



Equality Standard for Sport Advanced level

Submission on behalf of scottishathletics
25th June 2019



General overview of the NGB's progress with equality

Since achieving the Intermediate level of the Equality Standard for Sport, **scottishathletics** has consistently demonstrated advances in its equality work, and this has been sustained over a number of years.

In this time there have been leadership changes including a change of CEO yet the focus and commitment to equality has not wavered and has, indeed, grown in strength and understanding since then. **Scottishathletics** is making strides to be an organisation that operates at an unconscious competence level in relation to equality and this is evidenced in the approach taken by the Board at strategic leadership level and within the Executive team and staff.

They are modest and self-effacing about what they have achieved and are striving to ensure they continue to be sector and world-leading in what they do. They believe they have the leadership, commitment, structures and processes in place to deliver on their vision for equality and the underpinning strategic equality objectives.

During the work towards the Advanced level executive level staff have been actively engaged in the process as have the wider staff. They describe their journey as being on a continuum from “do we have to do it?” to equality being totally embedded and accepted through a process of gentle education. The Board is proactive in demonstrating leadership around equality and have adopted equality impact assessments positively; they continue to scrutinise and challenge these and the Executive with regard to equality.

Equality is a golden thread through the sport, and this is evidenced through the communications to clubs and the emphasis that is placed on equality through the regional network and down into the clubs. Mainstreaming equality is a key principle of the Advanced level and **scottishathletics** can demonstrate clearly that equality is embedded, yet visible in their strategy, operational and departmental plans and individual work programmes.

It has been a pleasure and a privilege to work with **scottishathletics** on the Advanced level of the Equality standard for Sport and I wish them continued success in their equality work.

Lucy Faulkner, Designated Support Lead

25th June 2019

Requirement 1. Your organisation has made significant progress towards diversity within board, decision-making structures, staff (paid and unpaid), coaches, officials, members and participants.

1.1 An equality profile of Board, decision-making structures, staff (paid and unpaid), coaches, officials and members/participants against all categories relevant to the legislation of the home country.

Equality profiling is undertaken regularly (ideally annually) and reported to Board, decision-making structures and senior management/leadership teams through an audit report.

Not met



Partly met



Met

Yes

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics has provided comprehensive information about the equality audits it undertakes and the annual reports that it produces. Both **scottishathletics** and Jog Scotland conduct annual audits of their members through anonymous surveys. Going forward **scottishathletics** is working to have equality monitoring embedded in their new customer-relationship management system and this should improve both the quality and the quantity of the data available to them. Dual characteristics are now a feature of their annual report and they plan to continue to develop this data at a more granular level to assist with planning and decision-making. The annual report is presented to the Board and data is used to inform the gap analysis, strategic equality priorities and actions are identified in the annual operational plans.

EQSA's analysis:

It is positive to see that **scottishathletics** fully value the use of data and the insight that it provides in relation to equality and that this information has clearly been used to shape the strategic objectives, articulate the mission and operational actions going forward, in particular through the areas of leadership, underpinned by people. The use of annual audits will assist the SGB in tracking progress against its targets and in being able to reconsider its approach to addressing under-representation in real time.

The data collected since achieving the Intermediate Level clearly shows progress in terms of an increase in Board diversity, LGB profile of Jog**scotland** members, BME and disability representation across the membership and the development of young coaches.

It is also positive to see that the Board, staff and Equality and Diversity Advisory Group review the data collected through the equality monitoring report and use this information to shape the annual operational plans across departments.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- As part of the review of the data collected the EQSA would encourage **scottishathletics** to consider where there may be gaps in responses or a higher level of 'prefer not to say' responses and consider what actions the SGB can take to address this going forward
- Continue to implement actions to address the gender balance within the senior management team as well as actions to address broader diversity gaps across the wider staff

team. In particular the Panel would recommend that the SGB sets clear and incremental targets for BME across the sport

- The EQSA also noted that **scottishathletics** have not included marriage/civil partnership or pregnancy/maternity into their survey questions and would encourage them to do this going forward, in particular for staff and Board surveys. These categories are referenced in the gap analysis but not presented in the data
- It is positive to see that SIMD will be considered in more detail in terms of the profile of the membership going forwards
- The SGB should also consider how it will capture information on the Gaelic language as part of the next survey.

1.2 Report against identified equality objectives and progress from the Equality Action Plan at Intermediate level, future equality objectives and areas of focus identified.

Not met



Partly met



Met

Yes

DSL comments and list of key, relevant evidence seen by DSL:

Since achieving the Intermediate level of the Equality Standard **scottishathletics** have worked hard to embed equality into the organisation. They have not continued with an Equality Action Plan as all elements of this are fully embedded in their strategy. This determines the annual operational plan for each department and is monitored through an Annual Tracker. Their most important equality document is the gap analysis that covers all operational departments of both **scottishathletics** and **jogscotland**. They have provided a list of their priorities going forward and recognise that some of these may take some time to achieve. It would help if **scottishathletics** were to set some longer-term targets for equality e.g. for BME involvement in order to help set shorter-term actions and goals.

EQSA's analysis:

Scottishathletics have clearly articulated their long term equality targets through their Strategic Plan and within their reflective report and recognise the need to be more representative across staff, volunteers and the membership. The SGB have been open and honest in recognising the gaps in diversity and have also developed a comprehensive gap analysis to assist in determining the actions going forward.

The EQSA would agree with the DSL's recommendation that setting longer term targets, in particular in relation to BME, beyond the timeframe of the current Strategic Plan, will assist the SGB in determining what specific actions are required incrementally to achieve the longer term diversity goals.

The EQSA would encourage **scottishathletics** to develop a detailed set of actions and targets for BME representation across performance athletes, coaches and support staff as part of its wider commitment to addressing under-representation.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Develop a detailed set of actions and targets to address BME under-representation across the sport, staff and governance structures, some of which will require a longer period of time to achieve, for example BME representation in performance.

1.3 The organisation is clear on the status of each protected characteristic against all areas of the business now and in the future and this is gap analysis is regularly updated.**Not met****Partly met****Met**

Yes

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics have developed a detailed gap analysis that is used to identify and acknowledge gaps, and this helps to ensure that steps are taken to address these gaps. In addition to the protected characteristics **scottishathletics** also include non-binary and poverty in this as these are key areas of work for them.

The gap analysis has been put together by senior managers and key members of staff and is updated quarterly at working group meetings of key staff and senior managers. The gap analysis is shared with the Board and every member of staff. From the gap analysis and the data gained from the equality audits **scottishathletics** are very clear on their equality priorities going forward.

EQSA's analysis:

Scottishathletics have produced a detailed gap analysis which has provided them with a clear insight into where specific gaps are. This will be a key document going forward and it is positive to see that the SGB regularly update this and share the insights with senior staff and the Board.

Going forward the EQSA would recommend that the completed dual characteristic analysis is developed further against the SGB's key priorities to provide a more granular level of analysis and insight into intersectionality across the sport. This information will further assist the SGB in developing specific actions and targets to address under-representation, for example women and BME.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Continue to develop the gaps analysis further to include a more granular review of dual characteristic analysis for the SGB's priority groups
 - The Panel would also recommend that the SGB reviews its gaps in relation to performance and develops a Performance and Equality Strategy which clearly sets out what actions it will take to address this area of under-representation, especially in relation to BME. The SGB may wish to set targets for inclusion from participation through to performance beyond the life of the current Strategic Plan
 - In addition the Panel recommends that there is greater clarity established between the role of SDS and **scottishathletics** in the provision of the disability performance pathway, including the feeder pathway.
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2 Your organisation has clear, strategic leadership on equality and is sector-leading in its approach towards equality.

2.1 Responsibility for equality and/or equality objectives is clearly defined in the organisation for Board, senior management/leadership team and staff.

Not met ☐

Partly met ☐

Met ☒ Yes

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics have a named Equality Champion who, along with the Chair and CEO, provide strategic leadership on equality. Board leadership is demonstrated through equality being integral to, and visible in, **scottishathletics** vision, mission, purpose and values and equality is a standing agenda item at all Board meetings. From the strategy **scottishathletics** develop annual operational plans that are delivered by staff and is evidenced through job descriptions and work programmes. The operational plans are monitored through an annual tracker that is scrutinised by Board at each meeting.

Scottishathletics have established an Equality Advisory Group to provide them with advice and guidance on all equality matters and the Board Equality Champion sits on this group. The group also supports the organisation by ensuring that there is strategic and operational support for the development and delivery of equality objectives.

Scottishathletics have been world-leading in their work to provide clarity on third gender participation. They have been recognised as the first governing body in the world to create a third gender category for national championship events and have provided all event organisers in Scotland with guidance for events. They have successfully advocated a change of policy within UK Athletics as well as encouraging other European athletics countries to follow their lead. They have been at the forefront in the promotion of positive mental health within sport and in athletics and have developed and delivered training as well as using the inspiring 'Sammy's Road Trip' to promote mental health awareness.

EQSA's analysis:

There is clear leadership, responsibility and accountability evidenced across the Board, senior management team, staff team and Equality Advisory Group for equality and this is visible both in the Strategic Plan and operational plans but also, crucially, in the behaviours that the leaders across **scottishathletics** demonstrated during the assessment process and in their overall proactive approach to achieving the Advanced Level of the Equality Standard.

The SGB should be highly commended on the quality of its leadership in terms of equality and also its commitment to taking brave, difficult decisions to embed equality going forward. The two notable examples are the introduction of non-binary categories into national championships and the work being undertaken in partnership with SAMH to promote mental health through the sport. In addition the EQSA also notes the use of the club development framework to embed equality across all clubs going forward.

As part of the pre-assessment meeting with external partners and clubs the EQSA was clearly able to see the confidence and trust that these stakeholders had in the SGB to make difficult decisions if this would address under-representation. This has been driven by the Board's commitment to bring all

parts of the organisation together, including different disciplines, volunteers and the membership, to work collaboratively in the genuine interests of athletics and this approach can be seen through the feedback from stakeholders.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Truly embedding equality requires every area of **scottishathletics** to be diverse, inclusive, open, welcoming and honest in their approach and ways of working and with the genuine commitment to tackle the difficult issues, under-lying discriminatory attitudes and unconscious biases. **Scottishathletics** have set out on their journey to achieve this environment but it will require constant review, commitment and challenge to reach and then to maintain this. The EQSA would encourage the SGB to continue to develop its thinking in terms of how it can influence cultural change not only across the SGB but down through the infrastructure of the whole sport
- The EQSA would also encourage **scottishathletics** to think about the membership of its Equality Advisory Group to ensure that the skills and expertise of this Group enable it to continue to provide objective scrutiny and challenge to the Board going forward.

2.2 The organisation has a clear approach to ensuring that the regional and local infrastructures (where relevant) deliver successfully on equality.

Not met ☐ **Partly met** ☐ **Met** ☒ Yes

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics have a club infrastructure, there are no other regional or local structures and they recognise that clubs are absolutely essential to diversifying the sport for both participants and the workforce. Since 2017 they have gathered information from clubs on their wider impact to provide data and information on their work to target under-represented groups. Through this they are identifying good practice that they can share with other clubs as well as being able to support those clubs with their plans. They also took advantage of a sportscotland Equality and Inclusion fund to work with ten club projects targeting under-represented groups in Scotland.

They have provided equality guidance for clubs, support for clubs to better profile their membership, developed an online assessment tool to assist clubs with this and in 2018 introduced a Club Development Framework linked to an online club review tool to support them. Regional Development Managers are now National Managers taking responsibility for a number of clubs and the disability development work embedded in their roles instead of sitting with one person.

EQSA's analysis:

The EQSA would endorse the DSL's summary that **scottishathletics** have focused on their approach to embedding equality across the club infrastructure in the past two years and that this has started to influence change at a grass-roots level. The EQSA would commend the development of the equality guidance resource for clubs as well as the Club Development Framework as two very useful mechanisms through which clubs can address under-representation.

The EQSA would encourage **scottishathletics** to consider what the equality education and training offer is for all key volunteers within clubs, including coaches, and consider how and where this needs to be extended beyond generic equality awareness (through the ACAS on-line module) to include, for example, trans-awareness or other emerging equality issues over time.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Consider how the education programme for clubs, volunteers and coaches can be extended beyond generic equality awareness. This may require the SGB to review the content of the coach education programme
- Consider what mechanisms are in place to manage complaints relating to equality occurring at a grass-roots level. This is crucial to ensuring that the sport remains true to its vision of being open and inclusive. Clubs and volunteers should be aware of how to raise a concern or make a complaint regarding inappropriate language and behaviour in the context of equality, in a similar way to the processes in place for child protection across the sport. Examples from other NGB's include an anonymous reporting helpline number, guidance factsheets for clubs on dealing with discrimination effectively and a formal independent group within the NGB to hear cases or act as the appeals body.

2.3 The organisation has a strategic approach to communications on equality and has addressed any negative perceptions that people may have about the organisation or the sport with regard to equality.

Not met ☐

Partly met ☐

Met ☒ **Yes**

DSL comments and list of key, relevant evidence seen by DSL:

Equality is included in the revised Communications Strategy (2019) and explains the importance of ensuring that their communications are representative of those involved within the sport and the Scottish community. Their promise is for their communications and news items to be inclusive and representative of their participants, thereby embedding equality and diversity into the foundations of the organisation. It will also address key project areas across the organisation's departments, such as areas of under-representation; ensuring clubs are inclusive and integrated with a clear pathway for athletes; by communicating equality and inclusion support and advice where appropriate; promoting greater female representation across core areas of the sport in line with agreed projects and programmes. Going forward it would be useful for the target audiences listed in the strategy to include equality-related partners and organisations as well as targeted groups such as BME or disabled people.

The SGB have provided significant evidence of their sustained communications highlighting diversity in action throughout the sport without stating this explicitly. They equality-tag stories on the website quarterly, communicate with members via Facebook and Twitter, ensure promotional materials have diverse images and have regular articles in **Jogscotland's** magazine **Stride** highlighting diversity.

EQSA's analysis:

Scottishathletics have clearly spent time focusing on how to effectively communicate their commitment to equality without profiling case studies and articles in an ad-hoc way which would appear piece-meal, and they have achieved the objective of ensuring that equality themes run through their communications, website and magazines.

Going forward the SGB should consider how it can use its external partners to provide case studies and stories which demonstrate how the sport of athletics is being used to address under-representation, effectively providing an endorsement for the SGB's equality work from outside the organisation. This will support the SGB in its efforts to address any negative perceptions of the sport.

In addition the EQSA would encourage the SGB to undertake both a workforce and membership perceptions survey, perhaps every three years, to assist the SGB in monitoring where negative perceptions may still exist and allowing the SGB time to develop actions and interventions to address this.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Continue to ensure that equality related themes run through all communications and consider how external partners can provide additional case studies or materials to endorse the SGB's work
 - Undertake a workforce and membership perceptions survey to track how far equality has become embedded against the SGB's strategic objectives and within the sport. This will enable the SGB to develop the necessary actions to address any negative perceptions if they arise.
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2.4 The organisation regularly consults with people from diverse backgrounds and equality partners to help shape policy and strategy.**Not met****Partly met****Met**

Yes

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics have developed strong links and partnerships with a range of equality-related organisations including:

- LEAP Sports Scotland
- Stonewall Scotland
- Equality Network
- Scottish Trans Alliance
- BEMIS
- Scottish Women in Sport
- Beyond Gender / LGBT Youth Scotland
- Edinburgh Frontrunners
- SAMH
- Scottish Disability Sport.

They regularly consult with these organisations on policy and strategy as well as developing delivery partnerships with them. They have also consulted directly with people who share protected characteristics such as non-binary athletes, young trans men and women, para athletes and those who have mental health issues. In addition, they have diverse membership on their Equality Advisory Group although this could be diversified further.

EQSA's analysis:

Following the pre-assessment meeting with external stakeholders, some of whom are listed above, it was clear to the EQSA that **scottishathletics** had built strong partnerships and mutually beneficially relationships with key equality stakeholders. Going forward the SGB should continue to develop such relationships and explore new partnerships, as set out in the SGB's presentation through its 'model of influence', for example with disability specific national stakeholders such as Deaf UK or Autism UK and other BME organisations alongside BEMIS.

In addition the EQSA would agree that the Equality Advisory Group profile could be extended in time to carry broader diversity characteristics.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Consider how and where to develop new partnerships with equality stakeholders and how to identify broader representation across the Equality Advisory Group.

2.5 The organisation has developed successful approaches towards equality that are sector-leading.

Not met ☐

Partly met ☐

Met ☒ Yes

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics have been world-leading in their work to provide clarity on third gender participation. They have been recognised as the first governing body in the world to create a third gender category for national championship events and have provided all event organisers in Scotland with guidance on including this category. They have successfully advocated a change of policy within UK Athletics as well as encouraging other European athletics countries to follow their lead.

They have been at the forefront in the promotion of positive mental health within sport and in athletics and have developed and delivered training as well as using the inspiring Sammy's Road Trip to promote positive mental health.

EQSA's analysis:

The EQSA would agree that the two most notable examples of being sector-leading are the SGB's work on promoting mental health and non-binary inclusion.

In addition the EQSA would also consider the equalising of distances, para-athletics events included in the Indoor Championships, equalising of medals for women's races utilising an EIA to assess this approach, the greater cohesion and engagement between the SGB/ Board and clubs since 2013 with the inclusion of the Commissions at Board level, and the kit request to support the Dundee Syrian Women's running programme are all examples of successful approaches to embed equality across the sport.

In addition the SGB are encouraged to consider where they can provide an advocacy role in the equality space, for example through the procurement and tendering processes. It is positive to hear that this was considered in the partnership with Jogscotland.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Trans-inclusion in athletics world-wide remains an area of uncertainty and the EQSA would encourage the SGB to communicate how it will advocate and communicate positive messaging on the inclusion of trans-athletes in Scotland as participants, coaches, volunteers and staff members as well as shaping competition policies going forward once there is clearer global guidance.

3. Equality is mainstreamed through the organisation's strategies, functions, policies and programmes.

3.1 Your organisation has adopted a strategic approach to assessing the impact of functions, key policies and procedures on different groups. Equality impact assessments are integral to risk management, decision-making and strategic planning.

Not met



Partly met



Met

Yes

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics acknowledges that equality impact assessments are key to influencing decisions at Board level and have developed a robust process to ensure that this happens. They use the standard Plan4Sport template and responsibility for completing EIAs lies with the senior manager or staff member responsible for the new project, policy or strategy. Once completed they are checked by the Equalities Officer and documented in a policy tracker. All completed EIAs are sent to staff and Board members for viewing and feedback. Any risk is added to the organisation's risk register which is reviewed biannually by the Board. For each EIA the relevant staff member is accountable for the ongoing monitoring of the policy.

Scottishathletics have provided examples of completed EIAs and, in particular, those that have had a clear impact on areas such as the Non-Binary Policy, Club Development Framework and National XC

Team to Count Medals. All relevant staff members have undertaken EIA training. Going forward it may help to provide training for Board members on scrutinising EIAs.

EQSA's analysis:

It is positive to see how EIAs are being used within the business to better understand how and where to address under-representation and that the Board and senior staff team have an effective system in place to manage this process.

Going forward the SGB should ensure that all policies, strategies, functions and programmes are equality impact assessed across a three to four year cycle, as well as any new areas being EIA'd before they are introduced. In addition it will be crucial that the Board and Equality Advisory Group are confident in providing scrutiny and challenge to the Executive Team on completed EIAs and the SGB should consider what additional training might be required to support the Board and staff to do this.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Consider what equality impact assessment training Board, staff and the Equality Advisory Group need to enhance their ability to provide objective scrutiny and challenge for completed EIAs going forwards
- Ensure that all policies, strategies, functions and programmes are mapped into an EIA cycle for review and that this process becomes part of core day to day business within departments
- The SGB should communicate the outcomes of the completed EIAs to the relevant audiences to demonstrate where positive changes have been made.

3.2 All people involved with the organisation have access to equality training and/or awareness raising about key equality issues.

Not met <input type="checkbox"/>	Partly met <input type="checkbox"/>	Met <input checked="" type="checkbox"/> Yes
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DSL comments and list of key, relevant evidence seen by DSL:

Since 2016 **scottishathletics** have made it mandatory for all Board members to attend a 3-hour workshop or complete the ACAs online training; all staff have to attend a 3-hour workshop and all Club Together Officers complete the ACAS online training.

In addition, the SGB encourages coaches, commission members and officials to complete the online training.

Their commitment to ensuring that everyone in the sport is aware of their responsibilities extends to clubs where club volunteers and members are encouraged to complete the ACAS online training; Scottish Disability Sport delivers disability awareness training and inclusion training to clubs and **scottishathletics** delivers inclusion workshops to coaches, volunteers, teachers and Active schools Co-ordinators.

Of significant note is the training of over 300 jog leaders in mental health awareness as well as the development of online training and provision of various resources for all members and jogging groups (450+) across Scotland in this area.

Going forward **scottishathletics** will need to determine its approach to refresher training for the whole workforce.

EQSA's analysis:

The EQSA would endorse the feedback from the DSL that equality training should be on-going across the sport and that it will be important to ensure that generic equality awareness as well as more detailed training on specific equality themes, for example mental health awareness training for staff, should form part of the SGBs future considerations. Of particular note, as referenced in the operational plan, is ensuring that staff and athletes across the performance programmes are fully engaged in the equality training offer.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Ensure that the equality training programme reaches all sections of the workforce and the sport and that this offer is regularly reviewed to embrace emerging themes and job-specific requirements.

3.3 Equality and/or strategic equality objectives are evident in key corporate processes.

Not met ☐ **Partly met** ☐ **Met** ☒ **Yes**

DSL comments and list of key, relevant evidence seen by DSL:

Scottishathletics strategy *Building a Culture of Success* has equality embedded in it yet it is still visible. From the vision, through the mission, in its purpose and as a key value, equality is evident. Through the strategy the CEO works with senior managers to develop annual operational plans that are informed by the equality data, annual monitoring report, gap analysis, equality targets and equality impact assessments. These are then fed down into work programmes. Progress is monitored through an Annual Tracker as well as progress with the gap analysis. Equality is evident in all elements of HR process and people development from recruitment and selection through to the performance review processes. As previously mentioned equality is evident in the organisation's risk register and policy tracker.

One area where equality is still relatively new in terms of embedding is the area of performance and while some progress has been made this is clearly an area where more equality progress can be made. In addition, it may be helpful to formalise equality in the procurement process (and wellbeing) so that it is a key consideration when assessing partnership bids or tenders.

EQSA's analysis:

The EQSA can clearly see how equality has been embedded into key corporate processes and it is very positive to see the progress that has been made in this area since achieving the previous level. Going forward the SGB should continue to review its systems and processes to ensure that they create a mechanism through which equality can continue to be embedded.

During the pre-assessment meeting a discussion with the CEO and Lead Officer took place regarding recruitment and the SGB openly recognises that its attempts to attract a diverse range of applicants has had limited success to date. Going forward the EQSA would encourage **scottishathletics** to consider alternative approaches to the recruitment of staff, Board and Equality Advisory Group members, potentially through a 'meet the buyer' approach prior to a formal interview process.

Action to meet the requirement (if Not met or Partly met):

None required.

Recommendations for future consideration:

- Continue to ensure that staff inductions and the PDR process includes equality and recognises the individual commitments that staff have made to embedding equality within their own departments
 - Consider developing a two stage recruitment process which begins with a less formal 'meet the buyer' open house approach to encourage more diverse applicants to apply.
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EQSA overall outcome following assessment:

Scottishathletics has achieved the Advanced Level of the Equality Standard for Sport.

Signed (EQSA) - Louise Tideswell

Date - August 2019

Signed (sportscotland) - Fiona Lilley

Date – August 2019