

ROYAL AIR FORCE CENTRAL FUND EDI POLICY



A MESSAGE FROM OUR CEO



One of our five key values as an organisation is Everyone Matters.

This is the foundation upon which we support our teams and our beneficiaries.

Equality, Diversity and Inclusivity in the RAF Central Fund is all about:

- providing equality of access to sports and physical activity regardless of our beneficiaries age, ability, gender, race, ethnicity, sexuality or socio-economic status. We do this by ensuring that our grants and services both directly and indirectly (through the Sports Associations) are accessible and open to all
- recognising inequalities and areas lacking in diversity and inclusivity and addressing them.

To demonstrate this commitment, the RAF Central Fund aims to:

- deliver a minimum standard of 30% of each gender in its senior leadership team, committees and Board
- meet the national average representation from ethnically diverse communities in the senior leadership team, committees and Board*
- regularly encourage team members to refresh their knowledge of the Funds Equality and Diversity Policy which contains the standards we expect from each other in order to deal with people fairly and respectfully
- ensure that recipients of our grants, programmes and services are treated in accordance with our Equality and Diversity Policy.

As of 1 March 2026 we have:

- exceeded our overall gender goal but have work to do within some cohorts
- improved our diversity and retained our membership and involvement with Sporting Equals as part of our objective to continually improve in this area.

We will update our progress annually.

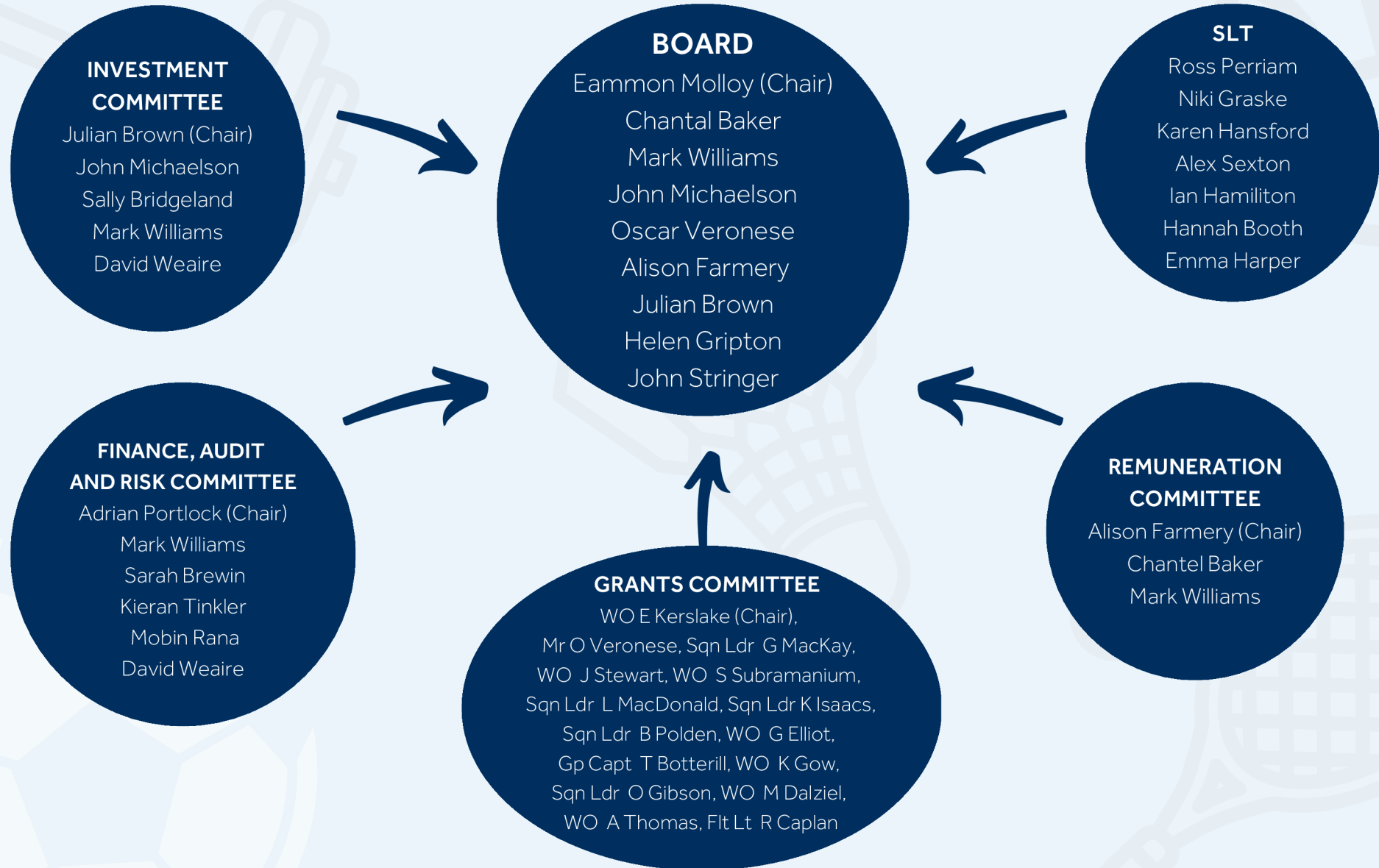
A stylized, handwritten signature in black ink, appearing to be 'R Perriam'.

Ross Perriam
CEO, RAF Central Fund

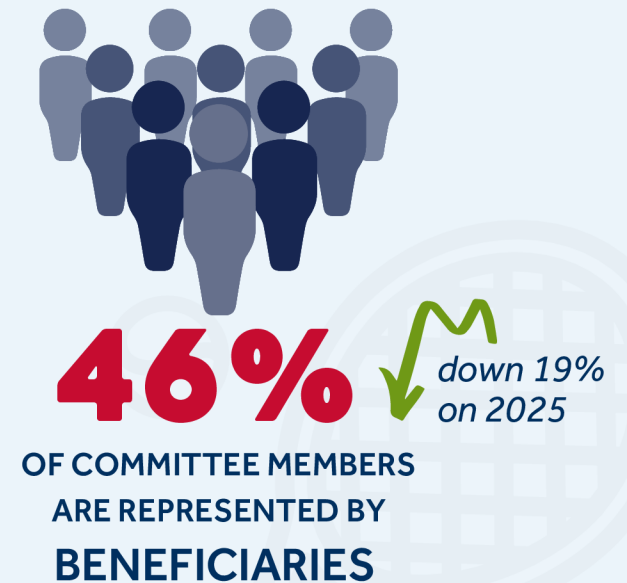
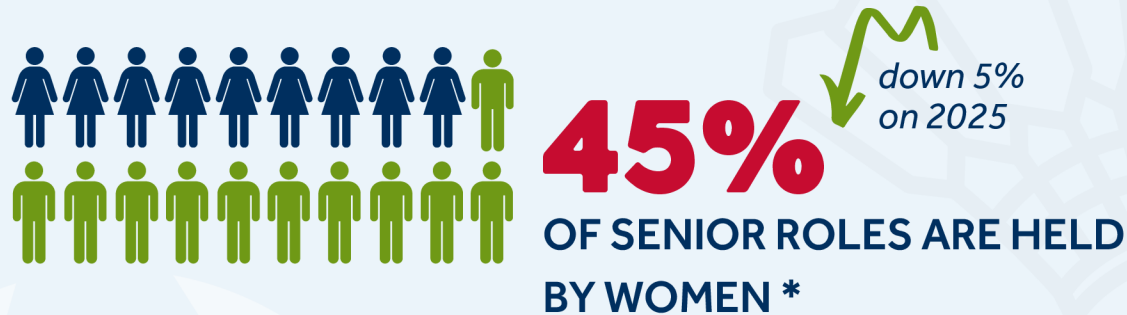
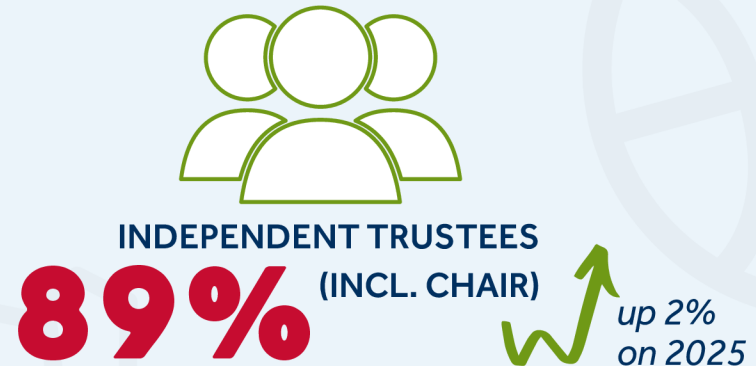
*13% as of 2011 census



RAF CENTRAL FUND BOARD, COMMITTEES AND SENIOR LEADERSHIP TEAM



RAF CENTRAL FUND DIVERSITY



*BOARD, SLT AND COMMITTEE CHAIRS

DIVERSITY ACTION PLAN

<p>RECRUITMENT</p> <p>How the RAFCF will attract an increasingly diverse range of candidates.</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board, committees and SLT</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board, committees and SLT</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to EDC, disability, LGB&T and socio-economic)</p>	<p>Identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets</p>	<p>The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p>The board shall ensure the organisation prepares and publishes on its website (approved by the Board) an annual update on progress against actions</p>
<p>Objectives that the actions below support</p>			<p>✓</p>	<p>✓</p>		<p>✓</p>
<p>Priorities</p>	<p>Actions</p>		<p>Person(s) Responsible</p>	<p>Completion Date</p>		
<p>Short Term: RAFCF will publicly commit to continuing its drive to welcome and promote diversity and inclusion.</p>	<p>We will display this action plan on the RAFCF website.</p>		<p>Head of Marketing and Communications</p>	<p>Met and ongoing</p>		
<p>Medium Term: RAFCF will commit to advertising Board and Senior Posts through partners such as:</p> <ul style="list-style-type: none"> • Sporting Equals • Women in Sport. 	<p>Partners with a reach into underrepresented communities will be contacted to promote every Board and Senior post that becomes available.</p>		<p>COO</p>	<p>Met and ongoing</p>		
<p>Long Term: RAFCF will annually review the prior 12 months new posts paying particular attention to:</p> <ul style="list-style-type: none"> • The number and location of posts advertised • The source of the applications • The diversity of candidates that applied • The diversity of the successful candidates. 	<p>We will keep detailed records of all advertised posts and record the response rates and data relating to the candidates (in line with GDPR) and produce an annual headline summary.</p>		<p>CEO</p>	<p>Met and ongoing</p>		

<p>ENGAGEMENT</p> <p>Ensuring that our commitment to diversity is communicated through internal practices and externally.</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board committees and SLT</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board committees and SLT</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)</p>	<p>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets</p>	<p>The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making</p>	<p>The board shall ensure the organisation prepares and publishes on its website information (approved by the Board) including an annual update on progress against actions identified</p>
<p>Objectives that the actions below support</p>	<p>✓</p>	<p>✓</p>			<p>✓</p>	
<p>Priorities</p>	<p>Actions</p>			<p>Person(s) Responsible</p>	<p>Completion Date</p>	
<p>Short Term: RAFCF will publicly commit to a minimum standard of diversity on its board.</p>	<p>We will display our commitment on our website.</p>			<p>Head of Marketing and Communications</p>	<p>Met and ongoing</p>	
<p>Medium Term: RAFCF will use its influence to communicate to stakeholders and partners the importance of promoting diversity in their organisations.</p>	<p>We will use appropriate channels to promote:</p> <ul style="list-style-type: none"> a) the benefits of diversity to the senior teams of stakeholders b) opportunities for welcoming underrepresented groups to take part in sport and physical activity in the RAF 			<p>CEO / COO</p>	<p>Ongoing</p>	
<p>Long Term: RAFCF will annually review the diversity of its Board, SLT and committees against the targets it has set itself and publicly report the findings.</p>	<p>We will review its composition each year in relation to its public commitment. It will display the results of this review on its website along with the actions taken to achieve these results.</p>			<p>CEO</p>	<p>Met and ongoing</p>	

<p>PROGRESSING TALENT FROM WITHIN</p> <p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board committees and SLT</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board committees and SLT</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally/including but not limited to BAME, disability, LG&T and socio-economic)</p>	<p>Identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets</p>	<p>The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p>The board shall ensure the organisation prepares and publishes on its website information (approved by the Board) including an annual update on progress against actions identified</p>
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<p>Priorities</p>	<p>Actions</p>			<p>Person(s) Responsible</p>	<p>Completion Date</p>	
<p>Short Term: RAFCF ensures that all employees have a formal, annual opportunity to discuss their career opportunities and to agree goals for the coming year that are designed to help them achieve those objectives.</p>	<p>The employee annual review form will be reviewed to ensure it captures employees career goals and helps to provide a pathway for achieving those goals.</p>			<p>COO</p>	<p>Met and ongoing</p>	
<p>Medium Term: RAFCF will provide the senior team the awareness and tools to support the promotion of diversity from within.</p>	<p>We will provide training opportunities for the senior team to develop their skills around fair selection and unconscious bias training.</p>			<p>COO</p>	<p>Ongoing</p>	



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