



Equity, Diversity & Inclusion Strategy

2022-2024

PARTNERS



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CEO Welcome

PAUL DAVIES



For almost 80 years the BMC has been working for the benefit of climbers, hill walkers and mountaineers – supporting and preparing people, sharing vital knowledge and giving our community a strong voice.

We have always believed in the great, positive power of the outdoors and our sport to transform people’s mental and physical health, and that these benefits should be available to all.

However, we are deeply aware of the inequalities in access to outdoor spaces and more generally to the activities that the BMC represent. The research into participation is stark and highlights that those who often stand to gain the most, simply do not have the opportunity to engage due to a vast range of barriers that are unique to people’s lived experience. Looking internally, like much of the wider outdoor sector, we also have a long way to go in order to address the diversity of our staff, volunteer base and membership.

We are already on this journey to change and creating a more inclusive, equal and equitable landscape across the sector and sport. Our successful bid for Sport England funding to help tackle these issues, as well as the appointment of our first Diversity and Inclusion Manager are key markers of this commitment. The publication of this strategy is yet another step forward on that journey and sets out a comprehensive, tangible set of ways that we will make progress, whilst also addressing how we intend to overcome the challenges of the past and how we will hold ourselves accountable.

Tackling these issues is to become engrained in all aspects of our decision making, and will underpin

the work of the BMC in its entirety from members through to board directors, staff and volunteers.

Whilst we know we won’t banish inequalities by 2025, we won’t let this limit our ambition. By working together with sector partners to gather evidence, take action and identify our long-term goals, we can ignite change and get closer to our vision where everyone, no matter their background, can live an enriched life having experienced the adventure and challenge that our sport and activities offer.

BMC Board Director (EDI) Foreword

FIONA SANDERS



This strategy is the culmination of broad consultation and the appointment of our new Diversity & Inclusion Manager to drive its delivery across the outdoor sector.

This strategy is not just about fairness: there is an economic and social imperative to being relevant and representative of all the communities who participate in our wide range of activities.

The pursuit of parity in all our activities must be constant and relentless if we wish to succeed in being an organisation that can effectively listen, support and represent everyone who climbs, hill walks and mountaineers.

The strategy is not just about making our sector more relevant and supportive; it's about creating a

representative workforce, ensuring decision making is driven by diversity of thought, and supporting people to develop and thrive.

We must play a powerful role in connecting communities and improving our sector's ability to engage more widely, along with providing the expertise and experience to all those that want to participate in our activities.

The issues we face are complex and our approach will need to constantly evolve. Maintaining the checks and challenges of our approach within the organisation

and wider sector are essential to achieving positive and sustainable change.

When we are successful, we will see that the BMC becomes more appealing, accessible and relevant to both existing and new members, attracting volunteers and staff who have a sense of belonging.

A handwritten signature in black ink that reads "F. Sanders". The signature is written in a cursive, slightly slanted style.

Introduction

The British Mountaineering Council (BMC) is the national representative body that champions the interests of climbers, hill walkers, mountaineers and ski mountaineers in England and Wales; we are also recognised by government as the national governing body for competition climbing.

This British Mountaineering Council (BMC) EDI strategy sets out how the BMC, supported by partners, will champion and support equality, diversity and inclusivity in mountaineering, hill walking and climbing.

The purpose of our EDI strategy is to articulate how the BMC, working in conjunction with its sector partners, will drive the systemic change needed to bring to life its aim of becoming a more accessible, inclusive and representative organisation for mountaineers, hill walkers and climbers. Through the delivery of this strategy, we will ensure inclusion improves across the activities we represent.

Three equal and interrelated Strategic Pillars form the basis of the Strategy:

- ▶ **Leadership, organisation and culture** – we will champion the EDI strategy and help staff, volunteers and members recognise how engaging more widely adds significant benefit for all.
- ▶ **Diverse people** – we will build staff, volunteer and membership that is more representative of our wider communities
- ▶ **Inclusive services** – we will provide membership services, and programmes, that reflect the needs of our wider communities and develop the sector to promote access to expert support for all

This strategy is intended to support the BMC's current overarching objective to grow the membership, and should be read with this organisation wide aim in mind. In short, if the BMC and the sector can develop a true culture of inclusivity and diversity, in its organisational culture, its people, and all its operations, it will become more appealing, accessible and relevant to both existing and new members, retaining existing members and reaching new ones in equal measure. Success could be defined in one way as an organisation that can effectively listen, support and represent everyone who climbs, hill walks and mountaineers.

Several strategic actions have been identified, some of which are cross-cutting, others relate to specific strategic pillars. These are set out below and will be underpinned by a detailed Action Plan which will be developed in conjunction with staff, volunteers and partners. This Action Plan will contain measures that enable all involved to monitor progress and demonstrate success.

The BMC Equality, Diversity & Inclusion Timeline



Working now and in the future to improve equity, diversity and inclusion

📍 2025

📍 2024

📍 2023

📍 2019

Finding Our Way Podcast is launched in 2019, sharing stories from diverse role models across the outdoor sector.

📍 2022

Framework creation of the BMC's Equity, Diversity and Inclusion Strategy takes place early 2022.

📍 2022

BMC's first Diversity and Inclusion Manager starts their role in December 2022.

📍 2017

This Girl Can takeover the BMC publication Summit to offer advice and guidance to women and girls accessing the outdoors in Summer 2017.

📍 2015

BMC launch Climbing For All that provides an introduction to instructing people with disabilities in April 2015.

📍 2013

Sport England grant money is used to fund a scheme supporting training for ethnically diverse people to become Mountain Leaders throughout 2013.

📍 2011

BMC's First Equity Symposium takes place over a weekend, at Plas Y Brenin, in March 2011.

📍 2008

The ESG support clubs with adhering to new Disability Discrimination legislation and encourage a positive approach to equal opportunities in November 2008.

📍 2007

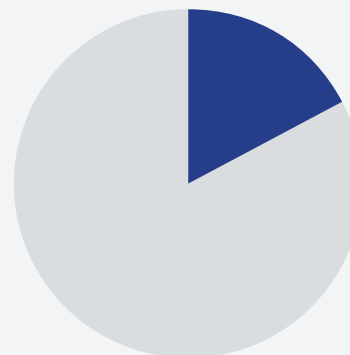
The BMC creates its Equity Steering Group (ESG) who hold their first meeting on Monday 30th April 2007.

State of Play Benchmarking

To give a better perspective of change, it is important to explain the current landscape across the population.

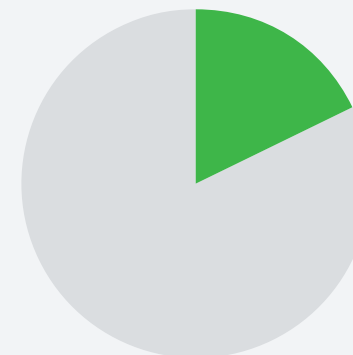
Working across priority areas:

- ▶ Ethnically Diverse People
- ▶ People with a Disability
- ▶ LGBTQ+ People
- ▶ Younger People (<25 YOA)
- ▶ Women and Girls



18.3%

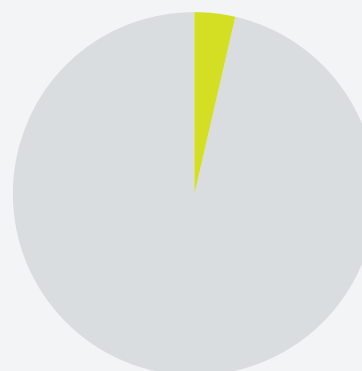
ETHNICALLY DIVERSE PEOPLE



17.8%

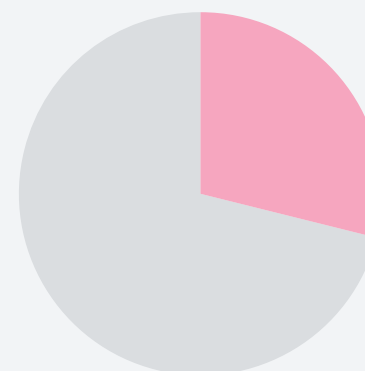
PEOPLE WITH A DISABILITY

ENGLAND AND WALES POPULATION DATA



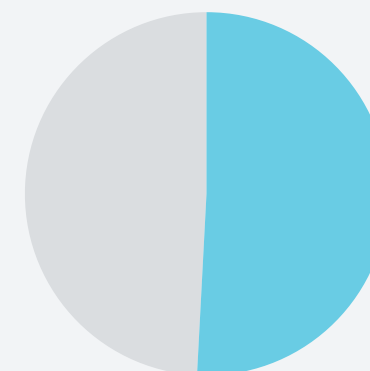
3.7%

LGBTQ+ PEOPLE



29.1%

YOUNG PEOPLE (U25)



51.0%

WOMEN AND GIRLS

Data shown is taken from the 2021 Census.

State of Play Current Position

To give a better perspective of change, it is important to explain our current position across The BMC.

Key
Within 10% difference of population data, or over represented (Green)
Within 10%-25% difference of population data (Amber)
More than 25% difference of population data (Red)

The following data shows the breakdown of BMC Board, Staff and Members:

	Board	Staff	Members
Young People (<25)	0% (Red)	0% (Red)	12% (Red)
Women and Girls	27% (Red)	47% (Green)	25% (Red)

The following data shows breakdown of participants across different disciplines (from Your Movement Matters survey):

	Indoor Climbers	Outdoor Climbers	Mountaineers	Hill Walkers
Ethnically Diverse People (Non-White Ethnic Background)	6.3% (Red)	5.6% (Red)	3.7% (Red)	4.3% (Red)
People with a Disability	12.3% (Red)	11.8% (Red)	10.8% (Red)	14.1% (Amber)
LGBTQ+ People	18.0% (Green)	15.0% (Green)	11.0% (Green)	11.0% (Green)
Young People (<25)	15.5% (Red)	11.9% (Red)	6.0% (Red)	5.4% (Red)
Women and Girls	46.3% (Green)	39.0% (Amber)	42.0% (Amber)	48.3% (Green)

The Strategy

Creation and Consultation

This strategy was created by a small working group composed of volunteers involved in climbing, hillwalking, and mountaineering. Defining strategic goals alongside objectives agreed with Sport England, the strategy went through several drafts and reviews to become the document you see today.

We would like to thank the following people for their hard work and efforts to create the framework of this strategy; Fiona Sanders, Sue Manns, Emily Ankers, Jonny Dry, and Mohammed Dhalech. A thank you also to the members of the Equity, Diversity, and Inclusion Committee who provided insight into the reach of the strategy.

The framework of the strategy is below:



The Strategy

FIRST STRATEGIC PILLAR

Leadership, Organisation and Culture

We will champion the EDI strategy and help staff, volunteers, and members recognise how engaging more widely adds significant benefit for all.

We will deliver this through BMC Leadership by:

- ▶ Creating visible commitment from the Board and Senior Management Team.
- ▶ Ensuring EDI Champions at Board and Senior Management level are responsible for Key Performance Indicators (KPI's) within the Diversity & inclusion action plan (DIAP).
- ▶ Working with Sport England and other partners to promote EDI successes and increase influence at government level.

We will deliver this through the BMC Organisation by:

- ▶ Gathering comprehensive diversity monitoring data from participants, members, stakeholders, staff and volunteers.
- ▶ Including EDI considerations on all internal reporting templates.
- ▶ Developing structures that enable the Diversity & Inclusion Manager to scrutinise EDI goals, KPI's and Board decisions.
- ▶ Improving representation throughout external communications to better reflect the diversity in our current population.
- ▶ Creating appropriate structures so all new programmes of work are assessed for EDI impact.
- ▶ Update function, responsibility, resource and membership of the EDI Committee to improve performance.

We will deliver this through BMC Culture by:

- ▶ Developing a comprehensive programme of EDI resources and training for staff and volunteers.
- ▶ Conducting regular reviews of BMC policies to ensure they enable and support EDI appropriately.
- ▶ Embedding EDI responsibilities across the organisation, and wider outdoor sector, ensuring delivery is owned by everyone.
- ▶ Underpinning accessible and inclusive practices within the volunteer structure.

The Strategy

SECOND STRATEGIC PILLAR

Diverse People

We will create a workforce, both paid staff and volunteers, that is more reflective of the diverse communities across the population. We will also build a membership that is more representative of our wider communities.

We will deliver this diversification by:

- ▶ Reviewing recruitment processes for staff, consultants, freelancers, and volunteers through considerations across advertising and placement, barriers to application, role descriptions, assessment process, and retention and development.
- ▶ Reviewing Board and staff EDI training resources, before extending these resources to all volunteers and specialist committees.
- ▶ Developing comprehensive data collection allowing us to better understand our staff and volunteer demographics.
- ▶ Modernise representation of the organisation, staff, consultants, freelancers, and volunteers in external communications.
- ▶ Developing BMC membership offers specifically aimed to increase participation from underrepresented communities across our activities.

The Strategy

THIRD STRATEGIC PILLAR

Inclusive Services

We will provide membership services and programmes that reflect the needs of our underrepresented communities and develop the sector, as a whole, to increase access to expert support for all.

We will deliver this inclusion by:

- ▶ Creating accessible and relevant pathways for all forms of climbing, hillwalking, and mountaineering by clearly signposting resources and support across all partners.
- ▶ Developing strategic outreach programmes tailored to better supporting underrepresented communities.

- ▶ Supporting new participants through accessible and supportive schemes including:
 - building a more effective youth offer linking across current and future outdoor schemes such as Duke of Edinburgh Awards.
 - engaging a wider range of local organisations who speak directly to underrepresented communities.
 - identifying shared learning opportunities across the Sport England network.
- ▶ Utilising new media and communication streams to more effectively reach underrepresented communities.

We will improve our services by:

- ▶ Mapping and promoting resources, support and events provided by each partner.
- ▶ Establishing membership offers which have clear relevance to underrepresented people and communities.
- ▶ Building more robust participant communication channels.
- ▶ Share new membership offers relating directly to resources shared and events delivered with the goal of increasing membership.

STRATEGIC PILLAR 1

Leadership

Outcome	Action	Who?
Creating visible commitment from the Board and Senior Management Team.	DIAP will be hosted online for all members, staff, Board, partners, and volunteers to view	Diversity & Inclusion Manager
	BMC staff, Board, and partners to commit to improving EDI across the outdoor sector	CEO
Ensuring EDI Champions at Board and Senior Management level are responsible for Key Performance Indicators within the Diversity & Inclusion Action Plan (DIAP).	BMC Board to be updated quarterly on the delivery of the DIAP	EDI Board Champion
	EDI issues and considerations underpin all work areas across BMC departments	Senior Management Team
Working with Sport England and other partners to promote EDI successes and increase influence at Government level.	Managers to join and contribute to the Sport England EDI group	Partnerships Manager
	Capture feedback from diverse communities to advise conservation at All-Party Parliamentary Group	Head of Access, Conservation and Environmental Sustainability

STRATEGIC PILLAR 1

Organisation

Outcome	Action	Who?
Gathering comprehensive diversity monitoring data from participants, members, stakeholders, staff, Board, and volunteers.	Complete EDI data audits for the following stakeholders:	Diversity & Inclusion Manager
	1 Staff 2 Board 3 Funded Partners	4 Elite Athletes 5 Elite Coaches 6 Volunteers 7 Members
	Provide opportunities to capture data at all BMC events	Events Engagement Manager
	Processing and analysis of data captured to better inform and shape BMC's work areas across EDI landscape	Diversity & Inclusion Manager
Including EDI considerations on all internal reporting templates.	Creation of a screening policy that utilises Equality Impact Assessments when generating new work streams and reports	HR
	BMC reporting templates to be regularly reviewed and updated with best practice procedure and inclusive language	HR
Developing structures that enable the Diversity & Inclusion Manager to scrutinise EDI goals, KPI's and Board decisions.	Diversity & Inclusion Manager to observe Board and Senior Management Team meetings, when appropriate, to allow EDI input and considerations	CEO
	EDI related KPI's to be transparent across The BMC, allowing for flexibility in outcomes responding to the ever changing landscape	CEO
	Regular updates on departmental EDI KPI's shared with Diversity & Inclusion Manager to check and challenge ensuring business wide strategic delivery	Senior Management Team
Improving representation throughout external communications to better reflect current national diversity landscape.	Diversity audit of current BMC image bank and marketing materials, highlighting potential gaps within content	Marketing Manager
Creating appropriate structures so all new programmes of work are assessed for EDI impact.	Creation of a project submission workflow requiring all new work areas to be scrutinised for their EDI considerations	Diversity & Inclusion Manager
	EDI support and guidance offered to all departments as a matter of process	Diversity & Inclusion Manager
Update function, responsibility, resource, and membership of the EDI Committee to improve performance.	Review, update and confirm roles and responsibilities of The BMC's Equity Steering Group, ensuring the specialist committee is fit for purpose	Diversity & Inclusion Manager

STRATEGIC PILLAR 1

Culture

Outcome	Action	Who?
Developing a comprehensive programme of EDI resources and training for staff and volunteers.	<p>Create best practice guides across a range of EDI topics:</p> <ul style="list-style-type: none"> • Ethnically Diverse People • People with a Disability (including Mental Health support) • LGBTQ+ People • Younger People (<25 YOA) • Women and Girls 	Diversity & Inclusion Manager
Conducting regular reviews of BMC policies to ensure they enable and support EDI appropriately.	<p>Annually assessment of the, but not limited to, following policies:</p> <ul style="list-style-type: none"> • Equal opportunity • Maternity, paternity, adoption, and shared leave • Well-being • Code of Conduct 	HR
	<p>Creation of new guidance documents where appropriate:</p> <ul style="list-style-type: none"> • Dress code • Drivers with a disability • Menopause 	HR
Embedding EDI responsibilities across the organisation, and wider outdoor sector, ensuring delivery is owned by everyone.	DIAP to include appropriate responsible officers across departments within The BMC, and system partners across the outdoor sector including, but not limited to, Mountain Training, Association of British Climbing Walls, and National Indoor Climbing Award Scheme.	All

STRATEGIC PILLAR 2

Diverse People

Outcome	Action	Who?
Complete review of the recruitment process for Board, staff, consultants, freelancers, and volunteers.	Assess the how and where the BMC currently advertise role opportunities	HR Manager
	Process collected EDI monitoring data across 2022 recruitment opportunities	Diversity & Inclusion Manager
	Make appropriate recommendations to Senior Leadership Team and Board around changes to recruitment process	Diversity & Inclusion Manager
Modern and representative EDI training menu available to all paid members of staff and Board members.	Extend Inclusive Employers education programme and open the opportunity to attend out to all staff members	Chief Commercial Officer
	Facilitate bi-monthly discussions in staff meeting around key EDI topics aligned with BMC Inclusion Calendar	Diversity & Inclusion Manager
Developing comprehensive data collection allowing us to better understand our staff and volunteer demographics.	Create and utilise Membership Services Online portal to allow staff, volunteers, members and stakeholders to share their information and characteristics with BMC.	IT Coordinator

STRATEGIC PILLAR 3

Inclusive Services

Outcome	Action	Who?
Creating clear, accessible, and relevant pathways for all forms of climbing, hillwalking, and mountaineering.	Create a menu of resources designed to increase participation for new and beginner climbers, hillwalkers, and mountaineers.	Marketing Team
	Share these resources across sector partners to better support growth and development of knowledge across participants within the outdoors.	Partnership Manager
Increase participation within historically underserved communities.	<p>Deliver community events aimed at increasing representation aligned with the following priority areas:</p> <ul style="list-style-type: none"> • Ethnically Diverse People • People with a Disability • LGBTQ+ People • Younger People (<25 YOA) • Women and Girls 	Diversity & Inclusion Manager
Effectively reach more people from underserved communities.	Utilise new media streams to create a greater reach to younger people.	Marketing Team
Grow BMC membership by recruiting and better supporting diverse members.	Create a sustainable and attractive membership offer that greater supports the needs of historically underrepresented people and communities.	Membership Team
	Build communication processes that share and explain the work of the BMC with underrepresented people and communities, including follow up information and potential exit routes associated with community participation events.	Diversity & Inclusion Manager



The British Mountaineering Council
177-179 Burton Road, Manchester M20 2BB
www.thebmc.co.uk

W A L L S | R O C K | H I L L S | I C E | M O U N T A I N S