



AGM

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT

Agenda

1. Welcome from the Chair of British Rowing
2. Presentation from the Director Team at British Rowing
3. Apologies for Absence
4. To approve the minutes of the Annual General Meeting of the Company held on 9th December 2024
5. To receive the accounts of the Company for the year ended 31 March 2025 together with the reports of the Directors and Auditors
6. That Buzzacott be appointed as auditors of the Company to hold office until conclusion of the next Annual General Meeting at which Accounts are laid before the Company and to authorise the Directors to fix their remuneration
7. Changes to the Articles of Association
8. Questions
9. Any Other Business

AGM Presentations

Presentation Order

- Lyall J Dochard
- James Sampson
- Bruce MacMillan
- Nathaniel Reilly-O'Donnell
- Louise Kingsley

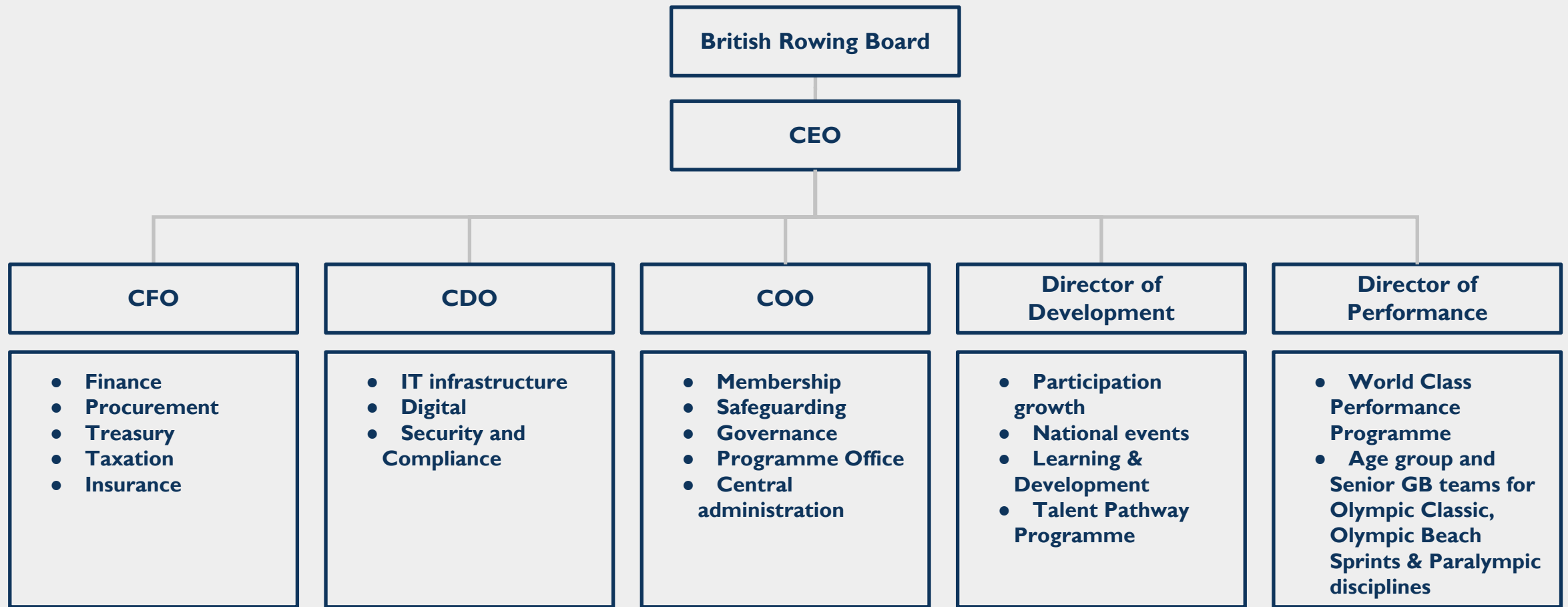
Chief Financial Officer
Chief Digital Officer
Chief Operating Officer (designate)
Director of Development
Director of Performance



Organisational Structure

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT





Finance

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT

Introduction and Overview

The purpose of this presentation is to provide you with an update on British Rowing financial performance, including **historic trends**, the **2024/25** financial profile together with insight into the **current financial year highlights**

Note: There were a number of finance-related questions submitted in advance of this meeting. I will do my best to address these during this update.

Context

- **British Rowing (BR), in line with many NGBs and the wider sport sector, has faced many financial pressures/headwinds in recent years**

1. Declining funding 2. Higher cost of running operations 3. Income diversification challenges and the lack of commercial revenue opportunities 4. Macroeconomic conditions and inflationary pressures 5. Covid 19

- **Within this landscape BR has made mandatory and discretionary investments**

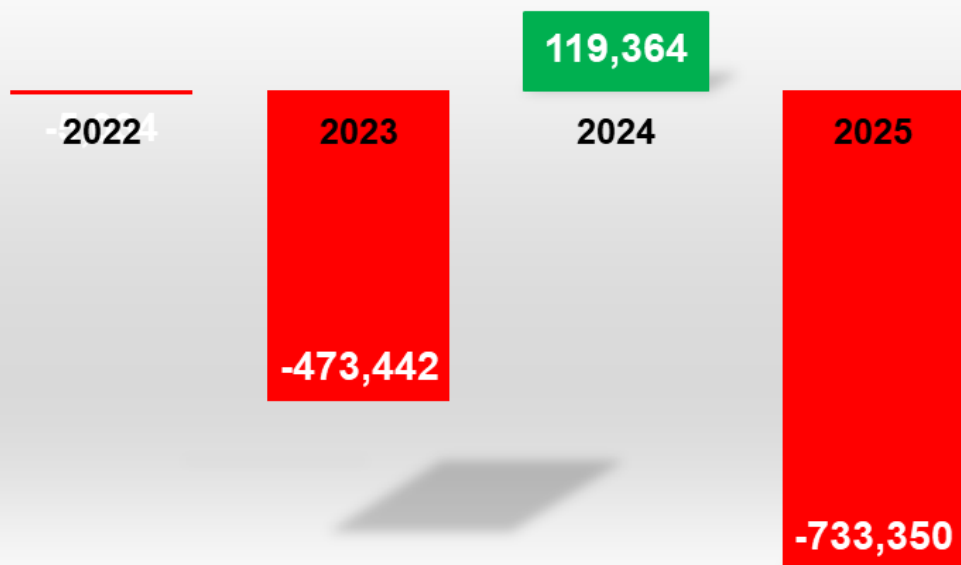
Legacy technology / Compliance / Revenue enhancement / People

- **BR has challenges as do all NGB's to ensure its long-term financial sustainability**

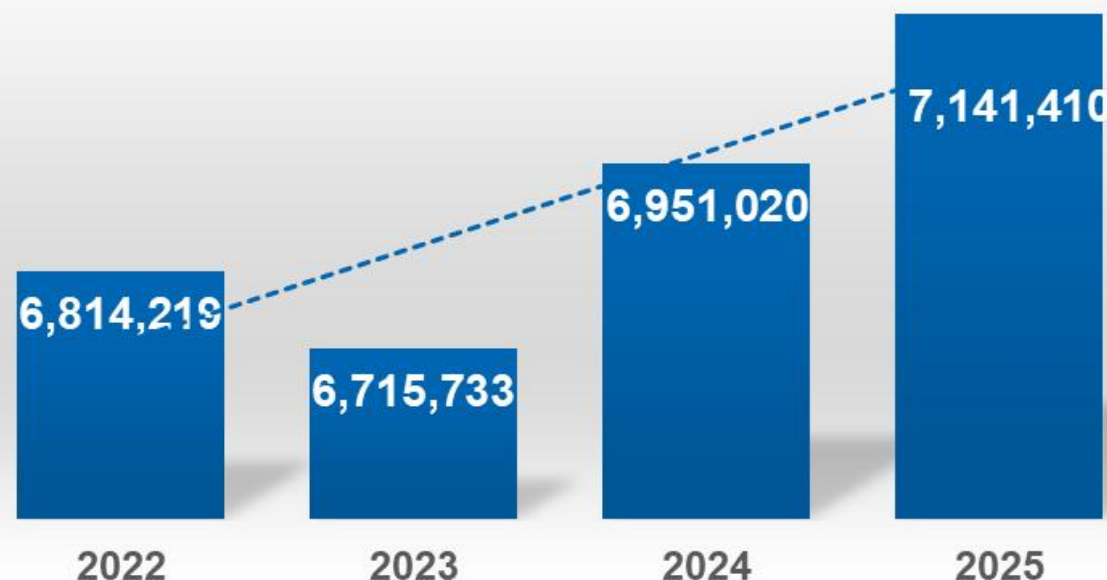
We are working hard to address this through both income generation and cost efficiency measures and to deal with the headwinds that continue through the sector

Financial Performance: FY 2022 - 2025

Post Tax (Deficit)/Surplus (£)



Liquidity (£)



£1m cumulative deficit over the past 4 years. Profile impacted by the fluctuation in portfolio fund valuation, the hosting of World Coastal Championships in FY23 and additional investment items in FY25

Where are we now? - the current Financial Year

Performance through the 7 months of the financial year 2025/26 is tracking in line with budget expectation, and significantly improved from 2024/25



Increased membership registrations



Increased coaching attendee levels and operating margin



Increased event participation and income



Introduction of cost efficiencies



Investment to strengthen safeguarding and digital/IT capabilities

Critical Success Factors - H2 FY 2025/26



Continued maturity of financial planning and reporting framework



Successful delivery of digital improvement initiatives



Successful renewal of commercial partnerships in 2026



Effective management of performance and pathways grant deployments



Review of investment management strategy

Summary

- The 2024/2025 performance is hugely disappointing – with a deficit caused by planned and unplanned investments as well as cost increase pressures and we are working hard to address this;
- Financial pressures and headwinds are serious and significant and we believe will remain for some time to come;
- We need to continue to invest, particularly around digital investment to enhance member services, de risk and remove legacy arrangements;
- We need to work towards a long term financially sustainable model – this is one of our top priorities.



Digital

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT



JAMES SAMPSON - CDO

INTRODUCTIONS

25 YEAR DIGITAL CAREER

Developer, Architect, Product Leader,
Consultant, Leader

SPORTING EXPERIENCE

Manchester United, FIFA – Web & Mobile

NFL, NHL, NBA: Multi-Screen Strategy

ATP Tour – Fan-Focus, CDP & Data
Consolidation, Modernising Sporting Operations

DIGITAL TRANSFORMATION

Banking, Energy, Pharma, ATP Tour

DIGITAL LANDSCAPE REVIEW

IT STABILIZATION

INFORMATION SECURITY

- Implement Remote Monitoring
- Virtual Pen Testing Services
- Implement Central Authentication
- Dark web monitoring

HARDWARE / INFRASTRUCTURE

- Network Infrastructure Updates
- Laptop Refresh
- Mobile Device Management

BUSINESS SOFTWARE

- Consolidating Software Provision
- Review software usage across business
- Google/Microsoft assessment
- Core (BROE, IR, Clubhub) – Review and present detailed transformation plan

CLOUD ENABLEMENT

- Hammersmith server migration
- BROE2 and IR migration

DIGITAL VISION

CORE THEMES WHICH WILL GUIDE US

MEMBER CENTRIC

Adapting to your needs

Federated IT landscape

SAFEGUARDING AND SECURITY

Data Protection

Application Security

COST EFFICIENT

Leverage economies of scale

Hybrid build/buy approach

VALUE UNLOCKED IN DATA

Single Customer View

Future Value Propositions

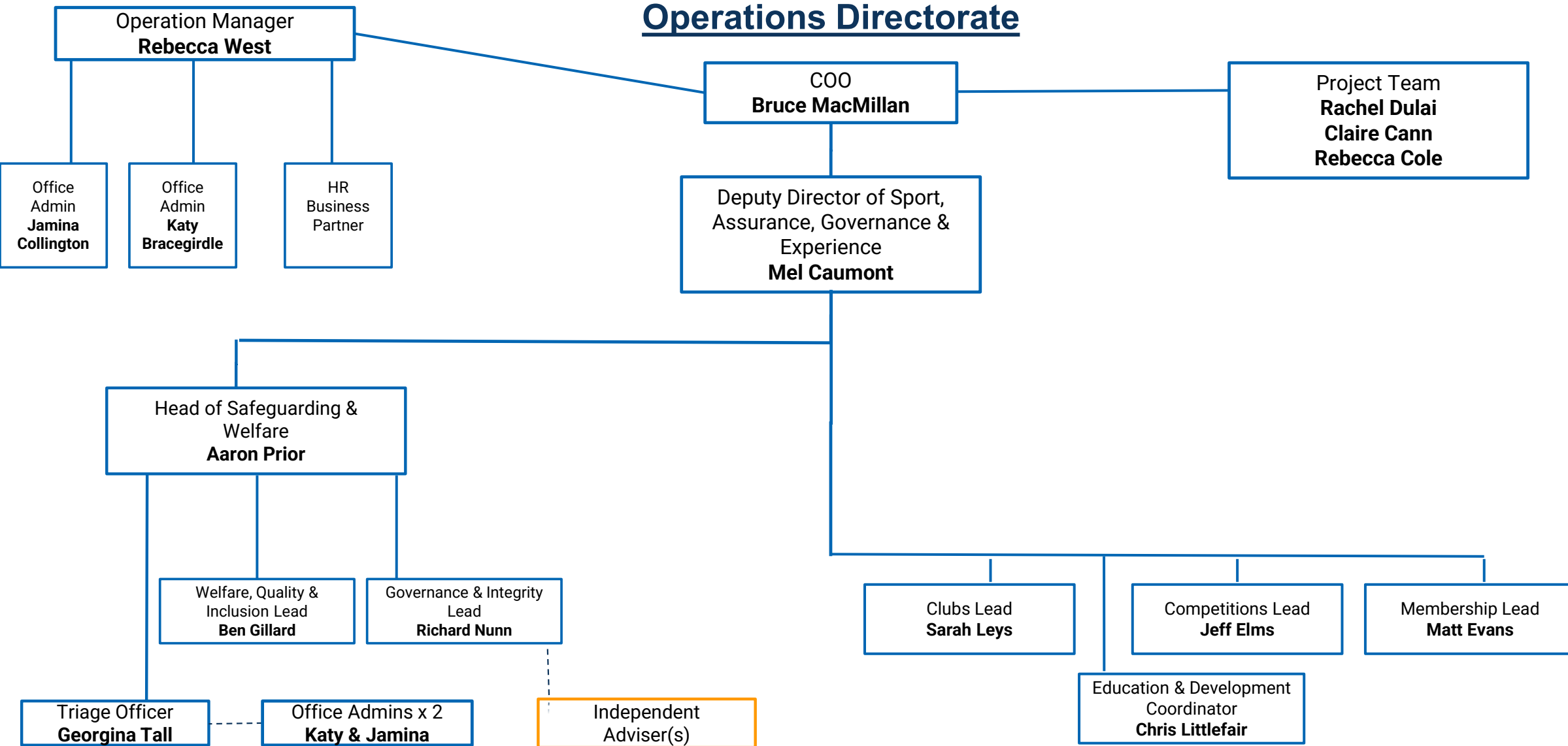


Operations

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT

Operations Directorate



Introducing: Sport, Assurance, Governance & Experience

Over recent months, the Membership and Safeguarding teams have been reviewed and restructured to align with this new direction. The outcome is the creation of the **Sport, Assurance, Governance & Experience Directorate**, led by Bruce Macmillan (COO) and Mel Caumont (Deputy Director).

Sport = operations, delivery and alignment with the NGB's sporting remit

Assurance & Governance = safeguarding, safety, medical, anti-doping, integrity, policy, disciplinary, DBS, triage, process

Experience = membership growth & retention, clubs, competitions, education, compliance support

This change ensures:

- Greater clarity of roles and accountability within BR staff
- Stronger alignment with organisational priorities
- Improved service to members, clubs, competitions, volunteers

SAGE Directorate - How we'll be working together

A More Connected, Accountable, and Proactive Team

The Directorate brings together specialists in key areas:

- Membership
- Clubs
- Competitions
- Safeguarding & Welfare
- Governance & Integrity
- Welfare & Quality Assurance
- Triage & Casework

We'll be focusing on:

- Clearer lines of responsibility and escalation
- Stronger collaboration across teams and directorates
- A shared commitment to communication, delivery and accountability

Shifting from **administering** the sport to **owning it** - leading proactively, setting standards and driving improvements.

Project Status Overview

Facilitation

To manage the transition to strategic project working ensuring all work is aligned to the agreed projects and strategy.

✓ On Track

Stabilise Finances

The vision is to create, and maintain a high performing finance function, anchored in robust governance and a right sized internal control.

✓ On Track

IT Stabilisation

To deliver within the current financial year a stable, sustainable, cost certain and cost effective cyber secure cloud based solution to the company's business computing needs.

✓ On Track

Core Transformation Programme

Review our suite of member journeys and their digital implementations including (BROE, IR, ClubHub, Learning Systems, BR Website).
Developing a series of transformational projects to improve pain points and implement new opportunities over multiple years.

✓ On Track

Governance

Review and update all governance arrangements, from the AGM through the Board, committees (and their advisory panels), and the BR Executive

✓ On Track

Safeguarding, Row Safe and Learning & Education

Improve BR safeguarding procedures and overall operational efficiency, Creation of new modular learning courses.

✓ On Track

Caversham property

Build of new boathouse and negotiation of lease renewal

✓ On Track

HR & internal policies

Review all HR policies. Restructuring. Ensuring all company sites, permanent and temporary, operate with relevant, current, clear, and consistent procedures.

✓ On Track

Hammersmith property

Ensure complies to all health and safety standards. Maintain safe, effective, and efficient premises.

✓ On Track



Love Rowing

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT

Love Rowing - Continued success... and a time for change (fy 24/5 and calendar 25)

A time for change:

- After a highly successful tenure our Foundation Director, Rebecca Gibson, is taking on a new challenge (new recruitment ongoing), this follows on from the retirement of founding trustee Sally Pettipher

Their work resulted in another highly successful and inspirational year:

- Rowing to Success Programme
- Adaptive Rowing Equipment Fund Launch
- Love Rowing Open Grant Round
- The Big Row Inclusive Club Fund
- The Big Row Hike Row Challenge (Ben Gallagher)
- By March 2025 12669 reached from underserved communities
- 25 projects and 5585 beneficiaries reached in FY 2024/5
- Consolidated financial accounts into Group
- Hiring a jointly funded and co working BR/LR - Inclusive Programmes & Impact Manager
- Good working relationship developing between BR and LR Chairs and teams
- Need for a review and refresh of the BR/LR arrangements when the new Foundation Director is in post



Development

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT

Reflections of the year

We've had greater success when:

- We connect local initiatives, leading to more substantial change
- We work with the rowing community to strengthen and extend their local connections
- We galvanise a group beyond a few dedicated individuals
- There is a shared understanding of what's really inhibiting of growth



Participation Growth

Our aim:

- Inclusivity and accessibility at every level
- Ensuring rowing is open, welcoming and attainable for all
- Broaden participation in rowing; growing our sport by reaching more people in more places, across all formats.

Example

Over 2,000 new participants have taken to the water in your club through booking their place on gorow.britishrowing.org



Supporting the financial growth of clubs

Example

Over the past 12 months, these four Sport England supported programmes have generated **£632,193** of new income for clubs and projects:

- Fundraising support: **£160,000**
- Learn to Row activity: **£236,846**
- Equipment grants (coastal, adaptive, indoor): **£105,347**
- Youth Rowing and Inclusion grants: **£130,000**



National Events

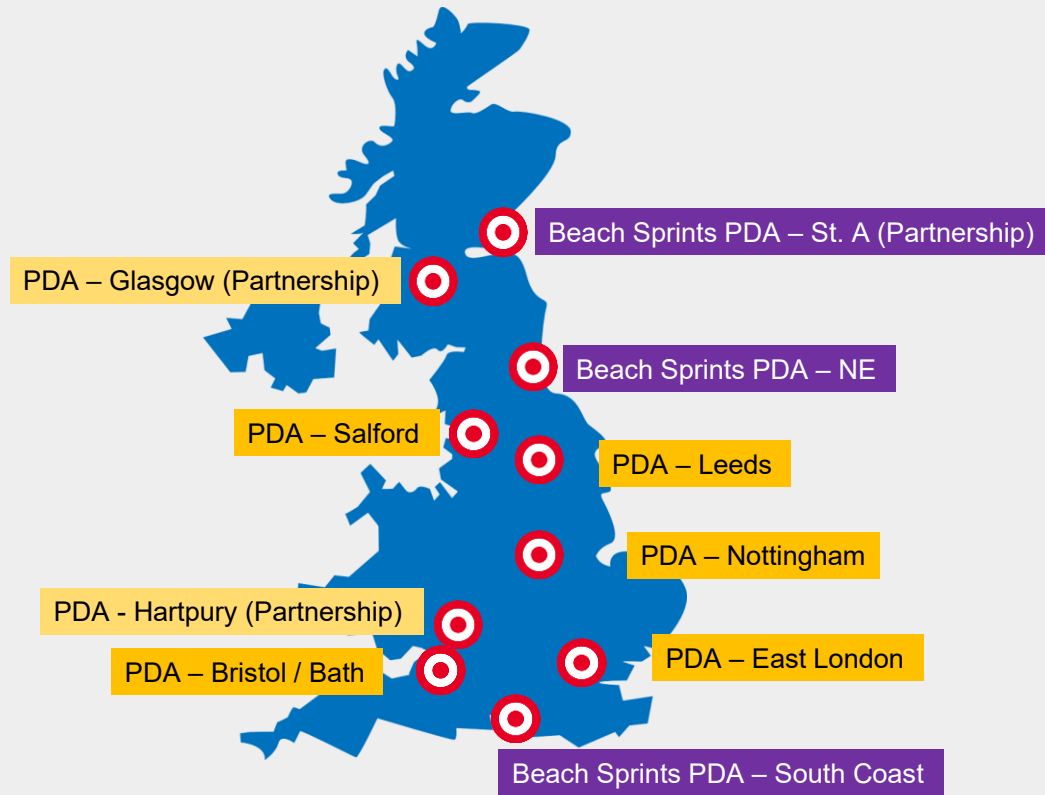
Recent upgrades to our events have attracted an increasing number of competitors:



	Competitors in 2025	YoY Increase
JIRR	1,123	14%
Masters	874	2%
Club Champs	2,696	15%
Beach Sprints	180	177%
BRIC	1,761	32%

Talent Pathway

Performance Development Academies



High Performance Academies



Coach Education & Development



Key developments:

- Coaching Conference - January 2025
- Launch of the Assistant Coach Training (the new entry point to our coaching qualification framework)
- Over 110 individuals benefiting from our in-situ coach development programmes
- Over 600 learners taking part in a course or workshop in the past 12 months

Club Leader Conference



Radisson Hotel & Conference Centre, Heathrow

We have organised a day of practical tools, shared stories and new thinking that help clubs strengthen their foundations, grow participation and improve sustainability

Informing Club & Event Leaders



A dedicated WhatsApp channel providing updates on:

- Available grants and development opportunities
- Tools and data
- Ways to connect with other club and event leaders

Other followers of the WhatsApp channel cannot see your personal details.



Performance

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT



SUCCESS ON
THE WORLD
STAGE IN

2025

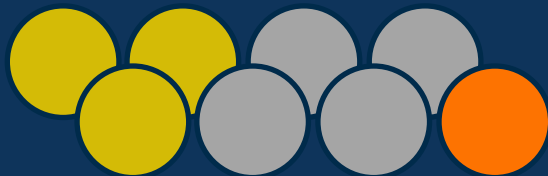
***WORLD ROWING
CHAMPIONSHIPS***

***WORLD ROWING U23
CHAMPIONSHIPS***

***WORLD ROWING U19
CHAMPIONSHIPS***

***WORLD UNIVERSITY
GAMES (FISU)***

***WORLD BEACH
SPRINT FINALS***



赛艇锦标赛 2025 World Rowing Championships 世界赛

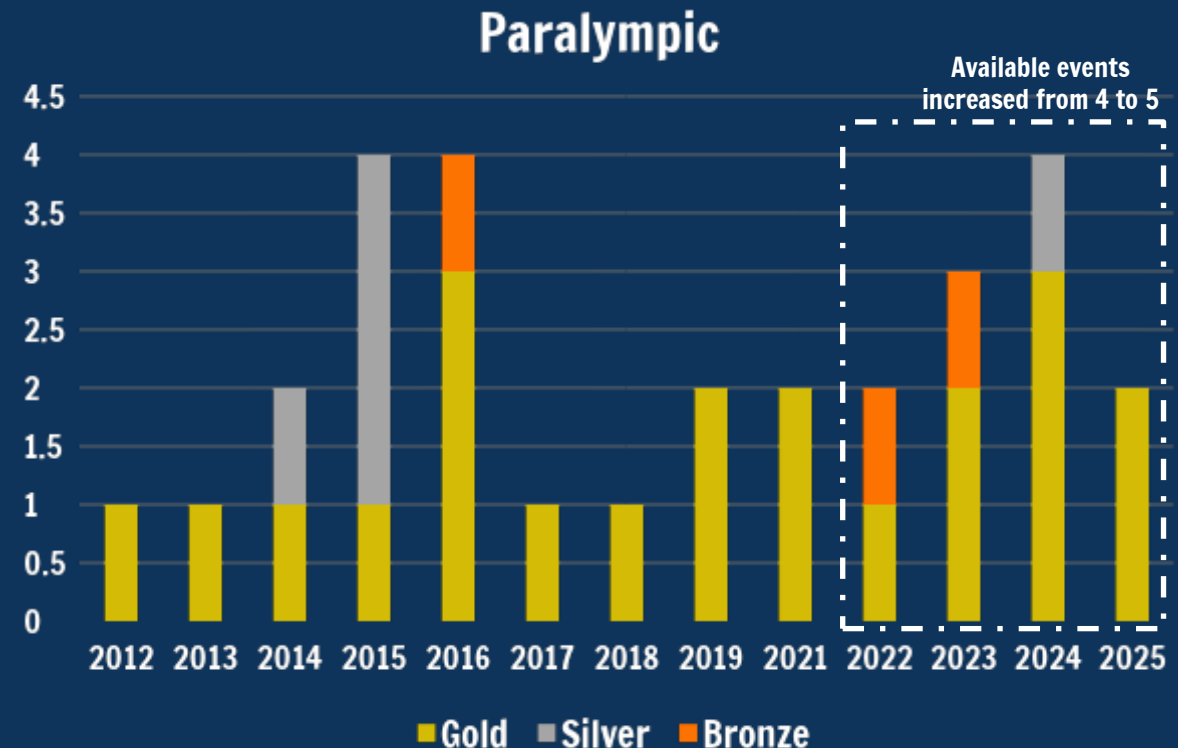
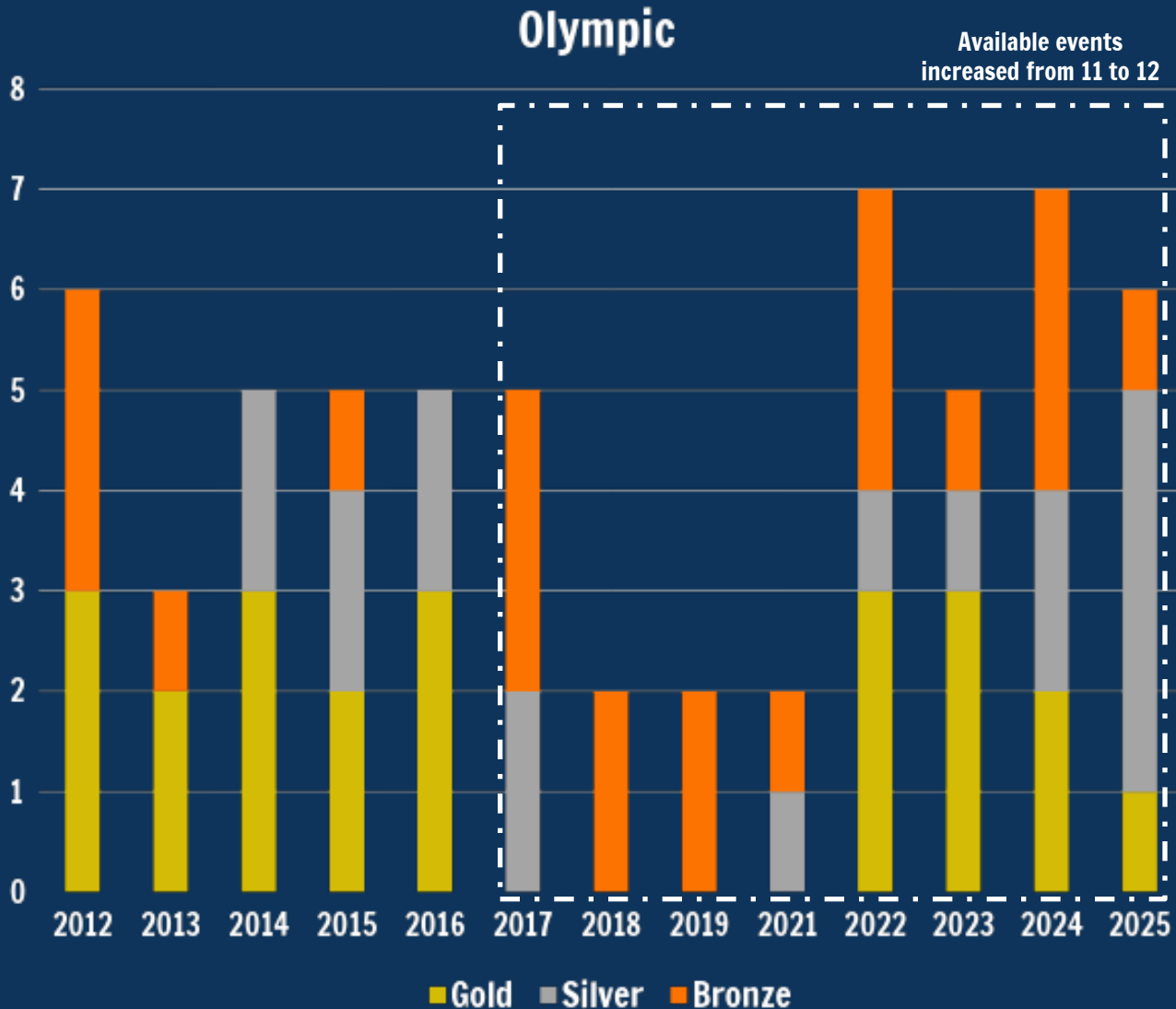
Shanghai China





OLYMPIC (exc. LWT) AND PARALYMPIC BOAT CLASS MEDAL SUCCESS BY YEAR

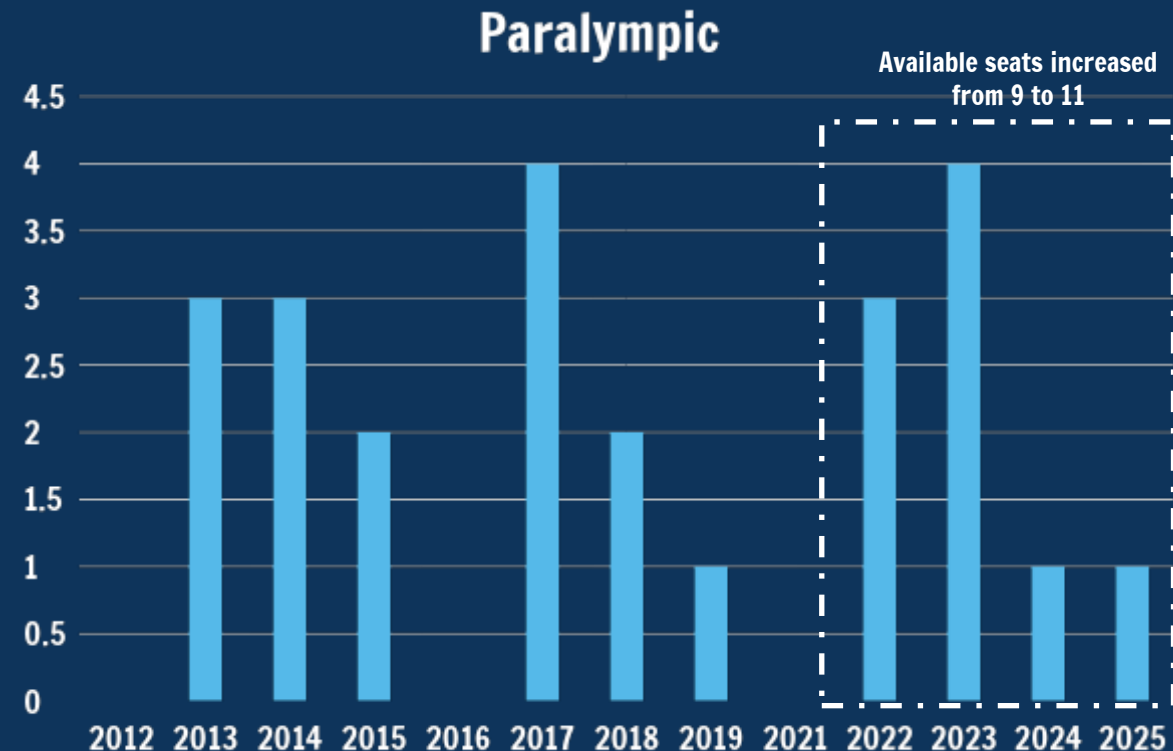
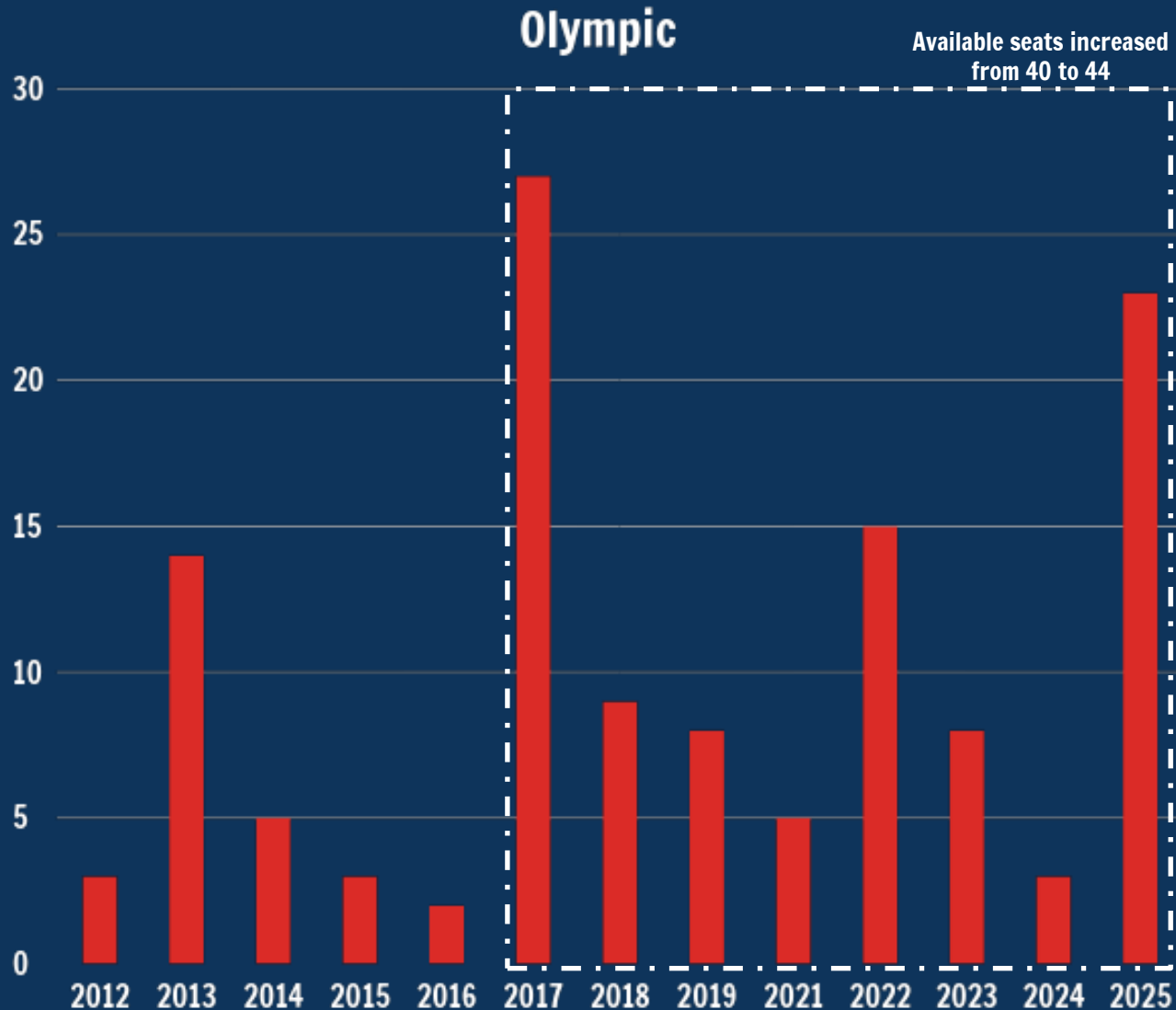
2013 TO 2025





NEW GRADUATES TO OLYMPIC & PARALYMPIC BOAT CLASSES

2013 TO 2025



The GB Rowing Team



VALUES

ONE TEAM

We work effectively to build each other up, when we share our skills, knowledge and experience we become faster together

PRIDE

We are extremely proud of the GBRT's past, we will continually seek to improve so we remain world-leading and leave a legacy to be proud of

TRUST

We value everyone's contribution, we build trust and belief in the people, the environment and the processes around us, while honouring and valuing the trust others place in us

VISION

BUILD A GB ROWING TEAM THAT INSPIRES THE WHOLE NATION

Deliver world-leading Olympic and Paralympic success while creating clear, supported pathways for talent from all backgrounds

MISSION

TO DELIVER A PROGRAMME WHICH CONSISTENTLY PRODUCES GOLD MEDAL SUCCESS AND CREATES THE ENVIRONMENT WHERE ATHLETES AND STAFF THRIVE

LA Cycle: Strategic Priorities for the 2028 Olympic and Paralympic Games



1. Sustain Performance

- Maintain GBRT's competitive advantage and gold medal delivery by building on core strengths
- Support a pathway that enables cycle upon cycle success and drives athlete aspirations

1. High Performing People

- Continue to improve whole team engagement to deliver an aligned and united programme
- Further enable people development (athletes, coaches and staff) to ensure robustness and sustainability of the programme

1. Enabling the Future

- Consistent elevation and transition of pathway athletes and coaches to the senior programme
- Create opportunity and remove barriers to broaden rowing's reach
- Deliver an NTC that is fit for the future

1. Pursuing Opportunities

- Pursue performance gains through human and technological advances
- Target new medal opportunities

1. Income Prioritisation and Generation

- Find ways to generate unrestricted income which supports Priorities 1-4



BRITISHROWING

PROJECT CAVERSHAM

**EVOLVING GB ROWING TEAM'S WORLD CLASS
TRAINING BASE FOR LA, BRISBANE AND BEYOND**



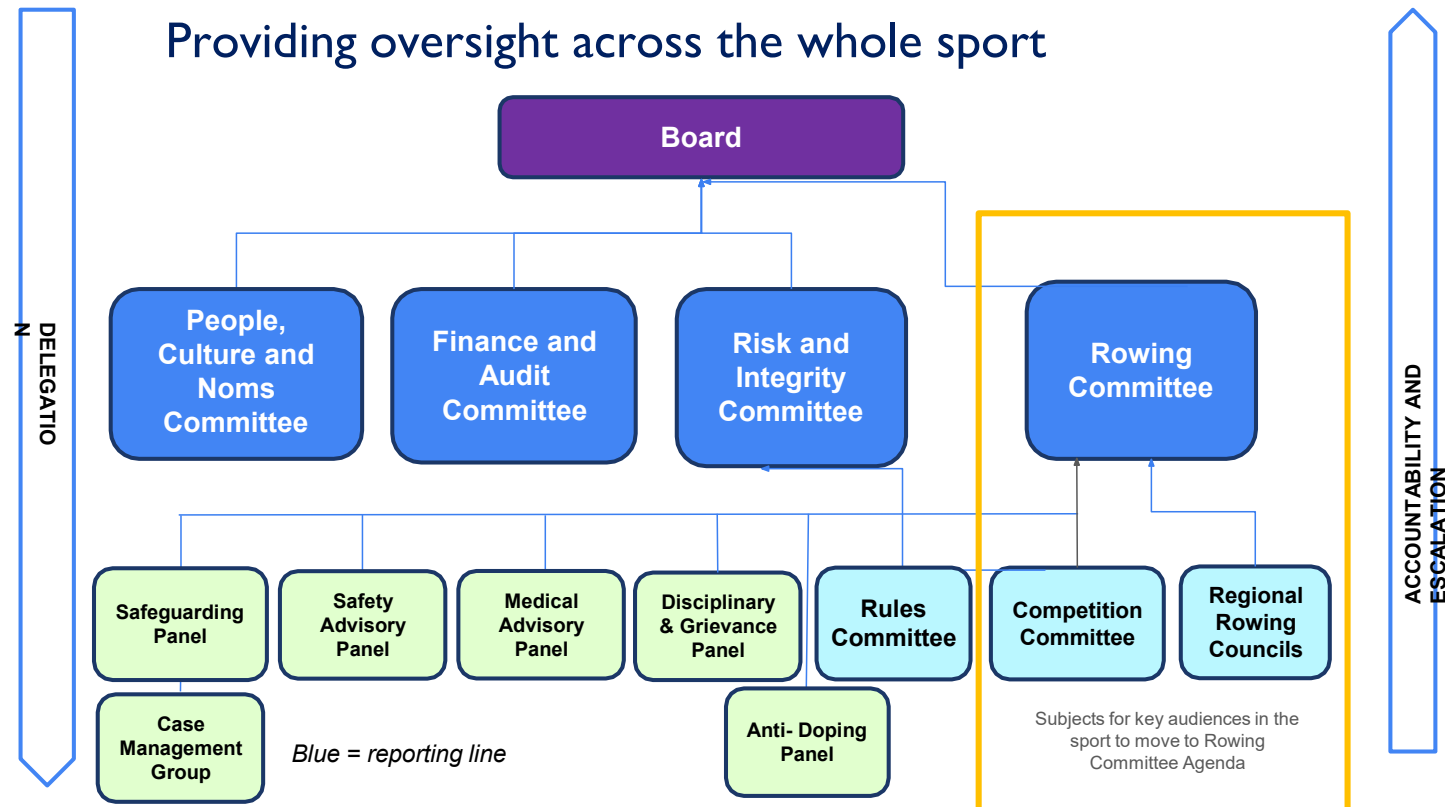
The Rowing Committee

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT

Governance Structure:

A single, new governance committee for community engagement called the **Rowing Committee**, reporting to the Board, which will retire the SC and Regional Chairs Forum





Article Changes

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT

Article Change

Article 1: Sport Committee

The current language in the articles:

Sport Committee: A committee established by the Board to co-ordinate and advise as to policies, activities and initiatives relating to Rowing.

The proposed change in language in the articles:

Rowing Committee: A committee established by the Board to co-ordinate and advise as to policies, activities and initiatives relating to Rowing. The terms of the committee shall be approved with the Board.

Reason for Change:

To establish the new Rowing Committee, the Sport Committee must be retired.

Article Change

Article 8d: The Board shall consist of

The current language in the articles:

‘Chair of the Sport Committee’

The proposed change in language in the articles:

‘Chair of the Rowing Committee’

Reason for change:

The Sport Committee will be dissolved and replaced by the Rowing Committee. Consequently, the Rowing Committee Chair will now serve as a Board Member, taking over the previous arrangement for the Sport Committee Chair.

Article Change

Article 10: Deputy Chair

The current language in the articles:

‘The Deputy Chair will be appointed pursuant to election by the Members for a term of up to four years’

The proposed change in language in the articles:

‘The Deputy Chair shall be appointed pursuant to election by the Members for a term of up to four years.
There shall be an open recruitment process through which any registered individual may apply’

Reason for change:

This makes it clear that the Deputy Chair is not filtered by the Board.

Article Change

Article 12: The Chair of the Sport Committee

The current language in the articles:

‘The Chair of the Sport Committee shall be appointed pursuant to election by the Members for up to a four-year term’

The proposed change in language in the articles:

‘The Chair of the Rowing Committee shall be appointed pursuant to election by the Members for a term of up to four years. There shall be an open recruitment process’

Reason for change:

The Sport Committee will be dissolved and replaced by the Rowing Committee. Consequently, the Rowing Committee Chair will now serve as a Board Member. This will be an open recruitment process to ensure an evaluation of continued fitness for the role, performance assessment, adherence to 'fit and proper' criteria, and confirmation of desire to continue service.

Article Change

Article 15: Member Nominated Directors Appointment

The current language in the articles:

‘The Nominated Directors shall be appointed pursuant to election by the Members each for up to a four year term’

The proposed change in language in the articles:

‘The Nominated Directors shall be appointed pursuant to election by the Members each for a term of up to four years. There shall be an open recruitment process through which any registered individual may apply’

Reason for change:

Current Member Nominated Directors shall serve out their existing terms of appointment. Upon the conclusion of these terms, their continuation will be subject to the standard Director renewal process applicable to all Directors. This ensures an evaluation of continued fitness for the role, performance assessment, adherence to 'fit and proper' criteria, and confirmation of their desire to continue service. In addition, this should ensure that the nominated directors come from within the sport to balance the independent directors.

Article Change

Article 60b: Chair of Sport Committee

The current language in the articles:

‘The Chair of the Sport Committee’

The proposed change in language in the articles;

‘The Chair of the Rowing Committee’

Reason for Change:

This article needs to reflect the retirement of the Sport Committee.



A0B

27th November 2025

TEAMWORK | OPEN TO ALL | COMMITMENT