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ABBREVIATIONS

ACT – Ann Craft Trust	IQA – Internal Quality Assurance
AGM – Annual General Meeting	IWF – International Weightlifting Federation
B2B – Business-to-Business	KPI – Key Performance Indicator
BEAA – British Elite Athletes Association	LSEG – Lower Socio-Economic Group
BUCS – British Universities & Colleges Sport	MDT – Multi-Disciplinary Team
BWL – British Weight Lifting	MQS – Minimum Qualification Standard
C&J – Clean and Jerk	OBE – Officer of the Order of the British Empire
CEO – Chief Executive Officer	OLY – Post-nominal letters granted to Olympians
CIMSPA – Chartered Institute for the Management of Sport and Physical Activity	PAYE – Pay As You Earn
COO – Chief Operating Officer	PE – Physical Education
CPD – Continuing Professional Development	PLY – Post-nominal letters granted to Paralympians
CPSU – Child Protection in Sport Unit	PPL – Para Powerlifting
CSR – Corporate Social Responsibility	S&C – Strength and Conditioning
CWF – Commonwealth Weightlifting Federation	SBD – Sports brand sponsor, “ <i>Strength. Belief. Determination.</i> ”
DIAP – Diversity and Inclusion Action Plan	Talent ID – Talent Identification
D&I – Diversity and Inclusion	TCRR – Technical and Competition Rules & Regulations
DiSE – Diploma in Sporting Excellence	TO – Technical Official
DNF – Did Not Finish	UKAD – UK Anti-Doping
DRO – Drug Reference Online (<i>as in Global DRO</i>)	UX – User Experience
EWF – European Weightlifting Federation	VAT – Value Added Tax
FTE – Full-Time Equivalent	WADA – World Anti-Doping Agency
GB – Great Britain	WCP – World Class Programme
GDPR – General Data Protection Regulation	WITTW – What it takes to win
HMRC – His Majesty’s Revenue & Customs	WL – Weightlifting
HR – Human Resources	WPPO – World Para Powerlifting
IAP – Individual Athlete Plan	
IMD – Index of Multiple Deprivation	



IN MEMORIAM

Bill Brice (1940 - 2026)



It is with great fondness that we remember Bill Brice, who passed away on 3 August 2026, aged 86. Born in Kent in 1940, Bill began his career as a railway apprentice before joining the Prison Service in 1960. Over 35 years, he rose to Chief Officer rank, spending much of his career in the Physical Education (PE) Branch, where he was instrumental in developing PE training and promoting weightlifting and powerlifting.

Bill made a significant contribution to British strength sports. A British National Powerlifting Coach in the 1970s, he went on to become British National Junior Weightlifting Coach,

coaching national squads at Bisham Abbey and international championships throughout the 1980s and 1990s. He also helped establish weightlifting coaching structures in Kenya and developed the national PE training structure within the Prison Service.

Working alongside many of the great names of BWL including Mike Pearman, Wally Holland and Precious McKenzie, Bill helped develop a generation of young lifters, many of whom went on to senior international success. He continued coaching at club level, supporting lifters to local, regional and national achievements.

Away from sport, Bill enjoyed travelling and other pursuits with his wife, Val, to whom he was married for almost 66 years. Bill leaves a lasting legacy in BWL and in the many people he influenced throughout a long and distinguished life. His contribution will be remembered, and he will be greatly missed.

ABOUT US

As the UK's recognised Governing Body for weightlifting and para powerlifting, our role is to inspire a nation of lifters through exceptional leadership and expertise.

We are responsible for the growth and success of weightlifting and para powerlifting at every level. Our work sees us support a network of weightlifting bodies, clubs and gyms across the UK, as well as the thousands of people actively involved in Olympic Weightlifting and Para Powerlifting disciplines.

We strive to deliver exceptional training programmes, educational structures and competitions that **create opportunities for people to participate and excel in our sport**. Whether you're an aspiring weightlifter or para powerlifter at your local club or an elite athlete competing on the international stage, we are here to help you fulfil your potential.

Find Your Strong · Strategic Vision for 2026 – 2030

The strategy establishes a unified vision to grow the sport at every level, from first time lifters in local clubs through to podium success on the world stage. Built around **three core priorities of performance, participation and people**, it provides a focussed framework to strengthen our sports over the next four years.

At its heart, Find Your Strong is a call to action. It reflects the role of weightlifting and para powerlifting not only as competitive sports, but as **a foundation for confidence, strength of character and community**, where more people can discover the barbell and progress on their own terms.

The plan will strengthen performance through clear pathways, enhanced coaching and a system grounded in integrity and athlete wellbeing. It will grow participation by getting more people lifting more often and for longer, supported by stronger clubs, expanded education and accessible entry points. It will also build a more connected and sustainable sport through stronger relationships, aligned partnerships and increased commercial investment.



CHAIR'S FOREWORD

It is my great privilege to present my second Annual Report as BWL Independent Chair.

The past year has been one of significant progress and transition for BWL. Following my appointment in May 2025, my first months as Chair were focused on listening, understanding the organisation and considering how we could build on the foundations already in place. During the 2025/26 financial year, that work moved decisively into action.

Most importantly, we developed our new **Find Your Strong Strategic Plan 2026 – 2030**, which was launched in May 2026 and sets out a clear direction for BWL over the next four years. The strategy reflects extensive engagement across our organisation and community and provides the framework through which we will pursue our ambitions for our sports and the people who make them possible.

The development of the strategy was informed by the Organisational Health Review undertaken with our Board, Senior Leadership Team, UK Sport and Sport England. The review recognised the passion, resilience and commitment throughout BWL, while also identifying areas requiring continued attention, including organisational capacity, financial sustainability, data and income diversification.

2025/26 was a challenging year in some respects. BWL recorded its first annual deficit for a number of years, membership and club growth remained below our ambition and pressures on education and commercial income became increasingly evident. The Board recognised that a reset was required.

BWL remains financially stable, supported by its reserves and significant public investment, but operating deficits are not sustainable, and our long-term future cannot depend on public funding alone. The Board has therefore supported action to strengthen our commercial, education, marketing and digital capability, alongside disciplined management of costs and clearer decisions about where our resources can have the greatest impact.

We enter the new strategic period with significant public investment. **The £5.6 million UK Sport award for the Los Angeles 2028 Olympic and Paralympic cycle** represents a major vote of confidence in our sports and performance programmes. Our partnership with Sport England also continues to provide important support across participation, talent and development, including dedicated investment into para powerlifting.

With this investment comes considerable responsibility. The Board remains focused on strong governance, appropriate oversight and the effective use of resources. Our role is to ensure that ambition is matched by sound decision-making, appropriate challenge and a clear understanding of risk.

On the international stage, our athletes continued to make us immensely proud. Following the success of Paris 2024, both performance programmes entered the Los Angeles cycle with renewed ambition and delivered further success at World and European level. These performances reflect the commitment of our athletes, coaches, personal coaches, performance staff and the wider team behind the team.



Success for BWL, however, extends beyond international medals. During the year we continued to broaden opportunities through competitions, schools, adaptive activity and engagement with the Masters, CrossFit and wider strength and fitness communities. Our challenge now is to convert that wider reach into sustained participation, membership and stronger clubs.

Find Your Strong provides an opportunity to communicate more clearly what strength can mean to different people. Whether someone aspires to represent Great Britain, compete for their club, become a coach or Technical Official, improve their health or simply discover the confidence that comes from becoming stronger, we want BWL to provide a place for them.

There is much to be optimistic about, but we should not underestimate the work ahead. One of the important lessons from the past year is that continuing to do more with limited resources is not sustainable. **Find Your Strong must translate ambition into measurable delivery**, with financial sustainability, membership and club growth, income diversification, better use of data and organisational capacity all requiring continued attention. The Board will continue to provide appropriate challenge and support and, where necessary, make difficult choices about priorities and resources.

I am grateful to my fellow Directors for the considerable time, expertise and commitment they provide voluntarily. I would also like to recognise our CEO, Matthew Curtain, and the entire BWL team. The progress made during the past year reflects an enormous amount of work across a relatively small organisation, and the Board is extremely appreciative of their professionalism and commitment.

On behalf of the Board, I also extend our sincere appreciation to UK Sport, The National Lottery, Sport England, our sponsors, commercial partners and the many organisations and individuals who work alongside BWL. Growing and strengthening these partnerships will become increasingly important to our long-term sustainability.

Above all, I want to thank our athletes, clubs, coaches, Technical Officials, volunteers, parents, families and supporters. BWL is ultimately a community, and its strength comes from the thousands of people who give their time, energy and enthusiasm to our sports every year.

We enter 2026/27 with stronger foundations, a new strategy and considerable opportunity ahead of us, but also with a clear understanding of where we need to improve. Our responsibility is to ensure that sporting success and wider reach are matched by sustainable growth, strong governance and an organisation capable of delivering for its community over the long term.

I look forward to working with our entire community as we continue building stronger sports and a stronger BWL together.



Rupinder Kaur Ashworth
Independent Chair



CEO'S REPORT

On behalf of the Executive, I am pleased to present the BWL Annual Report for the financial year ending 31 March 2026.

2025/26 was an important year for BWL. It marked the conclusion of our Stronger Together Strategic Plan, the first full year of the Los Angeles 2028 cycle and the development of our next strategy, Find Your Strong 2026 – 2030.

As the separate Stronger Together review within this Annual Report demonstrates, the strategy leaves BWL with stronger foundations across performance, governance, competitions, pathways and engagement, while also highlighting areas where further progress is required, particularly membership growth, financial sustainability, commercial development, digital capability and organisational capacity.

Financially, 2025/26 was a challenging year and BWL recorded its first annual deficit for a number of years. This reflected weaker than anticipated commercial and education income, wider cost pressures and continued investment in the organisation and its programmes. Importantly, BWL entered the year with a strong reserves position built through prudent financial management, providing resilience and allowing the deficit to be managed without compromising our immediate financial stability. Operating deficits are not sustainable over the longer term, however, and **strengthening our underlying financial model, diversifying income and returning to a sustainable operating position** will be important priorities.

During the year we began a broader organisational reset. This included a comprehensive review of our education offer, development of a new commercial strategy, launched in May 2026, and recruitment of a new Head of Marketing. We refreshed the BWL brand, including a new logo and visual identity, and commenced development of a new website, due to launch during 2026/27 as part of our wider digital transformation. Our involvement in UK Sport's Single Participant View project with 4GLOBAL also provides an important opportunity to improve how we understand our participants and customers and use data to inform decisions. These initiatives must now translate into improved experiences, greater participation and membership, and stronger, more sustainable income.



The transition towards Los Angeles 2028 provided another major focus. UK Sport confirmed £5.6 million of investment across weightlifting and para powerlifting, representing a 52% increase compared with the Paris cycle and marking weightlifting's return to the World Class Programme. £3.45 million is allocated to weightlifting and £2.15 million to para powerlifting. Our athletes continued to deliver internationally across both sports, while our partnership with Sport England provided further investment in participation, talent and pathway development, including dedicated support for Para Powerlifting.

Domestically, competition remained one of BWL's strongest areas of delivery. Across the year, 170 competitions provided 6,261 competition opportunities, with participation comprising 52% women and 48% men. We delivered our first dedicated adaptive weightlifting competition and further opportunities for para-athletes outside the World Class Programme. School Games activity also engaged more than 1,000 young people, while equipment support was secured for 50 schools and 37 Coaching Scholarships supported coaches across clubs and community organisations.

There were also challenges within the competition programme. Regional Open entries were below expectations, suitable venues remained difficult to secure and declining Technical Official and loader availability presents an increasing operational risk. As the programme develops, our focus must increasingly be on quality, demand, accessibility and financial sustainability rather than simply the number of events delivered.

Membership and club development remains an important area of focus. We finished the reporting period with 3,638 individual members and 149 affiliated clubs, with new clubs broadly replacing those leaving rather than delivering sustained net growth. As we enter Find Your Strong, there is an opportunity to redefine and expand the BWL network beyond the traditional affiliated club model, **creating more routes for people to connect with our sports**. Work has already commenced to develop a stronger university network and refresh the Partner Gym scheme, alongside continued support for affiliated clubs. With strength training continuing to grow in popularity, this broader network can help us reach more lifters, coaches and participants and provide clearer routes into membership, education and competition.

Education also saw important progress. The new Level 3 Coaching Youth Weightlifting qualification was launched; our DiSE programme supported 36 athletes across two cohorts and a record 25 funded places were secured for 2026/27. BWL also achieved an 'Enhancing' rating through CIMSPA's quality assurance review. Education income, however, remained below expectations and the planned redevelopment of our Level 1 and Level 2 qualifications was deferred. Our wider education review must now ensure that our products remain relevant, competitive and financially sustainable.



Our communications continued to extend the reach of our sports. Our combined Instagram and Facebook audience reached 54,539, while athlete-led content demonstrated the potential to reach significantly wider audiences. A collaboration with Team England featuring Mark Swan achieved 1.7 million views, while coverage of our first Adaptive Competition generated more than 63,000 views. The challenge now is to convert increased visibility more consistently into participation, membership and commercial return.

Good governance and integrity remained fundamental. BWL continued to comply with the Code for Sports Governance, **achieved the highest possible 'Met' rating from the Child Protection in Sport Unit** and maintained compliance with UK Anti-Doping requirements. Our international profile and influence also continued to strengthen through our UK Sport-funded International Relations strategy, with greater British representation and continued engagement in international policy, governance and strategic discussions affecting our sports.

Find Your Strong 2026-2030 now provides the framework for the next phase of BWL's development. Our priorities are clear: sustain international performance, grow participation and membership, strengthen clubs and pathways, improve our products and customer experience, invest in our people and build a more resilient and diversified financial model. The focus in 2026/27 will be on turning the strategy into delivery and establishing clear measures of progress across the organisation.

None of this would be possible without the people who make up our sports. I would like to thank our athletes, coaches, clubs, Technical Officials, volunteers and members for their continued commitment, and our staff and Board for their hard work throughout another demanding year. I would particularly like to thank our Independent Chair, Rupinder Ashworth, for her leadership and support and for the important role she has played in shaping the next phase of BWL's development. I also thank UK Sport, Sport England, The National Lottery, our Home Nations, sponsors, commercial partners and wider stakeholders for their continued confidence and support.

We close 2025/26 with stronger foundations and a clear understanding of where we need to improve. The challenge now is to turn the ambition of Find Your Strong into results, building participation and membership, sustaining international success and putting BWL on a stronger and more sustainable footing for the future.



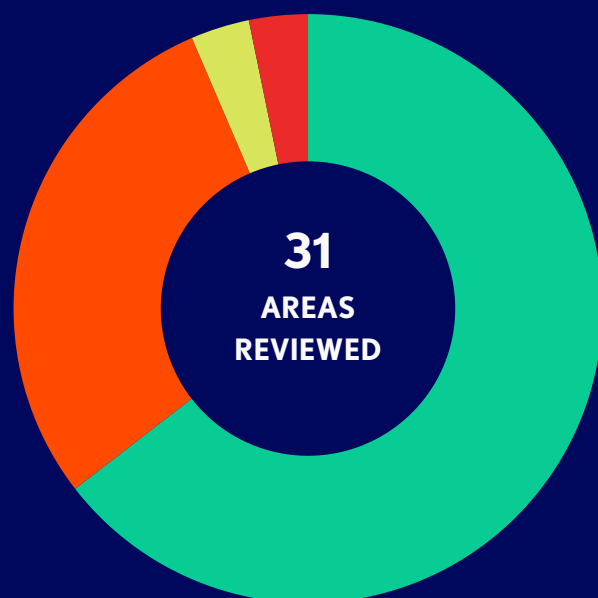
Matthew Curtain
Chief Executive Officer

**FIND
YOUR
STRONG**



KPI DASHBOARD 2025-2026

Delivery, development and the year ahead



Green

Delivered/on track

Yellow

Broadly delivered but improvement required

Orange

Material gap, challenge or further work required

Red

Not delivered/significant concern

Community & Participation

Membership

Yellow

2025 - 2026 3,638 individual members

2026 - 2027 Growth below ambition; improve acquisition and retention
Focus

Schools

Green

2025 - 2026 1,000+ young people engaged; equipment support secured for 50 schools

2026 - 2027 Develop progression routes from schools into regular participation
Focus

Participation

Green

2025 - 2026 Opportunities expanded through schools, adaptive activity, Masters and wider strength communities

2026 - 2027 Scale successful initiatives and improve measurement of unique participants
Focus

Clubs & Network

Orange

2025 - 2026 149 affiliated clubs; university network development commenced; Partner Gym proposition being refreshed

2026 - 2027 Deliver sustained network growth and complete university/Partner Gym development
Focus

Competition & Inclusion

Competitions

Green

2025 - 2026 170 competitions providing 6,261 competition opportunities

2026 - 2027 Focus Maintain quality while addressing capacity and sustainability

Competition Diversity

Green

2025 - 2026 52% women / 48% men; first dedicated adaptive competition attracted 23 competitors

2026 - 2027 Focus Continue growth in adaptive and underrepresented participation

Competition Development

Orange

2025 - 2026 Tier 4 continued; regional/adaptive formats tested; Masters engagement reset

2026 - 2027 Focus Regional Open demand remained mixed and Masters participation declined; refine formats based on demand

Performance & Pathways

Weightlifting Performance

Green

2025 - 2026 Six top-eight finishes, including two first places; nine international medals

2026 - 2027 Focus Continue building depth towards LA28

Para Powerlifting Performance

Green

2025 - 2026 World Championship medal plus two further top-six finishes; eight European medals

2026 - 2027 Focus Athlete recruitment and pathway depth require further development

Performance Pathway

Green

2025 - 2026 50+ athletes initially selected across GB Development Pathway squads; 13 entered Talent ID/Talent Transfer

2026 - 2027 Focus Strengthen progression and conversion through the pathway

DiSE

Green

2025 - 2026 36 athletes across two cohorts; 25 funded places secured for 2026/27

2026 - 2027 Focus Continue developing progression into the performance pathway



Education & Coach Development

Education

Green

2025 - 2026 Level 3 Coaching Youth Weightlifting launched; CIMSPA 'Enhancing' rating

2026 - 2027 **Focus** Improve learner volumes and financial performance

L1/L2 Development

Orange

2025 - 2026 Wider education review commenced

2026 - 2027 **Focus** Planned L1/L2 redevelopment not completed

Coach Development

Green

2025 - 2026 37 Coaching Scholarships supporting 28 clubs and two community organisations

2026 - 2027 **Focus** Evaluate impact and progression of scholarship recipients

Brand, Digital & Commercial

Marketing & Communications

Green

2025 - 2026 Combined Instagram/Facebook audience reached 54,539

2026 - 2027 **Focus** Improve conversion of reach into participation, membership and income

Content & Engagement

Green

2025 - 2026 Mark Swan/Team England collaboration reached 1.7m views; Adaptive Competition content exceeded 63,000

2026 - 2027 **Focus** Develop more consistent measurement across channels

Brand

Green

2025 - 2026 New brand, logo and visual identity developed

2026 - 2027 **Focus** Embed consistently across BWL activity

Website & Digital

Orange

2025 - 2026 New website and wider digital transformation progressed

2026 - 2027 **Focus** New website not completed during 2025/26

Data

Orange

2025 - 2026 Participation/customer data capability progressed, including SPV work

2026 - 2027 **Focus** Develop consistent organisational KPIs, baselines and reporting

Commercial

Orange

2025 - 2026 New commercial strategy and propositions progressed

2026 - 2027 **Focus** Commercial income below ambition; diversify and grow income



Strategy, People & Resources

Strategy

Green

2025 - 2026 Stronger Together completed; Find Your Strong 2026-2030 developed

2026 - 2027 Focus Establish new strategy KPIs and baselines for 2026/27

People & Workforce

Orange

2025 - 2026 Capability strengthened in priority areas, including recruitment of Head of Marketing

2026 - 2027 Focus Organisational capacity remains constrained in some areas

International Relations

Green

2025 - 2026 British representation, relationships and influence strengthened

2026 - 2027 Focus Continue translating influence into strategic opportunities

Diversity & Inclusion

Orange

2025 - 2026 DIAP progressed; demographic monitoring improved; Gender Identity Statement agreed

2026 - 2027 Focus Planned D&I Working Group not fully established

Finance

Orange

2025 - 2026 First annual deficit for several years; strong reserves position maintained

2026 - 2027 Focus Return to a sustainable operating position

Funding

Green

2025 - 2026 £5.60m UK Sport LA28 investment secured; Weightlifting returned to WCP status

2026 - 2027 Focus Deliver against LA28 investment outcomes



Governance & Assurance

Clean Sport

Green

2025 - 2026 UKAD annual submission accepted as compliant

2026 - 2027 Focus Incorporate additional IWF testing requirements into future planning

Governance

Green

2025 - 2026 Code for Sports Governance compliance maintained; governance framework strengthened

2026 - 2027 Focus Continue implementation and review of governance framework

Risk & Compliance

Green

2025 - 2026 Organisational Risk Register actively managed

2026 - 2027 Focus Continue strengthening risk ownership and mitigation

Safeguarding

Green

2025 - 2026 CPSU 'Met' rating achieved

2026 - 2027 Focus Maintain standards and continuous improvement

Athlete Committee

Red

2025 - 2026 Interim Chair in place since 2023. Structure agreed in principle by the Board in January 2026; full Committee not yet constituted

2026 - 2027 Focus Finalise arrangements, appoint wider membership and commence regular meetings



STRONGER TOGETHER

Four-Year Strategic Review 2022/23-2025/26

2025/26 marked the conclusion of BWL's Stronger Together Strategic Plan. The four-year period was shaped by the rebuilding of sport following COVID-19, significant organisational, leadership and governance change, and the development of stronger foundations for the future.

During the strategy period, BWL underwent substantial leadership and Board renewal, including the appointment of a new CEO, a new Independent Chair and five new Directors. This brought new skills, experience and perspectives into the organisation, while also creating an opportunity to reset priorities, strengthen governance and develop a more open and outward-facing culture.

Stronger Together set out to **educate, inspire and create greater opportunities for weightlifting, para powerlifting** and strength-based activity. It was built around two themes – Showcasing Strength as a Lifestyle and Strength as an Enabler of Sporting Success – and sought to broaden BWL's reach while strengthening the pathways, people and systems that support sporting success.

Overall, Stronger Together delivered strong progress across performance, competitions, governance and engagement, while progress in financial sustainability, membership retention, digital transformation and commercial development was more mixed. The strategy leaves BWL stronger than when it began, but with clear priorities carried forward into Find Your Strong 2026-2030.



Showcasing Strength as a Lifestyle

BWL became more open and outward facing during the strategy period, with stronger dialogue with members, clubs, athletes and stakeholders and a greater willingness to listen, test new ideas and adapt delivery. This cultural change supported a broader and more inclusive approach to participation and engagement.

The competition programme was successfully rebuilt following COVID-19. **More accessible Tier 4 competition, regional and adaptive formats, wider geographic delivery and renewed engagement with Masters** created more routes into competitive weightlifting. Collaboration with CrossFit and the wider strength and fitness community also enabled BWL to take weightlifting into new environments and connect with audiences beyond the traditional affiliated club network.

Engagement with the Masters community was reset, recognising the importance of lifelong participation, while collaboration with the CrossFit and wider strength and fitness community enabled BWL to take weightlifting into new environments and reach audiences beyond the traditional club network. Major national events provided opportunities to showcase the sport, build partnerships and test different approaches to competition delivery.

By 2025/26, 170 competitions were providing 6,261 competition opportunities, including BWL's first dedicated adaptive weightlifting competition. Major events and collaboration with the wider strength community increasingly provided opportunities not only to compete, but also to showcase weightlifting alongside other strength-based sports and reach new participants.

Schools activity, adaptive opportunities, Masters and engagement with CrossFit and wider strength and fitness communities broadened BWL's reach further. School Games activity engaged more than 1,000 young people in 2025/26 and equipment support was secured for 50 schools.

The opportunity carried forward is converting this broader reach and successful engagement into sustainable participation, membership and commercial value at greater scale.

Strength as an Enabler of Sporting Success

International performance was one of the strongest areas of Stronger Together. British athletes won eight Olympic and Paralympic medals across Tokyo and Paris, alongside medals at World, European and Commonwealth level. Paris 2024 delivered an Olympic bronze in weightlifting and BWL's best-ever Paralympic medal return in para powerlifting.



Behind these results, performance programmes and pathways strengthened materially. Weightlifting progressed from a funded progression programme to a £3.45m LA28 World Class Programme, while Para Powerlifting retained World Class Programme status with £2.15m of investment. Athlete health, multidisciplinary support, performance planning, diagnostics and data use also developed significantly.

The pathways supporting future performance became clearer, with Talent Transfer demonstrating strong conversion in weightlifting and greater alignment between Coach Education, DiSE and the performance pathway.

The principal unfinished challenge is depth, particularly sustaining talent recruitment, pathway capacity and coach development across both sports.

Strengthening BWL

The strategy period also strengthened BWL as an organisation. Governance, safeguarding, clean sport, financial oversight and Board capability developed, while stronger member, club and stakeholder communications supported a more open organisational culture.

Marketing and communications expanded significantly, with the combined Instagram and Facebook audience increasing from 37,614 to 54,539 across the period. Athlete storytelling, partner collaboration and more inclusive representation also became increasingly established within BWL communications.

Not every ambition was achieved. Membership increased overall from 3,495 to 3,638 and reached a peak of 3,865 but fell during the final year. The affiliated club network increased from 66 to 149 from its March 2023 baseline and peaked at 192 before also declining during 2025/26. These trends demonstrate meaningful overall progress while highlighting the need to strengthen retention and the member and club value proposition.

Financial stewardship was generally strong,

with three consecutive surpluses before a £92.7k deficit in 2025/26 and reserves remaining above the Board's minimum policy.

BWL also secured substantial investment for the next strategic period, including £5.60m from UK Sport for the LA28 cycle and an additional £1m of Sport England investment. This provides a strong platform for future delivery, but the period also reinforced the need to diversify unrestricted income and ensure organisational growth remains affordable.

Digital transformation progressed more slowly than intended, commercial and education income weakened, and several initiatives were delayed, redesigned or proved difficult to scale. Nevertheless, progress was made, including improvements to digital communications and audience growth, stronger education quality assurance, the introduction of new qualifications, and continued development of our membership and club systems. Organisational resources were a recurring constraint across the strategy period, limiting the pace at which some opportunities could be developed.

Looking ahead, we recognise that effective delivery requires ongoing prioritisation and a careful balance between strategic ambition and the people, systems and resources needed to deliver it sustainably.



Area	Four-Year Position	Assessment
Financial sustainability	Strong reserves and public investment, but unrestricted income diversification and recurring deficits remain material priorities.	
Marketing & Communications	Substantially stronger communications, audience growth and athlete storytelling; conversion, segmentation and the digital customer journey require further development.	
Digital & Commercial Development	Progress made, but digital transformation and commercial conversion were slower than planned and new unrestricted revenue did not develop at the required scale.	
Coach Education	Strong progress in quality, qualifications, DiSE, workforce development and pathway alignment, offset by declining paid learner volumes and weaker commercial performance.	 
Membership & Clubs	Membership increased overall and the club network more than doubled from the March 2023 baseline, but final-year reductions highlight retention and value-proposition challenges.	 
Para Powerlifting	Best-ever Paralympic performance, sustained international medals, stronger performance services and increased investment; pathway and talent depth remain the principal challenge.	
Weightlifting	Olympic and age-group success, stronger pathways and athlete support, effective Talent Transfer and restoration of a fully funded LA28 World Class Programme.	
Competition	Programme successfully rebuilt with more accessible formats, wider geographic reach, adaptive opportunities and renewed engagement with Masters and wider strength communities.	
Participation, Inclusion & Engagement	Broader reach through schools, adaptive activity, Masters and wider strength communities; sustainable scale and conversion remain the key challenges.	 
Governance & Integrity	Governance, safeguarding, financial oversight, clean sport and inclusion strengthened alongside substantial Board and leadership renewal.	
International Relations	British representation, relationships and influence strengthened, creating a stronger platform for future sporting and organisational opportunities.	

Key Lessons and Legacy

Stronger Together leaves BWL with stronger foundations, but also a clearer understanding of where the next phase of development must concentrate. Six lessons stand out from the four-year review:

Protect and build on sporting success

International performance, stronger pathways and renewed system confidence were among the clearest strengths of the strategy.

Convert reach into retention and participation

BWL reached broader audiences and rebuilt its competition and club networks, but final-year membership and club reductions show that recruitment alone is not enough.

Convert visibility into value

Marketing and audience growth improved significantly, but this did not consistently translate into membership, education sales or commercial return.

Diversify unrestricted income

Strong public investment provides a secure platform, but declining commercial income and the 2025/26 deficit underline the need for a more resilient underlying financial model.

Match ambition to organisational capacity

Several initiatives showed potential but were delayed, redesigned or difficult to scale because delivery capacity and infrastructure did not always match strategic ambition.

Retain strong governance and engagement as foundations

Improved oversight, safeguarding, clean sport, inclusion, leadership renewal and a more open organisational culture provide important foundations for the future.

From Stronger Together to Find Your Strong

These achievements and lessons directly informed Find Your Strong 2026–2030. The new strategy begins from stronger sporting, governance, competition, pathway and stakeholder foundations, while placing greater emphasis on sustainability, measurable impact, scale and conversion.

The central challenge for the next period is therefore not to recreate what Stronger Together achieved, but to build on its strongest foundations while addressing the areas where progress was incomplete: member and club retention, pathway depth, commercial and education conversion, digital capability, income diversification and organisational capacity.



GOVERNANCE, OPERATIONS & COMPLIANCE

BWL Board

The BWL Board is the ultimate decision-making body, exercising the powers of the organisation and providing strategic leadership and oversight. It is responsible for:



Day-to-day management of BWL is delegated by the Board to the Senior Leadership Team under the leadership of the CEO. Clear financial authorities are in place at each level of the executive structure to ensure accountability and effective decision-making.

BWL continued to maintain strong standards of governance and organisational compliance throughout 2025/26, while strengthening the systems and structures required to support delivery of its new strategic plan. The organisation **remained compliant with the Code for Sports Governance throughout the year**, while statutory requirements relating to Companies House and HMRC, including the timely submission of PAYE and VAT returns, were met.

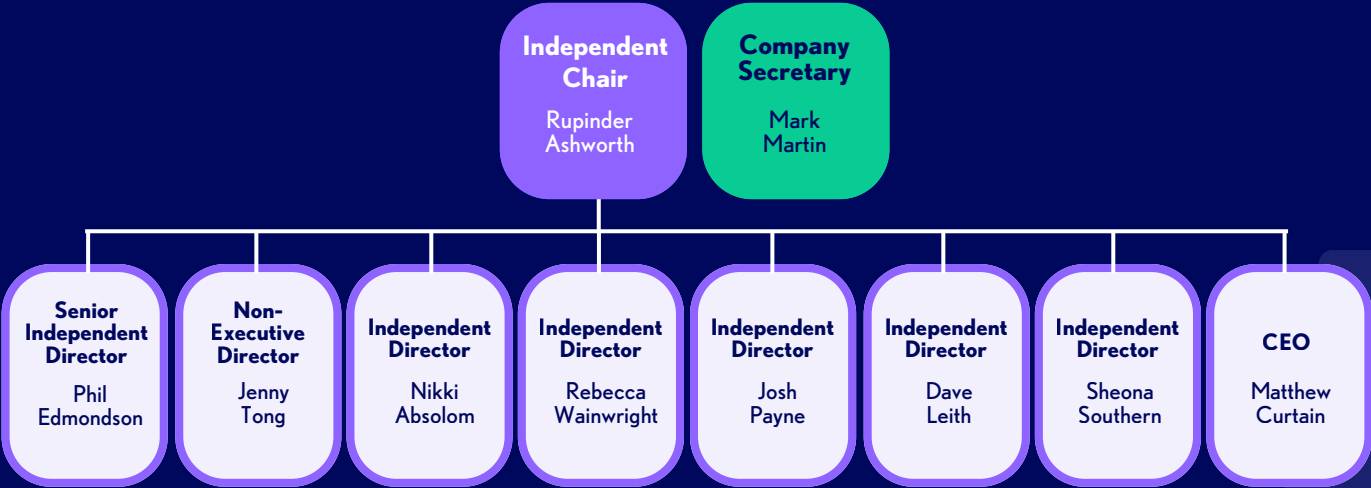
The Board continued to provide strategic leadership and oversight, supported by its established committee structure. **Rupinder Ashworth was appointed Independent Chair in May 2025, becoming the first woman to hold the position.**

As at 31 March 2026, the BWL Board comprised nine members, including the CEO. **Seven members (78%) were independent of the sport, five (56%) were women** and four (44%) were men. Two members were from ethnic minority backgrounds, and one member was White-Asian. The Interim Chair of the Athletes' Commission also serves as a voting member of the Board, ensuring that the athlete voice is represented at the highest level of decision-making. This composition reflects BWL's continued commitment to diversity, independence and meaningful athlete representation, in line with the Code for Sports Governance.

The Board is supported by a framework of committees operating under Board-approved Terms of Reference. These committees continued to meet throughout the year, with minutes and recommendations reported to the Board as appropriate.



Financial governance remained a key priority. The 2024/25 annual accounts were completed and signed off, while regular management accounts, forecasting and budget-holder reporting supported financial oversight throughout the year. Funding reports were submitted to UK Sport and Sport England as required, alongside continued monitoring of BWL’s reserves position.



Board Meetings and Attendance 2025/26

During the financial year, the Board met eight (8) times, using a combination of face-to-face, hybrid, and online meetings to ensure effective participation and decision making.

The table below sets out individual directors’ attendance at those meetings:

Name	Position	Attendance	Meetings
R K Ashworth	Independent Chair	8	8
P I Edmondson	Senior Independent Director	5	8
M F Curtain	CEO	8	8
J E Tong	Non-Executive Director	7	8
S E Southern	Independent Non-Executive Director	3	8
R Wainwright	Independent Non-Executive Director	8	8
J J Payne	Independent Non-Executive Director	7	8
N C Absolom	Independent Non-Executive Director	8	8
D W R Leith	Independent Non-Executive Director	6	8



In line with BWL's commitment to transparency, the minutes of Board meetings are published on our website. A further Board Skills Audit was completed in September 2025 to ensure that the Board continues to maintain the breadth of skills, experience and diversity required to meet the needs of the organisation and our sports. The audit identified Commercial, Digital Transformation, Environmental Sustainability, Sport Development, and Charity and CSR as priority areas for future Board development and succession planning.

Safeguarding

Safeguarding remained a major organisational priority. **BWL achieved the highest possible 'Met' rating from the Child Protection in Sport Unit, while its first submission against the Ann Craft Trust adult safeguarding framework achieved 'Conditionally Met'.**

Safeguarding systems were strengthened through the introduction of new case-management software, improved reporting arrangements and clearer routes for members to raise concerns. Updated photography guidance was approved and implemented, while work commenced on the safeguarding plan for 2026/27.

This builds on the safeguarding framework reported last year, when BWL recorded full CPSU compliance and 100% safeguarding training among registered coaches and officials.

GDPR & Data Protection

BWL continued to maintain its data protection policies and procedures throughout 2025/26, with GDPR forming part of the organisation's wider governance and compliance framework.

One staff-related data breach was recorded during the year and managed in accordance with BWL's established procedures. Staff continued to receive appropriate data protection training, relevant policies and procedures were reviewed as part of the annual governance cycle, and BWL maintained a designated Data Protection Lead to provide oversight and support across the organisation.

Clean Sport & Anti-Doping

BWL maintained its commitment to protecting the integrity of weightlifting and para powerlifting through its Clean Sport programme, working closely with UK Anti-Doping (UKAD), the International Weightlifting Federation (IWF) and other relevant partners.

The annual UKAD submission was accepted as compliant, with positive feedback received on BWL's implementation plan and education tracker. The tracker continued to provide proactive oversight of athlete education and compliance.



Clean Sport education remained embedded across BWL programmes. Athletes and athlete support personnel continued to receive anti-doping education, with UKAD's 100% me programme and Coach Clean resources promoted across the sport. Clean Sport information and guidance also continued to be communicated through BWL's website and wider communications channels.

BWL continued to support effective testing and intelligence activity, working with UKAD and the IWF to ensure athletes remained subject to appropriate in-competition and out-of-competition testing. Members were also encouraged to report concerns through UKAD's Protect Your Sport programme, supporting a culture in which everyone has a responsibility to protect the integrity of weightlifting and para powerlifting.

Following a change in BWL's IWF Member Federation categorisation, further work was undertaken with UKAD and the IWF to ensure that additional testing requirements were understood and incorporated into programme planning. This represents a change from 2024/25, when BWL remained an IWF Category C Member Federation and therefore had no minimum IWF testing or education requirements.

BWL also continued to promote appropriate use of Global DRO and the Therapeutic Use Exemption process, helping athletes and support personnel understand their responsibilities under the anti-doping rules.

Diversity and Inclusion Action Plan

Work continued to deliver BWL's Diversity and Inclusion Action Plan (DIAP) during 2025/26, building on the formal UK Sport approval achieved in November 2024 and maintaining a focus on ensuring that weightlifting and para powerlifting are accessible, inclusive and representative.

The annual review of the DIAP was aligned with the development of Find Your Strong 2026–2030, helping to embed diversity and inclusion within BWL's wider strategic priorities. This included reviewing existing actions, identifying future priorities and strengthening how progress will be monitored and reported.

Improvements were made to demographic data collection and reporting, providing a clearer basis for understanding participation and representation across membership, coaching, volunteering, the workforce and governance. BWL continued to monitor equality across the Board, staff, job applicants, members, coaches, instructors, technical officials and performance squads.

BWL remains committed to maintaining at least 30% representation of each gender on the Board, working towards an equal gender balance in competition participation and among Technical Officials, and developing and supporting more high-quality female coaches. These measures provide important benchmarks against which progress can be monitored over the period of the new strategy.



The Gender Identity Statement was reviewed during the year and agreed by the Board. Work also progressed on supporting operational guidance to provide greater clarity for clubs, members and competition participants and ensure BWL's approach remains aligned with the relevant sporting and regulatory framework.

Diversity and inclusion continued to be reflected in wider BWL activity, including targeted coaching scholarships, increased opportunities for disabled participants, the development of schools activity and initiatives designed to broaden access to weightlifting and para powerlifting.

Progress in establishing the planned D&I Working Group was slower than intended and the group was not fully established during 2025/26. Strengthening stakeholder involvement in the delivery and monitoring of the DIAP will therefore remain a priority for 2026/27, alongside using improved data to better understand inequalities and measure progress.

Risk Register

The organisational Risk Register continued to be maintained as a live document throughout 2025/26, covering the principal strategic, financial, operational and regulatory risks facing BWL.

The Governance and Operations Manager, together with the Senior Leadership Team, regularly reviewed emerging and existing risks. The Finance and Audit Committee provided oversight ahead of each Board meeting and reported to the Board as appropriate. **Each risk was assigned an owner, assessed according to likelihood and impact, and supported by appropriate controls and mitigating actions.**

Particular attention was given to financial sustainability, safeguarding, anti-doping, data protection, workforce capacity and operational delivery. The Risk Register also informed the development of Find Your Strong 2026–2030, ensuring that strategic ambitions were considered alongside organisational capacity, resources and financial sustainability.

People and Organisational Development

The People Plan continued to evolve alongside development of the new organisational strategy. Staff contributed through an organisational health exercise covering leadership, culture, people, equality, diversity and inclusion, with the **findings helping to inform both the People Plan and Find Your Strong 2026–2030.**

Weekly staff meetings and reporting arrangements continued alongside established HR processes and professional support. Employment contracts and the Employee Handbook were also reviewed in preparation for forthcoming employment legislation.



Environmental Sustainability

During 2025/26, BWL worked with Sport England's environmental consultants to review its Environmental Action Plan. Initial assessment indicated that previous work undertaken with UK Sport provides a strong basis for meeting future requirements, with **further development and implementation continuing into 2026/27.**

Operational Summary

Aim	Outcome	Challenge
Ensure strong financial governance	Accounts completed; regular management accounts, forecasts and stakeholder reporting delivered.	Maintain financial sustainability and reserves.
Ensure compliance with the Code for Sports Governance	Compliance maintained with no outstanding matters identified.	Maintain standards as requirements evolve.
Implement the People Plan Strategy	Organisational health work and People Plan review progressed.	Further embed the Plan and external workforce engagement.
Deliver the Diversity & Inclusion Action Plan	DIAP review progressed; Gender Identity Statement agreed.	Strengthen D&I structures and implementation.
Develop Environmental & Sustainability Strategy	Environmental Action Plan reviewed with Sport England support.	Further implementation required in 2026/27.
Strengthen safeguarding across the organisation	CPSU 'Met'; ACT 'Conditionally Met'; safeguarding systems strengthened.	Continue development of adult safeguarding.
Maintain anti-doping compliance	UKAD annual submission compliant; education monitoring strengthened.	Meet increased requirements following the change in IWF categorisation.
Ensure statutory compliance and effective governance	Statutory requirements, risk and complaints processes maintained.	Maintain effective oversight as the organisation and regulatory environment develop.



BWL COMMITTEES

Sub Committee / Area	Lead
Finance and Audit	Nikki Absolom
Commercial	Josh Payne
Home Nations	Josh Payne
Nominations	Rupinder Ashworth
Safeguarding	Rupinder Ashworth
Appeals	Rupinder Ashworth
Legal	Phil Edmondson
Performance & Selection	Dave Leith
Strategy & Marketing	Sheona Southern
BWL Foundation	Rebecca Wainwright
International Relations	Matthew Curtain
Athletes	Jennifer Tong (Interim)

Finance and Audit

The Audit & Finance Committee continued to support the Board in its oversight of BWL's financial management, audit, risk, control and governance arrangements during 2025/26. Its membership comprises Nikki Absolom (Chair), Rupinder Ashworth and Stuart Doran. The Committee is supported by Company Secretary Mark Martin and CEO Matthew Curtain.

The Committee traditionally meets twice each year, in March ahead of approval of the annual budget and in September ahead of the audit and approval of the statutory accounts.

Key matters considered during the year included BWL's **financial performance and year-end position, management accounts, budgets and forecasts, cash flow and reserves**, the external audit and statutory accounts, and the organisational Risk Register. The Committee also maintained oversight of relevant finance and governance policies, audit recommendations and the wider systems of risk, control and assurance supporting the Board



Particular attention was given to the emerging financial pressures during the year and BWL's longer-term financial resilience. Recognising the need for increased oversight, **the Committee increased its meeting frequency from April 2026 and now meets quarterly.** This provides greater scrutiny of financial performance and forward forecasts, including scenario planning through to the end of the current funding cycle.

A smaller group comprising Nikki Absolom, Rupinder Ashworth, Matthew Curtain and Mark Martin also meets monthly to review management accounts, forecasts and the organisational Risk Register. Significant issues are escalated to the Committee and Board as appropriate.

Through these arrangements, the Committee provides the Board with regular assurance on BWL's financial position, external audit, risk management and wider governance and control environment.

Commercial

During 2025/26, BWL undertook a significant reset of its commercial approach, led by Josh Payne with support from Rupinder Ashworth and Matthew Curtain. The work focused on creating a more structured and coordinated approach to commercial activity, improving the value generated from BWL's assets and relationships, and establishing a stronger platform for future income growth.

A comprehensive review of all existing commercial agreements was undertaken, considering their value, benefits, obligations and future potential. Alongside this, BWL reviewed and revalued its commercial assets, including opportunities associated with events, programmes, digital platforms, the BWL brand and wider network. This provided a clearer understanding of the organisation's commercial proposition and how its assets could be packaged and positioned for prospective partners.

Existing relationships were re-categorised across partners, sponsors and suppliers, providing greater clarity around the nature and value of each arrangement. New agreement templates were also developed to strengthen consistency around commercial terms, rights, benefits and responsibilities.

Finally, a competitive tender process was coordinated during the year to identify additional commercial expertise and support. Following the process, Bazballers was selected as the successful agency. Work is now underway to implement the new approach, with the impact and commercial results expected to become clearer during 2026/27.

The focus for the coming year will be on converting this work into tangible results through new and renewed partnerships, maximising the value of BWL's commercial assets and **developing a broader and more sustainable commercial income base.**

Home Nations

During 2025/26, work to strengthen relationships with the Home Nations and develop the governance of England Weightlifting was led by Josh Payne, supported by the wider BWL team.

Engagement with Scotland, Wales and Northern Ireland focused on maintaining constructive relationships, improving communication and identifying opportunities for greater collaboration. This included competition, performance and pathway matters, alongside wider strategic issues affecting the development of weightlifting across the UK.

Looking ahead to 2026/27, BWL will undertake a review of Home Nations membership arrangements, including the associated financial model and distribution of funding. The review will also consider opportunities for closer strategic alignment with BWL where appropriate, while recognising the individual governance, identity and responsibilities of each Home Nation.

England Weightlifting operates as a sub-committee of BWL. During 2025/26, the Committee, chaired by Josh Payne, comprised Heather Allison, Dave Hemborough, Keith Morgan OBE, Ramsey Kechacha and Olivia Blatch, with support from CEO Matthew Curtain, COO Kath Leonard, National Coach Dave Sawyer, Head of Performance Stuart Martin and Sport Development Manager Hannah Bussey. The Committee met twice during the year.

Progress in reviewing and developing the England Committee was slower than intended. A reset is now underway to review its purpose, composition, skills and governance arrangements, with a focus on clearer accountability, effective decision-making and ensuring the Committee is appropriately structured to support the development of weightlifting in England.

The priority for 2026/27 is to **complete the England reset alongside the wider Home Nations** review and strengthen alignment with BWL's Sport England-funded work and wider sport development priorities. This will provide a clearer platform for the long-term development of weightlifting in England, including preparations towards the 2030 Commonwealth Games.

Nominations

During 2025/26, BWL continued to operate an ad hoc Nominations Panel, drawn from the organisation's Independent Directors and led by BWL Chair Rupinder Ashworth. The Panel supports **transparent, independent and proportionate decision-making** in relation to appointments and external nominations.

Constituted as required, unconflicted Independent Directors consider candidates against the requirements of the relevant position and make recommendations to the BWL Board, which retains final decision-making authority. This flexible approach allows the composition of the Panel to reflect the requirements of each appointment or nomination.



During the year, the Panel was convened to consider BWL nominations for positions within the International Weightlifting Federation (IWF), making recommendations to the Board following its assessment of candidates.

Safeguarding

As reported earlier, safeguarding remained a major organisational priority during 2025/26. BWL achieved the highest possible 'Met' rating from the Child Protection in Sport Unit (CPSU), while its first submission against the Ann Craft Trust adult safeguarding framework achieved 'Conditionally Met'. This builds on the safeguarding framework reported last year, when BWL recorded full CPSU compliance and 100% safeguarding training among registered coaches and officials.

Safeguarding systems were strengthened through the introduction of bespoke case-management software, **improved reporting arrangements and clearer routes for members to raise concerns**. All safeguarding matters are treated with strict confidentiality, with cases securely recorded and managed through a dedicated platform and access restricted to those required to manage each case. Updated photography guidance was also approved and implemented during the year.

BWL Chair Rupinder Ashworth serves as the Board's Safeguarding Champion, providing Board-level oversight of safeguarding. The Board also undertakes annual safeguarding education through the Ann Craft Trust to maintain Directors' understanding of their responsibilities and good practice.

BWL's safeguarding work is led by Lead Safeguarding Officer Sue Ward, supported by Deputy Safeguarding Officer Kath Leonard, Governance & Operations Manager Lisa Smith and Sport Development Manager Hannah Bussey.

Safeguarding cases requiring consideration by the Safeguarding Case Management Group (SCMG) are managed in accordance with its Terms of Reference. The SCMG meets as required and comprises a BWL Non-Executive Director as Chair, the Chief Operating Officer and the Lead Safeguarding Officer, with an external investigator involved where required. In the absence of any member, another member of BWL's Management Team may take their place.

Work also commenced during the year on the safeguarding plan for 2026/27. The priority is to continue strengthening safeguarding governance, education and case management, with particular focus on performance teams and environments. This will include ensuring safeguarding responsibilities and reporting routes continue to be clearly understood by athletes, coaches, staff and team personnel, alongside continued safeguarding awareness across clubs and the wider community.



Appeals

During 2025/26, BWL maintained an independent process for considering appeals against athlete non-selection. Athletes have a 72-hour window following notification of a selection decision in which to submit an appeal.

Appeals are considered by a panel led by BWL Chair Rupinder Ashworth and two other unconflicted Directors. BWL Legal Counsel may provide advice to the Panel but does not participate in decision-making.

The Panel considers each appeal against the relevant published selection policy and the grounds submitted by the athlete, providing appropriate separation from the original selection decision.

During the year, **seven appeals against non-selection were received and considered, with none upheld**. Decisions were communicated to athletes following completion of the review process, with the decision of the Appeals Panel being final. The process provides athletes with a clear and timely route to challenge a non-selection decision while maintaining independence, consistency and appropriate governance oversight.

Legal Counsel

BWL continues to benefit from access to independent Legal Counsel, provided on an ad hoc and voluntary basis. The arrangement is led and overseen by the Senior Independent Director, Phil Edmondson providing an appropriate degree of independence from the Executive.

Legal Counsel provides advice to the Board, Committees and Executive where specialist legal input is required, including on governance, disciplinary, regulatory and other organisational matters. Legal Counsel acts in an advisory capacity and does not participate in decision-making on matters where material legal advice is required to inform the decision, unless specifically required by the relevant process.

Appropriate conflict-of-interest arrangements apply, with Legal Counsel recusing themselves where necessary to maintain independence and integrity.

Performance and Selection

Performance and selection matters during 2025/26 were overseen through the Performance Committee and separate athlete selection processes across both Weightlifting and Para Powerlifting.

The Performance Committee meets twice each year and provides independent scrutiny and challenge across the World Class Programmes, performance pathways and wider performance environment.



Key matters considered during the year included progress against agreed performance objectives, athlete support and development, preparations for major international competitions and planning for the Los Angeles 2028 cycle.

The Committee is chaired by Dave Leith and comprises Jennifer Tong, Keith Morgan OBE, Tom Whittaker, Stuart Martin, Ben Richens and Dave Sawyer. Stuart Martin and Tom Whittaker provide senior performance leadership across Weightlifting and Para Powerlifting respectively.

Separate Selection Panels are convened for relevant international competitions in accordance with the applicable published selection policy. Athletes are considered against published eligibility and performance criteria, conflicts of interest are declared and managed appropriately, and decisions are formally recorded and communicated.

The Para Powerlifting Selection Panel comprises Dave Leith (Chair), Tom Whittaker and Ben Richens as voting members, with Stuart Martin joining for World Class Programme selection. CEO Matthew Curtain, Danny Holdcroft (UK Sport) and Emma Speer (BEAA) attend in a non-voting capacity.

The Weightlifting Selection Panel comprises Dave Leith (Chair), Keith Morgan OBE, Dave Sawyer, Stuart Martin and Tom Whittaker as voting members. Matthew Curtain attends in a non-voting capacity, together with relevant coaches and Performance Managers where required. Danny Holdcroft and Emma Speer also attend as observers for European and World Championships. Furthermore, the panel composition may vary where provided for within the relevant published selection policy, reflecting the competition, programme or age group concerned.

A separate annual process determines athlete membership of the World Class Programme against published criteria, taking account of performance standards, athlete potential, programme objectives and available places.

These arrangements provide appropriate independent challenge while maintaining **clear separation between performance oversight, international athlete selection and World Class Programme membership decisions.**

Strategy and Marketing

During 2025/26, a new Strategy and Marketing group was established, led by Independent Director Sheona Southern and supported by Head of Marketing Kate Cook, COO Kath Leonard and CEO Matthew Curtain.

The group has been established to provide strategic oversight and challenge around the implementation of BWL's new Find Your Strong strategy, while supporting alignment between organisational priorities, marketing, brand and communications.



As a newly established group, its work will commence during 2026/27, with an initial focus on **overseeing implementation of Find Your Strong and monitoring progress against agreed strategic priorities.**

BWL Foundation

The BWL Foundation, chaired by Rebecca Wainwright, operates independently from BWL while maintaining a close working relationship with the organisation. The Foundation has its own governance and decision-making arrangements, providing appropriate separation while enabling collaboration where objectives align.

During 2025/26, the Foundation continued its scholarship programme, providing **£11,975 of funding to 37 successful applicants** to support access to BWL coaching qualifications. Of those supported, 23 (62%) were aged 16–25 and 14 (38%) qualified through living in a deprived area. Female applicants represented 59% of successful recipients, with scholarships awarded across England, Scotland, Wales and Northern Ireland.

The programme helped remove financial barriers to coach education and supported the development of a broader and more diverse coaching workforce.

A wider reset of the Foundation will take place during 2026/27. This will include strengthening governance through the appointment of two new independent Trustees, reviewing the Foundation's priorities and developing a clearer programme of activity, partnerships and funding opportunities. The reset will also clarify how the Foundation and BWL can work effectively together while maintaining the Foundation's independence.

The aim is to establish a stronger, sustainable Foundation capable of delivering measurable social and community impact through weightlifting and strength-based activity.

International Relations

International Relations activity during 2025/26 was led by CEO Matthew Curtain through BWL's UK Sport-funded International Relations strategy. Priorities included strengthening British representation and influence internationally, supporting good governance and clean sport, contributing to key technical and Olympic qualification matters, and developing opportunities to bring major international competition to Great Britain.

British representation continued to grow during the year. **Matthew Curtain was re-elected to the IWF Executive Board, chaired the LA28 Olympic Qualification Working Group and was appointed Technical Delegate for the LA28 Olympic Games.** Further British appointments included Jo Calvino to the IWF Coaching and Research Commission and Cyrille Tchatchet II to the WADA Health, Medical and Research Committee.



Athletes

Progress in establishing a formal Athlete Committee has been slower than intended. Jennifer Tong was appointed Interim Chair in 2023, providing athlete representation at Board level while arrangements for a wider Committee were developed. However, the full Committee has not yet been constituted.

During 2025/26, further work was undertaken to establish a clearer and more sustainable structure for athlete representation. In January 2026, the Board agreed in principle a proposed model covering the leadership and succession of the Committee and its relationship with the Board. The proposed approach provides for a transition from the current interim arrangements to athlete-led leadership, with the Chair and Vice-Chair ultimately providing direct representation within BWL's governance structure.

Draft Terms of Reference and an Electoral Framework were also developed to provide the basis for the Committee's composition, operation and future elections. These remain subject to finalisation. The review also confirmed that BWL's existing Articles provide the necessary authority to establish the Committee without constitutional amendment.

Alongside this work, regular engagement with athletes and members continued, particularly around competitions and qualification processes. Feedback on the British Championships was very positive, with athletes, spectators and volunteers welcoming the standalone venue as a significant improvement on previous shared-event formats.

Feedback on the English Championships qualification process was more mixed. Concerns continued around the allocation of remaining places on a first-come-first-served basis once top-ranked qualifiers had accepted, rather than continuing to prioritise athletes by ranking. This issue had been raised previously, including at the AGM, and remains under consideration as part of the ongoing review of competition processes.

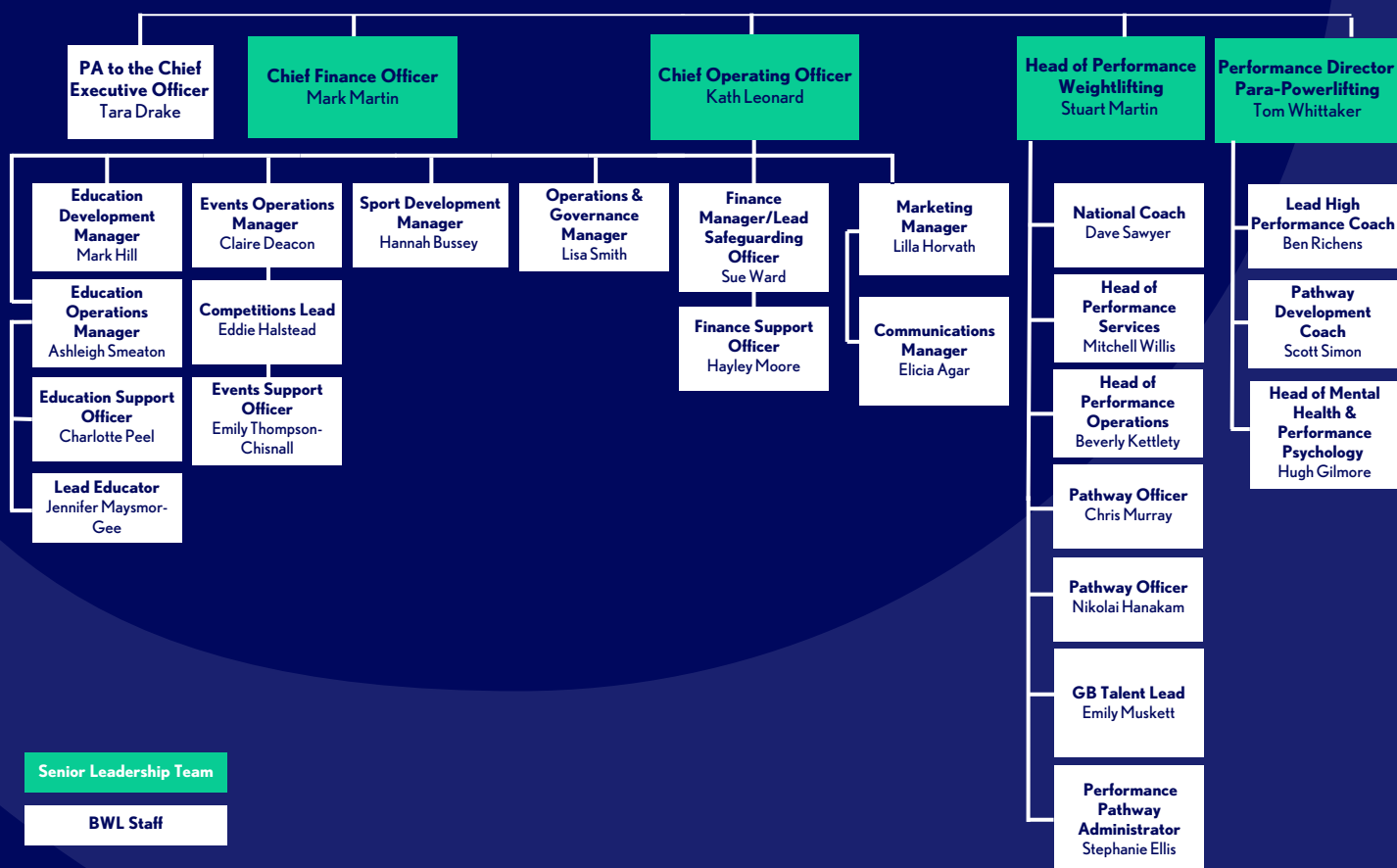
The priority for 2026/27 is to **finalise the Athlete Committee arrangements, appoint the wider membership and establish a regular meeting cycle**. This will provide a more structured and sustainable mechanism for athlete feedback and representation, including consideration of competition and qualification processes, while ensuring athlete perspectives are consistently reflected across BWL's governance, strategy and decision-making.

BWL WORKFORCE

As of 31 March 2026, BWL had a team of 29 staff, comprising both full-time and part-time roles across all key areas to ensure the successful delivery of our strategic objectives.

All positions were filled during the year, with regular appraisals and line management processes firmly in place to support staff development. The organisation continued to provide access to its Staff Assistance Programme alongside wider wellbeing initiatives, while maintaining effective staff communications throughout the year.

Chief Executive Officer / General Secretary Matthew Curtain



INTERNATIONAL RELATIONS

Through our UK Sport-funded International Relations strategy, BWL continued to strengthen its international profile, relationships and influence during 2025-2026. Activity focused on increasing British representation within international sport, contributing to the continued development and reform of international weightlifting, influencing key policy and technical matters, and building strategic relationships that can create longer-term opportunities for BWL and our sports.

British representation within international decision-making was strengthened during the year. **BWL CEO Matthew Curtain was re-elected for a second term to the IWF Executive Board** and continued to contribute to governance, policy and strategic discussions affecting the future direction of international weightlifting. He also **chaired the LA28 Olympic Qualification Working Group**, leading work on the development of the qualification system for the next Olympic Games and was **appointed Technical Delegate for weightlifting at the LA28 Olympic Games**.

British representation across the wider international sporting system also increased. **Jo Calvino was appointed to the IWF Coaching and Research Commission**, providing British expertise within an important area of technical development, while **Cyrille Tchatchet II was appointed to the WADA Health, Medical and Research Committee**. These appointments broadened the range of British expertise represented internationally and supported BWL's objective of contributing positively beyond its own national programmes.

BWL maintained regular engagement with the IWF and other international stakeholders throughout the year. In September 2025, BWL hosted senior IWF representatives in the UK, including the IWF General Secretary and Chair of the IWF Athletes' Commission. Discussions covered the LA28 Olympic Qualification System, strategic priorities for the sport and opportunities for future cooperation. The programme also included a joint visit to SBD, a partner of both BWL and the IWF, helping to reinforce an important international commercial and sporting relationship.

Alongside engagement with the IWF, BWL continued to develop federation-to-federation relationships and explore opportunities for **international collaboration, including coach education, knowledge exchange and wider organisational development**. This work supports BWL's ambition to use its expertise and education products internationally while developing stronger relationships with national federations and other partners.

The International Relations strategy also supported BWL's ambition to bring major international weightlifting back to Great Britain. During the year, **exploratory work continued around the feasibility of hosting the 2028 European Championships**, including engagement with UK Sport and consideration of potential host locations and delivery requirements. This forms part of a longer-term ambition to establish Great Britain as a credible host of major international weightlifting events.



Collectively, this activity has strengthened British representation within key international forums, increased BWL's ability to contribute to decisions affecting the future of the sport and developed relationships that can support future sporting, educational and commercial opportunities. International Relations will continue to focus on effective representation, good governance, athlete interests, strategic partnerships and ensuring that BWL and British weightlifting have a constructive and influential voice internationally.

Name	Organisation	Appointment
Matthew Curtain	IWF	Executive Board Member & Technical Delegate Los Angeles 2028
Jo Calvino	IWF	Coaching & Research Committee Member
Cyrille Tchatchett II OLY	IWF	Athletes' Commission Member
	IWF	Medical Committee Member
	WADA	Athlete Council Member
	WADA	Health, Medical and Research Committee Member
Emily Muskett OLY	British Olympic Association	Athletes' Committee Member
Louise Sugden PLY	ParalympicsGB	Athletes' Committee Member
Dr. Heather Allison	CWF	Vice-President



WEIGHTLIFTING PERFORMANCE

2025/26 was an important transition year for BWL's performance programme as we moved into the Los Angeles 2028 cycle, strengthened the World Class Programme (WCP) and further developed the pathway supporting the next generation of British athletes.

Ten athletes were initially selected to the WCP, with four camps delivered during the year and an overseas training camp with the Spanish national team in Madrid. British athletes recorded **six top eight finishes, including two first-place finishes, and won thirteen medals at international level.**

The support available to WCP athletes was enhanced through the recruitment of a new Head of Performance Services and Performance Lifestyle Advisor, **strengthening the multidisciplinary approach to athlete health, lifestyle and performance.** Planning for 2026/27 was also completed, with programme policies shared ahead of the new cycle beginning with an induction camp in Sheffield in May 2026.

The GB Pathway continued to evolve through a new structure of training squads for women's age groups, senior and junior men and senior women. **More than 50 athletes were supported across the squads,** alongside appointed coaches, physiotherapists and team managers, with a focus on preparing athletes for their respective European Championships in 2026.

Clear behavioural and performance expectations were established from the outset. Each pathway athlete also completed annual planning and goal setting with BWL's Performance Managers, improving understanding and alignment between the national programme and athletes' home training environments.

Preparations for the Glasgow 2026 Commonwealth Games were another major focus. Julie Morrish was appointed England Team Manager and Shyam Chavda as England Coach to support the qualification process and preparations for the Games. By the end of the qualification period, **15 athletes across 16 weight categories had demonstrated the potential to achieve the required Minimum Qualification Standards,** providing a strong platform ahead of Glasgow.

The Talent Transfer programme was restructured to incorporate a greater focus on Talent Identification, particularly among young men aged 15–17. Thirteen athletes progressed through six structured training camps, with several subsequently achieving Minimum Qualification Standards and earning selection for the Junior Mixed Battle in Leimen, Germany. The event also provided international experience for athletes from the women's youth programme. Isaac Bluff and Niah Sinclair subsequently qualified for the European Youth Championships, while Ruby Robinson and Lily McNeil qualified for their second European Junior Championships.

Talent recruitment activity expanded through the Raise the Bar projects delivered by accredited Talent Academies, **providing 270 sessions and reaching 512 individuals.** Wider testing and recruitment activity also engaged athletes from other sporting environments, helping to identify individuals with the physical characteristics and potential to progress within weightlifting.



The Talent Academy programme was reviewed and moved from a broad network towards a more focused, project-based model involving eight academies. This was a deliberate move away from the original target of 18 academies, **prioritising the quality and depth of support available to each club**. The revised model includes Club Health Checks, development opportunities, coaching and club support, alongside funding of up to £10,000 per year per club for targeted talent recruitment projects.

Work also continued to develop the people and environments supporting pathway athletes. Two multidisciplinary team development days brought together staff from across the pathway and WCP, while a Parents and Caregivers Network was established to strengthen engagement with those supporting athletes at home. Some elements of coach and Talent Academy development progressed more slowly than planned due to staff changes and capacity within the Performance Team.

Overall, 2025/26 established a stronger and more connected performance pathway, from initial talent identification through to the World Class Programme. The combination of structured squads, enhanced athlete support, targeted recruitment and a more focused Talent Academy model provide a solid foundation for continued progress towards Los Angeles 2028 and beyond.

World Class Programme

Aim	Outcome	Challenge / Next Step
Effectively transition from a progression sport to a World Class programme and support the 10 selected athletes	2 Top 8 Finishes at the World Championships. 8/8 European medals were won by WCP athletes at the 2026 European Championships	Managing the injuries and continuing to maximise time on task.

Performance Services

Aim	Outcome	Challenge / Next Step
Strengthen athlete health and multidisciplinary support.	Head of Performance Services and Performance Lifestyle Advisor recruited.	Staff capacity being balanced between operational delivery and strategic work outside of the gym.

GB Development Pathway

Aim	Outcome	Challenge / Next Step
Establish structured training squads and athlete support.	3 Medals at European Juniors 2 Medals at European Youth Championships	The low attendance of athletes at some training squads will require us to evolve the offer of support next year.



2026 Commonwealth Games

Aim	Outcome	Challenge / Next Step
Prepare and qualify England athletes for Glasgow 2026.	Policies published, team staff recruited and 15 athletes showing MQS potential.	Final qualification and selection continued beyond the reporting period.

Talent ID & Transfer

Aim	Outcome	Challenge / Next Step
Identify and develop athletes with international potential.	13 athletes inducted, with several progressing to MQS and international selection.	Recruitment and conversion of talent into pathway progression remain priorities.

GB Development Pathway

Aim	Outcome	Challenge / Next Step
Strengthen talent recruitment and club-based development.	Eight-academy model introduced; 270 Raise the Bar sessions reached 512 participants.	Academy approach changed from breadth to deeper support; impact requires continued evaluation.

People & Pathway Development

Aim	Outcome	Challenge / Next Step
Strengthen coaches, staff and athlete support networks.	13 athletes inducted, with several progressing to MQS and international selection.	Recruitment and conversion of talent into pathway progression remain priorities.

GB Development Pathway

Aim	Outcome	Challenge / Next Step
Strengthen talent recruitment and club-based development.	MDT development, staff induction and Parents and Caregivers Network delivered.	Some planned coach and academy development was not completed due to staff capacity challenges.

International Representation

Oceania Cup (12 – April 2025, Australia)

Name	Category	Snatch	C&J	Total	Place
M Farley	76kg	92	114	206	9th
M Madden	94kg	144	183	327	9th

European Championships (13 – 21 April 2025, Moldova)

Name	Category	Snatch	C&J	Total
T Wong	49kg	5th	7th	6th
N Roberts	49kg	7th	11th	9th
J Gordon Brown	59kg	9th	8th	9th
S Davies	64kg	6th	Gold	Gold
E Barton	71kg	12th	7th	9th
I Brown	76kg	Bronze	7th	7th
K Feklistova	81kg	Bronze	7th	6th
M Ngake	87kg	DNF	Bronze	DNF
E Campbell	+87kg	Gold	Gold	Gold
M Brown	+87kg	4th	DNF	DNF
C Murray	81kg	9th	9th	10th



World Youth & Junior Championships (30 April – 5 May 2025, Peru)

Name	Category	Age	Snatch	C&J	Total
A Pelta	55kg	Youth	8th	7th	7th
A Pelta	55kg	Junior	13th	11th	12th
A Dhanda	59kg	Youth	7th	8th	8th
A Dhanda	59kg	Junior	13th	15th	13th
P Davis	59kg	Youth	6th	9th	9th
A Petit	64kg	Youth	13th	10th	11th
M Rosher	71kg	Junior	16th	17th	17th
C Absolom	87kg	Junior	9th	9th	9th

European Youth & U15 Championships (23 – 31 July 2025, Spain)

Name	Category	Age	Snatch	C&J	Total
E Henrey	69kg	U15	7th	7th	6th
A Pelta	58kg	Youth	4th	Silver	Silver
A Dhanda	58kg	Youth	8th	8th	7th
A Pettit	63kg	Youth	12th	5th	8th
P Davis	63kg	Youth	4th	11th	6th
R Robinson	69kg	Youth	9th	5th	7th
T Duggan	56kg	Youth	8th	8th	8th

World Championships (3 – 12 October 2025, Norway)

Name	Category	Snatch	C&J	Total
T Wong	48kg	19th	DNF	DNF
S Davies	69kg	18th	11th	16th
I Brown	77kg	15th	17th	15th
K Feklistova	77kg	18th	DNF	DNF
M Ngake	86kg	5th	8th	6th
M Brown	+86kg	14th	11th	12th
E Campbell	+86kg	4th	4th	4th
C Murray	79kg	DNF	DNF	DNF

European Youth & U15 Championships (23 – 31 July 2025, Spain)

Name	Category	Age	Snatch	C&J	Total
E Henrey	69kg	U15	7th	7th	6th
A Pelta	58kg	Youth	4th	Silver	Silver
A Dhanda	58kg	Youth	8th	8th	7th
A Pettit	63kg	Youth	12th	5th	8th
P Davis	63kg	Youth	4th	11th	6th
R Robinson	69kg	Youth	9th	5th	7th
T Duggan	56kg	Youth	8th	8th	8th



European Junior & U23 Championships (28 October – 4 November 2025, Albania)

Name	Category	Age	Snatch	C&J	Total
E Cruikshank	53kg	Junior	10th	12th	11th
A Pelta	58kg	Junior	8th	6th	8th
E Pratt	58kg	Junior	6th	8th	5th
L McNeil	63kg	Junior	16th	11th	13th
R Robinson	69kg	Junior	17th	18th	17th
M Rosher	69kg	Junior	9th	11th	8th
C Absolom	86kg	Junior	5th	6th	6th
C Duncan	71kg	Junior	13th	11th	11th
D Arthur	94kg	Junior	DNF	10th	DNF
R Bemrose	69kg	U23	7th	4th	5th
I Brown	77kg	U23	Silver	Silver	Bronze
E Friel	77kg	U23	DNF	9th	DNF
D Burns	94kg	U23	11th	11th	10th
M Madden	94kg	U23	8th	DNF	DNF



PARA POWERLIFTING PERFORMANCE

2025/26 was a year of strong international results for the Para Powerlifting performance programme, alongside continued development of the World Class Programme and performance pathway.

The World Class Programme began the year with eight athletes, supported through athlete reviews, individual targets, performance diagnostics and multidisciplinary support. Strength diagnostics became increasingly embedded within the programme, providing a more systematic approach to understanding athlete development and informing targeted training prescription.

The World Championships represented a major focus for the year and also provided the sole opportunity for Commonwealth Games qualification. A 16-athlete team was initially selected, with 14 ultimately competing following one athlete not meeting the conditional selection requirements and another withdrawing through injury. The Championships delivered a medal and two further top six finishes, alongside encouraging performances from athletes including Doaa Shayeaa and Cassy Malyon.

Preparations for the World Championships included four camps across Finland, Loughborough and Sheffield, establishing Sheffield as an additional training base. The overseas camp in Finland was completed successfully, while the wider camp programme provided important preparation ahead of the Championships.

Further international success followed at the European Championships, where the team secured three gold, three silver and two bronze medals. A number of senior athletes achieved lifetime personal bests, with two performances aligning with medal-winning standards from the previous World Championships.

The World Class Programme was reviewed again in March, with seven athletes retained and one exiting the programme. Individual Athlete Plans, regular Success Checklist meetings and weekly multidisciplinary team meetings became more consistently connected during the year, improving information sharing between athletes, coaches and support staff. Work also continued to increase the visibility and application of the What It Takes to Win model within athlete planning, although further progress is required.

Multidisciplinary support was strengthened through the recruitment of a new Strength and Conditioning Coach and nutritionist. The Strength and Conditioning Coach assumed greater responsibility for gym delivery, performance data and programming support, helping to further integrate sport science within the programme.

Progress was also made in athlete wellbeing and programme culture, although delivery was less consistent in this area. A Mental Health Steering Group was established and met during the year, but changes within the team meant its activity was not sustained and it will need to be re-established during 2026/27. An athlete representative group is now in place, while a new Code of Conduct and clearer programme expectations provide a foundation for further work on culture during the next cycle.



Alongside the UK Sport-funded World Class Programme, Sport England investment supported the wider development of Para Powerlifting, including pathway, participation and competition activity.

The development pathway continued to evolve through the introduction of **a new six-month intensive onboarding and assessment process**. Integrated weightlifting and para powerlifting development camps were delivered, providing greater collaboration across BWL's performance programmes, with strength diagnostics also extended into the development camp programme.

A new Pathway Lead Coach was appointed, and athlete reviews were completed in January. However, progress against some pathway objectives was slower than planned. **Athlete recruitment remained below expectations, and the planned pathway prospectus was not completed**. Work has restarted on developing the prospectus and curriculum, including a greater emphasis on anti-doping education.

Aim	Outcome	Challenge / Next Step
Select and develop the WCP team	Eight athletes supported during the year; seven retained for 2026/27. Individual targets and athlete plans established.	Continue individualised development towards LA28.
Deliver World Championship performance targets	14 athletes competed, achieving one medal and two further top six finishes.	Increase the depth of athletes capable of delivering world medal-level performances.
Strengthen diagnostics and athlete planning	Strength diagnostics embedded and extended into the development programme. IAP, Success Checklist and MDT processes became better connected.	Further embed WITTW within athlete planning and coaching.
Deliver an effective camp programme	Four pre-Worlds camps delivered across Finland, Loughborough and Sheffield.	Maintain appropriate camp provision within available funding.
Strengthen multidisciplinary support	New S&C Coach and nutritionist appointed and integrated into the programme.	Continue to embed roles and multidisciplinary working.
Develop athlete wellbeing and programme culture	Mental Health Steering Group established; athlete representative group and new Code of Conduct introduced.	Steering Group activity was not sustained, and wider culture work requires further development.
Develop the performance pathway	Six-month onboarding process introduced, integrated WL/PPL camps delivered, and new Pathway Lead Coach appointed.	Recruitment remained below target and the pathway prospectus and curriculum were not completed.
Sport England	Para Powerlifting remained integrated within wider competition and pathway activity, athlete development opportunities supported.	Participation remains relatively small and capacity limit the pace of pathway growth.

International Representation

WPPO World Championships (11 – 18 October 2025, Egypt)

Athlete	Category	Best Lift	Rank
A Bezance (Next Gen)	m97	Gold (150)	Bronze (150)
E Thomas (Next Gen)	w67	Silver (75)	Silver (216)
F Davidson	m54	18th (156)	15th (309)
S Clare	m65	20th (154)	22nd (304)
M Swan	m72	Bronze (217)	8th (427)
M Harding	m80	6th (201)	4th (590)
L McGarry	m+107	7th (230)	21st (230)
O Broome	w55	4th (119)	6th (235)
C McGuinness	w55	10th (106)	12th (208)
Rebecca Bedford	w67	DNF	DNF
D Shayea	w67	11th (105)	5th (307)
H Gordon	w73	20th (84)	16th (164)
L Sugden	w86	11th (127)	4th (371)
C Malyon	w+86	17th (105)	17th (205)

Irish Invitational Championships (3 – 6 July 2025, Ireland)

Athlete	Result	Best Lift
Finlay Davidson	Gold	152
Liam McGarry	Gold	221
Charlotte McGuinness	Gold	110
Mark Swan	Gold	216
Matthew Harding	Gold	190
Olivia Broome	Gold	115
Sean Clare	Gold	147



WPPO European Championships (6 – 11 March 2026, Georgia)

Athlete	Category	Best Lift	Rank
A Bezance (Next Gen)	m97	Gold (161)	Gold (470)
F Davidson	m54	Silver (168)	Gold (489)
S Clare	m65	9th (146)	16th (146)
M Swan	m72	Gold (220)	Gold (638)
M Harding	m80	Silver (197)	Bronze (197)
O Broome	w55	Gold (120)	Silver (235)
C McGuinness	w55	10th (106)	12th (208)
R Bedford	w67	DNF	DNF
D Shayea	w67	11th (105)	5th (307)
H Gordon	w73	20th (84)	16th (164)
L Sugden	w86	11th (127)	4th (371)
C Malyon	w+86	17th (105)	17th (205)



MARKETING AND COMMUNICATIONS

During 2025/26, BWL continued to strengthen its marketing and communications, with an increased focus on athlete storytelling, member engagement, digital reach and showcasing the breadth and diversity of the weightlifting and para powerlifting community.

Consistent communications were maintained across BWL's website, newsletters and social media channels, ensuring members received timely information on competitions, athlete selections, safeguarding, anti-doping, policy developments and wider organisational activity.

Member and club newsletters became important channels for direct engagement. Club communications performed particularly strongly during the year, with funding, development opportunities and practical information generating high levels of engagement. Interactive feedback was also used around major events, including the British Championships, helping BWL better understand the experience of members and participants.

BWL's social media audience continued to grow, reaching **54,539 combined followers across Instagram and Facebook** by the end of the reporting period. Content output and reach varied during the year, but audience growth was maintained and the average engagement rate reached 5.02% in Q4.

Athlete-centred storytelling became an increasingly important part of BWL's approach. Content around major competitions and athlete achievements demonstrated the potential of authentic storytelling to reach audiences well beyond the existing membership. Posts featuring Emily Campbell, Sarah Davies and Amelie Pelta generated between 37,000 and 78,000 views, while collaboration with Team England around the England Championships generated more than 56,000 views.

A further collaboration with Team England produced one of BWL's strongest-performing pieces of digital content, with a reel featuring Mark Swan achieving 1.7 million views. **This demonstrated the potential of athlete-led and collaborative content to significantly broaden the reach of BWL and its sports.**

Communications also supported BWL's commitment to inclusion and widening participation. Athletes of different ages, genders, ethnicities and body types were represented across BWL's channels, supported by campaigns around Pride Month, Black History Month, disability and adaptive weightlifting. **Coverage of BWL's first dedicated Adaptive Competition generated more than 63,000 views**, while Masters content promoted opportunities for lifelong participation.

Greater emphasis was also placed on supporting grassroots clubs. **The club newsletter was reinstated and developed to include a bulletin board and regular club features**, providing a platform to share funding opportunities, good practice and club achievements.

Marketing activity supported BWL's education and commercial objectives through targeted campaigns promoting coaching qualifications, workshops and other opportunities. Digital advertising, email campaigns, blogs, coach-led video content and B2B activity were used to reach existing and new audiences, including campaigns targeting CrossFit gyms and partner networks.



Recognising that **conversion from some commercial and education campaigns remained below expectations**, BWL undertook a comprehensive audit and review of the promotion of its education courses. This examined the channels used, the frequency and timing of communications, audience targeting and the overall approach to campaign delivery. The findings provided a clearer evidence base for refining future activity, improving segmentation and calls-to-action, reducing duplication and strengthening the customer journey from initial engagement through to purchase.

A wider review of the BWL brand was also completed during the year, considering the organisation's identity, positioning and how effectively BWL and its sports are presented to members, participants, partners and wider audiences. The review has provided the foundation for the next stage of work: a full rebrand and repositioning of BWL during 2026/27, aligned with the Find Your Strong strategy and the organisation's longer-term ambitions.

BWL continued to support its strategic and commercial partners through digital promotion, event visibility and member communications. Partner branding was incorporated into major championships and newsletters, while partner products, offers and campaigns were promoted through BWL channels where appropriate.

The Annual Achievement Awards continued to recognise individuals and organisations making an important contribution to the sports, with nominations and winners promoted across BWL's channels and awards presented at the British Championships. The People's Choice Awards were also introduced in collaboration with Power Grid Projects.

Work continued throughout the year on redevelopment of the BWL website. Following an external review, further work was identified around optimisation, site mapping, navigation and user experience. This resulted in the project extending into 2026/27, with the additional work intended to deliver a stronger digital platform for competitions, education, members and the wider community.

Overall, 2025/26 demonstrated the growing reach and potential of BWL's marketing and communications. Strong athlete storytelling, inclusive campaigns, improved club communications and collaboration with partners helped extend the visibility of weightlifting and para powerlifting. Alongside this growth, the course-promotion audit, brand review and website development identified opportunities to improve how BWL converts awareness and engagement into tangible outcomes.

The priority for 2026/27 will therefore be to **convert BWL's growing visibility more effectively into participation, membership and commercial opportunities**, while completing the new website, strengthening the digital customer journey and progressing the full rebrand and repositioning of BWL.

Key Statistics

54,539combined
Instagram and
Facebook followers**1.7M**views for
Mark Swan/Team England
collaborative content**63,000+**views for
Adaptive Competition
coverage**37,000-
78,000**views for leading
athlete-centred posts**5.02%**average
Instagram/Facebook
engagement rate in Q4**56,000+**views from Team England
collaboration at the
England ChampionshipsMonthly member
and club newsletters
re-established**30**web articles published in Q4
alone covering education,
competitions and
governance information

Aim	Outcome	Challenge
Deliver effective member communications	Consistent multi-channel communications maintained; member and club newsletters established with strong engagement.	Improve audience data quality and segmentation following declining email open rates later in the year.
Deliver integrated marketing campaigns	Consistent multi-channel communications maintained; member and club newsletters established with strong engagement.	Commercial campaign conversion remained below expectations.
Engage broader and diverse audiences	Inclusive campaigns delivered across Pride, Black History Month, adaptive sport and Masters, with diverse athlete representation embedded throughout communications.	Continue converting wider reach into sustained engagement and participation.
Support grassroots clubs	Club newsletter, bulletin board and club features introduced, with strong engagement around funding and development opportunities	Further develop practical marketing support and resources for clubs.
Strengthen partner engagement	Partner campaigns, event visibility and digital promotion delivered throughout the year.	Increase opportunities for collaborative content and measurable commercial return.
Develop athlete-centred communications	Athlete storytelling drove some of the year's strongest engagement, including 1.7m views for Mark Swan content.	Replicate high-performing content more consistently across the athlete community.
Grow social media engagement	Audience grew to 54,539 across Instagram and Facebook, with Q4 engagement rate of 5.02%.	Overall reach and engagement fluctuated significantly with publishing volume.
Enhance the website	External review completed and optimisation, site mapping and UX work progressed.	Website redevelopment delayed and carried into 2026/27.
Enhance Para Powerlifting communications	Para and adaptive athletes increasingly incorporated into mainstream content, supported by dedicated storytelling.	Continue increasing the regularity and reach of Para Powerlifting content.



Key Statistics

Social Media

Followers	March 2023	March 2024	March 2025	Performance
Instagram	19,967	21,341	21,883	2.54%
Facebook	17,647	19,870	24,001	20.79%
Twitter	14,321	14,988	-	-
LinkedIn	1,397	1,453	1,860	28.01%
YouTube	195	282	351	24.47%
TikTok	330	976	1395	42.93%

Website	March 2024	March 2025	Performance
Total views	978K	812K	-16.95%
Event count	2.30M	2.20M	-4.35%
User engagement	477K	482K	1.05%
Session Start	352K	363K	3.13%
First visit	193K	205K	6.22%
Scroll	113K	138K	22.12%
File download	103K	97K	-5.83%
Active Users	198K	211K	6.57%
New users	193K	205K	6.22%
Average engagement	1m 12s	1m 7s	-6.94%



COACH EDUCATION

2025/26 was a year of significant development across BWL's education portfolio, focused on strengthening qualifications, supporting the coaching workforce, developing the DiSE programme and improving the long-term sustainability of education.

A major achievement was the completion and launch of the new Level 3 Coaching Youth Weightlifting qualification. Launched in February 2026, the course comprises **15 modules and 236 online learning activities**, with 127 assessment criteria mapped against the qualification specification. We combined in-house expertise with insights from industry leading experts in fields such as paediatric strength and conditioning, holistic talent development and building effective coach-athlete relationships to create bespoke content for coaches engaging with youth athletes. A targeted launch offer was provided to 43 coaches already working with youth pathway athletes, strengthening the connection between coach education and the BWL Talent Pathway.

The wider education portfolio was also reviewed during the year. The planned redevelopment of the Level 1 and Level 2 coaching qualifications was deferred to 2026/27 to ensure sufficient capacity for a comprehensive review. Development also commenced on two new online short courses, Introduction to Weightlifting and Introduction to Strength Training, aimed at reaching audiences beyond the traditional coaching market. Both short courses have included contributions from external experts - helping to ensure our education remains consistent with the latest research.

Quality assurance remained strong. Regular support was provided to educators, assessors and Internal Quality Assurers, while positive external feedback was received from Focus Awards. **BWL also achieved an "Enhancing" rating through CIMSPA's quality assurance review.**

The DiSE programme continued to develop, **supporting 38 athletes across two cohorts, including its first para powerlifting athlete.** Training camps and the programme's first Sport Parent workshop were delivered, while **funding was secured for 25 places for 2026/27, BWL's highest allocation to date.**

Relationships with key education partners continued, including the UK Armed Forces, Royal Marines and Prison College. Weightlifting's Category 2 status within the Armed Forces provides further opportunities for participation and education delivery, although operational commitments affected delivery during the year.

Commercial performance remained challenging. Marketing activity continued through targeted digital campaigns, course bundles and closer integration with BWL's marketing function, while work with UK Sport and 4GLOBAL on the Single Participant View provided a new platform for improving customer and market insight. However, education income remained below expectations, with weaker course conversion and delays to improvements in the digital learner journey contributing to the position.

Overall, 2025/26 delivered important progress in product development, quality assurance and DiSE. The successful launch of the Level 3 Youth qualification and record DiSE allocation were significant achievements. However, **the delayed Level 1 and Level 2 review and weaker than anticipated commercial performance remain important priorities for 2026/27.**



Key Statistics

38

athletes **supported**
across two DiSE
cohorts

25

funded DiSE places
secured for 2026/27,
the highest
allocation to date

1st

Para Powerlifting
athlete joined the DiSE
programme

43

pathway coaches
targeted through the
Level 3 launch

1080

learners supported across
courses and CPD

**Level 3 Coaching
Youth Weightlifting**
launched, with 15
modules and 236 online
activities

CIMSPA
“Enhancing” quality
assurance rating

Aim	Outcome	Challenge
Develop Level 3 Youth Coaching	Qualification completed and launched in February 2026, with 15 modules and 236 online activities.	Build learner take-up and establish the qualification within the pathway.
Review Levels 1 & 2	Initial review undertaken.	Full redevelopment deferred to 2026/27.
Maintain quality and workforce	Positive Focus Awards feedback and CIMSPA “Enhancing” rating; educator and IQA support maintained.	Further develop educator CPD and consistency of delivery.
Develop DiSE	38 athletes supported; 25 funded places secured for 2026/27, the highest allocation to date.	Continue to strengthen delivery and pathway alignment.
Develop products and partnerships	Two new short courses commenced; key Armed Forces and other partner relationships maintained.	Convert partnerships and new products into greater participation and income.
Improve commercial performance	Digital marketing, targeted offers and customer insight activity progressed.	Education income below expectations and course conversion remains challenging.
Improve learner journey	High levels of learner support maintained.	Website delays limited improvements to booking and the digital learner journey.



COMPETITION

2025/26 saw BWL continue to develop its competition programme, supporting the Stronger Together ambition to create greater opportunities to participate, compete and progress across weightlifting and para powerlifting. The programme continued to provide competition across all levels of the pathway, alongside new formats and expanded provision for adaptive and para-athletes.

Across the year, **170 competitions were delivered, an increase of 9.7% from 155 in 2024/25** and 39.3% from 122 in 2023/24. **Recorded competition entries decreased by 8.4% during the year, from 6,569 to 6,015**, although they remained 2.2% above the 5,884 recorded in 2023/24. The three-year picture therefore shows a significant expansion in competition provision without equivalent growth in participation. A key priority for 2026/27 will be converting the increased number and range of competition opportunities into stronger and more sustained participation.

The 2025/26 calendar comprised 15 Tier 1, 12 Tier 2, 131 Tier 3, nine Tier 4 and three virtual competitions. Participation remained broadly gender balanced, with **52% female and 48% male competitors**, consistent with the position across the previous two years.

A number of new competition opportunities were introduced. BWL launched its Regional Open series and continued to develop Masters competition opportunities. Entries at the regional events were lower than anticipated, although increased marketing improved participation at some events and provided useful learning for the future format of the programme.

A significant development was the delivery of **BWL's first weightlifting competition specifically for athletes with a disability, attracting 23 competitors** and receiving very positive feedback. A further Para Open was held at Oldbury Academy, providing opportunities for ten athletes outside the World Class Programme, including several who were new to the sport. This built on the increased focus on inclusivity and adaptive competition established during 2024/25.

Major championships continued to provide opportunities across the pathway. The British Championships welcomed 152 Senior competitors and the England Championships attracted 163 Senior entries, while the England Age Group Championships attracted 226 athletes, slightly above the previous year.

Masters competition continued to be an important part of the calendar. Following consultation with the Masters community, the 2025 British Masters Championships was delivered as a performance event, with medals determined using a formula-based approach in line with the community's recommendation.

Entries reduced from 177 in 2024/25, when the Championships were delivered over three days, to 101 in 2025/26 over two days. **This reduction largely reflected the reduced capacity of the two-day format rather than a decline in demand**, with Masters Championship events continuing to attract strong interest and available places and waiting lists typically being fully utilised.



Further work will focus on developing an attractive and sustainable Masters competition offer that balances strong demand with event capacity and delivery requirements.

BWL continued its partnership with BUCS to deliver the annual university championships. During the year, BWL also concluded its programme of virtual competitions. These had been introduced during the COVID-19 period to maintain competition opportunities but were no longer considered appropriate for the longer-term competition pathway, particularly in relation to alignment with Technical and Competition Rules and Regulations and UK Anti-Doping requirements. This represented a planned reduction rather than a decline in competition provision.

Work continued to improve event delivery, governance and the participant experience. Technical Official and coach licences were checked ahead of competitions, competition regulations remained under review and improvements were made to volunteer onboarding and communications. Customer enquiries continued to be dealt with promptly, with email responses being provided within 24 hours towards the end of the year.

There were also challenges. Regional competition entries remained below expectations and, despite strong communications with the Masters community, further work is required to improve communication and engagement across the wider competition community. **Technical Official, loader and wider volunteer availability have all been impacted, creating a growing operational risk** that will require attention during 2026/27.

Looking internationally, BWL continued to work with UK Sport on the potential return of major international weightlifting to Great Britain. Work progressed on a potential bid for the 2028 European Championships, with discussions held with prospective host cities and two locations expressing interest in developing plans further.



Key Statistics



Competitions delivered

170

+39.3% since 2023/24



Recorded entries

6,015

Still +2.2% above 2023/24

Gender participation



52% Female
48% Male

Growing access & ambition

226

England Age Group competitors

23

competitors at the first dedicated adaptive weightlifting competition

2028

European Championships bid under development

Aim	Outcome	Challenge
Deliver an inclusive competition calendar	170 competitions delivered, representing a 39.3% increase over two years.	Convert increased competition provision into sustained participation growth.
Expand access and competition formats	Regional Opens introduced and dedicated adaptive and Para competitions delivered.	Regional entries remained below expectations.
Improve competition experience	Prompt customer service, improved event planning and continued livestream provision.	Improve communications and engagement across the wider competition community.
Maintain governance and compliance	TCRRs reviewed, coach and TO licences checked and the virtual competition programme concluded.	Ensure rule and regulatory changes are communicated promptly and consistently.
Further develop Masters competition	Masters programme maintained with strong community communications and a consultation-led British Masters format.	British Masters entries fell significantly; continue to review the offer with the community.
Develop volunteers and Technical Officials	Volunteer onboarding improved and UK Armed Forces support continued.	Declining TO and loader availability presents an increasing operational risk.
Develop international hosting	2028 European Championships bid progressed with UK Sport and prospective host cities.	Complete feasibility work and determine whether to proceed with a formal bid.



Competition Statistics

Event	2023-2024	2024-2025	2025-2026	Change since 2023-2024
	Entries	Entries	Entries	
BUCS Championships	186	220	184	-1.1%
Para Powerlifting Open	12	12	10	-16.7%
British Championships	146	157	152	4.10%
British Championships (Para)	n/a	16	16	n/a
British Age Group Championships	254	286	276	8.70%
British Masters Championships	110	177	101	-8.2%
British Open	99	94	n/a	n/a
England Championships	162	178	163	0.60%
England Championships (Para)	12	18	20	66.70%
England Masters	55	107	100	81.80%
England Age Group Championships	195	223	226	15.90%
Adaptive Open	n/a	n/a	23	n/a
Tier 3 & Home Nation Events	4,665	5097	4744	1.70%
Total	5884	6569	6015	



Event	2023-2024	2024-2025	2025-2026	Change since 2023/24
	Held	Held	Held	
Tier 3 & Home Nation	101	135	152	50.50%
Tier 1 & 2	16	12	15	-6.3%
Virtual	5	8	3	-40.0%
Total	122	155	170	39.30%

Gender Participation	2023-2024	2024-2025	2025-2026
Men	48%	47%	48%
Women	52%	53%	52%



SPORT DEVELOPMENT

During 2025/26, BWL continued to strengthen grassroots weightlifting, with a focus on supporting clubs, developing opportunities in schools, creating new routes into the sport and building partnerships to extend our reach. This work was delivered during a period of reduced staffing capacity, with dedicated Sport Development resource reducing from 1.0 to 0.6 FTE during the year.

Supporting a strong and sustainable club network remained central to this work. Clubs received regular communications, funding support and advice, alongside **new affiliation benefits including legal support and an Insurance Zone**. Research undertaken during the year highlighted the importance of club infrastructure, with affiliated clubs represented in 118 of the UK's 361 local authority districts, equivalent to approximately 33% coverage.

Membership and club growth remained challenging. At the end of the reporting period, BWL had **3,638 individual members and 149 affiliated clubs**. While new clubs continued to join, these broadly replaced clubs leaving the organisation, **highlighting the need to strengthen recruitment, retention and the value offered to clubs and members**.

A major development was the successful launch of the School Games Weightlifting offer, creating a new route for young people to experience the sport. **More than 1,000 students were engaged through activity at the Herefordshire School Games**, while further activity was delivered to 80 PE teachers from the Cabot Learning Foundation. BWL also secured a **commitment from Eleiko to provide equipment to 50 schools**, helping address one of the practical barriers to introducing weightlifting in education settings.

Schools activity also supported the legacy of former British Olympic weightlifter and Holocaust survivor Sir Ben Helfgott. Following work with the Lakes School in Cumbria (where Ben attended as a pupil) plans progressed to establish the Sir Ben Helfgott Weightlifting Club. Four volunteers were supported to undertake coach training, and technique equipment has been awarded to the new club.

BWL continued its partnership work with Herefordshire & Worcestershire Active Partnership and The Academy Programme to deliver the Worcester Schools Fitness Festival 2025. The two-day event welcomed 88 students of mixed abilities from 9 schools in the county to take part in inclusive sessions covering Olympic Weightlifting and Functional Fitness, alongside a community workout bringing everyone together to apply their new skills in a supportive environment.

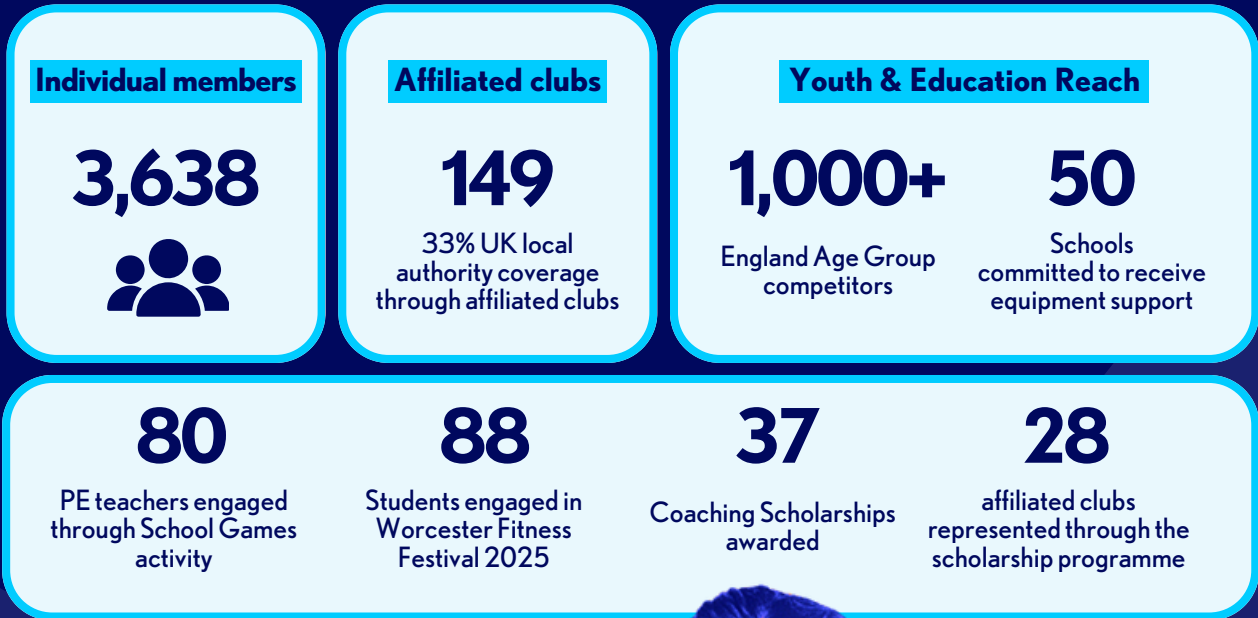
BWL continued to test new routes into the sport. Three Club Cup pilot events were delivered in the South, with rules and guidance developed to support participating clubs. National expansion progressed more slowly than planned, although interest from a new region has led to plans for a Northern league during 2026/27. First Lift membership was also used through selected events and campaigns, with some participants subsequently progressing into Tier 3 competition.



Work to widen access continued through the Coaching Scholarship programme, which supported **37 successful applicants from 28 affiliated clubs and two community organisations**. A new DIAP data table was also introduced to improve year-on-year monitoring of diversity and inclusion, identifying areas requiring further attention including workforce gender, deprivation and disability.

BWL maintained close engagement with Sport England throughout the year. Following changes to reporting requirements, work was undertaken to strengthen alignment with Uniting the Movement. Later reporting received positive feedback from Sport England and demonstrated significant improvement from earlier in the year.

Key Statistics



Aim	Outcome	Challenge
Strengthen clubs and membership	New club benefits, funding support and improved communications introduced.	Membership and club numbers declined slightly; engagement remains inconsistent.
Develop Club Cup	Three Southern pilot events delivered; new regional interest secured.	National rollout progressed more slowly than planned due to local capacity constraints.
Develop schools weightlifting	School Games launched; 1,000+ students engaged and equipment support secured for 50 schools.	Build sustainable school-to-club pathways and expand delivery.
Develop new participation routes	First Lift membership tested, with some participants progressing into competition.	Improve conversion into sustained membership and participation.
Reduce inequalities	BWL membership is largely reflective of the wider population.	Further progress required around deprivation, disability and workforce gender.
Develop health and fitness partnerships	Selected partnerships and opportunities explored during the year. Several partnerships grew whilst others did not progress due to limited alignment or capacity constraints.	Identify and apply resources to partnerships with best strategic alignment.
Engage sector partners	Sport England reporting strengthened and Sport Welfare Officer Network engagement continued.	Demonstrate strong alignment with Sport England priorities.

INVESTMENT, FUNDS, AND PARTNERS

UK Sport

BWL continued to benefit from significant investment and support from UK Sport during 2025/26, supporting our performance ambitions through to the Los Angeles 2028 Olympic and Paralympic Games.



The £5.60 million investment awarded for the LA28 cycle represents a 52% increase on the Paris 2024 cycle and marked weightlifting's return to the World Class Programme. Of this investment, £3.45 million is allocated to weightlifting, while para powerlifting receives £2.15 million, a 22% increase on the previous cycle.

Throughout the year, we worked closely with UK Sport to embed the new investment, strengthen our World Class Programme and ensure our performance structures, governance and planning are well positioned to deliver towards LA28.

We were also grateful for UK Sport's continued support for our International Relations programme, including £6,000 of base funding alongside an additional one-off investment of £10,000 during 2025/26. This funding enabled BWL to strengthen its international relationships, representation and influence across the global sporting landscape.

Sport England

Our partnership with Sport England continued to support the development and growth of weightlifting and para powerlifting across England.



Building on our 2022-2029 partnership agreement, Sport England investment supported our work across participation, clubs, workforce, talent and pathway development during 2025-2026. This includes dedicated investment in para powerlifting for the first time, helping to strengthen and develop pathways across both sports.

Sport England also provided £98,641 through Commonwealth Games England to support England's preparations for the Glasgow 2026 Commonwealth Games.

This support came as we concluded our Stronger Together strategy and prepared for the launch of Find Your Strong 2026-2030.



The National Lottery

We remain grateful to National Lottery players, whose continued support through UK Sport and Sport England plays an important role in the development of weightlifting and para powerlifting.

National Lottery investment supports our athletes to compete on the international stage while helping us strengthen clubs, coaches and pathways and create more opportunities for people to participate in our sports.



International Partners

BWL continued to strengthen its international relationships throughout 2025-2026, working closely with the International Weightlifting Federation (IWF), European Weightlifting Federation (EWF) and Commonwealth Weightlifting Federation (CWF).

We also recognise the important contribution of our Home Nation governing bodies: Weightlifting Wales, Weightlifting Scotland and Weightlifting Northern Ireland, together with the Crown Dependencies and British Overseas Territories within BWL's jurisdiction.

Recognition of Partners and Contributors

BWL's progress would not be possible without the organisations that invest in, support and work alongside us.

We thank our commercial, technical and delivery partners for their continued contribution during 2025-2026, alongside the wider organisations across British sport that support our athletes, coaches, clubs and programmes.

We also recognise the continued support of the British Olympic Association, British Elite Athletes Association, UK Anti-Doping, Commonwealth Games England and the Home Country Sports Councils: Sport Wales, sportscotland and Sport Northern Ireland.

Together, these relationships provide important financial, technical and strategic support and help BWL broaden the reach and impact of weightlifting and para powerlifting across the UK.

BOXMATE

joymo

sport & fitness
flooring

ON OPTIMUM
NUTRITION

SBD

ELEIKO



WHITE LIGHTS MEDIA

SPORTSCOVER
EUROPE

WOW
TRAVEL

ward
hadaway



FUNDING AND FINANCE

Total Income	Total Expenditure	Result For Year	Reserves
£2,798,108	£2,894,494	(£92,686)	£266,280
▲ 1%	▲ 7%	Deficit	▼ 26%
2025: £2,767,393	2025: £2,716,637	2025: £58,353 surplus	2025: £358,966

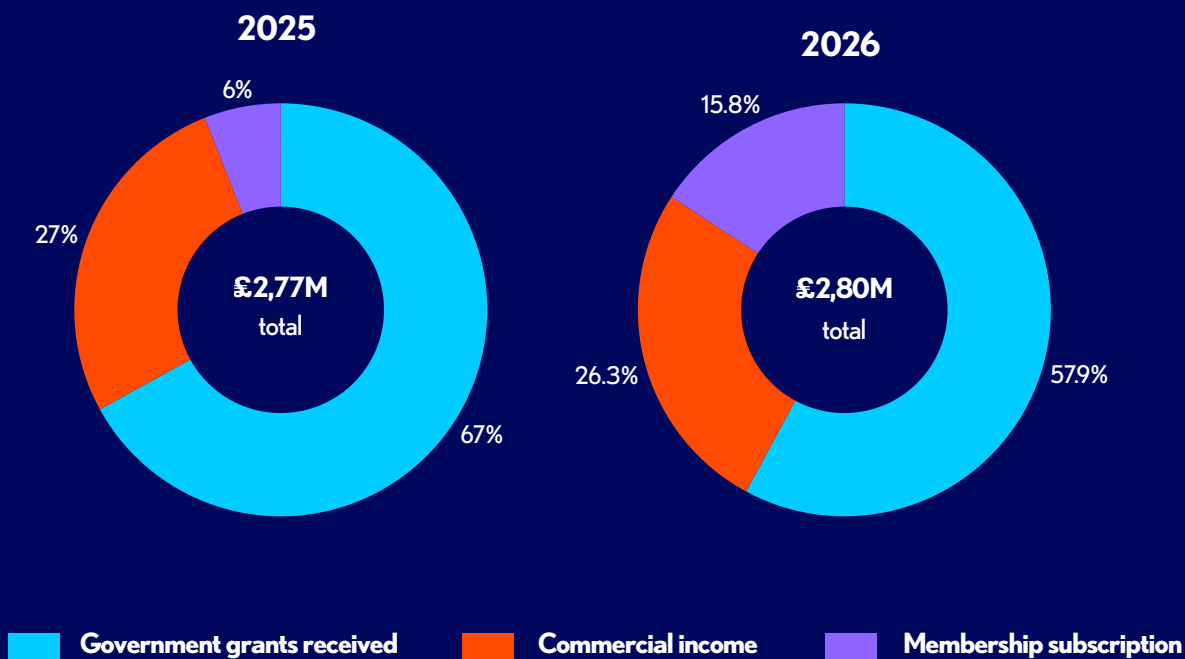
The Board of Directors (the Board) is pleased to present the audited accounts for the year ended 31 March 2026. Despite a challenging economic environment and ongoing commercial pressures, the organisation continued to deliver against its strategic objectives and maintained a strong financial position throughout the year. The company returned a deficit for the year of £92,686 (2025: surplus £58,353), reflecting a planned increase in investment in the sport and the impact of a more difficult commercial landscape.

The year end result demonstrates the importance, in recent years, of the Board’s fiscal prudence. This careful stewardship has supported positive operational progress to build a robust base of reserves, which stood at £266,280 at 31 March 2026 (2025: £358,966). This value remains above the minimum level set by the Board of three months’ operating expenditure, providing a strong foundation for future sustainability and growth

With the support of our stakeholders remaining buoyant, the organisation has demonstrated financial resilience, in the face of strong commercial headwinds whilst continuing to invest in the development of the sport. This is demonstrated by a comparison of financial performance with the previous accounting year.



Income - 2025 vs 2026



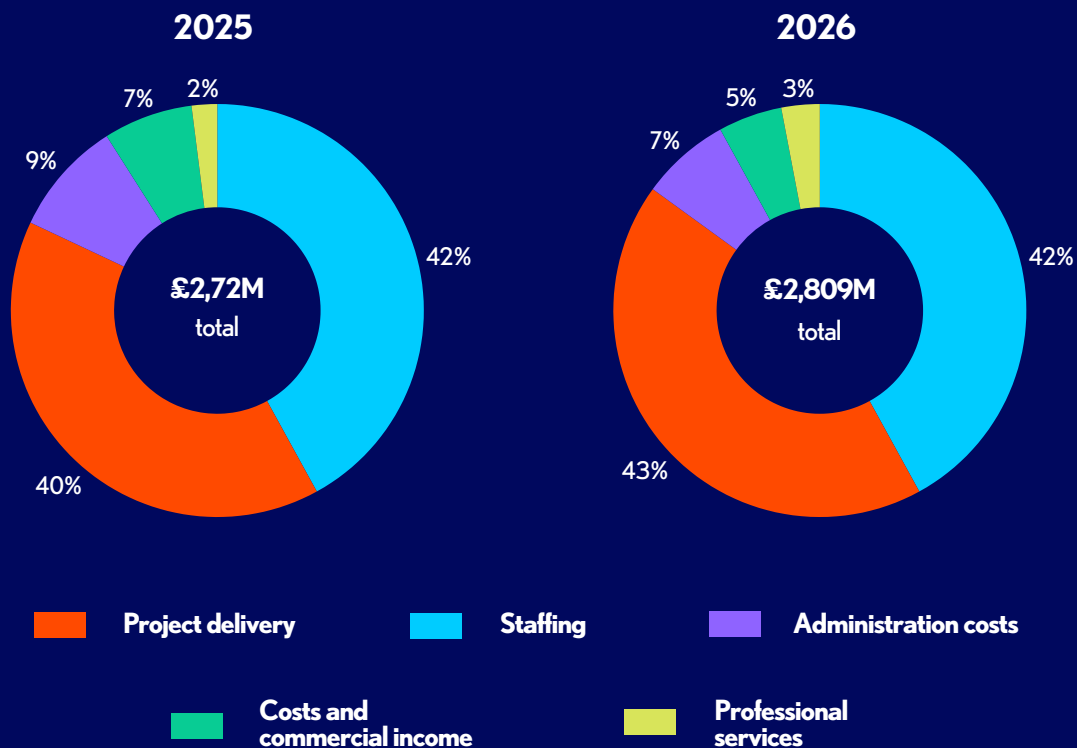
Category	2025 (£)	2025 (%)	2025 (£)	2025 (%)	Change
Government grants received	£1,867,283	67%	£2,023,927	72%	▲ 8%
Commercial income	£741,438	27%	£601,519	22%	▼ 19%
Membership subscriptions	£158,672	6%	£172,662	6%	▲ 9%

Total income increased by 1% to £2,798,108. Government grant income increased by 8%. This reflects the first year of the increased award for our Olympic and Paralympic athletes supporting preparation for the Los Angeles 2028 Games. The organisation also received additional funding to support athlete preparation for the 2026 Commonwealth Games.

Membership subscriptions continued to provide a stable and important source of income. While commercial revenues were affected by the wider challenging economic environment and decreased during the year by 19%, the overall income position remained resilient, supported by strong stakeholder investment and diversified funding streams.



Expenditure - 2025 vs 2026



Category	2025 (£)	%	2026 (£)	%	Change
Staffing	£1,154,101	42%	£1,220,051	42%	▲ 6%
Costs of commercial income	£182,014	7%	£154,211	5%	▼ 15%
Project delivery	£1,074,818	40%	£1,235,818	43%	▲ 15%
Professional services	£57,227	2%	£79,865	3%	▲ 40%
Administration costs	£248,477	9%	£204,549	7%	▼ 18%



Expenditure increased by 7%, which was to be expected given the increase in grant funding. In response to commercial income pressures, the company took proactive measures to manage overheads effectively, resulting in a 18% reduction in administration costs. This disciplined approach enabled a greater proportion of resources to be directed towards project delivery expenditure, which increased by three percentage points, to 43%. Staffing costs in the year rose by 6%, reflecting continued investment in people and the expertise required to deliver the organisation's strategic priorities.

BWL remains committed to maximising the proportion of income which is invested directly into the sport, while maintaining the financial stability to support long-term sustainability and adapt to future challenges and opportunities. The continued maintenance of our reserves at the levels above those stipulated by the Board demonstrates this.

The recent renewal of UK Sport's investment through to 2029 is further endorsement of the organisation's strategy, governance and performance, and demonstrates the confidence that our key stakeholders place in our plans for the future.



ANNUAL REPORT AND FINANCIAL STATEMENTS



Company registration number 00586136 (England and Wales)

BRITISH WEIGHT LIFTERS ASSOCIATION
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

Affinia
3rd Floor
Chancery House
St Nicholas Way
Sutton
Surrey
SM1 1JB

BRITISH WEIGHT LIFTERS ASSOCIATION

COMPANY INFORMATION

Directors

R K Ashworth (Chair)
M F Curtain
P I Edmondson
J J Payne
S E Southern
J E Tong
R Wainwright
N C Absolom
D W R Leith

Secretary M R Martin

Company number 00586136

Registered office

3rd Floor
Chancery House
St Nicholas Way
Sutton
Surrey
SM1 1JB

Auditor

Affinia
3rd Floor
Chancery House
St Nicholas Way
Sutton
Surrey
SM1 1JB

BRITISH WEIGHT LIFTERS ASSOCIATION

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Balance sheet	7
Notes to the financial statements	8 - 11

The following pages do not form part of the financial statements

Detailed profit and loss account

BRITISH WEIGHT LIFTERS ASSOCIATION

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026

The directors present their annual report and financial statements for the year ended 31 March 2026.

Principal activities

The principal activity of the company continued to be that of the national governing body for the sport of weight lifting and power lifting.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

R K Ashworth (Chair)

M F Curtain

P I Edmondson

J J Payne

S E Southern

J E Tong

R Wainwright

N C Absolom

D W R Leith

Auditor

The auditor, Affinia, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

Small companies exemption

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies regime.

On behalf of the board

M F Curtain

Director

25 September 2026

BRITISH WEIGHT LIFTERS ASSOCIATION

DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 MARCH 2026

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the company website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BRITISH WEIGHT LIFTERS ASSOCIATION

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BRITISH WEIGHT LIFTERS ASSOCIATION

Opinion

We have audited the financial statements of British Weight Lifters Association (the 'company') for the year ended 31 March 2026 which comprise the statement of comprehensive income, the balance sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2026 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

BRITISH WEIGHT LIFTERS ASSOCIATION

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BRITISH WEIGHT LIFTERS ASSOCIATION (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates, and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

We focussed on laws and regulations which could give rise to material misstatement in the financial statements, including, but not limited to, the Companies Act 2006 and UK tax legislation. Our tests included agreeing the financial statement disclosures to underlying supporting documentation and enquiries with management. There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all of our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

BRITISH WEIGHT LIFTERS ASSOCIATION

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BRITISH WEIGHT LIFTERS ASSOCIATION (CONTINUED)

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Seton (Senior Statutory Auditor)

For and on behalf of Affinia, Statutory Auditor

Chartered Accountants

3rd Floor

Chancery House

St Nicholas Way

Sutton

Surrey

SM1 1JB

25 September 2026

BRITISH WEIGHT LIFTERS ASSOCIATION

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2026

	Notes	2026 £	2025 £
Income		2,798,108	2,767,393
Cost of sales		(2,373)	(5,885)
Gross surplus		2,795,735	2,761,508
Administrative expenses		(2,892,121)	(2,712,842)
Operating (deficit)/surplus		(96,386)	48,666
Interest receivable and similar income		3,700	9,687
(Deficit)/surplus before taxation		(92,686)	58,353
Tax on (deficit)/surplus		-	-
(Deficit)/surplus for the financial year		(92,686)	58,353

The income and expenditure account has been prepared on the basis that all operations are continuing operations.

BRITISH WEIGHT LIFTERS ASSOCIATION**BALANCE SHEET****AS AT 31 MARCH 2026**

	Notes	2026 £	£	2025 £	£
Fixed assets					
Tangible assets	4		4,463		6,525
Current assets					
Stocks		12,140		-	
Debtors	5	92,359		79,531	
Cash at bank and in hand		726,696		864,516	
		<u>831,195</u>		<u>944,047</u>	
Creditors: amounts falling due within one year	6	<u>(569,378)</u>		<u>(591,606)</u>	
Net current assets			<u>261,817</u>		<u>352,441</u>
Net assets			<u>266,280</u>		<u>358,966</u>
Reserves					
Income and expenditure account			<u>266,280</u>		<u>358,966</u>
Total members' funds			<u>266,280</u>		<u>358,966</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and authorised for issue on 25 September 2026 and are signed on its behalf by:

M F Curtain
Director

Company registration number 00586136 (England and Wales)

BRITISH WEIGHT LIFTERS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

1 Accounting policies

Company information

British Weight Lifters Association is a private company limited by guarantee incorporated in England and Wales. The registered office is 3rd Floor, Chancery House, St Nicholas Way, Sutton, Surrey, SM1 1JB.

1.1 Basis of preparation

These financial statements have been prepared in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income and expenditure

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Grant income

Grants are classified either as a grant relating to revenue or a grant relating to assets.

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset.

Other income

Other income is recognised during the period in which it arises. Income received in respect to services or goods provided in a different period is deferred or accrued as required. Income is only recognised when the following conditions are satisfied:

- the company has transferred the significant risks and rewards of ownership to the buyer;
- the amount of revenue can be measured reliably;
- it is probable that the company will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

1.4 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

IT equipment	33.33% on straight line
--------------	-------------------------

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to surplus or deficit.

BRITISH WEIGHT LIFTERS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

1 Accounting policies

(Continued)

1.5 Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

1.6 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks held for distribution at no or nominal consideration are measured at the lower of cost and replacement cost, adjusted where applicable for any loss of service potential.

1.7 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

BRITISH WEIGHT LIFTERS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

1 Accounting policies

(Continued)

1.9 Taxation

The company is exempt from corporation tax on profits arising from trading income derived from mutual trading with its members, and from grant income which does not constitute payment for a supply of services. Corporation tax is payable on profit arising from non-trading income and on trading income from non-members.

Direct costs are allocated to the income stream to which they specifically relate. Indirect costs that support multiple income streams are allocated on a reasonable and consistent basis. The allocation methodology is applied consistently year-on-year and reviewed annually.

1.10 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Leases

As lessee

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leases asset are consumed.

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2026 Number	2025 Number
Total	35	30
	=====	=====

BRITISH WEIGHT LIFTERS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

4 Tangible fixed assets

	Plant and machinery etc £
Cost	
At 1 April 2025	18,732
Additions	2,410
At 31 March 2026	21,142
Depreciation and impairment	
At 1 April 2025	12,207
Depreciation charged in the year	4,472
At 31 March 2026	16,679
Carrying amount	
At 31 March 2026	4,463
At 31 March 2025	6,525

5 Debtors

	2026 £	2025 £
Amounts falling due within one year:		
Trade debtors	5,015	9,412
Other debtors	87,344	70,119
	92,359	79,531

6 Creditors: amounts falling due within one year

	2026 £	2025 £
Trade creditors	103,208	298,464
Taxation and social security	27,663	22,504
Other creditors	438,507	270,638
	569,378	591,606

7 Members' liability

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.