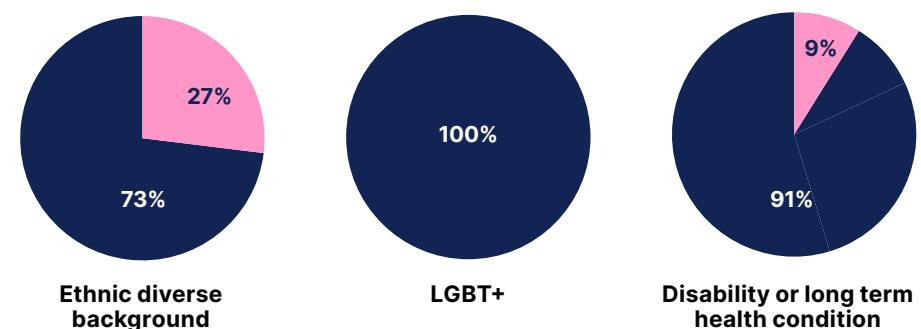
Figures as of 1 October 2024



British Triathlon Board equity audit

Figures as of 1 October 2024

● Yes ● No



Triathlon England Board equity audit

Figures as of 1 October 2024

● Yes ● No



OUR STRATEGY

British Triathlon's strategy articulates its vision, mission and strategic goals and was created collaboratively between the boards of British Triathlon and the Home Nations. It was refreshed in 2022 and 2023.

[View British Triathlon Strategy](#)[View Triathlon England Strategy](#)

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

British Triathlon is committed to upholding and protecting the organisation's vision and values, and maintaining the highest possible standards of sporting integrity, through our four core values.



We are Inclusive

We remove barriers to involvement
We connect people
We have fun
We work in partnership



We are People Centred

We openly support and challenge each other
We are customer focused
We nurture communities



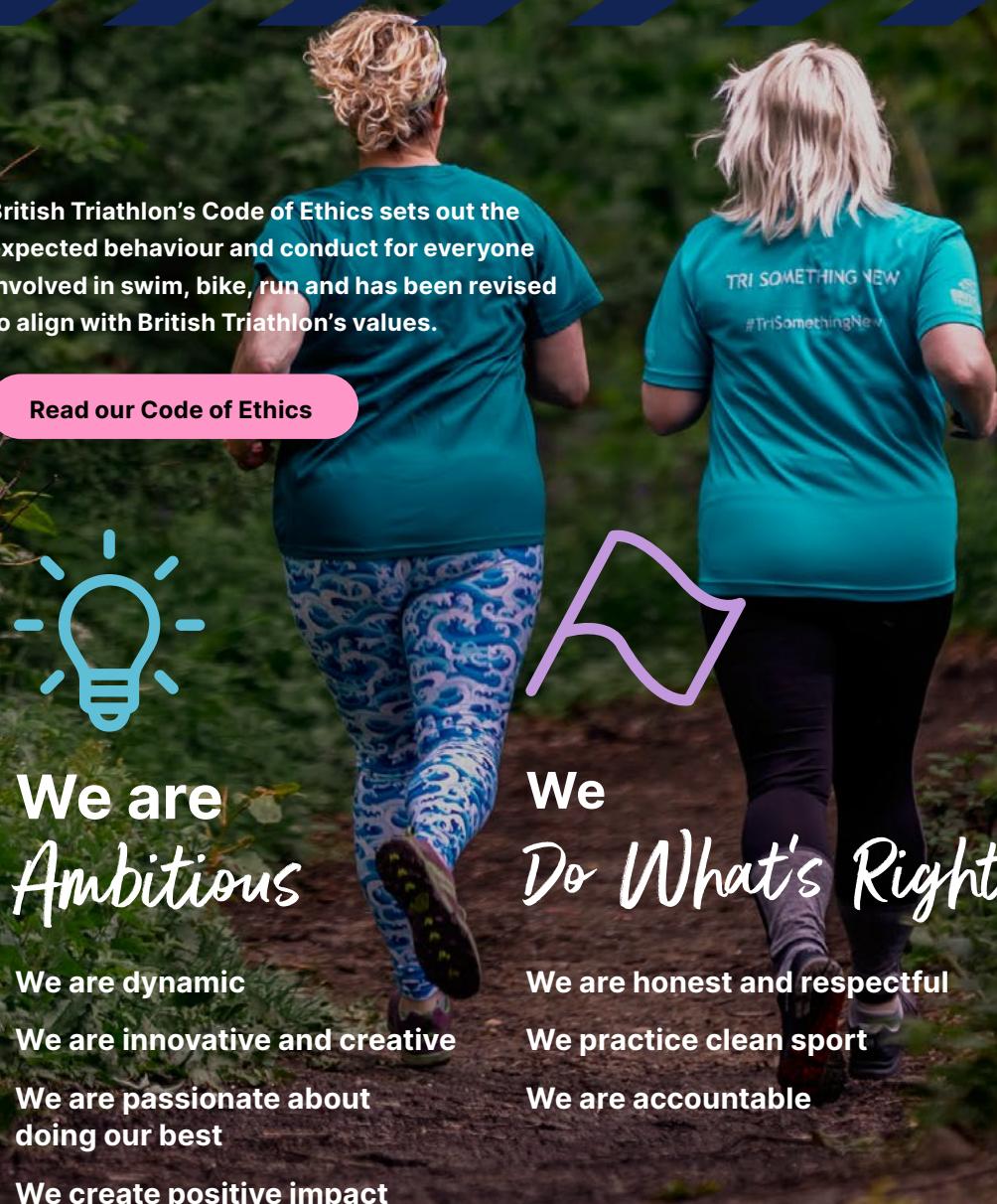
We are Ambitious

We are dynamic
We are innovative and creative
We are passionate about doing our best
We create positive impact



We Do What's Right

We are honest and respectful
We practice clean sport
We are accountable

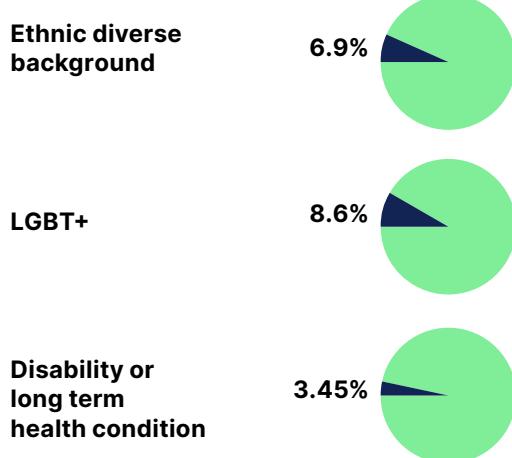


OUR PEOPLE

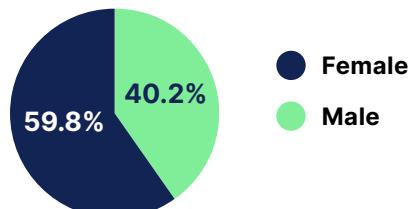
Inclusion is one of our core values at British Triathlon and we are committed to creating a culture that respects and celebrates the differences among our employees, athletes, participants and stakeholders.

Diversity of our people

Diversity data below comes from the annual employee survey where 70% responded:



Full Time Equivalent (FTE) employees at the start of October 2024: 76.7



Gender pay gap reporting

Despite having fewer than 250 employees, British Triathlon is committed to reporting on the gender pay gap.

As of October 2024, British Triathlon employed the equivalent of 76.7 Full Time Equivalent (FTE) employees. The data shown on this page indicates that although there is a gender pay gap it has decreased this year.

The Executive Team actively monitors for any equal pay issues through benchmarking salaries across the organisation and challenging itself on any apparent discrepancies.*

During 2024 British Triathlon continued its commitment to ensuring all permanent employees are paid at or above the Real Living Wage, which is designed to represent a wage to meet every day needs and is higher than the legally mandated National Minimum Wage.

*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 employee 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 outliers do not affect it i.e. a few individuals at the top or bottom of the range.

Female	Median	£35,912
Male	Median	£37,467
2022	Gap	17%
2023	Gap	18%
2024	Gap	4%

All employee mean pay gap

The mean gender pay gap is the difference between the average hourly earnings of men and women.

The key driver of our gender pay gap is that while the two upper quartiles are broadly balanced in terms of gender split, there is a larger number of females than males in the lower middle and lower quartile pay brackets.

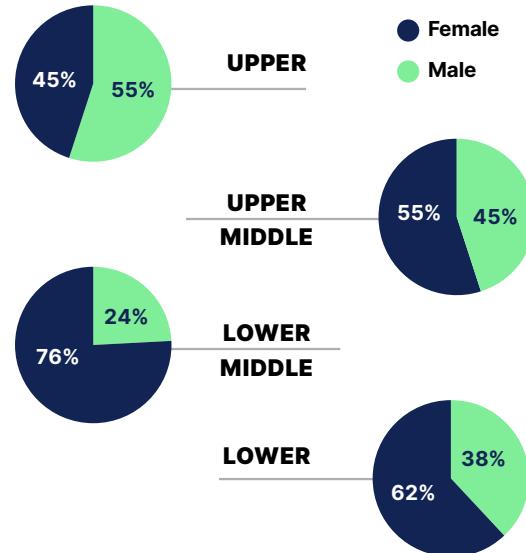
Female	Mean	£40,057
Male	Mean	£45,664
2022	Gap	22%
2023	Gap	24%
2024	Gap	12%

OUR PEOPLE

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 quartile has narrowed significantly (2023 showed a 32/68% female/male split), there has been a slight increase since last year in females than males in the upper middle quartile (52/48% female/male in 2023), significantly more females in the lower middle quartile (57/43% female/male in 2023) and a drop in the proportion of females to males in the lower quartile (82/18% female/male in 2023).



Employee turnover rates

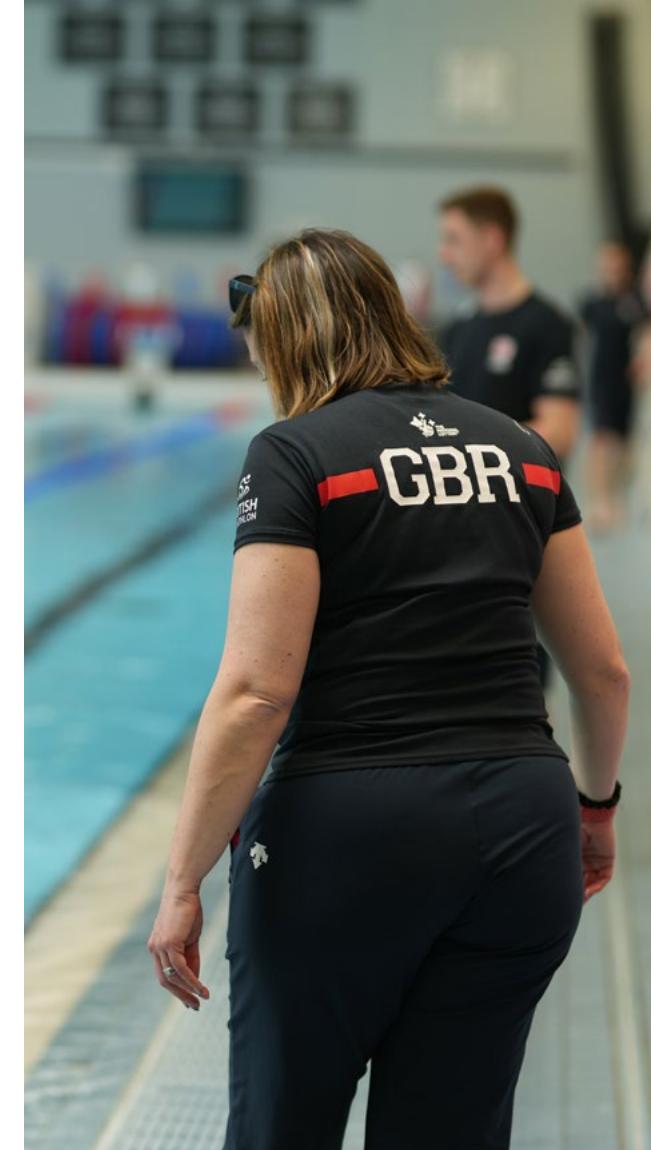
Figures for turnover and retention rates cover 1 October 2023 - 30 September 2024.

2021-2022	20%
2022-2023	26%
2023-2024	20%

Employee retention rates

British Triathlon has taken several new steps to improve internal career progression, employee development and employee benefits to retain and attract more talent. These include a new performance planning process, bimonthly all employee learning and development workshops, and the launch of a bespoke Future Leaders Programme.

2021-2022	72%
2022-2023	75%
2023-2024	82%





MEMBERSHIP

After a levelling off in membership figures in 2023, we have started to see an increase in people participating across the sport this year, including joining as members. In particular, we have experienced a rise in new members joining us for the first time, alongside a return of previous members, and an improvement in retention rates.

Key to our current membership approach this year has been a greater engagement with affiliated clubs and permitted events; where the very heart of our members sit. Our teams have been out and about meeting members and deliverers from across our landscape, listening and talking about how we can improve member offers and deliver greater value.

This is one of the cornerstones of our membership offer. This year we have introduced a range of new member benefits through our Rewardzone platform. Here members can access discounts and savings across swimming, cycling, running and lifestyle products from over 100 top brands. We have also introduced a new quarterly digital magazine exclusive for members, as well as our continued partner benefits and insurance for training and racing, to help members feel protected during swim, bike and run activities.

We remain committed to supporting people who participate in our sport while continuing to provide and improve our value proposition to members. Our commitment to help more people enjoy being part of our community continues.

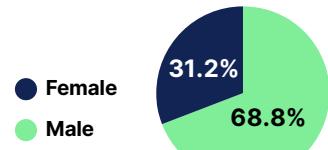


MEMBERSHIP

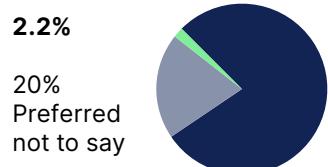
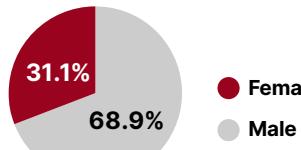
British Triathlon
28,586

Total
members

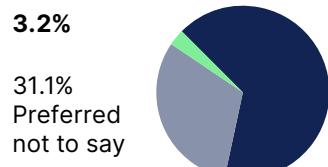
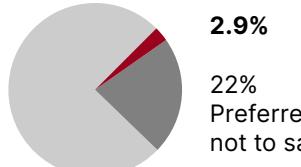
English Members
23,308



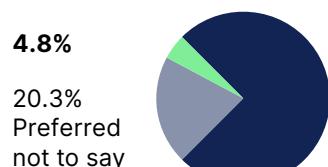
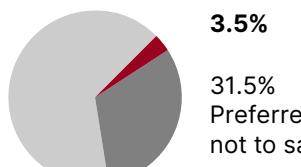
Gender



Ethnic diverse background



LGBT+



Disability or long term health condition

DIVERSITY AND INCLUSION ACTION PLAN (DIAP)

Inclusion is one of our core values and we built on this to launch our Equality, Diversity and Inclusion (ED&I) strategy in 2022, and subsequent DIAP in April 2024.

The DIAP focuses on three areas:



Ethnic Diversity Representation

Addressing the under representation of ethnically diverse groups across leadership roles, employees, and the volunteer workforce.



Improve Accessibility Provision

Enhancing the provision for participants with impairments to access our triathlon and multisport events.



Children and Young People

Increasing the number of children and young people from diverse backgrounds accessing grassroots activities across Wales, Scotland, and England.

EVENTS

There was a 4% decrease in the number of events delivered (723) in comparison to the previous year (754). The data suggests the number of events are levelling and a return to pre-covid levels is becoming more unlikely. This will continue to impact both overall participation in our sport and Triathlon England revenue.

In total, 112 revenue generating events were cancelled or did not return to the calendar as expected. However, 71 events launched or returned to the calendar from previous years and there was an increase in club-delivered events - which was well received by the triathlon community.

While the number of known event cancellations fell by 35, 'lack of participants' remained the key reason. Event organisers reported costs for venues and services are increasing, making events not financially viable when participant numbers are not achieved.

Event participation remained largely unchanged from the previous year with the number of children and young people participating in events increasing by 1% but overall participation decreasing by 2% due to a slight reduction in adult participation.

Data from events from 1 April 2024 is currently being collected and analysed.

To support with the challenges surrounding event participation, a digital marketing campaign using Google Ads was launched to boost entries for the season.

In addition, to further drive participation, re-engage with our community and support our event organisers, 22 events were selected to receive additional marketing support and Triathlon England employees attended the events to engage with participants. Event organisers responded positively to this and a review of the project and its impact is taking place.

Triathlon England employees also worked directly with event organisers on marketing plans and the new Swim Bike Run programme which was launched to attract new participants and families. A small number of event organisers were supported to host a Swim Bike Run programme event alongside their existing event which attracted new participants.



FROM 1 APRIL 2023 - 31 MARCH 2024:


723
**EVENTS
DELIVERED****112,075**
**PARTICIPANTS
TOOK PART
IN EVENTS****95,473**
ADULTS AND
16,602
**CHILDREN AND
YOUNG PEOPLE****5** **TRIATHLON
ENGLAND
NATIONAL
CHAMPIONSHIPS
DELIVERED****ATTRACTING**
2,486
PARTICIPANTS**OF WHICH**
54% **WERE
MEMBERS**

SUSTAINABILITY

This has been the first year of the implementation of our Sustainability strategy, Endurance 2040+ and we have taken steps against our priorities which focus on:

- **Tackling the climate crisis and becoming net-zero by 2040;**
- **Taking action on water and air quality;**
- **The development of responsible production and consumption across the sport.**

This year has seen us working to establish key areas where sustainability has a place as well as helping our employees understand how they can contribute to sustainability within their departments.



SUSTAINABILITY

Key Environmental Initiatives

Clean Water Sports Alliance



By far the biggest achievement this year has been bringing together 10 other sports national governing bodies to launch an Alliance focused on improving water quality across the UK.

WHO ARE WE?
A coalition of National Governing Bodies who represent almost 450,000 members, elite athletes, participants and many more water users. Together we rely on the use of UK waters for sport and recreation.

We are advocating for the restoration of our blue spaces for the enjoyment of all. We want these environments to be free of pollution and havens for wildlife. We are working together to drive positive change, improve water quality and the health of our blue spaces for all.

OUR VISION
Healthy and nature rich blue spaces across the UK for everyone to enjoy water sports.

PRIORITIES FOR ACTION

- Further and faster action on pollution, improving the health of UK waters by 2030.
- Enable people to make real-time informed choices about where and when to participate in water-based sports and activities.
- Recognition of all recreational water users across decision making and policy.

WE'RE CALLING FOR...

- Ask 1: Adequate funding to monitor, investigate and hold polluters to account, harnessing nature based solutions.
- Ask 2: Greater access to real-time water quality information all year round including the compulsory monitoring of all sewage outlets; recognition of open source science relating to water quality and the creation of a centralised information hub for all water sports users.
- Ask 3: Advocate a change from 'bathers' waters' to 'recreation waters' within government policy to recognise the wide range of activities that depend on clean water.

WHY WE EXIST

- In just the last 6 months of 2021, approximately 60 paddle sport training sessions were lost, equating to 106 hours in Nottingham alone.
- In the 2023 triathlon season, an unprecedented number of events were changed to duathlons after the swim being cancelled due to water quality concerns.
- Only 15% of rivers achieved good or above ecological status in England creating a serious public health risk and a threat to wildlife.

£4bn
Biodiversity is also being put under immense pressure, costing the UK £4 billion a year.

Apparel/kit sustainability



SOENECS project and creation of sports national governing body task force.

Event sustainability



Our signatory event this year, World Triathlon Para Series Swansea, received Gold Sustainability certification from World Triathlon. Key initiatives that helped us elevate from the previous year's silver included:

- **Recycling the blue carpet: donated to a local Wales triathlon event organiser to be given a new life post event.**
- **Zero merchandise created specifically for the event.**
- **Hotels for employees, volunteers and athletes attending the event were within walking distance of the event location.**

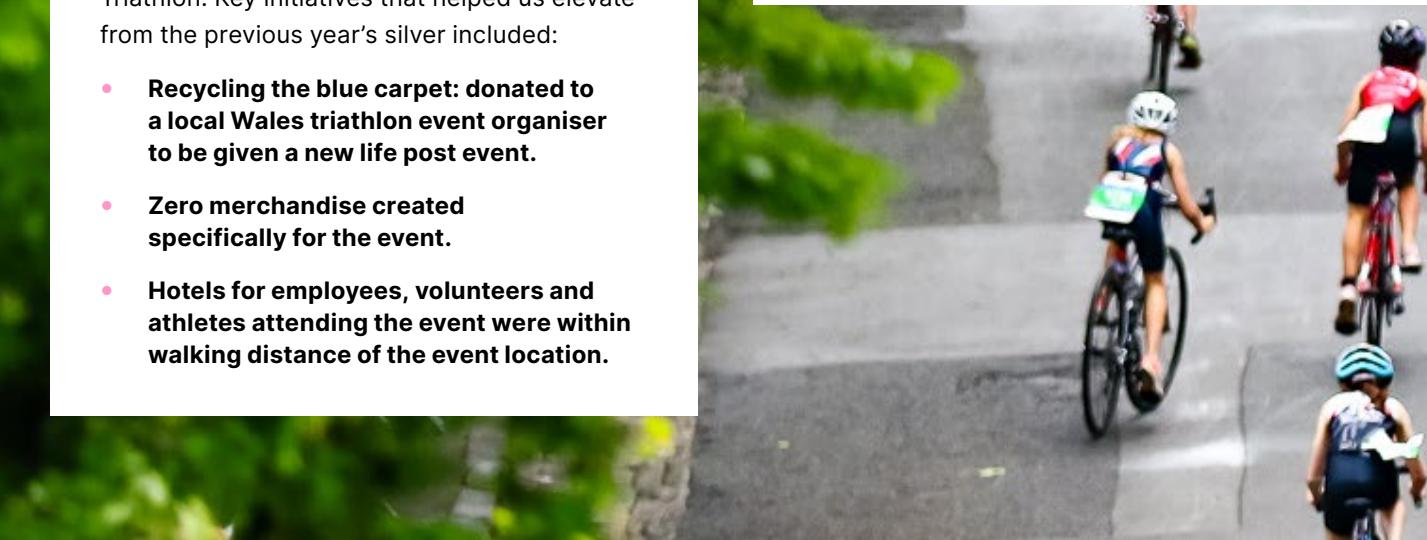
Sustainability Action Group



In the Spring, we formed an internal working group made up of people from across the business - from commercial partnerships to event management, and membership support to communications.

Aligned to our three focus areas, projects include:

- **Creating an event guide to sustainability.**
- **Improved information for open water swimming participation.**
- **New community engagement across clubs focusing on sustainability.**



SUSTAINABILITY

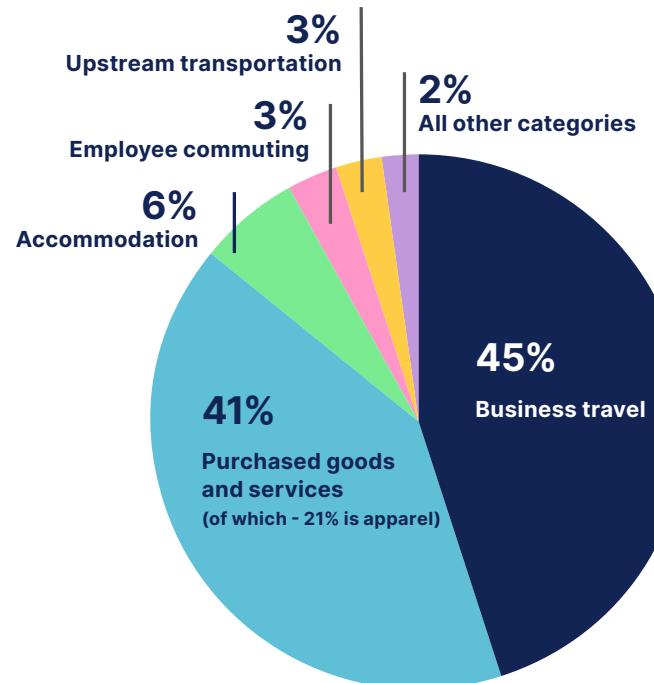
Carbon footprint measurement

As a signatory to the UN Sport for Climate Action Framework, we are now in our second year of measuring and monitoring our carbon emissions. For the financial year ended 31 March 2024, our carbon footprint was 3,698mtCO2e.

Our main carbon hotspots are travel by our athletes and support teams and our purchased goods and services - 50% of which are attributed to the sports apparel we receive from our commercial partners and purchase on behalf of athletes and performance teams.

This year, we have seen an increase of 25% in our emissions which is mainly attributed to two factors:

- **Data accuracy and improvement in measurements.**
Calculating carbon footprints and the associated data collection is an iterative process, where the aim is to improve accuracy of data year-on-year. Early carbon footprints often include assumptions and exclusions which can change year on year.
- **Increase in travel due to pre-Olympic and Paralympic qualification competitions.**



What's next?

- More engagement from our community - looking to events and clubs to help promote more sustainable choices across events and training.
- Building a deeper understanding of our kit/apparel reliance and how we intervene with suppliers much earlier on in the process to ensure we have a clear path for re-use, recycle and re-distribution.

British Triathlon will continue to work to develop a more sustainable future for triathlon - swimming in cleaner water, breathing cleaner air and training in a healthier environment - which has positive benefits for everyone.

To learn more, view our strategy

[Read more about Endurance 2040+](#)





COMMUNITIES AND TACKLING INEQUALITIES

Our community initiatives are dedicated to creating active people, active places, and active lives by encouraging participation in swim, bike, and run activities. At its core, the vision is to build a diverse and inclusive community where people of all backgrounds and abilities can find opportunities to participate.

By focusing on key locations where these sports can thrive, but the opportunities are not always there, the initiative aims to establish a solid foundation for growth, expanding access and offering a range of activities that support people to thrive both individually and as part of a larger sporting community.



Collaboration plays a vital role, with partnerships extending across national and local organisations, both within the sports sector and in broader community health spaces. This initiative is working to reach a wider audience by connecting with public health services, social support networks, and social prescribing programmes, bringing the benefits of active living to more people. Through these partnerships, local job and apprenticeship opportunities are also being created, strengthening community engagement.

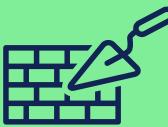
The initiative further enhances support for affiliated clubs, connecting participants to local talent pathways and aiding regional growth efforts. Emphasis is placed on maintaining robust standards in safeguarding, event management, and workforce training to ensure a high-quality experience for all.

Through a range of Swim Bike Run events, including family-focused activities and open-water swimming, activities are designed to welcome everyone, fostering an active lifestyle and a strong community spirit.



COMMUNITIES AND TACKLING INEQUALITIES

Our Priority Place Principles

**1**

We build capacity, capability and confidence within communities, supporting them to become their own swim, bike, run and physical activity workforce.

**3**

We take a strength-based approach, building on community assets and enabling their utilisation for swim, bike, run provision.

**2**

We work within and alongside local community ecosystems, working towards systemic change and tackling inequalities.

**4**

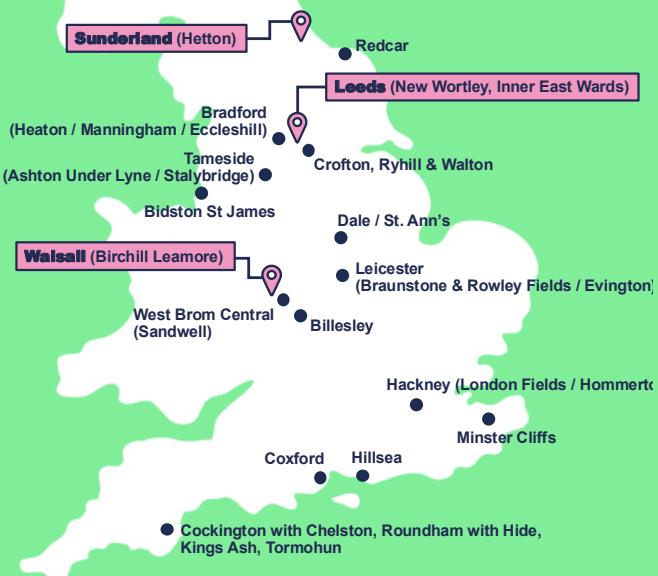
We take a journey approach to our work in communities. We support people and communities to build up their swim, bike, run and triathlon journey over time and at their own pace.

To do this we have focused on 18 locations across the country where opportunities to become active and take part in sport are less available. These also have links to existing talent pathway and performance centres as well as local affiliated clubs.



Targeted work to tackle inequalities in access to sport:

The 18 locations



Through community programmes, we have engaged with:

**29****COMMUNITY GROUPS****18****SERVICE PROVIDERS****37****STRATEGIC PARTNERS**

Created three Swim Bike Run strategic frameworks in Leeds, Sunderland and Walsall

COMMUNITIES AND TACKLING INEQUALITIES

What we are doing in our communities



HealthScape CIC

Triathlon England partnered with HealthScape CIC in Torbay to promote mental wellbeing through cycling and swimming.

- Funding from Triathlon England enabled HealthScape to expand its sea dipping program, providing wetsuits, hats, and gloves.
- Two volunteers gained open water swimming qualifications, leading to swim confidence sessions.
- Increased volunteer support allows for sea dips for recovering addicts in partnership with a local recovery organisation.
- HealthScape launched running programmes, creating several couch-to-5K groups.
- John, a former participant, earned the Swim Bike Run Community Activators Award and now leads groups.
- In 2024, cycling programmes started with the Jatis Project, featuring a garage-turned-bike maintenance workshop.
- Nigel, trained in bike maintenance, assists residents in maintaining donated bikes for safe riding and active travel.

Ferndale Triathlon Club

Ferndale Triathlon Club in Wales supports members and invites people of all backgrounds to try triathlon.

- The club creates a family-friendly environment, with members sharing travel and childcare on event days.
- Opportunities for community engagement expanded from monthly challenges at the local leisure centre to a regular walking group.
- The walking group quickly grew to over 70 participants, attracting people of all abilities, including those recovering from long-term injuries.
- Walkers can go at their own pace, from powerwalking to a leisurely, chatty stroll.
- The club promotes physical activity for a balanced lifestyle, not just for multisport preparation.
- Recently, the club received funding for a 5K Santa run/walk.

Tri if you can: the Muslim Triathlon network

The Muslim Triathlon Network aims to make triathlon more inclusive and diverse.

- Araf Mohammad noticed low participation in triathlon among his local Muslim community, especially women.
- His goals are to increase triathlon participation, boost swim confidence—especially moving from pool to open water—and inspire more Muslims to get involved.
- In Leicester, 22 community members started swim training; seven joined the 2024 "Tri if you can" event.
- An open water taster session in 2023 led to demand for ongoing swim, bike, and run activities.
- Swim confidence sessions were introduced to address common fears.
- In June and July 2024, Leicester Triathlon Club held four introductory sessions, ending with an open water swim and social run.
- Male participants advanced to triathlon events, while efforts continue to build female swim confidence, including discussions for a female-only swim lane.

Across the Home Nations of England, Scotland and Wales, our teams are working to support people from a wide range of backgrounds access swim, bike and run and encourage them to get active as part of a healthy lifestyle. Here are three of the many of the life-changing projects teams across Britain we have been involved in.

LISTENING TO OUR SWIM, BIKE, RUN AND TRIATHLON COMMUNITY

120 valued affiliated clubs, event organisers, officials, coaches, leaders and activators joined British Triathlon/Triathlon England in February 2024 to discuss the importance of collaborative working for the future growth of swim, bike, run and triathlon.

Workshops held in Leicester, London and Manchester enabled attendees to hear from British Triathlon leaders about the national governing bodies' future strategy and more importantly share ideas on how as a community we can further deliver great experiences in our sport in ever challenging macro environments.

12 key action areas were agreed including:

- We need to communicate better across all deliverers as well as members and participants.
- We need to do more to support our affiliated clubs.
- We need to improve our membership offer to drive up overall British Triathlon membership as well as supporting membership take-up within affiliated clubs.
- We need to review the role, remit and structure of our regional committees, enabling best use of volunteers to support the sport.
- We need to look again at Race Pass and consider its impact on event organisers as well as participants.



SAFEGUARDING AND WELFARE

In March 2022, British Triathlon and the Home Nations commissioned an independent safeguarding review to ensure:

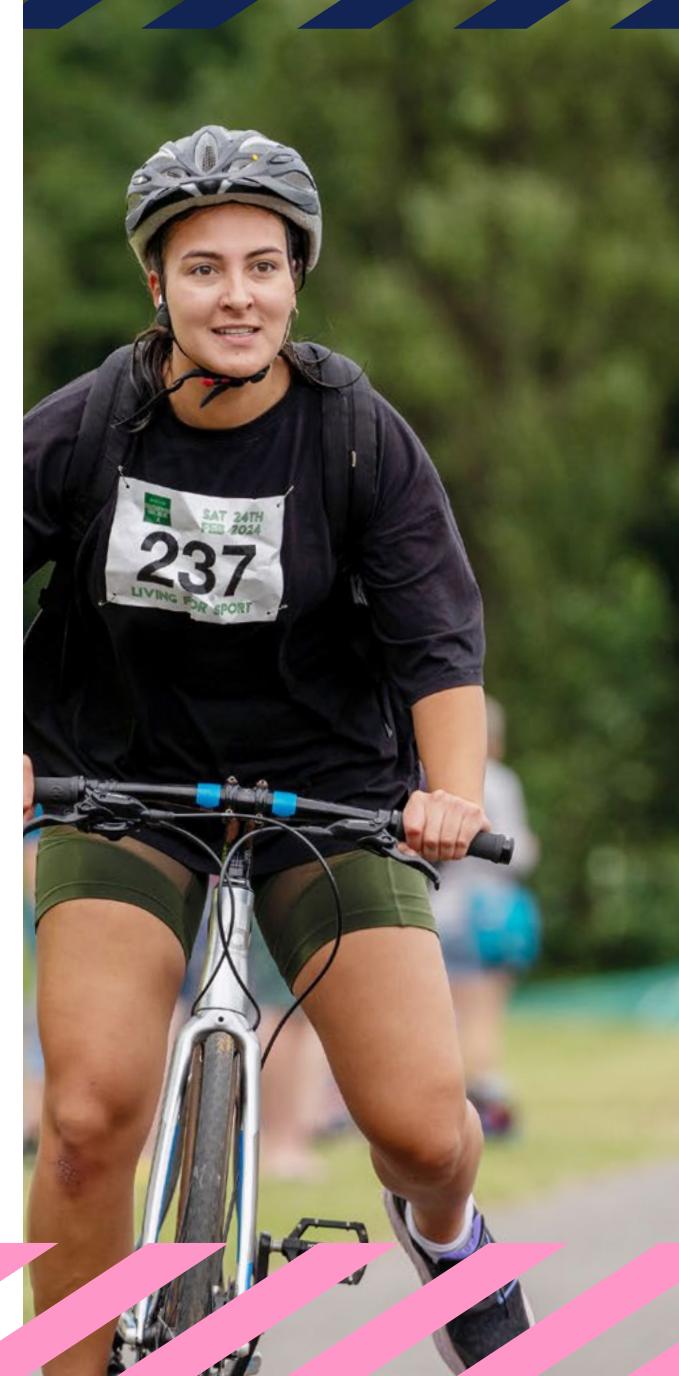
- **Safeguarding obligations are being met.**
- **Necessary improvements in provision were identified.**
- **Recommendations to deliver best practice in safeguarding were made.**

In 2024 we moved into year two of our three-year strategy to guide and support a 'best in class' approach to safeguarding and welfare in the sport of triathlon.

Since the launch of the strategy, significant progress has been made to engage with our community and educate them on everyone's roles and responsibilities in safeguarding children and adults, providing a safe environment for anyone who wants to engage in triathlon.

Providing a safe environment is at the heart of our vision to provide great experiences through swim, bike, and run, and the safeguarding of our members, participants in affiliated clubs, at permitted events and at sessions across the country is central to this.

The British Triathlon Safeguarding and Welfare Committee has overall responsibility for the successful delivery of our Safeguarding and Welfare Strategy. The Committee evolved in 2024 with two new board members taking direct responsibility for safeguarding and welfare within their non-executive board roles. They joined other Board Leads, Executive Leads, the Head of Sport Integrity and Home Nation Lead Safeguarding Officers to track and monitor progress.





SAFEGUARDING AND WELFARE

Anti-Doping

During 2024 British Triathlon has continued to deliver year three of its three-year education strategy across all sectors of the sport in line with our commitment to clean sport.

The following education programmes continued:

- World Class Programme athletes completed the UK Anti-Doping (UKAD) Compete Clean Plus programme.
- All athletes on the Olympic and Paralympic Games longlists completed the Clean Games education process which comprised of the Complete Clean Plus programme, a UKAD delivered Clean Sport scenarios session and all athletes that qualified for the Games attended a UKAD delivered Clean Games education session.
- Performance Pathway athletes and coaches attending development camps completed Clean Sport session.
- Performance employees completed the UKAD Introduction to Clean Sport course if new into role or their current training had expired.
- Age Group athletes were invited to a number of clean sport webinar sessions at the start of the season and were incentivised to complete the compete clean plus course provided by UKAD.
- All Elite athletes (Junior, U23, Senior, Para) competing in any World Triathlon event were required to complete UKADs Compete Clean Plus programme.
- Athletes applying for professional status enabling them to compete in elite professional fields are required to complete Compete Clean Plus programme prior to a licence being issued.
- Anti-doping education is embedded within the coaching pathway.

Key updates, such as changes to the prohibited list, continue to be disseminated through direct messaging to athletes and athlete support personnel. All employees at British Triathlon have been briefed on our anti-doping obligations ensuring they understand our commitment and routes to report concerns.

Testing

In the calendar year 2024, 104 tests were carried out by UKAD via a mixture of in and out of competition sample collection resulting in no adverse findings. However, one British Age Group athlete was found to have committed an Anti-Doping Rule Violation and received a three-year ban from the sport.

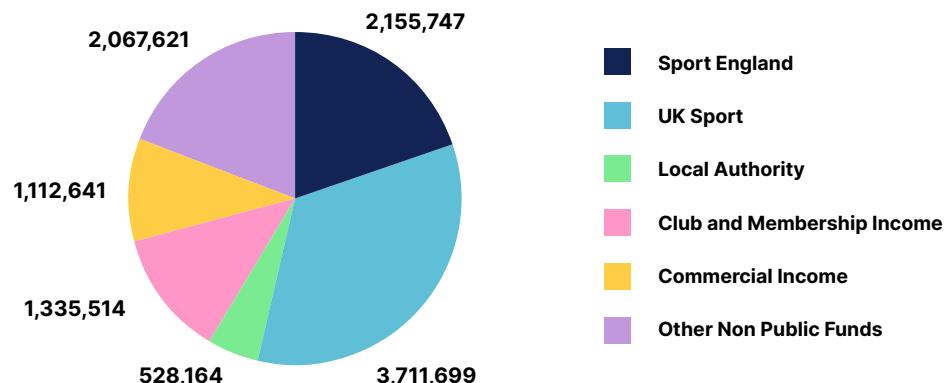
Worldwide, 4,252 tests were carried out with an adverse analytical findings rate of 0.7% which is down from 0.9 % year on year.

WADA DATA	IN COMPETITION	OUT OF COMPETITION	AAF
Triathlon	1958	1517	20
Duathlon	194	26	5
Long Distance Inc. IRONMAN	29	37	0
Winter Tri	38	3	0
Cross Triathlon	26	6	0
Aquathlon	18	0	0
Paratriathlon	167	233	6
TOTAL	2430	1822	31

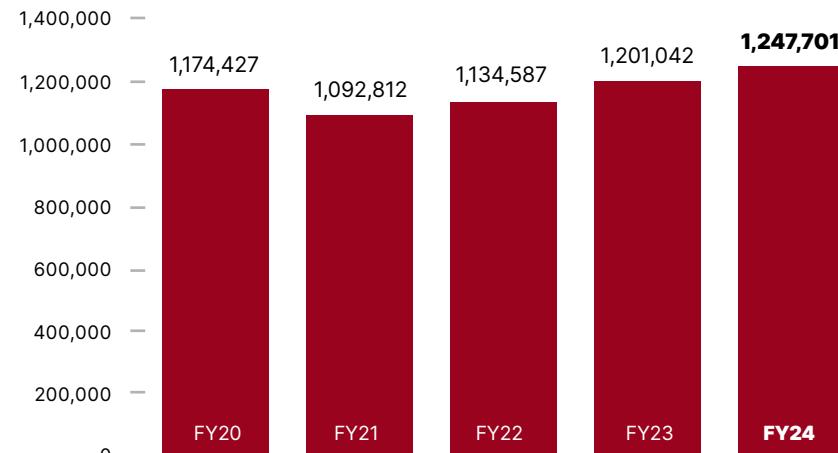
During 2024 British Triathlon began delivery of year three of its three-year anti-doping education strategy and engaged in a review carried out by UKAD.



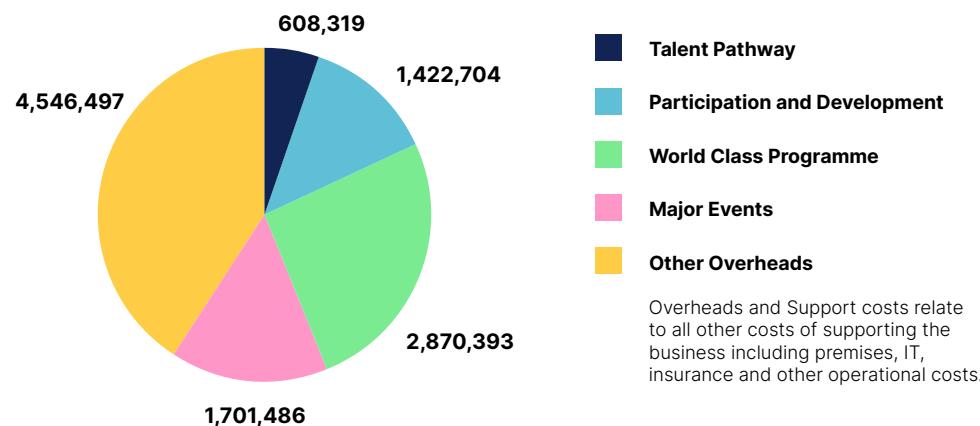
SOURCES OF INCOME (£s)



TRIATHLON ENGLAND INDIVIDUAL MEMBERSHIP INCOME (£s)

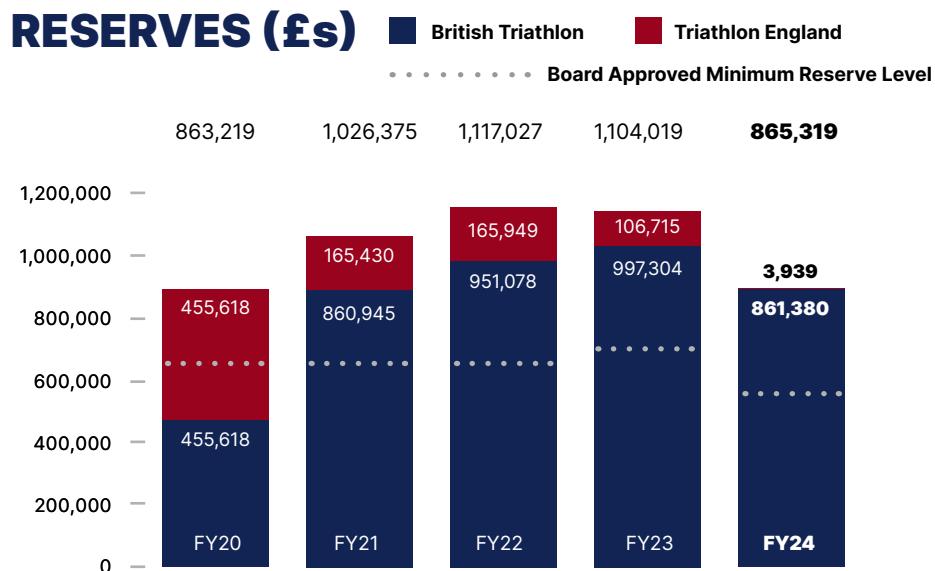


WHERE DID WE INVEST? (£s)



In FY24, British Triathlon Federation made a total deficit of £(239)k versus a deficit budget of £(290)k. Of this, Triathlon England produced a deficit of £(103)k.

RESERVES (£s)



[View our full accounts online >](#)

HOME NATION'S AFFILIATIONS

Governance

Communications

Qualification Development

British Championships

Coaches and Technical Officials

International Relations

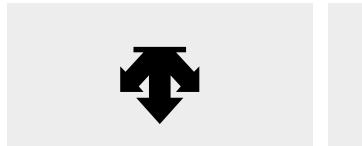
Anti-Doping

Age Group

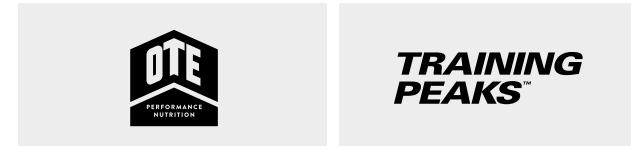


THANK YOU TO OUR PARTNERS AND HOME NATIONS IN 2024

British Triathlon Partners



British Triathlon Suppliers



Swansea 2024 Partners



Thank you to our funding partners



Home Nations and Triathlon Trust



BRITISH TRIATHLON CEO'S CLOSING REMARKS



Ruth Daniels - CEO, British Triathlon

This is my first Annual Report as CEO, having joined British Triathlon and Triathlon England in January 2024. I'd like to take this opportunity to thank my predecessor, Andy Salmon, for all of his hard work in guiding the organisation during his tenure and through particularly challenging times, including the COVID pandemic and sports' gradual recovery from this. He laid strong foundations for us as an organisation and team, and we wish him all the very best in his role as CEO at Swim England – as well as ongoing collaboration.

I feel very fortunate to have joined British Triathlon in an Olympic and Paralympic year. The performances we have witnessed from all of our athletes have been quite incredible, creating wonderful moments for the sport of triathlon on the world stage, as well as for Paris 2024. These, together with many other incredible elite racing moments (including at the World Triathlon Championships) give important visibility to our wonderful sport as well as inspiring those who are watching. I was proud to see our 'Inspired by Paris' initiative which has created multiple opportunities for newcomers of all ages to experience swim, bike, run. Many free events were added to the calendar thanks to a bursary made available to event deliverers and over 1,000 people took part across our diverse communities.

Since joining the organisation, I have had the great fortune to meet many of you out in our triathlon community. From new to life-long members, Age Group participants, volunteers (including technical officials, coaches, regional committees and all those people that come to events to marshal, hand out drinks and look after spectators) and I know I have only scratched the surface.

The club workshops in March (and which will now be regularly repeated) were an invaluable first step in us re-engaging with our core community – we really do want to listen and enable you all to work with us to ensure our sport grows and thrives.

Our development team in England has been working with a range of partners to tackle inequalities and offer people, regardless of background or ability, access to activities that introduce them to swim, bike run opportunities. This is key if we are to bring more people to triathlon – it also serves an important role in bringing the benefits of active living and improved health and wellbeing to those groups who would otherwise not be able to access it.



British Triathlon CEO's Closing Remarks

After the introduction of our Swim Bike Run programme in 2023, this initiative continues to flourish and grow with more people having the opportunity to take part in swim, bike and run activities across the country.

The expansion of our Active Skills for Life programme this year has helped many schools and clubs welcome more children and their families to swim, bike and run. Since our year end we have seen Active Skills for Life embedded in School Games formats in partnership with the Youth Sport Trust. We have also been able to introduce elite athlete ambassadors to support this programme and really inspire the next generation.

After the launch of our sustainability strategy in 2023, we have made progress on the three pillars that underpin this. The launch of the Clean Water Sports Alliance (CWSA), bringing together 10 other sports national governing bodies, has given us an influential voice to address the need to improve the quality of the water we swim and compete in across the UK. The World Triathlon Para Series Swansea received Gold Sustainability certification from World Triathlon, an upgrade from the silver of the previous year and an important recognition of the work we have done around sustainability and events.

Our members are key to the future of our sport. We have been focusing on how we can improve on the benefits of being a member of Triathlon England, Triathlon Scotland or Welsh Triathlon through a cross-team working group and have improved the member journey and offered exclusive offers, a benefits platform, competitions and content, including launching our membership magazines at the start of 2024. This work is on-going, and I am looking forward to how this will evolve in 2025! We have also refreshed our commercial strategy to focus on growing our partnerships, recognising this will enable us to achieve more in the longer term.

We are now halfway through FY25 and as we look forward, my focus is to continue to ensure the organisation is fit for the future, which will include investing in improved technology, and remaining focused on developing and growing the sport of triathlon, ensuring we are listening and engaging with our community and third parties with whom we work. We have made some strides in improving our engagement with our triathlon community and

partners and we will continue this progress into the next year. The insight we gain from this will contribute to a refreshed strategy and clear priorities as we reset our vision for growth. It is important to recognise the challenging landscape in which we are operating and only by thinking and acting differently will we truly be able to grow as well as remain relevant.

But we will not get there without the continued hard work of our employees and also the huge army of volunteers, without whom we would not be able to deliver triathlon around the country. Your contribution to the sport, whatever your role, is recognised and greatly appreciated, thank you.

My ambition for the coming year is to work together with everyone in our triathlon, duathlon, aquathlon, aquabike and swim, bike run community - the athletes, coaches, technical officials, clubs, partners, volunteers, even organisers and our own employees - to take our exciting, exhilarating and challenging sport to the next level.



Ruth Daniels - CEO, British Triathlon





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