

AQUATICS GB

2025 ANNUAL REPORT

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COMPANY INFORMATION

For the year ended 31 March 2025

CHAIR

Karen Webb Moss

DIRECTORS

Drew Barrand

Aimee Booker

David Robert Carry

Corinne Lisa Cunningham

Fergus Gerard Feeney

Caroline Jane Green

Graeme Robertson Marchbank

Piers Alexander Rishad Martin

Nili Safavi

Sara Marian Todd

Joan Wheeler

COMPANY SECRETARY

Ashley Cox

COMPANY REGISTRATION NUMBER

4092510

REGISTERED OFFICE

Aquatics GB (trading as British Swimming Ltd.)

Pavilion 3

Sportpark

3 Oakwood Drive

Loughborough

LE11 3QF

BANKERS

Lloyds Bank

37/38 High Street

Loughborough

Leicestershire

LE11 2QG

Coutts & Co.

440 Strand

London

WC2R 0QS

AUDITOR

Haysmac

10 Queen Street Place

London

EC4R 1AG

CEO REPORT

2024/25 has been a year of real momentum for Aquatics GB — a year that's shown what's possible when ambition, collaboration, and purpose come together.

Our athletes delivered exceptional performances across the World and European Championships, with breakthrough results in diving, artistic swimming, and para-swimming. These weren't just medal wins — they were defining moments that reflected the growing depth of talent across our programmes and the strength of the systems supporting them. The consistency and competitiveness we're now seeing across disciplines is a clear sign that our long-term strategy is working.

This was also our first full year operating under the Aquatics GB brand, and the impact has been clear. Our flagship events — including the Swimming and Diving Championships — drew sell-out crowds, strong broadcast audiences, and record levels of digital engagement. Through our social impact programme, we introduced hundreds of young people from underrepresented communities to aquatic sport, reinforcing our commitment to accessibility and inclusion.

We've also made meaningful progress across key areas of the organisation. Our Environmental Sustainability Strategy is now in motion, focusing on climate, waste, and water access. Our DEI Working Group — supported by independent experts — continues to shape our approach to equity and representation. Our Open Doors programme is helping athletes prepare for life beyond competition, offering mentorship and career development opportunities.

We've strengthened our international influence too, with continued representation on committees and working groups across World Aquatics and European Aquatics. These relationships are vital as we continue to shape the future of the sport, not just at home but globally.

Governance remains central to how we operate. We continue to meet the standards set by UK

Sport, and our Board — strengthened by new appointments — provides clear leadership and oversight. These foundations are critical as we look to the future.

As we move forward, our mission remains unchanged: to be the best aquatic organisation in the world — not just in performance, but in how we lead and innovate. The progress we've made this year gives us confidence in that direction.

Thank you to our athletes, staff, Board members, partners, and volunteers. Your dedication and belief in what we're building continues to drive Aquatics GB forward.



Drew Barrand
Chief Executive
Aquatics GB

ROLL OF HONOUR

2025 EUROPEAN AQUATICS DIVING CHAMPIONSHIPS

ANTALYA, TURKEY, 22ND–28TH MAY 2025

SILVER

- | | | |
|---|-------------|----------------------|
| 1 | Noah Penman | Men's 3m Springboard |
|---|-------------|----------------------|

BRONZE

- | | | |
|---|-----------------------------------------|--------------------------------|
| 1 | Leon Baker, Hugo Thomas | Men's 3m Springboard Synchro |
| 2 | Amy Rollinson, Desharne Bent-Ashmeil | Women's 3m Springboard Synchro |
| 3 | Benjamin Cutmore, Desharne Bent-Ashmeil | Mixed 3m Springboard Synchro |

2025 EUROPEAN AQUATICS ARTISTIC SWIMMING CHAMPIONSHIPS

FUNCHAL, PORTUGAL, 2ND–5TH JUNE 2025

GOLD

- | | | |
|---|----------------|----------------------|
| 1 | Ranjuo Tomblin | Men's Solo Technical |
|---|----------------|----------------------|

SILVER

- | | | |
|---|---------------------------------|----------------------|
| 1 | Isabelle Thorpe, Ranjuo Tomblin | Mixed Duet Technical |
|---|---------------------------------|----------------------|

BRONZE

- | | | |
|---|------------------------------|-----------------|
| 1 | Ranjuo Tomblin | Men's Solo Free |
| 2 | Holly Hughes, Ranjuo Tomblin | Mixed Duet Free |

ROLL OF HONOUR

2025 WORLD AQUATICS CHAMPIONSHIPS

SINGAPORE, 11TH JULY-3RD AUGUST 2025

SWIMMING

GOLD

- 1 Matthew Richards, James Guy, Jack McMillan,
Duncan Scott, Evan Jones, Tom Dean Men's 4x200m Freestyle Relay

SILVER

- 1 Benjamin Proud Men's 50m Freestyle

DIVING

SILVER

- 1 Yasmin Harper, Scarlett Mew Jensen Women's 3m Springboard Synchro

BRONZE

- 1 Jack Laugher, Anthony Harding Men's 3m Springboard Synchro

ARTISTIC SWIMMING

BRONZE

- 1 Isabelle Thorpe, Ranjuo Tomblin Mixed Duet Free

ROLL OF HONOUR

2025 WORLD PARA SWIMMING CHAMPIONSHIPS

SINGAPORE, 21ST–27TH AUGUST 2025

GOLD

1	Alice Tai	Women's S8 400m Freestyle	4	Faye Rogers	Women's SM10 200m IM
2	William Ellard	Men's S14 200m Freestyle	5	Bethany Firth	Women's S14 100m Backstroke
3	Poppy Maskill	Women's S14 200m Freestyle	6	Iona Winniffrith	Women's SB7 100m Breaststroke
4	Alice Tai	Women's S8 100m Backstroke	7	Astrid Carroll	Women's SB12 100m Breaststroke
5	Poppy Maskill	Women's S14 100m Backstroke	8	Faye Rogers	Women's S10 100m Butterfly
6	Faye Rogers	Women's S10 400m Freestyle	9	Olivia Newman-Baronius	Women's SM14 200m IM
7	Alice Tai	Women's S8 100m Butterfly	10	Rhys Darbey	Men's SM14 200m IM
8	Alice Tai	Women's S8 100m Freestyle	11	Alice Tai, Bruce Dee, Faye Rogers, Roan Brennan	Mixed 34pts 4x100m Medley Relay
9	Ellie Challis	Women's S3 50m Backstroke	12	Faye Rogers	Women's S10 100m Freestyle
10	William Ellard, Poppy Maskill, Dylan Broom, Georgia Sheffield	Mixed S14 4x100m Freestyle Relay	13	Brock Whiston	Women's SB8 100m Breaststroke
11	Grace Harvey	Women's SB5 100m Breaststroke	14	Olivia Newman-Baronius	Women's S14 100m Butterfly
12	Brock Whiston	Women's SM8 200m IM	BRONZE		
13	Poppy Maskill, Harry Stewart, William Ellard, Bethany Firth	Mixed S14 4x100m Medley Relay	1	Louise Fiddes	Women's S14 200m Freestyle
14	Poppy Maskill	Women's S14 100m Butterfly	2	Iona Winniffrith	Women's SM7 200m IM
15	William Ellard	Men's S14 100m Butterfly	3	Astrid Carroll	Women's S12 100m Backstroke

SILVER

1	Brock Whiston	Women's S8 400m Freestyle	5	William Ellard	Men's S14 100m Backstroke
2	Ellie Challis	Women's SB2 50m Breaststroke	6	Georgia Sheffield	Women's S14 100m Backstroke
3	Ela Letton-Jones	Women's S12 100m Backstroke	7	Harry Stewart	Men's SB14 100m Breaststroke

8	Olivia Newman-Baronius	Women's 14 100m Breaststroke	10	Brock Whiston	Women's S8 100m Butterfly
9	Grace Harvey	Women's SM6 200m IM	11	Bethany Firth	Women's SM14 200m IM

GOVERNANCE REVIEW

AQUATICS GB CHAIR FOREWORD

As Chair, I am proud to present the Aquatics GB 2025 Governance Review. The procedural structure of our organisation is an important component of the Annual Report. Each year, we undertake a review to detail how the operations and the administration of Aquatics GB works.

The Board comprises Nominated Directors from England, Scotland and Wales, with independent non-executive members; each with experience from a breadth of sectors within business and sport. The voice of the athlete is ensured through the official athlete representative and former swimmers.

The Board works closely with the Executive Team to offer strategic oversight, support, and guidance in relation to decision-making and in ensuring good governance is delivered throughout the organisation.

Aquatics GB is people-centred, we aim to do the right thing by our sports, and the individuals and stakeholders involved within it.

I, along with the Board and staff at Aquatics GB, warmly thank you for what has been another great year for aquatics. We look forward to 2025, a year with yet more competitive international events including the European Championships and the Glasgow 2026 Commonwealth Games.



Karen Webb Moss
Chair
Aquatics GB

COMPLIANCE WITH THE CODE FOR SPORTS GOVERNANCE

Good governance helps to ensure that the structures and systems that go into the decision-making and operations of Aquatics GB exist within a recognised framework. Having this framework enables the delivery of aquatics effectively, ensuring

accountability and transparency in achieving organisational strategy.

Aligning with the 'Code for Sports Governance', which is mandatory for sports organisations to receive public funding, is key for operating within a good governance framework and for the development of the sport. Public funding is a key stream for Aquatics GB that helps us to achieve our aims.

ANTI-DOPING

Aquatics GB continues to be fully committed to promoting a culture of doping-free sport across all aquatics disciplines by ensuring that all athletes and support personnel understand and practice the values of Clean Sport in their day-to-day activities.

EDUCATION

- Over 170 athletes received anti-doping education delivered by Aquatics GB or UKAD either face to face or online workshops
- Over 130 athletes and athlete support personnel have valid anti-doping e-learning in place.
- All World Class Programme athletes and associated athletes support personnel received required information in regard to the annually published Prohibited List and National TUE Pool.
- Aquatics GB has 4 UKAD accredited educators which has allowed us to be better facilitate education delivery.
- Outreach education stands were supported at Diving and Swimming events.

IN AND OUT OF COMPETITION TESTING

- To support out of competition testing as of March 2025, 50 athletes are required to provide their Whereabouts via ADAMS, from all aquatic disciplines. These athletes are required to make a submission every quarter in advance. Athletes receive regular reminders to ensure their ADAMS is up to date.
- Aquatics athletes make up 7% of the total UKAD combined testing pools.
- In and out of competition testing continues via Urine and Blood
- In competition testing was carried out by UKAD at the 2024 Diving, Para-Swimming and Swimming British Championships

DIVERSITY, EQUITY AND INCLUSION

In 2024-2025, Aquatics GB deepened its commitment to Diversity, Equity and Inclusion (DEI) through strategic actions and measurable progress.

The organisation launched its 2024–2028 DEI Action Plan, becoming the first National Governing Body to receive UK Sport approval under the Code for Sports Governance. Equity was embedded across operations, with targeted outreach and inclusive programming at flagship events, including Pride Swim and disability swim taster sessions. Enhanced data collection via the annual DEI survey provided richer demographic insights.

Representation of non-white individuals was 8%, with athlete diversity holding steady at 10%. Gender balance remained near parity across staff and athletes, and leadership roles saw a slight increase in female representation to 53%.

Community partnerships and inclusive initiatives have broadened engagement, while the DEI Action Group has informed future planning. These efforts reflect Aquatics GB's belief that inclusivity drives performance and long-term success.

RACE TO RECYCLE

Aquatics GB successfully launched the Race to Recycle initiative at the Aquatics GB Championships, delivering a sustainability and social impact programme aimed at reducing waste and improving access to elite racing suits. The initiative established a system where donated suits were recycled or redistributed to athletes facing financial hardship. Collection points were made available at the event, and eligible athletes were able to apply for pre-loved suits, with a small postage fee covering national distribution. The programme showcased Aquatics GB's commitment to sustainability and inclusion, helping to remove cost barriers and extend the life and impact of high-performance kit across the sporting community.

SUSTAINABILITY

Aquatics GB calculated its first operational carbon footprint at **3,550 tCO₂e**, with 100% of emissions in Scope 3. The main contributors were business travel (40%), purchased goods (27%) and accommodation (18%), with flights making up 84% of travel emissions. We are aligning with the **UN Sports for Climate Action Framework**, committing to cut

emissions by 50% by 2030 and reach net zero by 2040.

SOCIAL IMPACT

Aquatics GB delivered 10 days of social impact activity across 19 competition sessions, engaging nine stakeholders and five community partners. Over 1,000 children took part in inclusive aquatics sessions, supported by athletes and staff, while 980 complimentary tickets widened community access. Highlights included disability swimming tasters, Pride Swim 2024, holiday camp sessions, and diving masterclasses, with local children presenting medals and receiving swim gear to support their journey.

ROLE OF THE BOARD

The Board has collective responsibility for the management, direction and performance of the sport, and provides leadership within a framework of prudent and effective controls, which enable risk to be appropriately assessed and managed. The Board sets the strategic direction, ensuring that the necessary resources are in place for the sport to meet its objectives and deliver sustainable performance.

The Board takes a long-term outlook and sees itself as responsible to a wide range of stakeholders whilst pursuing its objectives in a manner consistent with its statutory duties for the benefit of the sports as a whole.

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

THE BOARD OF DIRECTORS

Drew Barrant
Aimee Booker
David Robert Carry
Corinne Lisa Cunningham
Fergus Gerard Feeney
Caroline Jane Green
Graeme Robertson Marchbank
Piers Alexander Rishad Martin
Karen Ruth Moss
Nili Safavi
Sara Marian Todd
Joan Wheeler

ROLES AND RESPONSIBILITIES

THE CHAIR

As Chair, Karen Webb-Moss holds responsibility for leadership of the Board, ensuring its effectiveness on all aspects of its role and setting its agenda. The Chair is responsible for creating an environment for open, robust and effective debate. This includes ensuring that the Directors receive accurate, timely and clear information.

CHIEF EXECUTIVE OFFICER (CEO)

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

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

The Senior Independent Non-Executive Director (SID) provides support to the Chair and acts as an independent point of contact for the Board Directors, stakeholders and staff. Corinne Cunningham is the SID.

COMPANY SECRETARY

Ash Cox serves as Company Secretary. In this role, he is responsible for the efficient administration of the company, particularly regarding ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the Board of Directors are implemented.

SENIOR MANAGEMENT TEAM (SMT)

The SMT consists of all those with line management experience and a level of budgetary responsibility. The SMT meets quarterly. Much of the organisation's strategy delivery comes from the SMT, which also has responsibility to review and challenge the business strategic risk register.

This forum promotes collaborative and informed working practices across all directorates. Crucially, the SMT is where the organisation's future senior leaders will come from, so there is a significant mutual commitment to learning and development.

The Senior Management Team comprises:

Drew Barrand, CEO

Chris Spice, Performance Director

Ash Cox, Chief Operating Officer and General Counsel

Adam Clarke, Performance Strategy and Operations Director

Matt Ashman, Sports Science and Sports Medicine Director

Janine Harriman, Director of People and Culture

INTERNATIONAL INFLUENCE

BRITISH DELEGATES

The role that our international delegates play within our international relations programme remains essential to our ability to have influence in the development of the sport at both a continental and world level. It remains vital that they can be involved in decision making and governance structures which influence decisions being made on the world stage.

INTERNATIONAL DELEGATE POSITIONS WITHIN EUROPEAN AQUATICS HELD BY BRITISH REPRESENTATIVES FROM 2025-2028

Graeme Marchbank

European Aquatics Bureau member

Craig Hunter

Chair, European Aquatics Technical Swimming Committee

Liam Tancock

Chair, European Aquatics Athletes' Committee & European Aquatics Bureau member

Ashley Cox

Chair, European Aquatics Integrity Unit Council

Alexei Evangulov

Member, European Aquatics Technical Diving Committee

Maria Ramos

Member, Vice Chair European Aquatics Technical Artistic Swimming Committee

Melanie Beck

Secretary, European Aquatics Technical High Diving Committee

Piers Martin

Member, European Aquatics Technical Water Polo Committee

Nicola Latty

Member, European Aquatics Technical Masters Committee

Simon Rothwell

European Aquatics Honorary Member

INTERNATIONAL DELEGATE POSITIONS WITHIN WORLD AQUATICS HELD BY BRITISH REPRESENTATIVES**Craig Hunter**

World Aquatics Vice Chairman, Technical Swimming Committee

Melanie Beck

World Aquatics Honorary Secretary, High Diving Technical Committee

Melanie Beck

World Aquatics Member, Technical Diving Committee

Ashley Cox

World Aquatics Athlete Safeguarding Council Member

Jack Laughher

World Aquatics Athletes Committee

Josh Rudd

World Aquatics Sustainability Advisory Group Member

INTERNATIONAL DELEGATE POSITIONS WITHIN WORLD PARA SWIMMING HELD BY BRITISH REPRESENTATIVES:**Sue Prasad**

Head of Technical Control & Officiating, Technical Swimming Committee

Carl Payton

Researcher, WPS Classification Review Project Management Group

Robert Aubry

World Para Swimming Sport Committee Member

The Aquatics GB International Relations work is managed and monitored by the following sub-group to the Aquatics GB Board:

Karen Webb Moss

Chair, Aquatics GB

Drew Barrand

CEO, Aquatics GB

Ashley Cox

Chief Operating Officer and General Counsel, Aquatics GB

Chris Spice

Performance Director, Aquatics GB

Graeme Marchbank

Scottish Swimming Chair and Board Member, Aquatics GB

Piers Martin

Board Member, Aquatics GB

Chris Harvey

International Relations Advisor, UK Sport

Vicki Aggar

Sport Advisor, UK Sport

Rob Henderson

Governance and Operations Officer, Aquatics GB

Craig Hunter**Melanie Beck****Maria Ramos****Liam Tancock**

KEY ACTIVITIES THIS YEAR

- **July 2025:** Drew Barrant and Karen Webb Moss attended the World Aquatics Championship and World Aquatics Congress in Singapore (SGP).
- **September 2025:** Drew Barrant attended the European Aquatics Congress in Tbilisi (GEO).
- At the **World Aquatics Championships**, we had Sean Dawson (swimming) Victoria Tomlinson (diving), Allison Pratt (artistic swimming) and Maxim Gerasimov (water polo) selected to officiate at the Championships, along with Craig Hunter and Melanie Beck within their respective technical roles with World Aquatics.
- For the **World Para Swimming Championships**, we had Susan Barker, Christine Golightly, Susan Prasad and Tony Ward attend as technical officials.

AQUATICS GB BOARD MEETINGS 2024/2025 ATTENDANCE RECORD

	Role	Apr-24*	Jun-24	Sept-24	Nov-24	Feb-25
Karen Webb Moss	Chair	Y	Y	Y	Y	Y
Drew Barrand	CEO	Y	Y	Y	Y	Y
Corinne Cunningham	Senior Independent Member	Y	Y	Y	Y	Y
David Carry	Independent Member	Y	Y	Y*	Y*	Y
Piers Martin	Independent Member	Y	Y	Y	Y	Y
Nili Safavi	Independent Member	N/A	Y	Y	Y	Y
Aimee Booker	Athletes' Representative	Y	Y*	Y*	Y	Y
Fergus Feeney	Swim Wales Nominee	Y	Y*	Y	Y	N
Graeme Marchbank	Scottish Swimming Nominee	Y	Y	Y	Y	Y
Caroline Green	Swim England Nominee	Y	Y	Y*	Y*	N
Jane Nickerson	Swim England Nominee	Y	Y	N	Y	N/A
Keith Ashton	Swim England Nominee	Y	Y	Y	Y	N/A
Sara Todd	Swim England Nominee	N/A	N/A	N/A	N/A	N
Joan Wheeler	Swim England Nominee	N/A	N/A	N/A	N/A	Y
Amelia Watts-Jones	Board Apprentice	N/A	N/A	N/A	N/A	Y

PEOPLE AND CULTURE UPDATE

OPEN DOORS PROGRAMME

The Open Doors initiative continues to gain momentum, offering elite athletes meaningful exposure to the operational side of a National Governing Body. From its launch in late 2024 to the induction of Olympic and Paralympic champions in early 2025, the programme fosters cross-functional understanding and prepares athletes for life beyond competition. With mentorship embedded and departmental engagement underway, Open Doors will continue to offer new opportunities for athletes into the future.

EMPLOYEE ENGAGEMENT

This survey was produced and circulated using Culture Amp and was completed for the period November 2023 - November 2024. The survey achieved an overall response rate of 72%. This was a response percentage decrease of 7% compared to the 2023 survey. The overall engagement score was 56% favourable, and received the most positive scores against alignment and involvement as well as engagement.

SEXUAL HARRASSMENT LEGISLATION

Following the introduction of new legislation, a working group was established to meet the legislative requirements. In addition to this, we maintain a safe and respectful workplace through clear policies, mandatory training, and feedback channels, supported by onboarding and exit surveys to drive continuous improvement.

FINANCIAL REVIEW

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025

INTRODUCTION

The Board presents its strategic report for the year ended 31 March 2025.

Aquatics GB, trading as British Swimming Limited, is the national governing body for aquatic sport; responsible for the delivery of the representative British teams in Swimming, Para-Swimming, Diving, Artistic Swimming and Water Polo.

The organisation has a twofold strategic remit:

- To achieve medal success on the global stage, principally at the Olympic and Paralympic Games
- To grow the profile of aquatic sport in the UK through the success of British athletes and teams

BUSINESS REVIEW

The financial year, ended 31 March 2025, was the first full year for the organisation functioning under the new Aquatics GB brand. This was a strategic move designed to unify all of the aquatic disciplines under a single banner with the aim of creating a stronger brand, enhance our events and build a more attractive commercial proposition to drive investment.

The year began with the delivery of a revamped Aquatics GB Swimming Championships in April, the biggest annual domestic event in the calendar which acts as the core selection meet from which athletes and teams were chosen for the Paris 2024 Olympic and Paralympic Games.

Given the importance of the meet, a number of strategic decisions were made to raise the overall positioning of the event. Aquatics GB moved the Championships to a new permanent home at the London Aquatics Centre as it was deemed to be the most suitable major events venue in the country.

This was implemented through a new five-year deal with the venue operators. For the first time the meet showcased a fully integrated schedule for both able-bodied and para-swimmers - essentially merging what had previously been two separate championships into one.

COMMERCIAL

- A landmark broadcasting deal for the Championships was struck with the BBC and Channel 4 which delivered a live audience of over half a million viewers for the event.
- Speedo increased its investment to take the title partnership naming rights
- A renewed focus on ticketing promotion led to a sold-out event
- There was a significant increase in production and digital content levels to drive a broader audience to the event which delivered a record-breaking statistic of over 3 million social media engagements.
- In another first, through a range of strategic local partnerships, Aquatics GB delivered a social impact programme around and throughout the Championships resulting in over 800 children from disadvantaged backgrounds being introduced to aquatic sports.

A similar approach was taken for the Aquatics GB Diving Championships, staged at Sandwell in May, which provided significantly increased exposure for the event and it was here that our diving team was selected for the Olympic Games in Paris.

THE OLYMPIC AND PARALYMPIC GAMES IN PARIS

Despite several challenging circumstances, ranging from a COVID outbreak in the Olympic village to operational and logistical issues such as transport and catering; Aquatics GB equalled its best-ever result at an Olympic Games returning home with 11 medals across swimming, diving, and artistic swimming.

- This result included a historic feat of a back-to-back gold medal in the men's 4x200m relay with the same four athletes hitting the top of the podium in Paris as they had done in Tokyo three years earlier – a first ever achievement for a relay team.
- The diving team produced Britain's best-ever haul of five medals (1 x silver, 4 x bronze) including another medal for Tom Daley in his fifth Olympic Games.
- Kate Shortman and Izzy Thorpe created a historic moment when they won a silver medal in the Artistic

Swimming duet competition – GB's first ever medal in this discipline.

The strong performances continued into the Paralympic Games with British swimmers dominating in the pool and returning with a haul of 32 medals (18 x gold, 8 x silver, 6 x bronze) including success for multiple debutants and placing GB second in the world on the para-swimming medal table. The conversion rate of medals to gold was our best in over a century.

Across the Olympic and Paralympic Games, aquatic sport contributed 22% of the British medal success at the Paris 2024 Games, a medal haul greater than any other sport.

The conclusion of the Games marked the retirement of Bill Furniss, the Swimming Head Coach, after 50 years in the sport – a fitting end to a storied career. Bill is succeeded by Steven Tigg, previously Head Coach at the Performance Centre in Stirling, who was appointed to the role in October 2024 following a competitive recruitment process.

PERFORMANCE FUNDING

Off the back of the record-equalling Games performance and strong indicative signs in the talent pathway for the coming years, UK Sport reaffirmed its continued commitment to aquatic sport confirming a £37,925,000 investment for the four years of the cycle running through to the Los Angeles Games in 2028 as part of a wider £330 million funding package for Olympic and Paralympic sport (details available via UK Sport website). This represents an increase of close to £1 million compared to the Paris cycle to 2024.

The monies include criteria for the transition of the artistic swimming programme into a fully-fledged World Class Programme, investment into an innovation project around female athlete development, and an overhaul of the funding programme for camps and competitions for para-swimmers.

Away from performances in the pool, Aquatics GB implemented several other new initiatives designed to help grow the capability and impact of the organisation.

- The Open Doors programme was launched providing an opportunity for athletes to shadow Aquatics GB

employees and receive one-on-one mentorship support to help prepare them as they looked ahead to their post competitive careers.

- A Diversity, Equity and Inclusion Working Group was created, with AGB Board Director Piers Martin installed as Chair supported by a collective of independent experts. This will strengthen the organisation's development in this area.

- While on Earth Day, the organisation launched its Environmental Sustainability Strategy for the next four years, detailing plans around the three core areas of carbon and climate, waste and resources, and access to water.

On the Aquatics GB Board we welcomed three new Board directors - Nili Safavi, Joan Wheeler, and Sara Todd.

Our thanks go to Keith Ashton and Jane Nickerson who left their Board roles following significant and well-respected long-term contributions.

PRINCIPAL RISKS AND UNCERTAINTIES

The Aquatics GB senior management team maintain and regularly review a strategic risk register. This is reviewed by both the Audit & Risk Committee and the Board. Risks are categorised and mitigation strategies are in place for each risk, with action plans agreed and monitored where needed in order to strengthen mitigation.

The principal risks are:

- a) Unsustainable costs (commercial and budget risk)
- b) Major events financial risk
- c) Lack of depth of talent pool or reduced talent pool
- d) Facilities access
- e) Data handling

FINANCIAL KEY PERFORMANCE INDICATORS

- Total income of £11,520,321 decreased by 5% in the financial year.
- Total expenditure of £11,799,702 decreased by 4% in the financial year.
- At the end of the financial year, the Group held an Income and Expenditure reserve of £312,063.
- Net Current Assets stood at £299,535 and Fixed Assets of £12,528 (2024: £nil).

- Assets include bank balances of £2,311,624.


It is noted that British Swimming Limited has posted a second consecutive year of loss. Since the completion of the 24/25 financial year, steps have been taken to address this situation via a staffing restructure which took place in April 2025. This has reduced the organisational staffing costs and is projected to halt the continuing losses and return the organisation to a more profitable position. This will be reflected in full in the 25/26 financial year audit report.

OTHER KEY PERFORMANCE INDICATORS

All sports set performance targets with UK Sport for their annual benchmark event in each year of the quadrennial cycle. The 2024/2025 performance results were as follows:

Sport	Benchmark Event	Olympic/Paralympic Events Target	Total Medals Achieved
Swimming	Olympics	6 – 8	5
Diving	Olympics	3 – 5	5
Artistic Swimming	Olympics	0	1
Para Swimming	Paralympics	25 - 35	32

This report was approved by the board and signed on its behalf.



Karen Ruth Moss

Director

Date: 12 September 2025

ACKNOWLEDGEMENTS

Aquatics GB would like to place on record its sincere appreciation to all the volunteers and professional staff in the three constituent countries who contributed to both domestic and international programmes for the good of the sport.

THANK YOU TO ALL CONTRIBUTORS TO THIS REPORT

Karen Webb Moss	Chair
Drew Barrand	Chief Executive
Ash Cox	Chief Operating Officer and General Counsel
Byron Vaughan	Performance Services Manager
Rob Henderson	Governance and Operations Officer
Janine Harriman	Director of People and Culture
Liz Johnston-Trow	Finance Lead
Olga Shuykova	Data, Information and Projects Officer
Lloyd Rogerson	Digital Communications and Marketing Manager
Claire Davenport	Director of Events & Marcomms
Wendy Lockton	Director of Business Operations

FOR PRODUCTION & EDITING

Getty Official photographers to Aquatics GB

PARTNERS AND SPONSORS

Aquatics GB wishes to express its thanks to the following companies and organisations for their support during the past 12 months.

Swim England	BBC Sport	DCMS	Dive Recorder
The City of Edinburgh Council	Swim Wales	English Institute of Sport	Everyone Active
GLL	Science in Sport	Loughborough University	Manchester City Council
Marketing Sheffield	ParalympicsGB	Plymouth City Council	Aberdeen City Council
SportScotland	Scottish Swimming	Sheffield City Trust	Speedo
Sport England	Sport Systems	Sport Wales	Stirling High Performance Centre
Swansea High Performance Centre	UK Sport	The National Lottery	ISOBAR
ColdZyme	University of Bath	Youth Sport Trust	Edinburgh Leisure
Brabners	Team GB	Evenbreak	Manchester Active
MMU Institute of Sport	SwimBetter	Kuene+Nagel	Channel 4
Teamworks			