



Pathway to Pay Equality

Elite Women Athletes



It is very heartening to see CEOs across major sports come together to achieve gender equality and pay equality in sport. The idea of activating the entire sports eco-system to hasten change is an approach that could be considered and replicated throughout the world.

— Billie Jean King, Founder of the Billie Jean King Leadership Initiative



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About Male Champions of Change

The Male Champions of Change is a coalition of CEOs, secretaries of government departments, non-executive directors and community leaders. The Male Champions of Change believe gender equality is one of the nation's most significant societal and economic issues. Established in 2010, by then Australian Sex Discrimination Commissioner Elizabeth Broderick, our mission is to step up beside women to help achieve a significant and sustainable increase in the representation of women in leadership.

For more information www.malechampionsofchange.com

MALE CHAMPIONS OF CHANGE SPORT 2018

Meet the Champions of Change



Mark Anderson
CEO
Collingwood Football Club



Elizabeth Broderick
MCC Founder and Convenor MCC Sport



Raelene Castle
Special Advisor
CEO
Rugby Australia



Brian Cook
CEO
Geelong Football Club



Matt Finnis
CEO
St Kilda Football Club



Marne Fechner
Special Advisor
CEO
Netball Australia



Brendon Gale
CEO
Richmond Football Club



David Gallop
CEO
Football Federation Australia



Todd Greenberg
CEO
National Rugby League



Cain Liddle
CEO
Carlton Football Club



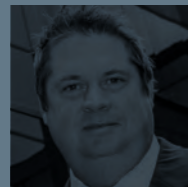
Paul Maley
Acting CEO
Basketball Australia



Anthony Moore
Former CEO
Basketball Australia



Kate Palmer
Special Advisor
CEO
Sport Australia



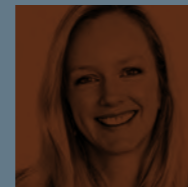
Stephen Pitt
CEO
Golf Australia



Kevin Roberts
CEO
Cricket Australia



Ian Robson
CEO
Rowing Australia



Leigh Russell
CEO
Swimming Australia



James Sutherland
Former CEO
Cricket Australia



Giles Thompson
CEO
Racing Victoria



Craig Tiley
CEO
Tennis Australia

Male Champions of Change (MCC) Sport members represent diverse experience, have a deep personal commitment to gender equality and have extensive reach in Australian sport in both their organisations and the community. They also represent the key sports in Australia in terms of economic contribution. For more information, visit www.malechampionsofchange.com/sport

This paper has been developed with support from EY and complements the MCC Closing the Gender Pay Gap report focused on corporate and administrative roles. MCC Sport has separately conducted a review of pay equity in sports management and administration roles, guided by this report.

A letter to leaders

Dear Colleagues

The Male Champions of Change Sport (MCC) have prioritised closing the gender pay gap in sport.

We know that the gender pay gap between elite-level athletes across a number of sports still exceeds many other sectors.

There is a pay equity gap – where men and women competing in the same sport do not receive equal pay for work of equal and comparable value. Where it is in our control to close this gap, we are committed to doing so.

Women also face what we call a 'pay equality gap' arising from a wider sport ecosystem that values men's sport more than women's.

This situation exists amidst an unprecedented focus on ensuring equal access to elite sporting opportunities for women in Australia.

There is much to learn from MCC Sport members to close the pay gap. Tennis Australia, for example, has offered equal prize money for men and women at the Australian Open for over three decades. In 2017, Cricket Australia led a groundbreaking approach to pay equity including gender-neutral contracts, policies and conditions.

There are local and international examples where well-resourced, and less-well-resourced, sports simply make the call that pay equity matters and then make it happen.

We also believe that sports organisations should be focused on closing the pay equality gap – ensuring women's sport is valued equally. This requires leadership even in situations when sports do not directly control an athlete's pay. There are also many other stakeholders in the sports ecosystem who have key roles to play.

This paper starts by setting out the reason why addressing the gender pay gap in elite sport is important. It explains the reasons for a quick move to pay equity and a framework to achieve it. The paper then provides a detailed pathway to pay equality, which involves input from all participants in the sports ecosystem.

The pathway is one we support, are working towards, and advocating for within our spheres of influence. On pages 30 and 31, we provide a self-assessment of our progress on each stage in the pathway.

We look forward to engaging all members of the wider sporting community to accelerate change.

Male Champions of Change Sport

Closing the gender pay gap in sport requires a series of mindset shifts, which together will make a profound difference. First and foremost, it starts with a genuine commitment to gender equality across the entire sports ecosystem.

– Elizabeth Broderick AO, MCC Founder and Convenor of MCC Sport



Sport is such a unifying force in Australia. We can and should be leading the way globally in championing gender equality through every aspect of sport - access, participation, investment, recognition and pay for our elite women athletes.

– Kate Jenkins, Sex Discrimination Commissioner, Australian Human Rights Commission



Equal investment in female participation in sport, development pathways and payment for elite women athletes will deliver exponential benefits to our economy, society and our collective wellbeing.

– Kate Palmer, CEO Sport Australia



Equality in sport matters



Sport is integral to Australia's national identity and pride, to our social cohesion, our collective health and wellbeing, and our economy.

From grass roots to elite level, sport has always had enormous capacity to influence Australian culture and help shape our social norms and standards of behavior.

Millions of Australians enjoy playing and watching sport. Sport crosses divides built by geography, by social and economic circumstances, and by time.

Sport delivers these benefits because we, as a nation, enjoy watching individuals who excel, and we enjoy watching them compete.

We become familiar with athletes and teams through getting to know their stories. It can feel like they are part of our families. They create connection and conversation in our communities. They inspire us to try a new sport or try harder at our chosen sport. Hundreds of thousands of young Australians seek to emulate the qualities and career trajectory of the sports people they admire.

However, the reality is that the inspiration and motivation that elite sport delivers across Australia has predominantly been through male role models.

This is because elite women athletes are rarely developed, promoted, supported and paid the same as their male peers.

Equal pay – the manifestation of a genuine commitment to equality – still remains out of reach for elite women athletes across many sports.

In some sports, this situation arises due to long-term and lower investment in women's sports than men's sports.

In others, women are only just getting access to elite level opportunities in their chosen sport.

One thing is for certain: maintaining and developing all the benefits that sport delivers to our country demands a fresh and specific focus on women.

We want to help build a system where women can engage equally. We also want women and girls to be able to pursue their sporting dreams, knowing there are viable, valued and well-paid careers for those who have the aspiration, commitment and talent to become elite Australian athletes.

Our goal is to create the operating environments, systems and cultures which will make equality, pay equity and sustainable pay equality the norm rather than the exception, across all elite sport.



From pay equity to sustainable pay equality



The principle of equal pay for equal work requires men and women to receive comparable remuneration opportunities and outcomes for doing the same work.

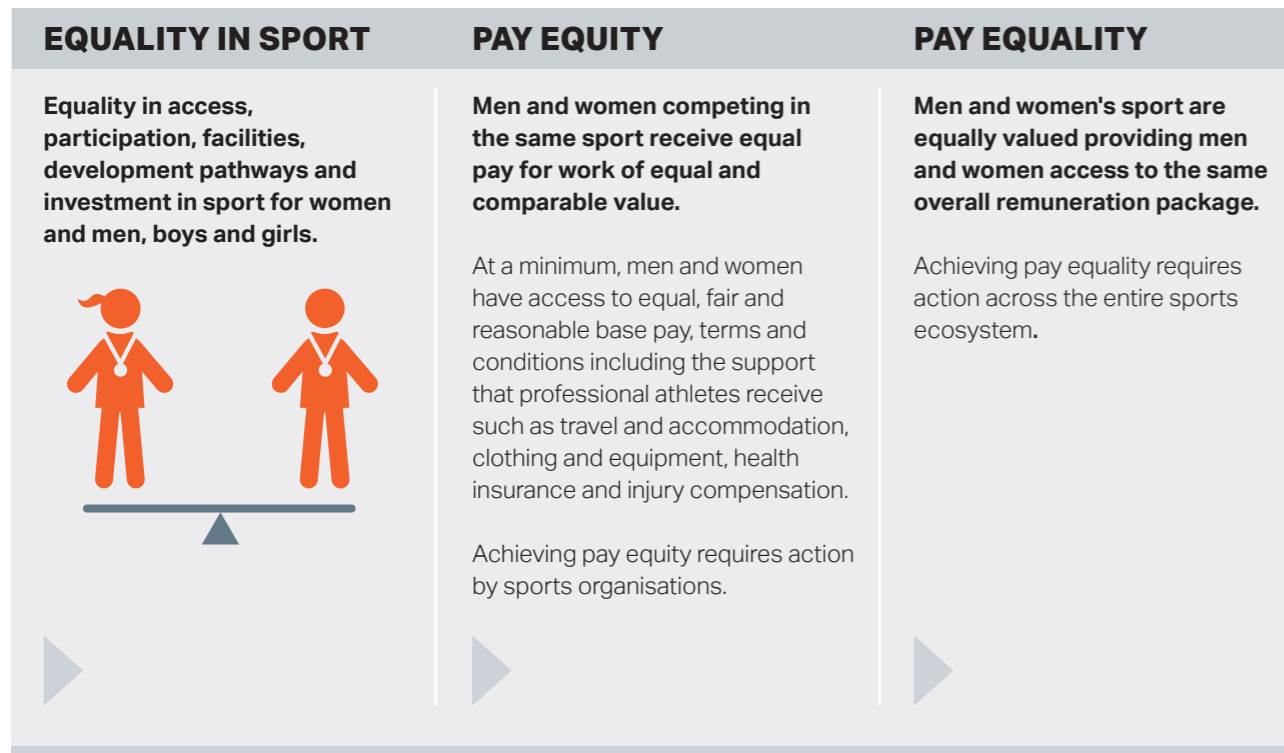
Achieving pay equity in sport also requires equal investment in women's sport participation, development and coverage so that men and women's sport is valued equally.

For elite professional sport, we are striving for equal pay for work of equal and comparable value.

At a minimum, we want to ensure elite female athletes have access to a fair and reasonable base pay and equal terms and conditions to their male counterparts.

However, we know that women's sport historically and currently – has been undervalued, resulting in underinvestment in favour of men's sport.

Achieving sustainable pay equality where women's sport is valued equally to men's requires buy-in and a significant shift in mindset across the entire sports ecosystem. This includes sports organisations, governments, news media, fans, broadcasters, corporate supporters, athletes, players' associations and international sports bodies.



Key stages

The pathway to pay equality involves many dimensions, and sports may find that achieving pay equality takes several years. However, success within any single part of the ecosystem makes success in the other parts more likely.

The evolution will involve three recognisable stages, where a sport takes today's participant and turns them into tomorrow's bankable star. Each stage will require its own strategy to maintain momentum.

	Pre-professional	A fair & reasonable wage	Standalone pay
Strategic focus	Developing and retaining a critical mass of elite female players.	Defining the sport as a viable career pathway for professional athletes.	Generating sufficient commercial revenue to self fund female athletes at a competitive level.
Practical goals	Attract girls and women to play the sport in large numbers. Reduce barriers to entry as much as possible.	Seek to provide a fair and reasonable wage enabling enough female athletes to transition to full professionalism.	Negotiate broadcasting rights and sponsorships to fund standalone pay.
Actions	<ul style="list-style-type: none"> Providing both sexes with the same basic facilities and resources. Developing formats and leagues that reflect different desires for competition and accessibility. Ensuring that female athletes understand the pathways to access more competitive leagues and competitions. Identifying opportunities to support female athletes via development programs (sponsored by Government, Corporate, Community). Collaborating with employers on flexible work arrangements to enable women to train and compete at the elite professional level while maintaining an income stream. 	<ul style="list-style-type: none"> Finalising a formal structure of competitions to include an elite competition that is the main focus of publicity. Minimise the costs of attending this competition initially. Identifying marquee players to act as the face of the sport and communicate the level of training required. Providing marquee players (and other public champions) with media training to make the case for pay equity. Identifying a corporate or government sponsor specifically to help fund fair and reasonable wage payments to the athletes. Engaging with media to develop formats that attract fans and can be broadcast at minimal cost (e.g. double-headers). 	<ul style="list-style-type: none"> Developing events where elite teams are preceded by development teams to showcase new talent. Negotiating basic units of pay and premiums arising from revenue/success. Align those units with men's sports wherever practicable. Instituting rules for calculating and publishing pay equity indicators.
Key Players	Sports, Government, Corporate, Families, Schools, Community Sporting Clubs	Sports, Government, Corporate, Players, Associations	Sports, Government, Media, Corporates, Broadcasters, Fans, Players' Associations, International Bodies

CASE STUDY

Equal prize money, equal exposure, equal opportunity

We've demonstrated through equal prize money and exposure that women's tennis can more than hold its own and has massive appeal. This gender-balanced and inclusive approach has resulted in overwhelmingly positive outcomes for Tennis Australia.

– Craig Tiley, CEO Tennis Australia



TENNIS



Tennis Australia uses its role as host of popular global sporting events, including the Australian Open, to promote gender equality and women's economic empowerment.

The Australian Open introduced equal prize money for women and men in 1984 driven by its support for gender equality and belief that the best player of the Grand Slam event – both male and female – should be rewarded for their ability to achieve at the highest level of tennis, rather than sets played or the time spent on court.

Since then, the approach has extended to equal prize money for women at all Australian Money tournaments (since 2005) and all International Tennis Federation (ITF) Pro Circuit and Women's Tennis Association (WTA) events held in Australia.

In 2016, Tennis Australia launched the inaugural AO Inspirational Series event at the Australian Open, uniting some of the foremost women in Australia to shine a global spotlight on gender equality

Outcomes and impact

- Equal prize money for men and women at major tournaments held in Australia
- Women's matches at the Australian Open feature on major courts, at peak viewing times and the women's singles final is played in prime time on Saturday night
- Equal resources are committed to male and female performance, with significant investment into development pathways for men and women

- Female tennis stars are actively marketed as role models to increase participation and retention rates for girls and young women
- An almost equal number of girls and boys participate in ANZ Tennis Hot Shots, the official junior participation program for tennis in Australia, and Super 10s competitions for children aged 10 years and under.

The women's final at Australian Open 2019 achieved a domestic peak TV audience of 2.103 million with an average audience of 1.578 million, representing a 10.1 percent increase from 2018.

A record 25,482 attended the AO women's final in 2019, up from 18,695 in 2018.

In 2018 the average dedicated TV audience rose by 171% year-on-year internationally, and this year (2019) more than 20 million viewers in Japan alone tuned in to watch Naomi Osaka win her second Grand Slam title, making it one of the most-watched tennis matches, male or female, ever.

Tennis Australia aims to support and inspire other sporting codes and corporate organisations to take a stance on gender equality.

1 Getting to Pay Equity

Key steps in defining pay equity

1

The first step is to distinguish between:

- The payments that the sport itself can directly control e.g. (training fees, match payments and prize money)

and

- The determinants of pay that the sport cannot directly control.

Pay equity in sport relates only to those payments that the sport can control. We need wider community support to ensure sponsorship payments for individual athletes are comparable for men and women. Until this is achieved, sports and teams can still control how they distribute the dollars and other revenue they receive.

2

The second step is to define the different types of work that athletes perform.

Athletes' duties should be broken down into components such as training, competing, media appearances and community work.

Individual 'work units' could be a match fee or an hourly rate of pay for training.

Each time an athlete undertakes a particular type of work (a 'work unit'), the athlete would be paid a specific fee for that work.

The fee could be a lump sum payment, such as a match fee, or it could be an hourly rate.

If rates of pay are set for each type of work unit, then pay can account for differences in the duration of the competitive season, athletes who suffer long-term or repetitive injuries, and athletes whose media presence is more in demand.

Once the work units are defined, they can be applied to calculate the pay for the work that athletes undertake and the value that they deliver.

3

The final step is to determine the rate of pay for each type of work.

Once the work units are defined, they can be applied to calculate the pay for the work that athletes undertake and the value that they deliver.

The rate of pay for each type of work for men and women should be the same.

Sports can apply a gender lens to this process to ensure men's 'work' is not being valued more highly than women's or that opportunities for work, such as media appearances, are unfairly skewed to men.

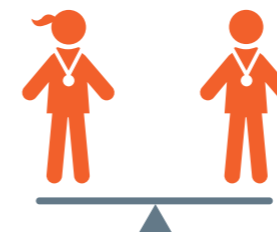
Pay equity in practice

This is what pay equity looks like for a female athlete and a male athlete in the same sport, playing at different competitions with different levels of success:

Payment type	Female	Male
Training fee (per hour) – at least minimum wage	\$A x X hours of training	
Match payment (per hour) – at least minimum wage	\$B x X competition hours	
Terms and Conditions	Same	
Prize money	Same	
Appearance fees (per occasion /duration)	\$C x hours	
Other promotional work (per occasion/ duration)	\$D x hours	
Sponsor bonuses	Same	
Multiplier for each of the above (different for marquee athletes vs rookies, level of competition)	Different (but based on objective criteria)	
Sub-total for labour-based payments	Objectively determined	
Retainer (different for marquee players vs rookies, level of competition)	Different but based on objective criteria	
Total payment	Fair, reasonable and defensible	

All payments may be differentiated for state, national, international-level players

Adapted from Cricket Australia model



This method of achieving pay equity is applicable to all staff involved in sport, including coaching staff, support staff, secondary teams and marquee players.

Where viable, sports may choose to provide women with a higher base rate to account for the fact that there may initially be fewer opportunities to compete, or less sponsorship dollars available to elite women athletes.

We are responding to centuries of under investment in women in sport. And in many cases, affirmative action is clearly warranted.

Arguments against pay equity don't stack up

We can't pay women the same because they draw smaller crowds, generate less revenue and are simply not competing as often or at the same level as men.



Crowd size is not the sole (or even the primary) factor that drives athlete pay. Revenue and athlete pay depend mainly on broadcasting and media rights. Given this financial reality, commercial success is a self-fulfilling prophecy: investment in women's sport reflects a commercial and strategic decision that is likely to drive an increase in revenue and greater success for women's teams. Furthermore, investment in women will increase the sport's overall profile. In a crowded male sport market, investment in women's sport is likely to benefit the whole sport's commercial outcomes over the longer term.

Our experience is there are limited returns from investing in women in sport.



The history of sports reveals a group of athletes, coaches and administrators who revolutionise their sports by rethinking the way it is played, run and marketed. They work with existing strengths to overcome acknowledged weaknesses. For administrators in particular, financial and social sustainability is the key performance indicator. Ultimately, the only success that counts is success on the scoreboard. The challenge is identifying and focusing on the right scoreboard. Engaging women and men in all aspects of women in sport can be an untapped commercial opportunity across many sporting clubs and codes.

Excellence in sport is measured on strength, agility, speed and endurance. Only when women can compete alongside men are they deserving of equal pay.



Excellence in sport is measured by more than an athlete's physical characteristics. An athlete's capacity to inspire is in large part about whether we identify with them. The opposite is also true: the less that fans identify with athletes, the less popular a sport becomes. There is certainly a threshold of excellence, where athletes must possess a minimum amount of skill, but their capacity to act as role models – and ambassadors to their sport – is about these extra characteristics. Where men and women compete separately above this threshold of excellence, fans understand those competitions as different but equal.

It is too difficult to isolate like-for-like comparisons between men's and women's sports.



There are differences by gender within sports (such as game duration, professional vs. amateur status, and full-time vs. part-time requirements). A number of these differences are the legacy of prior differential investments. However, from a pay perspective, it is important to acknowledge two realities. First, the structures of the sports are the same – within each sport, all the positions are the same and each team needs a coach. Second, the commercial value of sports is comparable to considering entertainment; it is not 'time in play'. You don't choose which movie to watch by looking at its running time.

The difference in investment reflects the greater success of the men's teams.



This argument only applies to sports with representative teams that compete against other nations. It is fair to say that, speaking historically and generally, Australia's female teams have performed as well – or better – on the world stage than Australia's male teams.

The usual reply to this observation is to state that the level of competition for men's teams is higher than the level of competition in women's teams. The discussion then is actually about how we define excellence, which can reflect gendered notions of 'merit' in sport – cultural norms that all stakeholders in the sports ecosystem can play a part in addressing.

Every leader involved in sport has a role to play advancing gender equality, pay equity and sustainable pay equality in the sector. By understanding and measuring these issues, we are better able to dismantle the barriers to progress.

– Brendon Gale, CEO of Richmond Football Club



CASE STUDY

Equal pay, equal terms and conditions

CRICKET AUSTRALIA



Cricket Australia (CA) has the ambition to be the leading sport for women and girls. It has professionalised the women's game in Australia, with a groundbreaking gender pay equity approach recorded in a Memorandum of Understanding that determines how female and male cricketers are remunerated through to 2022.

This model will see representatives of the Australian Women's Cricket Team receive an average wage of \$180,000 in 2017/18, rising to \$210,000 by 2021. This is significantly higher than the average remuneration of \$79,000 in 2016/17 and is prior to further earnings opportunities from marketing and sponsorship.

This model ensures cricketers remain the highest paid women's national team in Australia.

The new pay structure also introduces gender-neutral contracts, ensuring all policies and procedures are consistent for male and female cricketers, as well as equal prize money for men's and women's domestic leagues for the first time.

Description	Hourly base rate	Retainer	Salary cap	Match fees	International premium	Fan engagement premium
Description	Equal across all groups	Varying levels, based on hourly rate, paid monthly	For domestic players only	Varies across groups	Same multiplier of average base rate	Based on viewership/ match attendance per player, and fan awareness (as measured by an external association)
International men	✓	✓		✓	✓	✓
International women	✓	✓		✓	✓	
State men	✓	✓	✓	✓		
State women (part-time)	✓	✓	✓	✓		
Big Bash League	✓	✓	✓			✓
Women's Big Bash League (part-time)	✓	✓	✓			

Outlined above is Cricket Australia's high-level methodology for paying its six groups of players. Defining a methodology and a 'work unit' will differ between sports. Ultimately, while the pay that players take home may vary, the hourly base rate is kept the same. Sports need to determine the variable components of pay for their athletes and whether differences between them are justified.

We want our women's elite teams to help shape the brand of cricket, drive the growth of the game and continue to deliver international success. On every measure they have done this as athletes and ambassadors. There is no question they deserve pay parity. We are continuing to put in place the systems and support to ensure we can deliver sustainable pay equality.



– Kevin Roberts, CEO Cricket Australia

2

The Pathway to Pay Equality

Key actions on the pathway to pay equality

Pay equality means that women's sport is valued equally to men's, and therefore female athletes have access to the same remuneration opportunities. Achieving sustainable pay equality requires buy-in across the entire sports ecosystem from grass roots to elite level. To do this, we are calling for a significant shift in mindset, and a long-term focus on overall gender equality in all aspects of the sport. It starts with a genuine commitment from sporting organisations ...

... but it needs support from the entire sports ecosystem to become a reality.



READ MORE ON THE FOLLOWING PAGES				
	<ul style="list-style-type: none"> Develop a strong pipeline of elite-level talent 	<ul style="list-style-type: none"> Offer genuine and equitable high performance pathways 	<ul style="list-style-type: none"> Strive for equality of investment 	<ul style="list-style-type: none"> Take simultaneous, practical actions to close the gender pay gap
	<ul style="list-style-type: none"> Prioritise funding for measures that promote equal access, inclusion and grassroots participation facilities 	<ul style="list-style-type: none"> Support the development of gender equal infrastructure 	<ul style="list-style-type: none"> Make pay equity in like-for-like roles a condition of funding 	<ul style="list-style-type: none"> Increase investment in broadcasting women's sport to help build audiences
	<ul style="list-style-type: none"> Build the profile of women's sport generally and marquee athletes in particular 	<ul style="list-style-type: none"> Develop community and fan interest and engagement in women and girls' sport 	<ul style="list-style-type: none"> Strive for equal coverage of men's and women's elite sport 	<ul style="list-style-type: none"> Engage the community in pay equity goals and timelines
	<ul style="list-style-type: none"> Offer commercial incentives for corporates, media and broadcasters to support women's sport 	<ul style="list-style-type: none"> Create demand for elite women's sport 	<ul style="list-style-type: none"> Attend and watch games and competitions 	
	<ul style="list-style-type: none"> Build the profile of women's sports including athletes, coaches and commentators 	<ul style="list-style-type: none"> Attract corporate advertising for women's sport 	<ul style="list-style-type: none"> Provide broadcast deals that enable and facilitate pay improvements 	<ul style="list-style-type: none"> Build gender equal broadcast teams including hosts and commentators
	<ul style="list-style-type: none"> Offer flexible work and sponsorships for elite athletes transitioning from amateur to professional 	<ul style="list-style-type: none"> Identify and pursue commercial opportunities to disrupt current sports business models 	<ul style="list-style-type: none"> Expect equality in distribution of sponsorship funding 	<ul style="list-style-type: none"> Invest in the development of women's elite sport
	<ul style="list-style-type: none"> Engage and influence athletes on pay equity and pay equality goals 	<ul style="list-style-type: none"> Help build the case for change on pay equity and pay equality 	<ul style="list-style-type: none"> Prioritise pay equity and necessary trade-offs in Enterprise Bargaining Agreement negotiations 	<ul style="list-style-type: none"> Develop and support innovative and entrepreneurial models for pay, particularly when elite women's competitions are in 'start-up' mode
	<ul style="list-style-type: none"> Schedule national competitions so that elite athletes can play in other countries in the off-season, building capability and supporting the transition off-season to professional 	<ul style="list-style-type: none"> Champion pay equity and pay equality goals globally 	<ul style="list-style-type: none"> Ensure equal terms and conditions for participants in men's and women's elite-level international sport 	

SEE PAGE 30-31 FOR OUR PROGRESS ON THE PATHWAY TO PAY EQUALITY



Develop a strong pipeline of potential elite talent

Sports need players, participants and spectators. Commercially viable sports require a critical mass of players who can cross the threshold of excellence and become elite athletes, and fans who love to watch them compete. Setting up the infrastructure that will deliver and sustain a critical mass is essential. These steps are directed towards developing and maintaining an elite level talent pipeline with an important secondary benefit: building a generation of participants and fans with their own positive experiences and idols to follow.

Ensure equal access to the sport

Women and girls need to have equal access to competitive sport experiences. Access to a sport is the first step in identifying and building a strong pipeline of future elite-level talent. Improvements in access to the sport benefit all future players and improve all participation rates – for girls and boys.

Consideration is given to:

- How participants of different ages experience competition (at what point does winning become important?)
- The costs of playing (match fees, equipment)
- The locations where matches take place (are they safe and easily accessible?)
- The availability of coaching and instruction (does this have to be via traditional means?)

Innovative approaches may also be necessary to reshape traditional sports formats to ensure that sports remain attractive and accessible to resource-poor, time-poor and potentially risk-averse participants (and their parents).

Build high levels of participation

Once there is equal access to a sport, the focus shifts to making sure women and girls stay involved long enough to fall in love with it.

This includes acknowledging that while some players will look for elite-level competitive experiences, others are just keen looking to participate. Especially for developing sports, active participants are often the most ardent fans. But preferences change over time, and sports need to consider how participants of different ages experience competition, and understand the points at which winning becomes important.

New formats may be appropriate to foster individual and team capability, and maintain a person's connection with the sport, in ways that emphasise participation rather than competition. For example, this may mean allowing – and encouraging – boys and girls to play against each other during their primary school years (at least).

Provide inclusive environments

Fundamentally, sport helps to provide positive, fun experiences that encourage happier, healthier communities.

To realise these benefits for all, sports must create environment that are welcoming, respectful and inclusive. Too often, girls and women leave a sport because they do not feel comfortable in that sport's environments or because they feel their talents and potential are not as valued or nurtured as their male counterparts.

A specific focus is required so that women and girls remain actively engaged and equitably supported as they participate in all levels of sport. This involves looking at:

- The social infrastructure – policies, cultures, respect for women in all positions within the sport.
- The physical infrastructure – availability of safe, appropriate equipment, changing rooms.
- The knowledge infrastructure – awareness of pathways to promote athletes with potential, profile and accessibility of role models, availability of women coaches.

CASE STUDY

Developing the elite women athletes of the future

ST KILDA



In 2018, the St Kilda Football Club fielded a women's team for the first time in the club's 145-year history. The Southern Saints are part of a revamped Victorian Football League women's competition, as the club prepares for entry into the AFL Women's (AFLW) competition in 2020.

Pioneering coach Peta Searle was appointed head of St Kilda's Female Development Program, as well as the inaugural senior coach.

Close to one in four girls and women playing football in Australia currently do so in bayside Melbourne, making it a rich centre for future AFLW talent.

While the region has seen incredible growth in player numbers, boasting 140 junior girl's teams and 40 senior women's teams, the vast majority are still coached by men.

Peta has been instrumental in the appointment of three female assistant coaches at St Kilda – part of a major push to grow the skills and the number of female coaches in the region and create clear pathways to high-performance roles.

Training at both St Kilda's Moorabbin and Seaford's headquarters, the Southern Saints inked a landmark five-year commercial partnership with Australian Paper (Reflex) this year.

In April, the club secured \$13 million in State Government funding to ensure its Moorabbin headquarters has dedicated women's facilities and is ready to host AFLW matches in 2020.

Women's-specific changing rooms and administration spaces that are commensurate with those for the men's team will help to ensure the Saints AFLW players have the best chance to make their mark, and also provide first-class facilities for girls involved in community football leagues and the talent pathway program run-out of Moorabbin.

The final piece of the puzzle will be a 1000-seat grandstand that will ensure RSEA Park is a broadcast quality venue and top-level football returns to the iconic ground.

The Saints men's and women's teams both played in Pride games this year, as the club continued its commitment to promoting inclusion for the LGBTBI community. The long-term involvement in Pride has helped create a welcoming and safe environment for all members of the club's community.

There are currently more women and girls playing Aussie Rules in the southern corridor of Melbourne than across the entire country. While at this stage we don't determine base pay for our AFLW players, we are investing in the facilities and pathways to develop the next generation of elite women footballers.

– Matt Finnis, CEO St Kilda Football Club





Offer genuine and equitable high-performance pathways

Within the critical mass of participants, some athletes – and some coaches – will stand out as having the potential to succeed at the highest level. Sports must ensure that the next steps in athletes’ and coaches’ individual journeys are clearly visible and attainable. This involves actions in both communication and resourcing.

Offer clear high-performance pathways

Sports need to clearly set out how to gain entry to elite competition. Without a clear pathway, athletes may simply not know what opportunities exist to be noticed or to develop their capabilities.

Sports should clearly communicate what opportunities exist to:

- Assess their performance against common talent identification measures
- Talk to – and perhaps train alongside – elite athletes and their coaches
- Try out for representative teams or feeder teams
- Train and compete using the same facilities as elite athletes.

Elevate role models women can aspire to

High-profile role models can demonstrate a viable career trajectory which others can aspire to and seek to emulate. If girls and women cannot see that a fair and reasonable wage (at least) is possible in pursuing sport at the elite level, many players will be forced to choose different careers.

Therefore, when building the profile of elite athletes and coaches, sports should ensure that media discussion regularly covers:

- The training and commitments required to succeed
- The opportunities available to players during and after their playing career
- The financial considerations involved in the athlete’s career, including the transition from amateur to professional.

Vigilance is required so that the promotion of female athletes and women’s sport is squarely focused on sporting capability, character and feats rather than the sexualisation of women’s sport.

Support the transition from amateur to professional

The passage from amateur to elite-level sports professional requires careful stewardship. Unless they have independent means (or, in the case of some scholarships, are already successful), athletes require a fair and reasonable wage before they can dedicate themselves to a sport. Without a fair and reasonable wage, athletes must support themselves through other means – and the effort to do this frequently diminishes their athletic development.

For a whole competition to develop, sports need to provide a fair and reasonable wage to a sufficient cohort of female athletes. The cohort can then, as a whole, develop their talent and evolve to professionalism.

One way of assisting sports to achieve this goal is for employers to provide flexible employment arrangements that support athletes when they need to, or choose to, pursue simultaneous careers in and outside the elite sporting arena. This is a worthy model, which a large number of Australian businesses successfully applied – under the National Athlete Career and Education (ACE) program – in the lead-up to the Sydney Olympics.

CASE STUDY

Building pathways to elite-level success and pay

FOOTBALL
FEDERATION
AUSTRALIA



Football Federation Australia (FFA) and the Professional Football Association (PFA) delivered a significant pay increase and improved employment conditions for Westfield W-League players following a landmark collective bargaining agreement in 2017. All players, other than those on scholarships, were guaranteed a minimum retainer of at least \$10,000 for the 2017/18 season and \$12,200 for the 2018/19 season, with no prescribed maximum cap on any one player’s retainer.

The inaugural Westfield W-League collective bargaining agreement is now entering its second year and will see an increase in the salary cap to \$350,000 (up 16.5%), lifting of the salary cap floor to \$221,167 (up 22.8%) and the minimum retainer to \$12,287 (up 22.8%). The highest-paid female players are expected to earn more than \$130,000 a year through the Westfield W-League, leagues overseas and the Matildas.

At the same time, FFA, corporate, government and media partners are collaborating to offer clear pathways to elite-level opportunities and exposure to build the success and long-term commercial viability of the women’s game.

Development pathways starts with the ALDI Mini-Roos, leading into local, state and national single and mixed-gender development programs, and also the new The Future Matildas program – established in 2018.

The Future Matildas aims to uncover and refine the skills of Australia’s most talented 15 to 20-year-old female footballers, boosting exposure to elite level training and matches with other high-level players. Participants also have access to specialised coaching and support from a range of expert staff covering strength and conditioning, nutrition, well-being and career support.

The program fills a significant daily training gap for young women athletes that otherwise occurs over autumn and winter in Australia, when players do not link up with overseas clubs.

The popularity of the Matildas continues to grow. International ‘friendlies’ hosted in Australia have attracted sell-out crowds as the team builds towards significant international tournaments including the 2019 FIFA Women’s World Cup in France; the 2020 Olympic games in Tokyo; and the 2022 AFC Women’s Asian Cup.

With the support of the Federal Government, FFA has announced its intention to bid for the FIFA Women’s World Cup 2023, is the largest female sporting event in the world. Hosting this prestigious competition will help FFA achieve its goal of being the sport of choice for women and girls both on and off the field. It will accelerate the growth of participation, drive commercial value of the women’s game and build the foundations to further develop women in leadership roles.

In 2018, for the first time ever, fans were able to watch every match – 57 in total – of the Westfield W-League 2018/19 Season which was broadcast or streamed live on FOX SPORTS, SBS VICELAND and the My Football Live app.

Around 400,000 women and girls play Football across the country. We are working to ensure there are clear development pathways, support systems, exposure and pay for those with the potential to fulfil their dreams representing Australia at an elite international level.

– David Gallop, CEO Football Federation Australia





Strive for equality of investment

Sports require money to encourage participation, build fans and develop their talent towards competitive success. Growing the resources of sport to support elite women athletes requires engagement with media, government and sponsors.

Invest in building community, audiences and fan engagement

Investments must be made in developing the profile of a women's competition, building fan engagement and obtaining a broadcast deal. Broadcast deals are the lifeblood of elite sports, and integral to athletes accessing both a basic wage and premium payments.

Women's programs may require differentiated investments and dedicated resources to develop their infrastructure, talent programs and profile sufficiently to deliver commercial revenue (and to respond to historical under-investments in women's sport). Governing bodies and media outlets (including those owned by sports bodies) have a role to play in developing the profile of, and interest in, women's sport.

Seek gender equal partnerships

With many major sponsors already focusing on gender equality within their organisations, there is a significant opportunity to extend this drive to the way they fund and sponsor sport.

The days of solely investing in men's elite sport appear to be over as codes increasingly recognise the growth opportunities on offer from women's sport and its fans.

In particular, corporate partnerships and sponsorships can be structured to support a sport's overall development, profile and sustainability, rather than a specific gender within a sport.

Provide equal conditions, rewards and recognition

Elite female athletes should have access to the same conditions as their male counterparts. For example, there should be no unjustifiable differences in class of travel, accommodation, support development resources, or allowances.

Systems and policies should be progressively geared to show that male and female athletes will be recognised and rewarded equally when they are training, participating and winning at the pinnacle of their sport.

Players' associations and other representative bodies can contribute to the achievement of these aims.

Innovative and entrepreneurial approaches to women's pay need to be considered, especially as elite competitions seek to leverage the popularity of their women superstars to attract more players, fans and sponsors to the sport.

– Mark Anderson, CEO Collingwood Football Club



CASE STUDY

Shifting mindsets for equal opportunities

RACING VICTORIA



Horse racing differs to most sports in that women and men compete alongside each other for the same prize money.

This applies to jockey athletes and to horse trainers. The challenge is ensuring equal access for women participants to compete. There are some myths that prevent equal opportunities for women, such as that male jockeys are stronger and therefore more capable riders than women.

In response, Racing Victoria is investing to develop and showcase female role models and celebrating those male trainers who champion women in the sport.

Industry working parties are looking at new ways to encourage women to remain and thrive in the industry. This involves providing more inclusive environments, investing in physical infrastructure such as female jockey room upgrades, and challenging traditional structures and practices that may have previously acted as barriers to female jockey advancement.

Racing Victoria has also partnered with the Pony Club Association of Victoria to develop more pathways into elite level racing for females.

The 'Ride to Time' program gives pony club riders, 85% of whom are girls, the opportunity to learn to ride horses at a specific tempo – an essential skill for jockeys and track riders in the racing industry.

Progress

- In the 2006–07 racing season, there were 50 women jockeys licensed in Victoria, representing only 16% of all jockeys.
- Today, 25% of all Victorian licensed jockeys are women and this rate is increasing each racing season.
- 19 of the 38 (50%) of current apprentice jockeys in Victoria are women.
- More than 14% of all winners were ridden by women jockeys – an increase of 16% from the previous year.
- Eight of our female jockeys have ridden winners in Group One races in Australia, including Michelle Payne's win in the 2015 Melbourne Cup.
- There are also currently 210 female trainers in the Victorian racing industry.

The impact of Michelle Payne's win on Prince of Penzance in the 2015 Melbourne Cup has been inspirational and immeasurable. We are fortunate that we have pay equity for our female jockeys and trainers. In that way we are ahead of some other sporting codes – our challenge is to afford them the same opportunities as their male counterparts. Smashing myths and changing mindsets about who make better jockeys and trainers will go a long way to achieving equality in our industry.

– Giles Thompson, CEO Racing Victoria.





Take simultaneous, practical actions to close the pay gap

Having built elite women's participation in sport and developed viable commercial relationships to close the pay gap, the final step is to institute a sports-wide culture that rewards this effort.

Communicate the case for closing the pay gap

A sophisticated public campaign for gender pay equity and overall equality needs to be put in place.

Communicating with key stakeholders ahead of time is important so they are aware of the sport's goals, the necessary investments and the specific role they can play.

Involving visible men and women, well-recognised champions within the sport who have a deep understanding of the case for closing the pay gap, assists in championing change and engaging key stakeholders. The case for pay equality, should be argued at all stages on the pathway.

Men in sports organisations and sports media are invaluable allies in advancing equality in sport and closing the gender pay gap. Identify and engage your male champions of change.

Define and measure the gender pay gap

The rules for players' salaries (whether minimum salaries or salary caps) inevitably have loopholes, and this applies to determining pay equity and pay equality. The solution is to 'let the sunshine in' through disclosure. People can rationalise their actions, but they can't argue with the numerical answer to a simple question: how much do you pay women in comparison to what you pay men?

To answer this question, the method for analysis and baseline for pay equity should be articulated (for example, how work units are defined). Each sport's – and each team's – current pay gap for men and women should be calculated, and the outcomes should be openly shared to build stakeholder trust, support and buy-in for pay equity.

Open disclosure about salaries will also promote competition for the best talent into the future.

Set clear timelines and processes to achieve pay equity

Phasing in identified changes over several years – and including tracking and monitoring of achievable commercial benefits – will ensure change can be sustained in the long-term.

Sports should therefore articulate the process and timeframes they will set to achieve pay equity.

This may include:

- Details of proposed staged increases towards pay equity
- Differentiated investment for women's teams to help close the gap
- Efforts to increase sponsorship and competitions
- Strategies to build fan engagement

Once sufficient commercial revenue is generated to self-fund female athletes at a competitive level, the living wage concept can be removed towards standalone pay.

CASE STUDY

A gender equal golf tournament

Golf Australia



The ISPS Handa Vic Open offers a model for a truly gender equal, elite level golf tournament that is leading the way globally. Played in Barwon Heads at 13th Beach Golf Links, the Open capitalises on the opportunities arising from having both sexes play under the same competitive umbrella.

It's the only golf event of its kind in the world where men and women play the same course, on the same week for an identical share of the total prize pool.

Prize money for the tournament has grown from \$300,000 in 2013 to \$3m in 2019, making it Australia's richest annual golfing event.

Crowds for the event have been growing each year, media coverage recognises the gender equal approach, corporate support has increased, and the industry can see how the tournament is effective in raising golf's broader appeal.

The men's event is co-sanctioned by the European Tour and the PGA Tour of Australasia. The women's event is co-sanctioned by the LPGA Tour and the Australian Ladies Professional Golf Tour.

With men and women competing at the same time and for equal prize money, sponsors and governments have had a much greater appetite to invest in the tournament, while fans benefit from access to two elite level competitions in the one event.

- Stephen Pitt, CEO Golf Australia



CASE STUDY

Closing the gender pay gap in corporate and administrative roles

While this report focuses on a pathway to pay equality for elite women athletes, Male Champions of Change Sport also completed a detailed review of pay equity in corporate and administrative roles within their organisations in 2018.

The review involved 10-member organisations and was completed based on data provided to the Australian Government's Workplace Gender Equality Agency (WGEA).

Using the WGEA methodology, an average pay gap of 27% amongst participating organisation was identified. This compared to 31.5% for WGEA's 'Sports and Physical Recreation Activities' category and the national average of 21.3% according to WGEA's 2018 Annual Pay Equity Scorecard.

The like-for-like gap across organisational levels was more favourable, however the overall gap was impacted by the high proportion of women in lower-paid roles. For example, while some participants had made strong advances in achieving gender balance in their workforces, more senior positions were disproportionately held by men.

The review identified the opportunity to consider systemic issues such as recruitment practices, employment branding and organisational cultures which may be contributing to the individual and group results.

MCC Sport is focused on reducing the overall gap with an immediate priority to address unjustifiable difference in like-for-like roles.

MCC Sport participants in the review showed a higher level of action in creating the settings considered necessary to advance gender equality when compared to organisations reporting to WGEA.

3

Our Progress on the Pathway to Pay Equality

Action	WGEA Reporting Organisations ¹	Male Champions of Change Organisations Overall ²	Male Champions of Change Sport
Gender equality policy / strategy	75%	94%	90%
Flexibility policy/strategy	71%	81%	100%
Pay equity audit completed (and actioned, for MCC)	42%	83%	60% ³
Domestic Violence policy/strategy	47%	62%	80%

¹ Workplace Gender Equality Agency (2018) Australia's gender equality scorecard: Key findings from the Workplace Gender Equality Agency's 2017-18 reporting data, Sydney.

² Includes organisations that report to WGEA and others (e.g. public sector organisations) that don't report to WGEA. MCC groups established in 2018 (Global Tech and Pakistan) are not accounted for. Some smaller-sized organisations are also not included due to significant structural changes underway at the time of reporting or where systems are not yet in place to accurately capture annual performance data.

³ Represents the 10 MCC Sport organisations who participated in the pay equity review described in this case study.

Our progress towards pay equality for elite athletes



We will work with our stakeholders to accelerate the pace of change over the next five years and evaluate and report on our progress annually.

– Male Champions of Change Sport

On these pages we share details of our progress on the pathway to pay equality for elite athletes working within our respective spheres of influence. This is offered as an organisational self-assessment upon which we aim to improve year-on-year.

Actions	Participation Develop a strong pipeline of potential elite talent				Pathways Offer genuine and equitable high-performance pathways			Investment Strive for equal investment				Practical actions Take simultaneous practical actions to close the gap for elite athletes			
	Is there equal access to the sport at amateur, semi-professional and elite level?	Are environments welcoming and inclusive?	Are there suitable facilities/amenities for women/girls?	Are participation rates equal?	Are high-performance pathways for women (athletes and coaches) defined and communicated?	Are there clear role models that women and girls can aspire to?	Are systems in place to support the transition from amateur to professional?	Is there investment in building audiences and fan engagement?	Have internal resources been dedicated to building women's sport?	Are sponsorship dollars invested equally (or more to women if required)?	Do athletes have access to equal conditions, allowances and development resources?	Have pay equity ambitions been communicated?	Has gender pay gap data been defined, measured and published?	Are clear processes, timelines and targets in place to achieve pay equity?	Has pay equity been achieved?
Major Sporting Organisations															
Basketball Australia	Complete	Complete	Complete	In progress	In progress	In progress	In progress	In progress	Complete	Complete	Complete	Complete	Complete	Complete	Complete
Cricket Australia	In progress	In progress	In progress	In progress	Complete	Complete	In progress	Complete	Complete	In progress	Complete	Complete	Complete	Complete	Complete
Football Federation Australia	In progress	In progress	In progress	In progress	In progress	Complete	In progress	In progress	Complete	In progress	In progress	In progress	Not started	Not started	Not started
Golf Australia	Complete	In progress	In progress	In progress	Complete	Complete	Complete	In progress	In progress	In progress	In progress	Not started	Not started	Not started	In progress
National Rugby League	In progress	In progress	In progress	In progress	Complete	Complete	In progress	In progress	Complete	Not started	In progress	Not started	Not started	Not started	Not started
Netball Australia	In progress	Complete	Complete	Not started	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete
Racing Victoria	Complete	In progress	Complete	In progress	Complete	In progress	Complete	In progress	Complete	Complete	Complete	Complete	Complete	Complete	Complete
Rowing Australia	Complete	Complete	Complete	Complete	In progress	Complete	Complete	In progress	In progress	Complete	Complete	Complete	Complete	Complete	Complete
Rugby Australia	Complete	In progress	In progress	In progress	Complete	Complete	Complete	In progress	Complete	In progress	In progress	In progress	In progress	In progress	In progress
Swimming Australia	Complete	In progress	Complete	Complete	Not started	Complete	In progress	In progress	Not started	Complete	Complete	Not started	In progress	In progress	In progress
Tennis Australia	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete
Major Sports Clubs															
Carlton Football Club	In progress	In progress	In progress	In progress	Not started	Complete	Complete	In progress	Complete	In progress	In progress	Not started	Not started	Not started	Not started
Collingwood Football Club	Complete	Complete	Complete	In progress	In progress	Complete	In progress	Complete	Complete	In progress	In progress	Not started	Not started	Not started	Not started
Geelong Football Club	Complete	In progress	Complete	In progress	In progress	Complete	In progress	Complete	In progress	In progress	In progress	Not started	Not started	Not started	Not started
Richmond Football Club	Complete	Complete	In progress	In progress	In progress	Complete	Complete	In progress	In progress	In progress	In progress	In progress	Complete	In progress	In progress
St Kilda Football Club	In progress	In progress	In progress	In progress	In progress	Complete	Complete	Complete	Complete	In progress	Not started	Not started	In progress	Not started	Not started

Complete In progress Not started

Complete In progress Not started

Our thanks

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Sport Australia

David O'Neill

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Laura Johnston

Swimming Australia

Scott Glover

Tennis Australia

For more information please contact:

Julie Bissinella

Program Director, Male Champions of Change Sport

julie@malechampionsofchange.com