

DELIVERING SPORTING SUCCESS IN A CHANGING WORLD



GB BOXING

2022/23

**GB BOXING
ANNUAL REVIEW**

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GB BOXING

GB Boxing was established in August 2008 to manage the World Class Programme (WCP) for boxing and ensure the best male and female boxers from England, Scotland and Wales are provided with coaching, support and opportunities to enable them to develop, improve and win medals at major international tournaments and the Olympic Games.

As the organisation which delivers the WCP, GB Boxing's primary role is to train and prepare the men and women in the Podium and Academy squads and identify and develop the next generation of boxers and coaches through its performance pathways and coach development activities.

The national governing bodies (NGBs) for boxing of England, Scotland and Wales are all represented on the board of GB Boxing along with an independent Chair, the Chief Executive and four independent directors appointed for their expertise.

GB Boxing is based in a purpose-built training facility at the English Institute of Sport Sheffield and its largest source of funding is a grant from UK Sport, made up of contributions from the National Lottery and the Exchequer. It also receives revenue and value-in-kind contributions from a range of commercial partnerships.

OUR VISION

To inspire the nation through Olympic Boxing success

OUR MISSION

To deliver a world leading performance programme which provides opportunities, guidance and support to male and female boxers that enables them to achieve their full potential in boxing and in life

FOREWORD

PUTTING ATHLETES FIRST GUIDES GB BOXING'S APPROACH



SALLY MUNDAY OBE Chief Executive, UK Sport

The World Class Programme (WCP) for boxing is undoubtedly an important player in our family of sports.

The performances of the boxers, which have seen GB Boxing win 14 medals including six golds at the last three Olympic Games, has been central to this.

But equally importantly, boxing is a significant sport within the high-performance landscape as it plays a vital role in reaching many different communities and widening the appeal of Olympic sport.

In recent years this has become an area of increasing importance to UK Sport as our strategy has evolved

with a greater focus on inspiring positive impact and having a tangible impact on people, communities and society.

The diverse make-up of the athlete cohort at GB Boxing, which represents a wide-cross section of society, means it is a very effective sport at inspiring

people in hard-to-reach communities and has the capacity to deliver positive outcomes that go beyond performance in the boxing ring.

One example of this is the way that the WCP for boxing has emerged as a beacon for the promotion of women's sport, with the historic achievements of Nicola Adams and, more recently, Lauren Price and Karriss Artingstall, whose performances inside the ring combined with their status outside of it, has done an enormous amount to attract new people to boxing.

It shows how there is an increasing intersection between societal issues and sport and it is positive to see, that along with many of the sports we fund, GB Boxing is actively engaging with these

broader challenges and making excellent progress in areas like diversity and inclusion while also having a voice on important issues such as mental health awareness and anti-racism.

Managing the increased demands placed on sport by society is not the only challenge that GB Boxing has faced in the last year.

Like all sports it has had to contend with the ramifications of the war in Ukraine on international competitors and competitions.

"I THINK THE BOARD AND LEADERSHIP OF GB BOXING DESERVE GREAT CREDIT FOR THEIR WORK IN TRYING TO PRESERVE BOXING'S PLACE AT THE HEART OF THE OLYMPIC MOVEMENT."

"THERE IS AN INCREASING INTERSECTION BETWEEN SOCIETAL ISSUES AND SPORT AND IT IS POSITIVE TO SEE, THAT ALONG WITH MANY OF THE SPORTS WE FUND, GB BOXING IS ACTIVELY ENGAGING WITH THESE BROADER CHALLENGES AND MAKING EXCELLENT PROGRESS."



Added to this, the decision of the International Olympic Committee (IOC) to withdraw recognition of the international federation, IBA, means boxing is currently not confirmed as part of the programme for Los Angeles 2028.

That it has navigated both these issues is a testament to the quality of the leadership at GB Boxing, which has been particularly apparent in the leading role it has played in establishing a new international federation, World Boxing, that is focused on ensuring boxing retains its Olympic status at Los Angeles 2028 and beyond.

Sometimes organisations need to step forward and take action and I think the board and leadership of GB Boxing deserve great credit for their work in trying to preserve boxing's place at the heart of the Olympic movement.

In the same way that it has dealt with the myriad of challenges it has faced over the last 12 months, GB Boxing's primary motivation in addressing this problem has been to put the interests of

the boxers first and do whatever it can to make sure that current and future generations can continue to compete and have the opportunity to represent Team GB at the Olympic Games.

A belief in putting the athletes first is one of the key principles that has underpinned so much of the success that GB Boxing has achieved in recent years and I have no doubt that, whatever challenges it comes up against in the future, the WCP for boxing will continue to thrive and its boxers will keep on inspiring the nation.

CHAIR'S REVIEW

STRONG FUNDAMENTALS ENABLE GB BOXING TO SUCCEED IN THE FACE OF MULTIPLE CHALLENGES


JASON GLOVER Chair

Looking back on the last year at GB Boxing brings to mind a comment made by one colleague who said: "We are always up against it. But this is nothing new."

It was said in a conversation about a particular issue we were facing at the time. And while some might think it sounded negative, I felt it was a perceptive articulation of the resilient mindset which pervades the organisation and the way that everyone accepts that issues and challenges are part of the job and it is their responsibility to find a way around them.

It perfectly captured the attitude of people at GB Boxing and, when I reflect on the last 12 months, it encapsulates many of my own thoughts on what has

been a uniquely challenging period for the World Class Programme (WCP).

Put simply, the fact is that winning Olympic medals in boxing is hard – in and of itself.

Boxing is a truly global Olympic sport. 289 boxers from 81 nations competed at Tokyo 2020, which represents a far steeper level of competition than that seen in many sports, some of which have fewer than 20 countries taking part.

And before a boxer even gets to the Games, qualifying for the

Olympics is a major task. Whereas qualification in some sports is based on meeting selection criteria, in boxing it is a fiercely competitive process.

It is why our coaches frequently tell the boxers that qualifying for the Olympic Games is an achievement in its own right. And while it is by no means our end goal, at GB Boxing we are proud of every boxer that has earned the right to call themselves an Olympian.

Added to this, boxing is unique among Olympic sports as it offers the opportunity of an alternative, and sometimes lucrative, career path as a professional boxer.

For GB Boxing it means that we invariably lose most of our best boxers post-Olympics and are consistently under pressure to identify and develop a new cohort for every cycle. This has been the case following Tokyo, where 11 of our 12 Olympians have turned



professional, and is a challenge not faced by any other sport in the UK's high-performance system

On top of this, we also have the legacy of Covid which means that most boxers in our Podium squad missed 18 months of development in 2020 and 2021 when they were prevented from competing during the pandemic. It has also shortened the Paris cycle, giving our coaches less time to shape and develop the current group.

In truth, these are all challenges that we were aware of at the start of the Paris cycle when our performance team, led by Rob McCracken, put in-place strategies to address these issues and accelerate the development of the current group of boxers.

However, what few of us could have predicted was the additional challenges that GB Boxing would face in 2022-23, most notably the ramifications of Russia's invasion of Ukraine and the existential threat posed to boxing by the persistent failings of the sport's international federation, the International Boxing Association (IBA).

The Russian invasion of Ukraine in February 2022 was condemned by governments and sporting bodies across the world, most of whom imposed bans on athletes from Russia and Belarus. One of the few to resist this was the Russian-led, IBA, whose refusal to impose sanctions effectively reduced competition opportunities for British boxers.

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The most notable instances of this were the men and women's world championships in 2023 which GB Boxing withdrew from, as the presence of boxers from Russia and Belarus competing under their national flag was in direct contravention of an IOC resolution and British government guidance.

While this decision was not taken lightly, I was very impressed with the reaction of the boxers who accepted it without complaint and showed great understanding of the reasons for our withdrawal, even though it deprived them of the opportunity to compete at the world championships.

It reflected very positively on the character of the men and women in our squad and provided another illustration of the supportive culture that exists at GB Boxing whereby the boxers recognised that the coaches and staff would do everything possible to make up for them not being able to compete at the world championships and ensure that it did not hold back their development as elite athletes.

Instead, GB Boxing's performance and operations teams worked closely with other like-minded national federations to set-up a series of international training camps at home and abroad and identified competition

opportunities at tournaments that did not feature boxers from Russia and Belarus.

It was a great example of collaboration between the staff in the office and those in the gym whose hard work and efforts made sure that the career development of the boxers was not hindered by a

lack of access to tournaments and that the squad was able to benefit from taking part in training camps and competitions.

At the same time, the last 12 months has seen seismic changes in international boxing.

After numerous scandals and repeated warnings to the IBA, the future of boxing as an Olympic sport was thrown into serious doubt in December 2021

when the IOC announced that it would not be included at Los Angeles 2028 unless IBA addressed longstanding concerns over sporting integrity, governance, transparency and financial management.

IBA's failure to act upon further warnings meant it was clear by the middle of 2022 that, under its existing leadership, it was not reformable and that unless drastic changes took place, boxing would cease to be an Olympic sport and the future of GB Boxing would be in doubt.

"IT ALL ADDS UP TO ANOTHER YEAR OF SOLID PROGRESS FOR GB BOXING, BOTH INSIDE AND OUTSIDE OF THE GYM, WHICH HAS ONCE AGAIN HIGHLIGHTED THE KEY FUNDAMENTALS OF STRONG LEADERSHIP, WORLD CLASS COACHING AND EFFECTIVE TEAMWORK THAT UNDERPIN THE WCP."



In response to this, the board of GB Boxing made the decision to work with a collection of like-minded national federations and boxing leaders to create a rival international federation, World Boxing.

Established in December 2022, and publicly launched in April 2023, World Boxing will seek IOC recognition

and is committed to working constructively to preserve boxing's ongoing place on the Olympic programme.

GB Boxing has played a significant leadership role in the establishment of this new organisation, most notably

through the work of Chief Executive, Matt Holt, who is a member of the World Boxing Executive Board, and my GB Boxing board colleague, Simon Toulson, who has taken on the role of Secretary General.

In these roles Matt and Simon have gone above and beyond their existing roles with GB Boxing to establish World Boxing as a credible international federation and I would personally like to thank them both for their superb work in trying to safeguard the future of the sport and ensure that young boxers in Great Britain can continue to dream of an Olympic future.

That GB Boxing has managed to deal with all these challenges and still deliver a series of successes, inside and outside of the ring, is a commendable achievement and I would like to express my thanks to everyone connected with the WCP for their exceptional efforts over a very difficult 12-month period.

In competitions, the boxers have made excellent progress. The men's European Championships in May 2022, when the team won eight medals, was a superb achievement which was followed by an

equally impressive showing at the Birmingham 2022 Commonwealth Games when the English, Scottish and Welsh boxers in the GB Boxing squad secured 16 medals.

Along with a series of excellent performances at smaller international tournaments, these results have shown that the boxers are making good progress and that the coaches and performance staff are doing an excellent job of mitigating the negative impacts of the Russian invasion and the legacy of Covid.

Outside of the ring, the WCP has made considerable progress with a number of organisational priorities in addition to our key role in creating and establishing World Boxing.

Much of this is detailed in the Operations Review section of this document. However, there are a couple of areas of personal interest that I would like to highlight.

As the chair of GB Boxing's working group on Diversity and Inclusion (D&I), I am personally invested in this area and have been very impressed with the progress my colleagues have made in integrating D&I policies into the day-to-day workings of the WCP.

The way that the performance staff adjusted the training regimes of our Muslim boxers during Ramadan is one example of this and shows how the work we have done to educate everyone on the importance of D&I is being translated into meaningful action.

It is one of many areas of progress we have made on D&I in the last 12 months and a huge debt of gratitude is owed to GB Boxing's Head of Operations, Laura Ross, for her dedication to this aspect of our work.

Another area of personal interest is GB Boxing's work with professional boxers which started in March 2022 when we made the decision to continue working with Lauren Price and Karriss Artingstall, even though they had left the WCP, and established the Podium2Professional (P2P) brand to manage our activities in this area.

The first year of this has been a success for all concerned. Lauren and Karriss have enjoyed unbeaten starts to their professional careers. The boxers in our squad have benefitted from the world class sparring that Lauren and Karriss provide together with the opportunity to share a gym with two Olympic medallists whose professionalism and dedication provides a daily reminder of what it takes to be an elite international boxer.

It all adds up to another year of solid progress for GB Boxing, both inside and outside of the gym, which has once again highlighted the key fundamentals of strong leadership, world class coaching and effective teamwork that underpin the WCP.

As we head into the business end of the Olympic cycle and the challenge of qualifying for Paris 2024, my colleagues and I recognise that the future will continue to be uncertain.

However, we know from the experience of the last year that whatever difficulties the WCP may come up against, that GB Boxing and the people that represent it have the resilience, resourcefulness and character to overcome whatever challenges are put in its way.

"I WOULD LIKE TO EXPRESS MY THANKS TO EVERYONE CONNECTED WITH THE WCP FOR THEIR EXCEPTIONAL EFFORTS OVER A DIFFICULT 12-MONTH PERIOD."

“RESULTS HAVE SHOWN THAT THE BOXERS ARE MAKING GOOD PROGRESS AND THAT THE COACHES AND PERFORMANCE STAFF ARE DOING AN EXCELLENT JOB OF MITIGATING THE NEGATIVE IMPACTS OF THE RUSSIAN INVASION OF UKRAINE AND THE LEGACY OF COVID.”



PERFORMANCE REVIEW



The last 12 months has seen GB Boxing consolidate on the rebuilding process that began in the aftermath of Tokyo when 11 of the 12 boxers that competed at the Olympics, including all six medallists, left the World Class Programme (WCP) to pursue professional careers.

“FOR THE MEN, THE FIRST MAJOR TOURNAMENT OF THE YEAR WAS A BIG SUCCESS AS THE TEAM WON EIGHT MEDALS AT THE EUROPEAN CHAMPIONSHIPS IN YEREVAN, ARMENIA IN MAY 2022.”

In their place, a new group of senior boxers have made steady progress and delivered some notable medal successes at international tournaments, major championships and the Commonwealth Games.

However, since the start of 2023 the WCP has been delivered against a backdrop of unprecedented challenges that have impacted on competition opportunities for the boxers. That GB Boxing has managed to navigate these is a sign of the underlying strengths of the WCP and has enabled the boxers to continue to develop and improve as they build towards the Olympic qualification events in the second half of 2023 and early 2024.

Competitions

The competitive year began with the women's world championships in Istanbul in May 2022 which proved to be a good learning exercise for a young and inexperienced team that included three boxers who were competing in a global competition for the first time. Although the team returned without a medal, the boxers delivered a string of good performances as three of the women reached the quarter finals where two of them were unfortunate to lose to the eventual gold medallists.

For the men, the first major tournament of the year was a big success as the team won eight medals at the European championships in Yerevan, Armenia in May 2022. It included a gold medal for Harris Akbar, who became only the fifth English boxer in history to be crowned European champion as he defeated his Welsh squad mate, Garan Croft, in the light-middleweight final. The other medallists were Lewis Richardson and Kiaran MacDonald who won silver, and Ioan Croft, Sam Hickey, Lewis Williams and Delicious Orie who all secured bronze.

The eight-medal haul was the second-best performance in history by a group of men from Great Britain at the European championships and provided strong evidence that the post-Tokyo rebuilding programme was beginning to deliver. This view was compounded by the boxing tournament at the Birmingham Commonwealth Games in July 2022, which was dominated by men and women from the GB Boxing squad who won 16 medals.

Competing in their home nation vests, the medal haul of boxers from the squad included eight for England, five for Wales and three for Scotland as Lewis Williams and Delicious Orie (England), Reese Lynch and Sam Hickey (Scotland) and Ioan Croft and Rosie Eccles (Wales) were all crowned champion.

That Scotland and Wales, who finished third and fifth respectively in the boxing medal table, also had medallists who were not then part of the GB Boxing squad augurs well for the future of the WCP and provided further evidence of the excellent work the national governing bodies (NGBs) are doing to identify and develop boxers.

The final major tournament of 2022 was the women's European Championships in Budva, Montenegro, where Demie-Jade Retszan won a bronze medal in the minimumweight category to end the calendar year on a positive note. It was an achievement that saw her win the Female Boxer of the Year trophy at the GB Boxing awards in December 2022, with the men's award going to European Champion, Harris Akbar.

The performances of the boxers in 2022 augured well for the future however in the early part of 2023, developments in global politics presented the WCP with a series of new and unforeseen problems. By far the most significant event was the Russian invasion of Ukraine in February 2023 which was widely condemned by politicians across the globe and led the British government to advise athletes and teams against competing against Russia and Belarus.

Solidarity with Ukraine saw the invasion denounced



throughout sport and led many international federations to exclude Russian and Belarusian athletes from competition, however one of the few to resist this was the International Boxing Association (IBA).

This created a significant problem for the WCP as it was no longer possible to send British boxers to competitions where they may be drawn against opponents from Russia or Belarus and eventually resulted in GB Boxing withdrawing from both the women's and men's world championships in March and May 2023 respectively.

Instead, GB Boxing took part in series of multi-nation training camps at home and abroad and continued to seek-out competition opportunities on the international circuit at tournaments that did not feature boxers from Russia and Belarus.

One of these was the Bocskai in Hungary in February 2023 where the team secured six medals. It was one of six international tournaments that boxers from the squad competed in during 2022-23 where they won a total of 31 medals, comprised of 16 gold, nine silver and five bronze. While these events are not classed as major tournaments, they provided high quality international competition for the boxers and exposed them to a wide range of styles to support their development as elite athletes.

When combined with the multiple medal-winning performances of the boxers at major tournaments and the Commonwealth Games in 2022, it amounted to a year of solid progress for the boxers and demonstrated that this new and relatively inexperienced group of men and women have the ability compete successfully at the highest levels of the sport.

"THE BOXING TOURNAMENT AT THE BIRMINGHAM COMMONWEALTH GAMES IN JULY 2022 WAS DOMINATED BY MEN AND WOMEN FROM THE GB BOXING SQUAD WHO WON 16 MEDALS."





Performance pathways

Ensuring a steady flow of talent into the GB Boxing squad is critical to the ongoing success of the organisation. The evidence of the last decade indicates that boxers who spend between five and eight years as part of the GB Boxing squad have a better chance of being successful at the Olympic Games, so engaging

“THE EVIDENCE OF THE LAST DECADE INDICATES THAT BOXERS WHO SPEND BETWEEN FIVE AND EIGHT YEARS AS PART OF THE GB BOXING SQUAD HAVE A BETTER CHANCE OF BEING SUCCESSFUL AT THE OLYMPIC GAMES.”

with the best talents from England, Scotland and Wales at an early point in their career is a key factor in delivering sustained long-term success for the WCP.

To support this process and, in response to the inevitable loss of boxers at the end of the Tokyo cycle, GB Boxing has worked closely with the NGBs for boxing

in England, Scotland and Wales to run an extensive programme of Assessment Camps throughout 2022-23 to identify boxers with the technical, tactical, physical and behavioural qualities to thrive as part of the GB Boxing squad.

As a result of this, 39 boxers have been offered places on the WCP in the last 12 months. In July 2022, 12 men and six women were added to the squad. A second intake in January 2023 saw a further 12 men and nine women offered places. 14 of this group joined the Academy squad as funded athletes; the other seven were added to the Emerging Talent group.

The quality of these new additions has already begun to show itself. Olivia Holmes, Patrick Hewitt, Hamza Mehmood and Ike Ogbo, who were all recruited through the Assessment process, have won medals at international tournaments, while Sameenah Toussaint and Savannah Stubley were both selected by Team England for the 2022 Commonwealth Games, where the latter won a bronze medal.

Although the Academy squad currently trains part-time, a recognition of its importance to the future success of GB Boxing means that plans are in place to make it a full-time programme in the next Olympic cycle.

At the other end of the pathway, in April 2022 GB Boxing announced plans under the brand name,

Podium2Professional, to work with a select group of former boxers that have signed professional contracts. The first two boxers to be part of this were Lauren Price and Karriss Artingstall who continue to train with the squad in Sheffield where they are coached and managed by GB Boxing in return for a percentage of their earnings. The pair have enjoyed successful starts to their careers in the paid ranks and remain unbeaten as professionals.

The decision to work with professionals was made following feedback from the boxers who wanted to remain in the GB Boxing environment despite joining the paid ranks and means that the organisation can now provide a pathway to boxers that provides them with coaching, support and personal development throughout every step of their career.

Coach development

Coach development activities have focused on increasing GB Boxing's cohort of Performance Coaches to reflect the expansion of the Academy squad, with a particular focus on recruiting women through a new Female Coach Development Programme.

By working closely with the home nation NGBs to identify the best up-and-coming coaches coming through their pathways, more than 20 Performances Coaches have been selected to work up to 50 days per year at training camps and selected international competitions with Academy boxers.

Launched in 2023, the Female Coach Development Programme has the goal of ensuring that every Academy camp includes at least one female coach. It aims to recruit and develop women that want to pursue careers in coaching with a view to them initially becoming Performance Coaches and ultimately joining the WCP as full-time coaches. The first cohort have been recruited and every Academy camp in 2023 has been attended by at least one female coach.

Other development activities in the last 12 months have seen three Podium Coaches, Lee Pullen, Gary Hale and Graham Alderson, secure licenses to work in professional boxing which enable them to work with Lauren Price and Karriss Artingstall as part of GB Boxing's Podium2Professional activities.

Two mainstays of GB Boxing's success in recent years have been Senior Podium Coaches, Dave Alloway and Lee Pullen. Both have worked full-time for GB Boxing since 2010 and have been in the corner for all of the medal successes achieved by the boxers at Olympic Games and major championships in this period.

From a coaching point of view, why do you think GB Boxing has enjoyed so much success over the last 15 years?

LP: Good leadership is critical and Rob McCracken has done a fantastic job of steering the ship. We have a team mindset with everyone focused on one goal - helping the boxers to be the best they can. As coaches we have been allowed to develop and adapt. The medal haul (since 2010, boxers in the squad have won 95 medals at major championships and Olympic Games) speaks for itself.

DA: The coaches and support staff have built up a lot of experience over the years so, as an organisation, we know how to help boxers be successful at international level. Great Britain is a relatively small country so we don't have the same number of boxers as some others, however the home nations have done a great job of bringing talent through the ranks and giving the boxers a good grounding. When they join the WCP we have the experience to develop them further and give them a chance of progressing to the next level.

What are the traits and characteristics you look for in a boxer?

LP: A good level of natural talent is important however they have to be dedicated and show that they can respond well to coaching. Being a top international boxer is tough and they have to be prepared to make sacrifices.

DA: The boxers have to be committed. There is a price to pay for being a full-time athlete and the most successful ones are all driven to succeed. Talent will only get you so far - you have to want it.

Is there a particular GB Boxing style that you try to coach or is it more a case of working with what you have?

LP: It is a balance. You have to allow for self-expression but there are certain things we want a GB Boxer to do because we know what succeeds internationally. Boxers have different styles and you have to let them be who they are. Our job is to get them focused on delivering the same results.

DA: There is an underlying philosophy but we are adaptable. We don't want robots and the boxers are free to express themselves while recognising there are certain things they have to do to succeed.

What do you think makes a good coach?

LP: You have to be able to get the boxer to believe in you and know that you are there to facilitate their ambitions. It's a complex role that goes beyond a sole focus on boxing. Sometimes you have to be a counsellor or a shoulder to cry on. There is a lot more to it than just shouting in a corner.

DA: All boxers are different, so you've got to try to know your audience and understand them. You are never too old to listen and learn. You have to stay open-minded.



What has been your proudest moment with GB Boxing?

LP: I am fortunate to have been in the corner for so many great moments. Tokyo, as a whole, was memorable, especially Galal Yafai winning gold against the odds. He had five great bouts and displayed enormous mental strength. I also loved the parade at London 2012. When you are in the Olympic bubble you don't realise what is going on outside, but that day brought it home to me how much it meant to people.

DA: I am hoping I have not had it yet! London 2012 stands out though. Not many people are lucky enough to have a home Games and it was a privilege to be part of it. Winning five medals in your own country is hard to beat.

Which boxers have you most enjoyed working with?

LP: I have been blessed to work with many talented boxers. It would not be right to single anyone out.

DA: I have genuinely enjoyed working with them all. They have different character traits and personalities but that provides a challenge for you as a coach. They have all been great in their own way.

What are the best and worst aspects of your role with GB Boxing?

LP: The best is seeing the boxers achieve great things and realising their ambitions. I don't have a worst. It's a great job and I am privileged to do it.

DA: It's all about helping the boxers to make the most of their potential which is different for each one. Some of them will win Olympic medals but for others it might just be to become a GB boxer and win some international tournaments. Not everyone is going to be an Olympic champion, so as long as the boxer has given everything and the coaches and support staff have done as much as we can, then we can all go away happy. A lot of boxers are only with us for a short period so it is important that we help to set them up for the rest of their lives and do what we can to develop them as people. There is no worst bit. At times it's frustrating but that would be the case with any other job. The great stuff we get to do more than makes up for it.

Describe GB Boxing in three words

LP: Successful. Enjoyable. Fulfilling.

DA: Professional. Driven. Caring.

"ALL BOXERS ARE DIFFERENT, SO YOU'VE GOT TO TRY TO KNOW YOUR AUDIENCE AND UNDERSTAND THEM. YOU ARE NEVER TOO OLD TO LISTEN AND LEARN. YOU HAVE TO STAY OPEN."

OPERATIONS REVIEW



Being a well-managed and respected organisation is central to the successful delivery of the world class programme (WCP) as activities outside of the gym impact on what happens inside.

The events of the last 12 months have illustrated this emphatically and there is no doubt that the strong leadership and positive working environment at GB Boxing played a vital role in enabling it to emerge from an extremely challenging period in a position of strength. It has been a testing time, yet the underlying durability and organisational resilience of GB Boxing

has enabled it to maintain continuity in the delivery of the WCP and make progress in a number of areas.

Leadership and management

In the last year, GB Boxing has continued to enjoy strong leadership with no major changes at the senior level. This

has fostered a stable environment that has enabled the organisation to successfully navigate the wide number of challenges and make a number of important decisions, the most significant being to play a leading role in the formation of a new international federation, World Boxing.

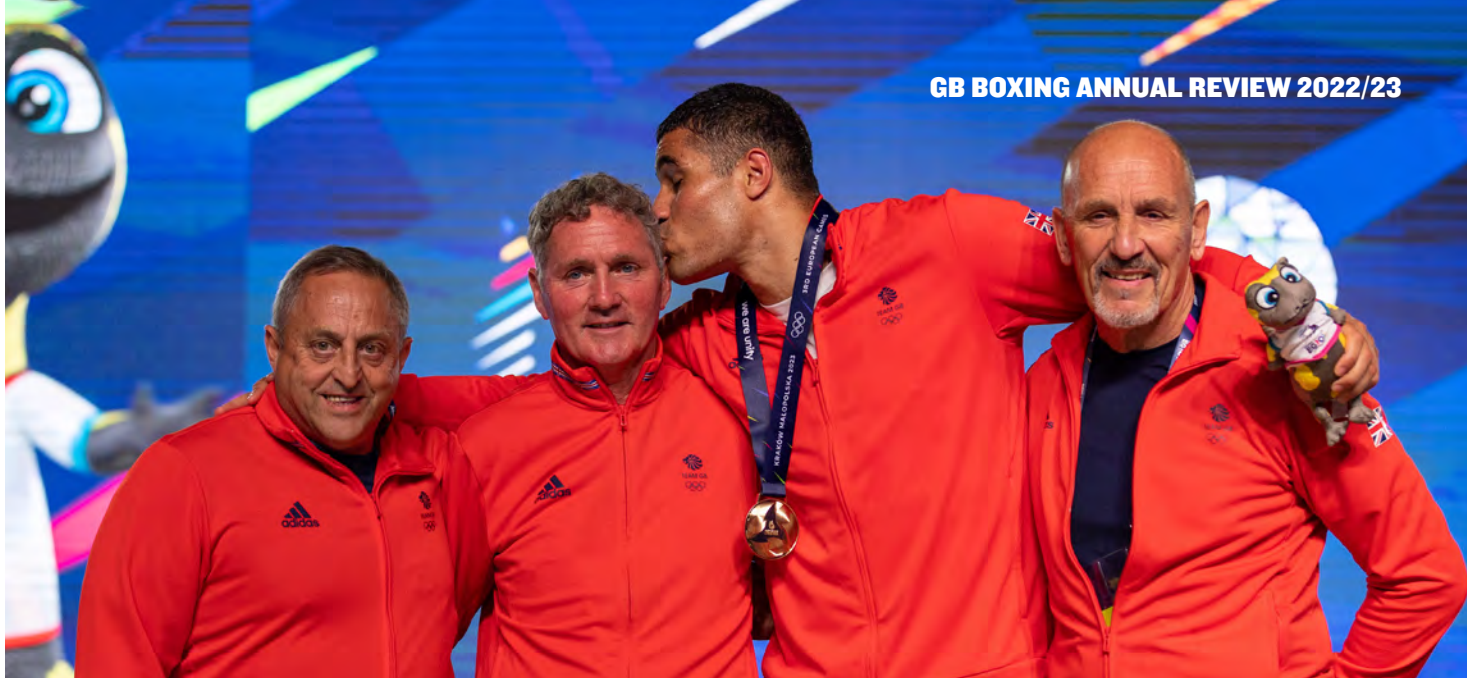
This decision was based on a recognition that the existing international federation was no longer reformable and that unless urgent action was taken, boxing would lose its place as an Olympic sport after Paris and thereby threaten the long-term existence of GB Boxing.

Working with the full backing of UK Sport and a collection of like-minded national federations and boxing leaders, particularly those from the USA and the Netherlands, GB Boxing helped to set-up World Boxing which was officially formed in December 2022, and publicly launched in April 2023.

GB Boxing's Chief Executive, Matt Holt, is a member of the Executive Board and board member, Simon Toulson, has been deployed as the Secretary General. In these roles Matt and Simon have played a vital part in establishing World Boxing as a credible international federation which aims to ensure status of boxing as an Olympic sport and, in doing so, safeguard the long-term future of the WCP and ensure that the young boxers in Great Britain can continue to follow the dream of competing for Team GB at the Olympic Games.



“THERE IS NO DOUBT THAT THE STRONG LEADERSHIP AND POSITIVE WORKING ENVIRONMENT AT GB BOXING PLAYED A VITAL ROLE IN ENABLING IT TO EMERGE FROM AN EXTREMELY CHALLENGING PERIOD IN A POSITION OF STRENGTH.”



Governance, diversity and inclusion

Diversity and inclusion (D&I) is an area of increasing focus for GB Boxing in the Paris cycle and in the last 12 months the organisation has made healthy progress in this area. More than 30 members of staff have completed a course in D&I delivered by Inside Inclusion, anti-racism training with the Albert Rose Consultancy and a bespoke module on safeguarding developed by the Ann Craft Trust and the Child Protection in Sport Unit (CPSU) of the NSPCC.

The work on D&I extends across the organisation and at board level, 11 directors have completed the D&I training and Craig McEvoy (Performance Director, Boxing Scotland) has been appointed as the board's Welfare and Safety champion. This role has been created to sharpen the focus on D&I at board level and support the whole group in ensuring it has appropriate oversight on these issues and meets its responsibilities towards the welfare and safety of all the people connected with GB Boxing, including athletes, coaches and staff.

A member of the board also chairs a new working group which has been established to produce, deliver and oversee a D&I plan for GB Boxing, following an external audit by Inside Inclusion in 2021-22. The D&I plan covers all aspects of the WCP and the working group includes representatives from operations, performance, sport science and medicine and communications. As D&I becomes more embedded into the everyday operations of GB Boxing, plans for next year are focused on extending this work to ensure all the boxers in the Podium and Academy squads receive education and training on D&I and anti-racism.

The growing focus on D&I reflects GB Boxing's broader responsibility, as a recipient of public funds, to adhere to the highest standards of corporate governance. In this regard, it is in the process of finalising the implementation of all the requirements of UK Sport's Code for Sport's Governance and expects to be fully code compliant by December 2023.

Culture

The strength of the culture at GB Boxing has long been regarded as one of the major assets of the WCP and this was revealed once again in the most recent Culture

Healthcheck (CHC) by UK Sport.

Based on fieldwork in February and March 2022 to assess the views of boxers, staff and key stakeholders, the latest CHC found 97 per cent of respondents agreed staff and athletes worked effectively as a team and 95 per cent were proud to be part of the WCP. It delivered a very positive appraisal of the culture at GB Boxing and identified several areas in which it was achieving 'the gold standard' with consistently positive feedback in a wide range of areas covering leadership, management, teamwork, empathy and support for physical and mental health.

Performance Lifestyle support

An important factor in the consistently positive feedback that GB Boxing receives from its boxers is the broader holistic support it provides as part of the WCP.

One element of this is the work of GB Boxing's Performance Lifestyle Coach who delivers a range of athlete centred education and support on a host of subjects including personal development, access to funding and helping the boxers to manage their lives' away from sport.

In the last 12 months education sessions have been delivered on a range of subjects including financial education and mental health awareness as well as more practical skills such as cooking classes and nutrition workshops. Support has also been provided with funding applications that have enabled the boxers to secure financial support from the UK Sport Personal Development Award fund for a variety of activities including driving lessons and property management courses.

For those boxers still in formal education, GB Boxing's Performance Lifestyle Coach has provided personalised, bespoke support to help them manage workload and facilitate a dialogue between the WCP and their educational provider. One boxer that has benefitted from this is European 2022 silver medallist

"IT DELIVERED A VERY POSITIVE APPRAISAL OF THE CULTURE AT GB BOXING AND IDENTIFIED SEVERAL AREAS IN WHICH IT WAS ACHIEVING 'THE GOLD STANDARD' WITH CONSISTENTLY POSITIVE FEEDBACK IN A WIDE RANGE OF AREAS COVERING LEADERSHIP, MANAGEMENT, TEAMWORK, EMPATHY AND SUPPORT FOR PHYSICAL AND MENTAL HEALTH."



and Commonwealth Games bronze medallist, Lewis Richardson, who has combined his time on the WCP with studying for a master's degree in Sports Business Management at Sheffield Hallam University.

After completing his studies in March 2023 with a distinction, Richardson said: "GB Boxing has been very understanding of my University work and there was not one stage where I felt overwhelmed with the workload of the two commitments. That is credit to

the atmosphere that has been created by the coaches and support staff in the gym and I am grateful for what that has allowed me to achieve."

Anti-doping

GB Boxing supports clean sport and in the last 12 months it has delivered an extensive programme of anti-doping education to its boxers covering topics such as the testing

process, supplements, medications and the 11 anti-doping rule violations. This work has covered boxers in both its Academy and Podium squads and has been delivered via a range of formats including classroom delivery, infographics and interactive online quizzes.

This work is of critical importance to both the career development of the boxers and the broader reputation of GB Boxing and has contributed to another positive year in the field of anti-doping which saw boxers in the squad return no adverse findings from 77 tests by UKAD.

Communications and media

Showcasing the achievements of the boxers and highlighting the successes of the WCP is an important part of building a good reputation for GB Boxing, which has consistently enjoyed positive media coverage and been frequently spoken of as one of Great Britain's leading WCPs over the last decade.

Communications in 2022-23 has focused on maintaining and enhancing the positive reputation of the WCP with a wide range of activities to showcase the performances of the boxers and the wider operations of the WCP.

The most high-profile event of the year was the 2022 Commonwealth Games in Birmingham, which was covered extensively on BBC television where many of the medal winning performances by boxers from the squad were viewed by audiences in excess of six-figures. The performances of the boxers and the interest generated by a home games saw them receive extensive coverage in the national sports media and secure a number of high profile broadcast appearances on outlets including BBC Breakfast, Good Morning Britain and the BBC Radio One Breakfast show.

Outside of the Commonwealth Games, media activity focused on proactively highlighting the achievements of the WCP and managing interest in the boxers which saw GB Boxing's communications team deal with more than 160 media related requests in 2022-23.

In digital communications and on social media, GB Boxing's following continued to grow. On social media, GB Boxing launched a TikTok channel in March 2023 which gained nearly 1,000 new followers in its first month. Overall, GB Boxing's social media footprint grew by seven per cent in 12 months and ended the year with just under 130,000 followers across its four main platforms. GB Boxing's largest growing platform continues to be Instagram which grew by 10 percent and had nearly 55,000 followers by the end of the year.

"GB BOXING SUPPORTS CLEAN SPORT AND IN THE LAST 12 MONTHS IT HAS DELIVERED AN EXTENSIVE PROGRAMME OF ANTI-DOPING EDUCATION TO ITS BOXERS COVERING TOPICS SUCH AS THE TESTING PROCESS, SUPPLEMENTS, MEDICATIONS AND THE 11 ANTI-DOPING RULE VIOLATIONS."



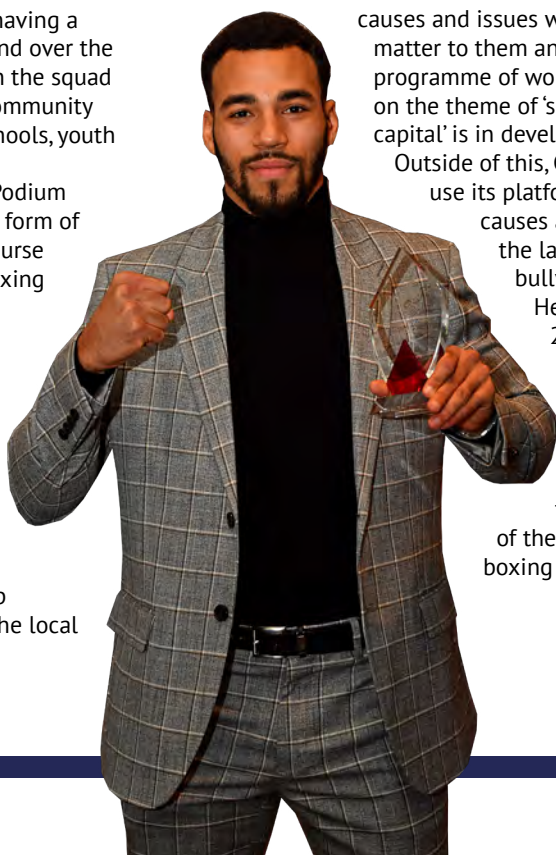
Commercial

Commercially the last 12 months has seen GB Boxing consolidate its partnership with kit and equipment supplier, Sting. Most of the boxing equipment in the GB Boxing gym has been updated and a new range of performance and training kit has been supplied to all the boxers in the Podium and Academy squads. Plans for the next year are in development and include a series of co-promotional activations to raise awareness of the partnership in the media and on GB Boxing's social channels in the build-up to Paris 2024.

Social Impact

GB Boxing is committed to having a positive impact on society and over the last 12 months the boxers in the squad have delivered a series of community engagement activities at schools, youth projects and boxing clubs.

Nearly every boxer in the Podium squad has undertaken some form of community activity in the course of the year and at the GB Boxing awards in December 2022, light-heavyweight, Connor Tudsbury, was recognised for his outstanding efforts in this area when he was given the Community Award for his work as an ambassador with the Maverick Star Community Trust in Manchester, which uses boxing as a tool to help combat social exclusion in the local community.



In addition to this, GB Boxing is one of only a handful of sports that has been selected to work with UK Sport on a social impact pilot project to create opportunities for community engagement and measure its impact. To deliver this, GB Boxing has set-up a social impact working group that has worked closely with UK Sport and the agency that is advising it in this area, Think Beyond, to develop a 'theory of change' model which identifies ways in which GB Boxing's can maximise the positive impact it has on society.

A consultation has been held with boxers and staff to identify causes and issues which matter to them and a programme of work, based on the theme of 'social capital' is in development.

Outside of this, GB Boxing has continued to use its platforms to support a range of causes and charitable activities over the last 12 months, including anti-bullying campaigns and Mental Health Awareness Week in May 2022. Three members of GB Boxing's operations team also volunteered at the 2022 Commonwealth Games where Meagan Bradley, Victor Balassiano and Ryan Byrne took on various roles as part of the field of play team during the boxing competition.

"GB BOXING IS COMMITTED TO HAVING A POSITIVE IMPACT ON SOCIETY AND OVER THE LAST 12 MONTHS THE BOXERS IN THE SQUAD HAVE DELIVERED A SERIES OF COMMUNITY ENGAGEMENT ACTIVITIES AT SCHOOLS, YOUTH PROJECTS AND BOXING CLUBS AND PROJECTS."

FINANCIAL REVIEW

The Financial Review contains extracts from the audited accounts for the year end March 2023. It includes details of GB Boxing's board members and their sub-committee functions along with a summary of the Profit and Loss Account for the year and a copy of the Balance Sheet.

These condensed financial statements do not comprise statutory accounts within the meaning of section 435 of The Companies Act 2006. These accounts were reported upon by the company's auditors, PFK Smith Cooper Audit Ltd, and delivered to the Registrar of Companies. The report of the auditors

was unqualified, did not include a reference to any matter to which the auditors drew attention by way of emphasis without qualifying their report and did not contain statements under section 435 and 498 (2) and (3) respectively of the Companies Act.

The responsibility for the management and oversight GB Boxing sits with its board of directors which is comprised of an independent chair, the Chief Executive of GB Boxing, two representatives from each of the three home nations and four independent directors appointed for their expertise.

GB Boxing board of directors

The people listed here are those who served on the board of GB Boxing for the period 1 April 2022 – 31 March 2023.

Board member	Sub-committee function
Jason Glover, Chair	Audit, Remuneration (Chair) and Nominations Committees (Chair)
Matthew Holt, Chief Executive Officer	
Caspar Hobbs, England Boxing (Resigned 7 June 2022)	
Richard Brooke, England Boxing (Appointed 9 June 2022)	Audit Committee
Michael Norford, England Boxing	
Craig McEvoy, Boxing Scotland	Remuneration Committee
Chris Roberts, Boxing Scotland (Resigned 16 July 2022)	
Colin Metson, Welsh Boxing	
Chris Type, Welsh Boxing (Resigned 24 November 2022)	
Paul Thorogood MBE, Welsh Boxing (Appointed 10 February 2023)	
David Chadwick, Independent	Audit Committee
Christine Ohuruogo MBE, Independent	Nominations Committee
Simon Toulson, Independent	Remuneration Committee
Lucy Walker, Independent	Audit (Chair)

The make-up of the Nominations committee is as required for appointment to the board. The Appeals and Disciplinary committee is constituted according to the procedures for dealing with disciplinary matters.

Matthew Holt	Company Secretary
PFK Smith Cooper Audit Ltd	Auditors

Detailed profit and loss account for the year ended 31 March 2023

	2023	2022
	£	£
Income	3,244,077	3,317,582
Direct expenses	(1,661,748)	(1,721,642)
Gross surplus	1,582,329	1,595,940
Other operating income	33,258	30,762
Less: overheads		
Administration expenses	(1,598,172)	(1,410,696)
Operating (deficit)/surplus	17,415	216,006
Interest receivable	2,286	54
Tax on (deficit)/surplus on ordinary activities	(2,950)	(2,632)
(Deficit)/Surplus for the year	16,751	213,428

Schedule to the detailed accounts for the year ended 31 March 2023

Income	2023	2022
	£	£
UK Sport income	3,050,273	3,133,060
Foreign nations and other recharges	89,836	73,996
Sponsorship and other income	103,968	110,526
	3,244,077	3,317,582
Direct expenses	2023	2022
	£	£
Podium boxers	453,679	454,519
Development boxers	15,672	17,276
Female boxers	7,613	4,559
Talent Group ID	150,167	137,165
Equipment and clothing	11,079	10,017
Coaches	233,000	248,424
Camps	150,220	122,554
Sports science and sports medicine	484,389	573,811
Cost of boxers' accommodation	155,929	153,317
	1,661,748	1,721,642
Other operating income	2023	2022
	£	£
Rents receivable	30,762	30,762
Insurance claims receivable	2,496	-

Administration expenses	2023	2022
	£	£
Directors salaries	102,043	100,671
Directors pension costs	26,831	19,512
Staff salaries	745,519	692,670
Staff national insurance	97,381	83,233
Staff pension costs	50,671	48,585
Staff training	3,302	881
Hotels, travel and subsistence	41,540	9,805
Consultancy	60,927	55,732
Printing, postage and stationery	10,907	8,977
Telephone	17,009	7,235
Legal and professional	3,795	11,740
Auditors' remuneration	9,630	9,255
Equipment hire	4,682	3,559
Bank charges	325	421
Bad debts	-	1,179
Difference on foreign exchange	124	1,571
Sundry expenses	83,438	17,120
Rent and rates	175,590	175,999
Insurances	21,803	18,893
Repairs and maintenance	8,769	5,119
Depreciation	55,571	54,941
Disallowable input VAT	56,983	64,205
Credit card charges	505	288
Tickets	20,827	19,105
	1,598,172	1,410,696
Interest receivable	2023	2022
	£	£
Bank interest receivable	2,286	54

Balance sheet as at 31 March 2023

	2023	2022
Fixed assets	£	£
Tangible assets	1,085,908	1,112,552
Investments	1	1
	1,085,909	1,112,553
Current assets		
Debtors: amounts falling due within one year	309,195	168,457
Cash at bank and in hand	384,436	567,630
	693,631	736,087
Creditors: amounts falling due within one year	(142,130)	(227,981)
Net current assets	551,501	508,106
Total assets less current liabilities	1,637,410	1,620,659
Net assets	1,637,410	1,620,659
Capital and reserves		
Profit and loss account	1,637,410	1,620,659
	1,637,410	1,620,659

THE PATH TO PARIS

LONG-TERM THINKING IS KEY TO DELIVERING SUSTAINED SUCCESS



ROB MCCRACKEN CBE Performance Director

The fact that an Olympic cycle usually lasts for four years means many people often think this is the timeframe required to take a promising national level boxer and turn them into an elite international performer with the capacity to challenge for a medal on the biggest stage in sport.

It is a view that is often compounded by the way the majority of British boxers that compete in the Olympics usually do so only once and nearly all of those who win a medal turn professional shortly afterwards.

The reality of how long it takes to produce a successful Olympic boxer is far more nuanced than this. And any detailed analysis of the recent history of GB Boxing reveals that four years on the World Class Programme (WCP) is rarely enough time for a boxer to acquire the physical, mental and technical attributes required to win a medal in a sport as tough and competitive as Olympic boxing.

By way of illustration, the six boxers who delivered Great Britain's historic six-medal success in Tokyo, spent an average of nearly seven years as part of the WCP. In the case of Galal Yafai, who won gold, and Pat McCormack, who secured a silver, this entailed going to two Olympic Games.

Looking further back, if we consider all nine of the boxers that won medals at the two most recent Olympics in Rio and Tokyo, only Joshua Buatsi and Karriss Artingtsall spent less than four years as part of the GB Boxing squad and both were part of teams that included many colleagues who had spent in excess of five years on the WCP.

Put simply, it shows that experience counts for an enormous amount in international boxing and that the longer a boxer grows and develops in the GB Boxing environment, the better chance they will have of winning an Olympic medal.

This is an important insight and influences not just how we plan from cycle to cycle but also the way we operate the WCP on a weekly basis.

It means that even though we are on the countdown to the 2024 Olympics and are firmly focused on working with the senior boxers in the Podium squad that have the capability to qualify for Paris, the WCP is still running assessments to identify new talent, while also working to develop those in our Academy group



who we believe have the potential to represent Team GB in Los Angeles 2028.

The performances of our senior boxers in 2022-23 have been promising and shown that the work done by our coaches and performance staff to accelerate their progress and negate the impact of Covid, which prevented this cohort from competing for much of 2020 and 2021, is beginning to produce results.

It remains a difficult challenge though and there is still a lot of work to do in the time we have until Paris 2024 to ensure the boxers can get the experience they need to get them fully attuned to the unique demands of elite international boxing.

What all of this tells us is that creating Olympic medallists is a long-term process whereby we constantly have to balance the twin goals of improving our existing cohort of senior boxers while also identifying and developing new talent that has the potential to become the Olympians of the future.

Fortunately, I am surrounded by a group of coaches and support staff that understand the importance of long-term thinking and know what it takes to create Olympic champions.

This group of people have been central to the success we have enjoyed at GB Boxing and provided they are around to support the boxers then I am optimistic about the future.

There will be some bumps in the road - that is the part and parcel of elite sport. But I have no doubt that as long as we keep the majority of our best people together and retain the expertise that has contributed so much to GB Boxing over the last decade, then we can continue to deliver sustained medal success for many more years.

“EXPERIENCE COUNTS FOR AN ENORMOUS AMOUNT IN INTERNATIONAL BOXING AND THE LONGER A BOXER GROWS AND DEVELOPS IN THE GB BOXING ENVIRONMENT, THE BETTER CHANCE THEY WILL HAVE OF WINNING AN OLYMPIC MEDAL.”





GB
BOXING

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