

# MALE CHAMPIONS OF CHANGE SPORT

PROGRESS REPORT 2017



MALE CHAMPIONS OF CHANGE SPORT 2017

Meet the Champions of Change



**Mark Anderson**  
CEO  
Swimming Australia



**Elizabeth Broderick**  
Convenor  
Male Champions of Change Sport



**Matt Finnis**  
CEO  
St Kilda Football Club



**Brendon Gale**  
CEO  
Richmond Football Club



**David Gallop**  
CEO  
Football Federation Australia



**Todd Greenberg**  
CEO  
National Rugby League



**Anthony Moore**  
CEO  
Basketball Australia



**Peter Murphy**  
Interim CEO  
Collingwood Football Club



**Kate Palmer (Special Advisor)**  
CEO  
Australian Sports Commission



**Bill Pulver**  
Former CEO  
Rugby Australia



**Dominic Remond**  
Former CEO  
Sydney Sixers



**James Sutherland**  
CEO  
Tennis Australia



**Giles Thompson**  
CEO  
Racing Victoria



**Steven Trigg**  
Former CEO  
Carlton Football Club



**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 terms of economic contribution) in the Australian landscape.

The group was strengthened this year through the addition of Carlton Football Club, Cricket Australia, Football Federation Australia and the National Rugby League. Geelong Football Club, Golf Australia, Netball Australia and Rowing Australia will officially join the group in 2018.

For more information, visit [www.malechampionsofchange.com/sport](http://www.malechampionsofchange.com/sport)

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](http://www.malechampionsofchange.com)

Advancing Women in Sport

MCC Sport is a cross-industry leadership strategy to advance gender equality and the involvement of women in all aspects of sport.

We lead change within our organisations, across our respective sporting codes, and collectively with a specific focus on the following:

- » Increasing women's participation in sport at all levels
- » Developing more inclusive sporting cultures
- » Advancing more women into leadership positions
- » Achieving pay equity in sports management and developing pathways to pay equity for women athletes

Our Progress Report 2017 describes outcomes achieved this year and the next steps we are taking.

Our reach\*



Sport plays a powerful role influencing Australian culture. Collectively, our organisations reach millions of people every day through our employees, participants, members, supporters and social media followers.

\* As at December 2017

More than 60 senior leaders across our MCC Sport group are stepping up to provide active sponsorship to high potential women in the sector. It's a ground-breaking program to advance more women into leadership positions.

– Elizabeth Broderick, Convenor MCC Sport



# 1 50:50 If Not, Why Not?

## OBJECTIVE

Improve the gender diversity of sport administration's talent pool and pipeline by attracting and retaining women and progressing talent into positions of leadership.

## Action & Outcomes

- ✓ Strengthened and increased the size of our sector-based *Women in Sport Sponsorship Program* by 50%. 100% of MCC Sport organisations are involved in the sponsorship program, which includes 119 participants, and 65 confirmed sponsor and sponsee 'matches'.
- ✓ Hosted two forums in Melbourne and Sydney, at Tennis Australia and National Rugby League respectively, to launch the *Women in Sport Sponsorship Program*. The forums included interviews with the Sport MCCs; case studies on successful sponsorship arrangements and a panel discussion focused on women in high performance roles in sport.
- ✓ Developed and shared a guide on successful sponsorship arrangements based on feedback from Sport MCCs and participants involved in the first year of the *Women in Sport Sponsorship Program*.
- ✓ 57% of MCC Sport organisations have implemented specific women in leadership programs.
- ✓ 64% of MCC Sport organisations are using strategies from the *MCC Sport Recruitment Toolkit* developed in 2016.

The Australian Sports Commission is proud of its leadership in creating more opportunities and recognition for women in sport. We intend to make sustainable change, with a focus on three key areas - women in leadership positions, high performance coaching roles and leveraging the 'power of the collective' through the MCCs to tackle pay equity in sport.

– Kate Palmer, CEO Australian Sports Commission



## Next Steps

Advance more women into Board and CEO positions.

Embed and learn from the *Women in Sport Sponsorship Program*.

Create more opportunities for women in high performance positions across sport.

# 2 All Careers Flex

## OBJECTIVE

Normalise flexible working and caring responsibilities across our organisations and the sports industry.

## Action & Outcomes

- ✓ Developed a pragmatic guide to workforce flexibility tailored to sport. The guide includes case studies to capture learnings from the 2016 pilot flexibility program. It aims to encourage and support take-up of *All Careers Flex* across more MCC Sport organisations.
- ✓ Conducted a new round of *Listen and Learn* sessions led by Sport MCCs involved in the *All Careers Flex* Action Group to gain insights and ideas to advance flexible work practices across our organisations.
- ✓ 71% of MCC Sport organisations have implemented, or are now in the process of implementing *All Careers Flex*.



## Next Steps

Continue to encourage and support take up of *All Careers Flex*, while tracking impact on employee engagement.

Explore best practice support structures and innovative incentives, including targeting men's participation.

With the stroke of a pen, we announced that all roles could be completed flexibly. Our people are our greatest asset and in the relentless world that is the AFL, it is critical that we look after ourselves and take the time to have a balanced life.

– Brendon Gale, CEO Richmond Football Club



## 3 Break the Mould

### OBJECTIVE

Disrupt the status quo and build an inclusive sports culture through visible and authentic leadership.

### Action & Outcomes

- ✓ Worked collectively to create a more gender balanced, diverse and inclusive 'public face' for our organisations. This included conducting spot audits of all MCC Sport organisations over 2017 with findings used to identify and implement opportunities to improve in the way we represent and engage women.
- ✓ Led the development of the report: *Test the Messages You Project* which was released at the *Male Champions of Change Community of Practice Forum* in November 2017.
- ✓ 79% of Sport MCCs have completed the *Leadership Shadow* exercise with action plans now in place.
- ✓ 93% of Sport MCCs have supported the *Panel Pledge* and are tracking progress.
- ✓ 86% of Sport MCCs have completed their *Listen and Learn* exercise to better understand the barriers to, and opportunities for advancing gender equality, in their organisations.



### Next Steps

Conduct a fresh round of *Listen and Learn* forums to identify a shared position on respectful and inclusive sporting cultures – for employees, athletes, participants and supporters.



We are fiercely focused on growing cricket as a sport for all – men, women, boys and girls.

– James Sutherland, CEO Cricket Australia



We must tell the story of women in the thoroughbred racing industry. They are highly-skilled, professional and provide everyday inspiration on what's possible.

– Giles Thompson, CEO Racing Victoria

## 4 Lead on Gender Reporting

### OBJECTIVE

Ensure all MCC sport organisations understand their diversity metrics and paths to improvement.

### Action & Outcomes

- ✓ Reported our year-on-year performance on women's representation in corporate, administrative and sports management positions within our organisations.
- ✓ Commenced development of consistent processes for tracking women in high performance in our organisations, with 64% capturing baseline data in 2017.
- ✓ 86% of Sport MCCs formally supported the MCC *Closing the Gap on Gender Pay Equity* report.
- ✓ Commenced work on developing a pathway for achieving pay equity for women athletes, leveraging the experiences and expertise of our group.



### Next Steps

Report publicly and annually on women's representation data including women in high performance.

Commit to conduct a gender pay equity review at least every two years (using an externally verified methodology).

Develop and release a *Pathway to Pay Equity for Women Athletes* setting out roles and opportunities to contribute covering key stakeholders in the sports ecosystem.






Leadership, pay equality and opportunity for women is not a choice, it's a business imperative.

– Craig Tiley, CEO Tennis Australia

MCC SPORT




Key Achievements

Listed below are the significant advancements on gender equality for each MCC Sport organisation over 2017.

ORGANISATION	PROGRESS / OUTCOMES
<div><div>Australian Sports Commission</div><div></div></div>	<ul style="list-style-type: none"><li>Introduced <i>Stepping In</i>, a customised 12-month program providing intensive targeted leadership opportunities for identified future women leaders in sport. There are 18 participants in the program who will bolster the talent pipeline for the sector.</li><li>Conducted a female high performance coach forum where coaches from different sports, stages of development and career pathways discussed the low number and declining trend of female coaches in high performance and at major sporting events, like the Olympic and Paralympic Games.</li><li>Staged the <i>Our Sporting Future Conference</i> where 54% of the speakers were women who headlined business and leadership sessions. This aimed to help break the mould where women are often only asked to speak on panels about 'women's issues'.</li><li>Implemented the ASC <i>Sponsorship of Talent</i> program. This initiative involves senior ASC leaders actively supporting programme participants by providing step-up roles, networking opportunities and actionable advice. The initiative aims to assist 14 high potential female employees to advance to more senior positions in the ASC and the sport sector.</li></ul>
<div><div>Basketball Australia</div><div></div></div>	<ul style="list-style-type: none"><li>Introduced <i>All Careers Flex</i> for all staff at Basketball Australia</li><li>Negotiated a new WNBL pay deal with the Australian Basketball Association. The <i>WNBL Players Minimum Conditions Agreement</i> will allow for players to earn a minimum of \$7,500 with no cap, as well as improvements to travel conditions, promotional commitments and guidelines for development player contracts. The average wage for women players has increased to \$33,660 annually, an \$8,000 improvement on last season.</li><li>Launched a new three-year broadcast partnership with Fox Sport, returning the WNBL to TV for the first time since 2015.</li></ul>
<div><div>Carlton Football Club</div><div></div></div>	<ul style="list-style-type: none"><li>Launched and integrated the Carlton AFLW team through the <i>One Club, Two Teams</i> strategy.</li><li>Achieved gender-balance in the Executive team and across all staff.</li><li>Completed the <i>Carlton Listens to Women</i> engagement program.</li><li>Increased women's membership by 11% in one year.</li><li>Completed the <i>Our Watch Workplace Equality and Respect in the Workplace</i> program.</li><li>Engaged our corporate partners in the <i>UN Women 16 Days of Activism to End Gender-Based Violence</i> campaign.</li></ul>

MCC SPORT





Key Achievements continued

ORGANISATION	PROGRESS / OUTCOMES
<div><div>Collingwood Football Club</div><div></div></div>	<ul style="list-style-type: none"><li>Secured an AFL Women's licence.</li><li>Invested in and secured a licence for a new netball team in the Super Netball Competition.</li><li>Introduced flexible working conditions on a path to offering <i>All Careers Flex</i>.</li><li>Achieved 50% representation of women in Senior Management positions at the Club.</li></ul>
<div><div>Cricket Australia</div><div></div></div>	<ul style="list-style-type: none"><li>Professionalised the women's game in Australia, led by the ground-breaking gender pay equity approach to the new <i>Memorandum of Understanding</i> that will determine how female and male cricketers are remunerated. This model will see representatives of the Australian Women's Cricket Team receive an average wage of \$179,000 in 2017/18, rising to \$210,000 by 2021, significantly higher than the average remuneration of \$79,000 in 2016/17. The new pay structure also introduces gender neutral contracts, ensuring all policies and procedures are consistent for male and female cricketers, as well as prize money for women's domestic leagues (the WBBL and WNCL) for the first time.</li><li>Addressed a number of symbolic imbalances in the recognition of and respect for women's cricket, including the renaming of the Australian Women's and Men's Cricket Teams, and the redesign of the <i>Belinda Clark Award</i>.</li><li>Implemented <i>All Careers Flex</i> at Cricket Australia, with more than 10% of the Cricket Australia workforce now working flexibly.</li><li>Introduced an improved and gender-neutral parental leave policy.</li><li>Completed the first intake of the <i>Notable Women of Australian Cricket Development Program</i>, to encourage greater visibility of leading female cricket executives across both Australian Cricket and the wider sporting industry.</li></ul>
<div><div>Football Federation Australia</div><div></div></div>	<ul style="list-style-type: none"><li>Delivered a significant pay increase and improved employment conditions for Westfield W-League players following a landmark collective bargaining agreement. All players, other than those on scholarships, are guaranteed a minimum retainer of at least \$10,000 for the coming season and \$12,200 for the 2018/19 season, with no prescribed maximum cap on any one player's retainer. The average retainer for Westfield W-League Players is expected to rise from \$6,909 to \$15,500 for season 2017/18, with the highest paid female players earning more than \$130,000 a year through the Westfield W-League, leagues overseas and Matildas.</li><li>Continued investment into the Westfield W-League broadcast with 27 matches shown live on FOX SPORTS and SBS VICELAND, up significantly from 17 matches last season.</li><li>Implemented an organisation-wide approach to flexible work practices to suit the needs of all staff (male and female), which includes working from home, adjusted hours and shared roles.</li><li>Announced a bid for the FIFA Women's World Cup 2023 bid, with a goal to fast track football's ability to reach gender equality – 50/50 by 2023.</li><li>Delivered the annual <i>Female Football Week</i>, a national initiative aimed at promoting gender equality and increasing female participation, held 2-10 March and aligned with <i>International Women's Day</i>.</li></ul>

## Key Achievements continued

ORGANISATION	PROGRESS / OUTCOMES
<b>National Rugby League</b> 	<ul style="list-style-type: none"> <li>Commenced work to develop and deliver an NRL Women's Competition in 2018.</li> <li>Included female athletes in the <i>Rugby League Players Association Collective Agreement</i> for the first time.</li> <li>Announced an investment of \$3.75 million in the women's game, enabling up to 40 players to become contracted for the first time.</li> <li>Implemented superannuation payments while employees are on maternity leave.</li> <li>Invested in developing the female talent pool, hosting the inaugural <i>NRL Women's Leadership Conference</i> in July. The conference focused on building leadership capability, networks and working relationships amongst 80 women leaders across the game.</li> </ul>
<b>Racing Victoria</b> 	<ul style="list-style-type: none"> <li>Developed a new strategic vision, where diversity and inclusion is a key performance indicator and enabler of success.</li> <li>Established "No Barriers, No Limits" – an industry steering committee comprised of key stakeholder groups focused on addressing barriers to women entering and thriving in racing.</li> <li>Implemented a structured mentoring program backing future women leaders with mentors from the Executive team.</li> </ul>
<b>Richmond Football Club</b> 	<ul style="list-style-type: none"> <li>Shared progress made on recommendations in the 2014 RFC-led report: <i>Gender Equity – What it Will Take to Be the Best</i>.</li> <li>Introduced <i>All Roles Flex</i> for staff and undertook unconscious bias and cultural awareness training.</li> <li>Secured a VFLW licence for 2018 and an AFLW licence for 2020.</li> <li>Ensured strong representation of women and girls across membership and merchandise branding, promotions, family and game-day experiences, and corporate events.</li> </ul>
<b>Rugby Australia</b> 	<ul style="list-style-type: none"> <li>Announced a new 15-a-side Women's League to commence in 2018.</li> <li>Held the successful AON University Women's 7's Program.</li> <li>Announced a bid to host the Women's World Cup in Australia in 2021.</li> <li>Played a key role delivering historic reforms designed to accelerate the global development of women in the game both on and off the field. This includes a goal to have at least one-third women's representation on the World Rugby Council from 2018.</li> </ul>

## Key Achievements continued

ORGANISATION	PROGRESS / OUTCOMES
<b>St Kilda Football Club</b> 	<ul style="list-style-type: none"> <li>Redeveloped website and social media channels to more accurately represent the club's commitment to equality and inclusion.</li> <li>Secured an AFL Women's licence for 2020 and established the Southern Saints (VFL Women's Team).</li> <li>Increased the percentage of female members, up 2 per cent in 2017.</li> </ul>
<b>Swimming Australia</b> 	<ul style="list-style-type: none"> <li>Led work to strengthen and expand the <i>Women in Sport Sponsorship Program</i> which now involves 119 leaders from across MCC member organisations.</li> <li>Embedded strong and successful female leaders throughout Swimming Australia, reinforced through our recruitment processes when staff changes have occurred.</li> <li>Continued to evolve and encourage <i>All Roles Flex</i> amongst the team.</li> </ul>
<b>Sydney Sixers</b> 	<ul style="list-style-type: none"> <li>Established a diversity working group.</li> <li>Introduced a gender-neutral parental leave policy.</li> <li>Introduced <i>All Careers Flex</i>.</li> <li>Included a gender breakdown by department and level in monthly Board Report.</li> </ul>
<b>Tennis Australia</b> 	<ul style="list-style-type: none"> <li>Appointed Jayne Hrdlicka as the first woman Chair/President in Tennis's 100+ year history.</li> <li>Extended community advocacy on gender equality nationally through the <i>Australian Open Inspirational Women's Series</i> and internationally as a signatory to the <i>UN Women's Empowerment Principles</i>. CEO Craig Tiley also shared details of Tennis Australia's work and the MCC Sport program at the UN's <i>Global Women's Forum</i> this year.</li> <li>Continued long-term commitment to pay equity in tennis prize money and providing equal resources and support for male and female high performance teams and development pathways.</li> </ul>

# Women's Representation in Leadership Roles (FY 2017)

## MCC Sport Organisations

Here we report progress on women's representation in leadership across corporate, administration and sports management roles.

### WOMEN'S REPRESENTATION (%)<sup>1</sup>

Organisation	Key Management Personnel	Senior Managers	Other Managers	Non-managers	Board (pinnacle body)	Board (member associations)
Australian Sports Commission	50	22	33	48	50	n/a
Basketball Australia	57	47	33	54	40	n/a
Carlton Football Club	50	23	40	66	40	n/a
Collingwood Football Club	30	50	n/a	62	29	n/a
Cricket Australia	11	32	n/a	43	22	19
Cricket NSW <sup>2</sup>	11	32	n/a	36	11	n/a
Football Federation Australia	27	25	27	33	33	25
National Rugby League	38	33	35	40	33	n/a
Racing Victoria	20	30	40	36	20	n/a
Richmond Football Club	14	33	24	40	30	n/a
Rugby Australia	22	22	42	29	42	n/a
St Kilda Football Club	50	50	30	39	25 <sup>5</sup>	n/a
Swimming Australia	33	42	33	61	33	41
Tennis Australia <sup>3</sup>	38	42	41	47	33	31

1. Figures as at 30 June 2017. Figures based on Workplace Gender Equality Agency's (WGEA) (an Australian Government statutory agency created by the Workplace Gender Equality Act 2012) Workplace Profile Definitions, see page 15, [https://www.wgea.gov.au/sites/default/files/20131220Guidelines\\_document\\_Final\\_Version\\_Website.pdf](https://www.wgea.gov.au/sites/default/files/20131220Guidelines_document_Final_Version_Website.pdf). Note, despite every effort to follow the WGEA Workplace Profile Definitions, each organisation may classify roles slightly differently. Classification may not be consistent across MCC Sport organisations.

2. Represented in the MCC Sport group by the Sydney Sixers.

3. Tennis Australia data includes National and State employees.

4. 'Balance Achieved' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female).

5. Female representation on the Board of the St Kilda Football Club was incorrectly reported as 29% in 2016. The correct figure was 25% which remains the same in 2017.

- Balance achieved<sup>4</sup> (40-60% women)
- Improved in last 12 months
- Unchanged (less than 0.5 percentage increase or decrease) or increase in over-representation of women in last 12 months
- Declined in last 12 months
- First year reporting, not applicable and/or data not provided

## MALE CHAMPIONS OF CHANGE SPORT



