

AQUATICS GB

2026 ANNUAL REPORT

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COMPANY INFORMATION

For the year ended 31 March 2026

CHAIR

Karen Webb Moss

DIRECTORS

Drew Barrand
Aimee Booker
Corinne Lisa Cunningham
Caroline Jane Green
Fergus Feeney
Graeme Robertson Marchbank
Piers Alexander Rishad Martin
Nili Safavi
Sara Marian Todd
Joan Wheeler
Ian Jones

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

Aquatics GB is on a mission to be the best aquatic organisation in the world with two clear objectives – to deliver success on the global stage and to grow the popularity of the sport at home.

The 2025/26 year was one of building and maintaining the momentum created from a successful Olympic and Paralympic Games in Paris.

As the first phase of a new four-year cycle, success in the water is about improving the breadth of our capability, bedding in new, young talent and strengthening our operating platform for the challenges to come.

The excellent work done by the Aquatics GB performance team in creating this base came to fruition at the European Aquatics Championships in Paris in August 2026 where Great Britain were crowned European Champions, topping the overall aquatics medal table for the first time in history as well as the individual discipline tables for swimming and artistic swimming.

The emergence of fresh talent, the growth of our female athlete base, and the continuing excellence of our more established performers combined to create an eye-catching outcome with the potential to deliver even greater impact on the world stage in the coming years.

Outside of the pool, Aquatics GB continues to capture the imagination of the British public, delivering record engagement across events and digital and broadcasting platforms.

The growth of audience on social media was a particular highlight – attracting over 200 million organic content views in the calendar year of 2025, a 30% growth on the previous year and ranking aquatics as the fastest growing British sport on digital platforms.

The continuing evolution of the fan experience at domestic aquatics events supports this broader audience engagement creating genuine connections with the sport's fanbase in the UK.

This ever-growing engagement is bolstering the commercial proposition that Aquatics GB is able to put forward and is laying a strong platform for increased revenues, new opportunities and financial prosperity in the future.

None of the success of the last 12 months would have been possible without the myriad of people involved in our organisation on a day-to-day basis – from the Aquatics GB internal team to the significant list of external stakeholders that we are fortunate to work with every year.

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



Drew Barrant
Chief Executive
Aquatics GB

ROLL OF HONOUR

2026 COMMONWEALTH GAMES

GLASGOW, SCOTLAND, 24th – 29th July 2026

SWIMMING

GOLD

1	Duncan Scott	Men's 200m Individual Medley
2	Angharad Evans	Women's 100m Breaststroke
3	Filip Nowacki	Men's 200m Breaststroke
4	Angharad Evans	Women's 200m Breaststroke

SILVER

1	Oliver Morgan	Men's 50m Backstroke
2	Katie Shanahan	Women's 200m Backstroke
3	Filip Nowacki	Men's 100m Breaststroke
4	Oliver Morgan	Men's 200m Backstroke
5	Keanna Macinnes	Women's 100m Butterfly
6	Matt Richards	Men's 100m Freestyle
7	Amalie Smith	Women's 400m Individual Medley
8	Oliver Morgan	Men's 100m Backstroke
9	Matt Richards	Men's 200m Freestyle
10	James Guy	Men's 200m Freestyle
11	Keanna Macinnes	Women's 200m Butterfly

BRONZE

1	Adam Ramsay-Peaty	Men's 100m Breaststroke
2	Thomas Dean	Men's 200m Individual Medley
3	Luke Greenbank	Men's 200m Backstroke
4	Adam Ramsay-Peaty	Men's 50m Breaststroke
5	Lauren Cox	Women's 50m Backstroke
6	Imogen Clark	Women's 50m Backstroke
7	Amalie Smith	Women's 200m Individual Medley

ROLL OF HONOUR

2026 COMMONWEALTH GAMES

GLASGOW, SCOTLAND, 24th – 29th JULY 2026

PARA-SWIMMING

GOLD

1	Alice Tai	Women's 100m Backstroke S9
2	Brock Whiston	Women's 100m Breaststroke SB8
3	Faye Rogers	Women's 200m Individual Medley SM10
4	Georgia Sheffield	Women's 200m Freestyle S14
5	Stephen Clegg	Men's 50m Freestyle S13
6	William Ellard	Men's 200m Freestyle S14

SILVER

1	Ela Letton-Jones	Women's 100m Freestyle S13
2	Poppy Maskill	Women's 200m Freestyle S13
3	Stephen Clegg	Men's 100m Freestyle S13

BRONZE

1	Bethany Firth	Women's 200m Freestyle S14
2	Bruce Dee	Men's 50m Freestyle S7
3	Iona Winnifirth	Women's 100m Breaststroke SB8
4	Matthew Redfem	Men's 100m Freestyle S13
5	Rhys Darbey	Men's 200m Freestyle S14
6	Toni Shaw	Women's 100m Freestyle S9

ROLL OF HONOUR

2026 EUROPEAN CHAMPIONSHIPS

PARIS, FRANCE, 31ST JULY -16TH AUGUST 2026

SWIMMING

GOLD

- | | | |
|---|---|------------------------------|
| 1 | Freya Colbert, Abbie Wood, Leah Schlosshan, Freya Anderson, Theodora Taylor, Amalie Smith | Men's 4x200m Freestyle Relay |
| 2 | Kate Shanahan | Women's 200m Backstroke |
| 3 | Matthew Richards, Jack McMillan, James Guy, Duncan Scott, Tyler Melbourne-Smith, Tom Dean | Men's 4x200m Freestyle Relay |
| 4 | Angharad Evans | Women's 100m Backstroke |
| 5 | Filip Nowacki | Men's 200m Breaststroke |
| 6 | Keanna Macinnes | Women's 200m Butterfly |
| 7 | Jack McMillan, Matt Richards, Freya Colbert, Freya Anderson, Tyler Melbourne-Smith, Leah Schlosshan | Mixed 4x200m Freestyle |
| 8 | Lauren Cox, Angharad Evans, Keanna Macinnes, Freya Colbert, Katie Shanahan, Emily Richards, Theodora Taylor | Women's 4x100m Medley Relay |

SILVER

- | | | |
|---|----------------|--------------------------------|
| 1 | Amalie Smith | Women's 400m Individual Medley |
| 2 | Angharad Evans | Women's 200m Breaststroke |

BRONZE

- | | | |
|---|----------------|------------------------------|
| 1 | Max Litchfield | Men's 400m Individual Medley |
| 2 | Freya Colbert | Women's 200m Freestyle |
| 3 | Lauren Cox | Women's 50m Backstroke |
| 4 | James Guy | Men's 200m Freestyle |

DIVING

GOLD

- | | | |
|---|--------------------------|------------------------------|
| 1 | Maise Bond, Lois Toulson | Women's 10m Platform Synchro |
| 2 | Maise Bond | Women's 10m Platform |

ROLL OF HONOUR

SILVER

- 1 Jack Laugher
- 2 Yasmin Harper

Men's 1m Springboard
Women's 3m Springboard

BRONZE

- 1 Jordan Houlden
- 2 Desharne Bent-Ashmeil
- 3 Ross Haslam

Men's 1M Springboard
Women's 1m Springboard
Men's 3m Springboard

ARTISTIC SWIMMING

GOLD

- 1 Ranjuo Tomblin
- 2 Isabelle Thorpe, Ranjuo Tomblin
- 3 Isabelle Thorpe, Ranjuo Tomblin
- 4 Ranjuo Tomblin

Men's Solo Technical
Mixed Duet Free
Mixed Duet Technical
Men's Solo Free

BRONZE

- 1 Isabelle Thorpe, Kate Shortman

Women's Duet Technical

CHAIR FOREWORD

As Chair, I am proud to present the Aquatics GB 2026 Annual Report. On behalf of the Aquatics GB Board, the staff and the athletes on our World Class Programme – we are grateful for your continued support and for working with us for what has been another successful year in and out of the water.

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 actively and formally represented through the official athlete representative who is voted onto our Board by athletes from across all disciplines.

Working closely with the Executive Team, the Board provides strategic oversight and guidance; to support effective decision making and ensures good governance is delivered across the organisation.

I am proud that we can strongly state that Aquatics GB is a people-focused organisation, where we place our staff and athletes at the heart of what we do and where our decisions are taken with a commitment to act in the best interests of our people, our sports and our stakeholders. Our approach to diversity, equity and inclusion is vital to this where we want to ensure aquatics sport is for everyone to feel they belong and that our sport is accessible to all.

We now look ahead to a positive 2027 with a busy and exciting calendar of international competition, including innovative event concepts and the World Aquatics Championships in Budapest.



Karen Webb Moss
Chair
Aquatics GB

SPORTS GOVERNANCE CODE COMPLIANCE

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 remains committed to promoting a culture of doping-free sports 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.

We are committed to protecting the integrity of our sports and work in partnership with UK Anti-Doping (UKAD), World Aquatics (WA) and the International Paralympic Committee (IPC) to ensure all aquatic sports are clean sports.

To demonstrate this commitment, and in line with the Assurance Framework, a revised Clean Sport Education Strategy for January 2025 to December 2028 has been developed and implemented.

We continue to work closely with UKAD to ensure compliance with the Assurance Framework.

EDUCATION AND AWARENESS

Education delivery continues to evolve through a range of methods, including in-person workshop and Q & A sessions. This approach provides a more relaxed learning environment, encourages greater engagement and allows more experienced athletes to support those athletes progressing through the performance pathway by sharing real-life experiences.

Remote workshops still occur but the move is towards a more relaxed delivery environment resulting in greater engagement.

For the 12 months starting 1st April 112 individual athletes have attended at least one in-person education workshop.

Athletes and staff continue to complete anti-doping e-learning on selection to a camp or competition and at the 2-year renewal.

Outreach

We continue to deliver outreach education at Aquatics GB events. This is primarily focussed at the Next Gen Swimming Championships.

Clean Sport Week

Aquatics GB actively participated in the UKAD Clean Sport Week, with athletes across all disciplines involved in the campaign. Clean Sport Week is an annual national awareness campaign to promote fair play, integrity and drug free sport across the UK.

WHEREABOUTS

For the 12 months starting 1st April 2025, 71 individual athletes have been required to provide their Whereabouts, with an average of 51 athletes at any one time. This includes athletes across all aquatic disciplines.

Aquatics athletes may be included in one or more testing pools. Athletes in these pools are required to submit and maintain accurate Whereabouts information through ADAMS. Current testing pools are:

- UKAD
- World Aquatics
- IPC

Aquatics GB currently has athletes included within both the UKAD and World Aquatics testing pools. Para-swimming athletes are currently included within the UKAD testing pool.

ASSURANCE FRAMEWORK

Working closely with UKAD, Aquatics GB remains compliant with the Assurance Framework. Policies and procedures are regularly reviewed to ensure they remain effective and compliant.

TESTING

During the 12-month period from 1st April 2025 to 31st March 2026, UKAD conducted more than 7,800 tests across 46 National Governing Bodies.

Out-of-competition testing remained the primary focus, accounting for approximately 75% of all testing conducted. Across the same period, aquatic sports received 224 tests, comprising 37 in-competition tests and 187 out-of-competition tests. Based on the volume of testing conducted by UKAD, Aquatics GB was the 10th most tested National Governing Body.

Please note the above information relates to domestic tests conducted by UKAD and does not include any data from WA or IPC.

KEY STATISTICS

- More than 110 athletes attended in-person anti-doping education sessions.
- More than 360 athletes and athlete support personnel maintained valid anti-doping e-learning certification.
- All World Class Programme athletes and associated athlete support personnel received information on the annual Prohibited List and National TUE Pool.
- Aquatics GB has four UKAD accredited educators, supporting the delivery of education across all disciplines.
- More than 70 athletes across aquatic disciplines were required to submit and maintain Whereabouts information through ADAMS.
- Aquatics athletes represented approximately 7% of the combined UKAD testing pools throughout the year.
- UKAD conducted 224 tests across aquatic sports, including 37 in-competition and 187 out-of-competition tests.

DIVERSITY, EQUITY AND INCLUSION

In 2025-2026, Aquatics GB continued to embed DEI across the organisation through the delivery of the 2024-2028 DEI Action Plan and the development of updated priorities for 2026-2028. Progress was made across governance, culture, workforce development and community engagement, with a continued focus on creating an environment where everyone can belong and thrive.

The DEI function saw a change in leadership, with Chloe Castello appointed Diversity Equity Inclusion and Safeguarding Manager, succeeding Josh Rudd in the role. Aquatics GB would like to thank Josh Rudd for his valued contribution to the organisation and his contributions to DEI activity.

Key achievements included the completion of the Open Doors Programme, supporting athletes transitioning from the World Class Programme, the introduction of a Boardroom Apprentice to bring greater youth representation into governance, and the establishment of a majority-female Board. Partnerships with BADU, Level Water, Everyone Active and AP Race also helped broaden participation opportunities and strengthen engagement with underrepresented communities at the Aquatics GB Championships.

We further strengthened our approach to inclusion and accountability through regular engagement with the DEI Advisory Group, policy reviews, and the continued embedding of DEI considerations across the organisation.

Data collected in 2025 showed that while progress has been made in several areas, the data highlighted the need for continued focus on ethnic diversity, female representation within senior leadership, and more robust data collection. Fewer people completed the survey for the DEI Report than the previous year, so this is a key focus area moving forwards.

SUSTAINABILITY

Aquatics GB were part of the advisory group, which helped to shape The Blueprint – World Aquatics' Strategy. The approach was highlighted as a model of good practice and informed aspects of the strategy's design, demonstrating Aquatics GB's progress in this area being recognised and influential on a global level.

SOCIAL IMPACT

Aquatics GB's Social Impact programme delivered engagement with over 1000 people from the local community in east London across the week of the 2026 Aquatics GB Championships and during the lead up to the event. This meant reconnecting with several legacy partnerships, including BADU and Level Water.

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 responsibility for the long-term future of the sport, and is accountable to a wide range of stakeholders, while driving objectives that align with its statutory duties, for the benefit of Aquatics GB as a whole.

The Directors of the Board are selected based on their proven skills, experience and ability within their respective fields of expertise. Their diverse range of viewpoints helps them oversee the strategic direction of the organisation.

Aquatics GB and the Board would like to thank Fergus Feeney, David Carry, and Caroline Green as they conclude their time on the Board, recognising their unwavering commitment and dedication to supporting the Board. Our thanks also go to Amelia Watts-Jones - our first ever Board Apprentice who engaged fully across the year as part of the scheme that gives young people an insight into the dynamics of a Board environment.

Ian Jones, Chair of Swim Wales, has been welcomed onto the Aquatics GB Board, replacing Fergus Feeney as the Home Nations Nominated Director for Swim Wales following the completion of his second term.

THE BOARD OF DIRECTORS

Drew Barrand
Aimee Booker
David Robert Carry (resigned 4 February 2026)
Joan Wheeler
Sara Marian Todd
Corinne Lisa Cunningham
Fergus Feeney (resigned 8 November 2025)
Caroline Jane Green (resigned 22 May 2026)
Graeme Robertson Marchbank
Piers Alexander Rishad Martin
Karen Ruth Moss
Nili Safavi
Ian Jones (appointed 1 December 2025)

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 SMT, which also has responsibility to review and challenge the business strategic risk register.

This forum promotes collaboration and informed decision-making across all directorates. Within SMT, there is a strong emphasis on learning and development, as SMT is where the organisations future senior leaders will come from.

The SMT welcomed a new member, Steven Seligmann. Steven joined Aquatics GB in November 2025, as the Performance Team Development Director, leading the development of high-performance teams across all aquatics.

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

Steven Seligmann, Performance Team Development Director

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

Ashley Cox

World Aquatics Athlete Safeguarding Council Member

Jack Laughner

World Aquatics Athletes Committee

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 Barrant

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

CONTIUNED:**Piers Martin**

Board Member, Aquatics GB

Rob Henderson

Business Development Manager,
Aquatics GB

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

AQUATICS GB BOARD MEETINGS 2025/2026 ATTENDANCE RECORD

	Role	Apr-25*	Jun-25	Sept-25	Nov-25	Jan-26
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	N/A	Y
Nili Safavi	Independent Member	Y	Y	Y	Y	Y
Aimee Booker	Athletes' Representative	Y	Y	Y	Y	Y
Fergus Feeney	Swim Wales Nominee	Y	Y	Y	Y	N/A
Graeme Marchbank	Scottish Swimming Nominee	Y	N/A	Y	Y	Y
Caroline Green	Swim England Nominee	Y	Y	Y	Y	Y
Sara Todd	Swim England Nominee	Y	Y	Y	Y	Y
Joan Wheeler	Swim England Nominee	Y	Y	Y	Y	Y
Ian Jones	Swim Wales Nominee	N/A	N/A	N/A	N/A	Y
Ameila Watts-Jones	Board Apprentice	Y	Y	Y	Y	N/A

PEOPLE UPDATE

ORGANISATIONAL CHANGES

In May 2025 there were some organisational changes within the corporate side of the business. As a result, two functions were created: The Business Services Function, which includes Legal and Regulatory, People and Culture and Finance departments and a Growth Department, which Includes Media and Marketing and Events departments.

OPEN DOORS PROGRAMME

The Open Doors programme (2024/25) was a success, receiving very positive feedback. November 2025 saw the launch of the second programme with four athletes taking part. The programme offers elite athletes meaningful exposure to the operational side of the National Governing Body and helps to prepare athletes for life beyond competition, Open Doors will continue to offer new opportunities for athletes in the future.

PEOPLE FIRST – HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

Aquatics GB and Swim England embarked on a joint collaborative project to implement a new HRIS. People First were selected as a simple, modern and intuitive system that would be suitable for both organisations. The project started in July 2025, and the system went live in November 2025.

SEXUAL HARRASSMENT LEGISLATION

Due to the nature of the business, the 'workplace' extends beyond employees to athletes, volunteers, Board members and UKSI employees working with Aquatics GB. As part of the ongoing work, an anonymous, bespoke, Sexual Harassment Awareness survey was created and circulated in March 2025 to individuals within these groups. The purpose was to gain an understanding of where we are, where we can improve and to provide an opportunity for all groups to express their opinions and provide suggestions.

The survey achieved a response rate of 86%, and key themes were identified from the feedback that included clarity on reporting processes, safeguarding systems and support and the need for enhanced training and awareness.

EMPLOYEE ENGAGEMENT

The survey was produced and circulated using Culture Amp and was completed for the period January 2025 – December 2025. The survey achieved an overall response rate of 76%. This was a response percentage increase of 4% compared to the 2024 survey. The overall engagement score was 60% favourable, which again, was a 4% increase from 2024. The survey saw the most significant improvements in both company confidence and feedback and recognition.

FINANCIAL REVIEW

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2026

INTRODUCTION

The Board presents its strategic report for the year ended 31 March 2026.

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, High 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 2026 was the first full year in a new Olympic and Paralympic Cycle and as such marked a period of transition from the strategic direction of travel for Paris 2024 to a new approach for Los Angeles 2028. Off the back of the Paris Games' record-equalling 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 – an increase of close to £1 million compared to the Paris cycle to 2024.

Under a new performance mantra of 'Limitless Ambition', the objectives for this first year in the new cycle focused on identifying new formulas and innovations that could build on the platform of success created at the Paris 2024 Games as well as identifying new talent, across the disciplines, who could be nurtured into medal prospects for LA 2028.

With nearly a third of the teams, selected for the World Aquatics Championships in Singapore in the summer of 2025 on debut in the senior team, the focus was very much on exposing young athletes to the global stage as a learning and development opportunity.

Once again viral illness in the squad, picked up from the close confines of the competition environments, had an effect on the World Championships' performances, and new strategies are being put in place for the LA Cycle to help counter what is unfortunately a new reality at major international aquatic meets.

Whilst the total medal count of five across the disciplines was a disappointing result from Singapore, strong performances across the squads suggested that the team has a solid foundation for future success. As an example, across the swimming squad the percentage of season's best, personal bests, and British records were higher than those delivered during the Paris Olympic Games. This conclusion was strongly supported by the performance of the swimming team at the World Junior Championships in Otopeni, Romania in August 2026 where a relatively small squad of 14 athletes produced the best-ever GB performance at the competition in history – a medal haul of 15 (3 golds, 7 silver, and 5 bronze) almost doubling the previous best mark of 8 medals back in 2008.

In Para-swimming, the GB senior team continued its record-breaking success at the Paris Paralympic Games by achieving 40 medals at the World Para-Swimming Championships held in Singapore in September 2025 – commendable given the relatively young age of the squad and its potential to continue to improve and develop over the course of the LA Cycle.

Outside of competition, it should be noted that 2025/26 also marked the transition of the responsibility of the senior Artistic Swimming programme from Swim England into Aquatics GB. This evolution was made possible by an increased investment from UK Sport into the aquatics programme for the LA 2028 Cycle which will enable artistic swimming to fully benefit from the increased all-round, high-level support and elite coaching environment that the AGB World Class Programme is delivering to athletes.

On the commercial front, the levels of delivery of the Aquatics GB Swimming Championships continued to evolve and improve with the event registering a live TV audience of over half a million for the second year running as well as a ticket sales revenue surpassing the £100,000 mark.

The biggest step forward was the growth in Aquatics GB's digital audience; a pivotal lever for future commercial success. Audiences across social platforms grew significantly – up 35% year-on-year – with the 75 million organic video views around the World Championships in Singapore alone making AGB the fastest growing national governing body in the UK in terms of digital footprint. At the heart of this growth was an innovative deal with the European Broadcasting Union to take the live broadcast rights for the World Championships enabling a live stream on the Aquatics GB website with competition clips and exclusive 'behind the scenes' content running across AGB social media channels.

Outside of the pool, there has been a strong focus on financial stability with the implementation of a restructure across the corporate side of the business as a proactive response to the current trend of increasing operational costs. As a result of the changes, Aquatics GB was able to report a small surplus in the financial year with additional cost controls and processes put in place to continue to manage the risk appropriately moving forward.

Aquatics GB has also implemented several other initiatives designed to help grow the capability and impact of the organisation. The Open Doors programme hit its second year 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. Similarly, the Diversity, Equality and Inclusion Working Group, with AGB Board Director Piers Martin as Chair supported by a collective of independent experts, continued to implement actions that furthered the organisation's development in this area. Aquatics GB was also the first National Governing Body to be approved by UK Sport in achieving the new governance capabilities as part of a system-wide review.

At a Board level, Aquatics GB welcomed a new Board director in Ian Jones as Swim Wales Nominated Director, taking the place of Fergus Feeney who had completed his full eight-year term.

We also saw the departure of two other Board members: Independent Non-Executive Director David Carry and Swim England Nominated Director Caroline Green – on behalf of the Chair and all at Aquatics GB, we are extremely grateful for their commitment and contribution over the years.

PRINCIPAL RISKS AND UNCERTAINTIES

The Aquatics GB senior management team maintain and regularly review a strategic risk register. This is reviewed by the Audit and 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 to strengthen mitigation. The principal risks are:

- Unsustainable costs (commercial and budget risk)
- Major events financial risk
- Emergence of new competitions and properties
- Facilities access
- Data handling and security

FINANCIAL KEY PERFORMANCE INDICATORS

- Total income of £11,568,303 increased by £47,982 in the financial year.,
- Total expenditure of £11,569,870 decreased by £228,832 in the financial year
- At the end of the financial year, the Group held an Income and Expenditure reserve of £314,885
- Net Current Assets stood at £307,083 and Fixed Assets of £7,802
- Assets include bank balances of £1,403,184

OTHER KEY PERFORMANCE INDICATORS

All sports are set performance indicators by UK Sport for their annual benchmark event in each year of the quadrennial cycle. The 2025/26 performance results were as follows:

Sport	Benchmark Event	Olympic/Paralympic Events Target	Total Medals Achieved
Swimming	World Championships	5 – 7	2
Diving	World Championships	1 – 3	2
Artistic Swimming	World Championships	0	1
Para Swimming	World Para-Swimming Championships	15-25	40

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



Karen Ruth Moss

Director

Date: 12 September 2026

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 AND TO AQUATICS GB'S ARRAY OF PARTNERS AND STAKEHOLDERS