



Pathway to gender equality in sport including pay equality

Accelerating the pace of change



About Male Champions of Change Sport

Male Champions of Change (MCC) Sport was established in May 2015. Members lead organisations that have incredible reach and influence in Australian society and internationally.

The group includes representatives from every national sporting organisation in the country and the leaders of Australia's largest and most successful sporting clubs.

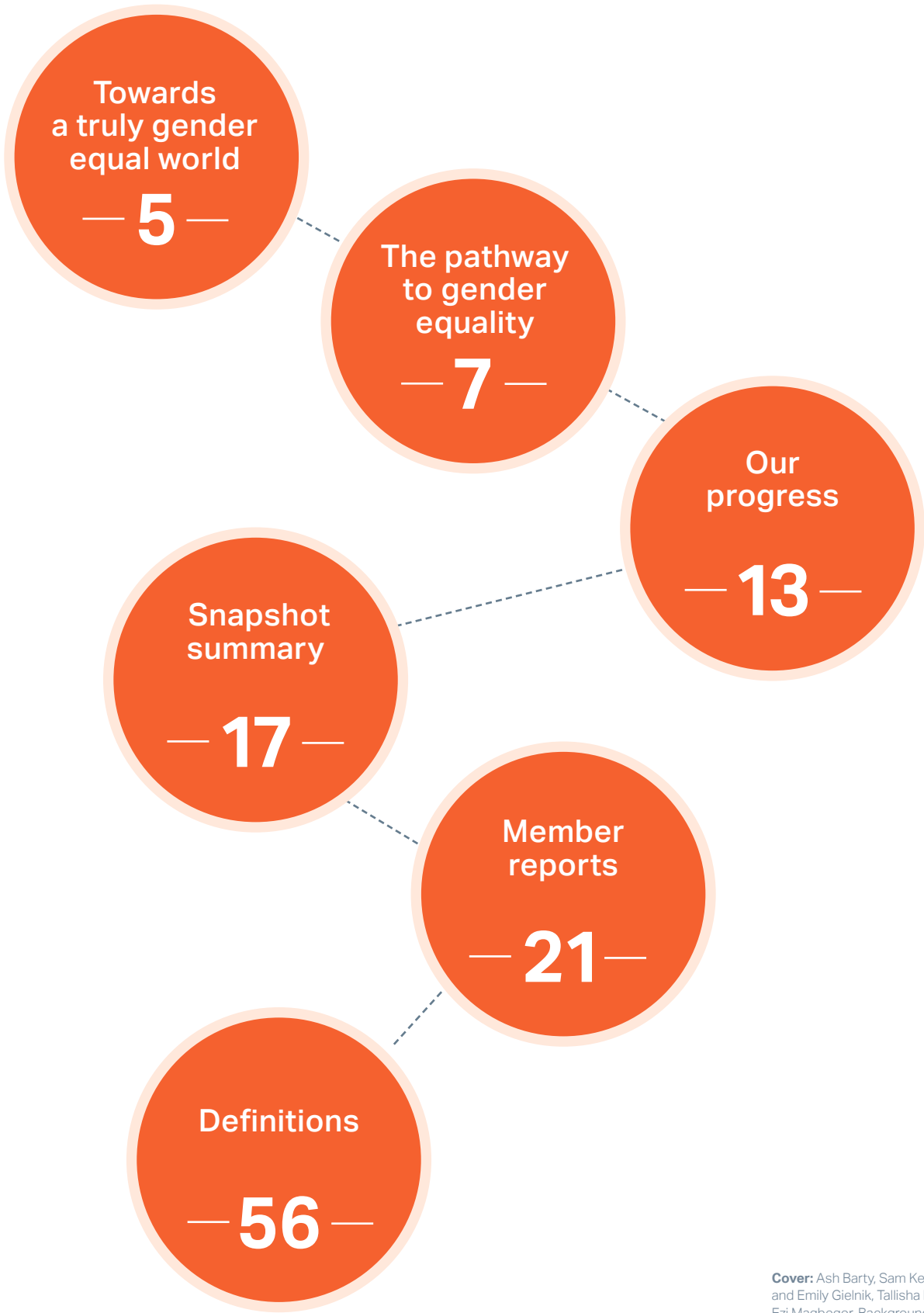
Members work within and across their organisations to advance gender equality.

The group's priorities include advancing women in leadership; creating respectful and inclusive sporting cultures; and pay equality.

For more information visit <https://malechampionsofchange.com/groups/sport/>



Contents



Cover: Ash Barty, Sam Kerr and Emily Gielnik, Tallisha Harden, Ezi Magbegor. Background image Kelsey-Lee Barber

We want to accelerate progress...

Members of Male Champions of Change Sport represent diverse experience, have a deep personal commitment to gender equality and have extensive influence across local, national and international sport. They also represent the key professional and participation sports in Australia.

We share the vision for No Boundaries for Women and Girls in Sport.



Mark Anderson
CEO, Collingwood Football Club



Ameet Bains
CEO, Western Bulldogs



Raelene Castle
CEO, Rugby Australia



Brian Cook
CEO, Geelong Football Club



Robert Dalton
Acting CEO of Sport Australia



Marne Fechner
CEO, Netball Australia



Matt Finnis
CEO, St Kilda Football Club



Brendon Gale
CEO, Richmond Football Club



James Johnson
CEO, Football Federation Australia



Todd Greenberg
CEO, National Rugby League



Cain Liddle
CEO, Carlton Football Club



Kate Palmer
Former CEO, Sport Australia



Stephen Pitt
CEO, Golf Australia



Jerril Rechter
CEO, Basketball Australia



Kevin Roberts
CEO, Cricket Australia



Ian Robson
CEO, Rowing Australia



Leigh Russell
CEO, Swimming Australia



Giles Thompson
CEO, Racing Victoria



Craig Tiley
CEO, Tennis Australia



Convenor

Elizabeth Broderick AO
Founder of Male Champions of Change

Towards a truly gender equal world

In February 2019, we released our **Pathway to Pay Equality for Elite Women Athletes**.

This set out the case for pay equality in sport, how to define it and actions required across the entire sports ecosystem to achieve it. We also debunked the traditional arguments against pay equality for elite women athletes.

Over the past year, we have worked with McKinsey & Company to develop a robust, globally applicable approach for tracking progress towards gender equality in sport including pay equality.

This involved listening to our teams, local and international peers and women from across the sports sector to identify the specific measures critical for tracking change.

We know that gender equality in sport and pay equality for elite athletes are inextricably linked.

We need the expertise and voices of women in all aspects of sport, and at all levels to achieve our business, on-field, gender equality and pay equality goals.

At the same time, pay inequality for elite athletes remains the sharp end of generations of underinvestment in women and girls in sport.

In this report, we share the *Pathway to gender equality in sport including pay equality*, our assessment framework and our individual and collective progress against it.



Kelsey-Lee Barber



We know that sport has unparalleled influence and power to shift cultures and mindsets across the world.

We invite our local, national and international sector peers to adopt or adapt this framework and join us in accelerating progress towards a truly gender equal world.

What will success look like?



Australia is a global leader in empowering women and girls through sport and physical activity



Women and girls from all backgrounds have a lifelong love and engagement in sport and physical activity



Women and girls are inspired by, feel welcome, and have equality of opportunity to participate, lead and work in all aspects of sport and physical activity



Women and men play in similar competitions for equal pay and prize money



Infrastructure is in place for women and men to participate in the sport they choose



Women who play and lead in sport are equally valued, recognised and celebrated



Australia is a desired destination for international investment in women participating in sport



Quotas and industry standards are no longer needed for women in sport and physical activity

The pathway to gender equality in sport including pay equality


Throughout 2019, members of Male Champions of Change including Kate Palmer (Sport Australia), Mark Anderson (Collingwood Football Club), Luke Sayers (PwC), Peter Nash (KPMG) and Julie Bissinella (MCC Sport Program Director) worked with the Australian Women in Sport Advisory Group, led by Susan Alberti AO and Professor Clare Hanlon, Chair of Women in Sport, Victoria University to develop "No Boundaries – A National Strategy for Women and Girls in Sport".

The MCC Sport *Pathway to gender equality in sport including pay equality* Assessment Framework has been adopted as part of this strategy. It details practical actions and measures of progress towards this vision.

More detail on the strategy can be found here :<https://www.vu.edu.au/awisag>

The pathway




We worked with McKinsey & Company, our teams and local, national and international sector leaders to develop a robust approach to accelerate progress on gender equality and pay equality in sport. The framework can be adopted or adapted for use by sports organisations of all sizes.

Focus area	Progress indicators	Measures to track	Assessment
<div></div> <div><h2>Leadership</h2><p>Advance more women into leadership positions and develop respectful and inclusive sporting cultures</p></div>	<div>1. Is there gender balance in leadership, recruitment, graduates, promotions and overall across the organisation?</div> <div>2. Do the conditions and culture enable women to thrive in sport organisations?</div> <div>3. Is there a flexible and inclusive employment experience?</div>	<div>% of women overall/total, key management personnel, other execs/ general managers, senior managers, other managers, non-managers</div> <div>% of women board directors</div> <div>% of women high-performance staff at elite level</div> <div>% of women coaching staff at elite level</div> <div>% of women officials at elite level</div> <div>% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)</div> <div>% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)</div> <div>Do you have a diversity and inclusion policy including an action plan?</div> <div>Is there implementation of flexible working policies?</div>	<div><div>●</div> Balanced (40–60%)</div> <div><div>●</div> Year-on-year improvement</div> <div><div>●</div> 30–40% women or 60%+, and no year-on-year improvement</div> <div><div>●</div> Less than 30% and no improvement year-on-year</div> <div><div>●</div> 80–100% of the employees and/or participants report an inclusive experience</div> <div><div>●</div> 50–80% of the employees and/or participants report an inclusive experience</div> <div><div>●</div> Less than 50% of the employees and/or participants report an inclusive experience</div> <div><div>●</div> Complete already or underway now</div> <div><div>●</div> In plan to commence or complete by 2020</div> <div><div>●</div> No plans currently in place for this action</div>
<div></div> <div><h2>Participation</h2><p>Develop a strong pipeline of potential elite talent</p></div>	<div>1. Is there equal access to the sport at amateur, semi-professional and elite level?</div> <div>2. Are environments welcoming and inclusive?</div> <div>3. Are there suitable facilities/ amenities for women/girls?</div> <div>4. Are participation rates equal?</div>	<div>% of registered female participants at grassroots level (includes women and girls)</div> <div>% of registered female athletes at elite level</div> <div>% of playing opportunities for women compared to men at elite level</div> <div>Level of fan engagement for women's sport/competition, indicated by social media followership unless otherwise stated</div> <div>% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities</div>	<div><div>●</div> Balanced (40–60%)</div> <div><div>●</div> 30–40% women or 60%+</div> <div><div>●</div> Less than 30%</div> <div><div>●</div> Women have 80% or more of the playing opportunities available to elite-level men</div> <div><div>●</div> Women have 50–80% of the playing opportunities available to elite-level men</div> <div><div>●</div> Women have less than 50% of the playing opportunities available to elite-level men</div> <div><div>●</div> Year-on-year improvement</div> <div><div>●</div> Baseline data</div> <div><div>●</div> Year-on-year decrease</div> <div><div>●</div> 100% equal access to facilities</div> <div><div>●</div> Year-on-year improvement, or the baseline</div> <div><div>●</div> Year-on-year decrease</div>

NA Measurement not applicable to the organisation

- Data is not available

The pathway

Focus area	Progress indicators	Measures to track	Assessment	
 Pathways Offer genuine and equitable high-performance pathways	1. Are high-performance pathways for women (athletes and coaches) defined and communicated? 2. Are there clear role models that women and girls can aspire to? 3. Are systems in place to support the transition from amateur to professionals?	% of total funded development pathway opportunities for female athletes % of dollar investment in development pathways for female athletes % of promotion and public appearance opportunities allocated to women elite athletes Have pathways for women to reach elite level been communicated to participants and governing bodies?	Greater than 40% Equal to or proportionately more than women and girls, representation at grassroots Proportionately less than women and girls' representation at grassroots Greater than 40% Equal to or proportionately more than women's representation at elite level Proportionately less than their representation at the elite level Complete already or underway now In plan to commence or complete by end of 2020 Is proportionately less than their representation at elite level	NA Measurement not applicable to the organisation - Data is not available
 Investment Strive for equal investment	1. Is there investment in building audiences and fan engagement? 2. Have internal resources been dedicated to building women's sport? 3. Are sponsorship dollars invested equally (or more to women if required)? 4. Do athletes have access to equal conditions, allowances and development resources?	% of promotional/marketing spend on women in sport/women's competition % of budget dedicated to building women in sport at the elite level Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes? Is there an equal travel/accommodation policy across genders?	Greater than 40% Equal to or proportionately more than women's representation at elite level Proportionately less than their representation at elite level Complete already or underway now In plan to commence or complete by end of 2020 No plans currently in place for this action	
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	1. Have pay equity ambitions been communicated? 2. Has gender pay gap data been defined, measured and published? 3. Are clear processes, timelines and targets in place to achieve pay equity? 4. Has pay equity been achieved?	Pay equity (base pay) between male and female athletes at the elite level Pay equality (total remuneration) between male and female athletes at the elite level Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months? Has gender pay gap data for elite athletes been defined, measured and published? Has equity in prize money for elite athletes/teams been achieved?	Is equal Is not equal Complete already or underway now In plan to commence or complete by end of 2020 No plans currently in place for this action	

We believe this is the first time globally that sports sector leaders have agreed and reported on a consistent set of measures and an assessment framework for tracking progress towards gender equality and pay equality in sport.

Male Champions of Change Sport is also proud to announce it has joined UN Women's *Sport for Generation Equality* initiative.

Together, we support the goal to harness the power of sport in making gender equality a reality in and through sport.

– Elizabeth Broderick
Founder, Male Champions of Change

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Our progress

On the following pages, we share our combined progress on the pathway to gender equality in sport including pay equality

PICTURED: EZI MAGBEGOR OF THE OPALS. AAP PHOTOS

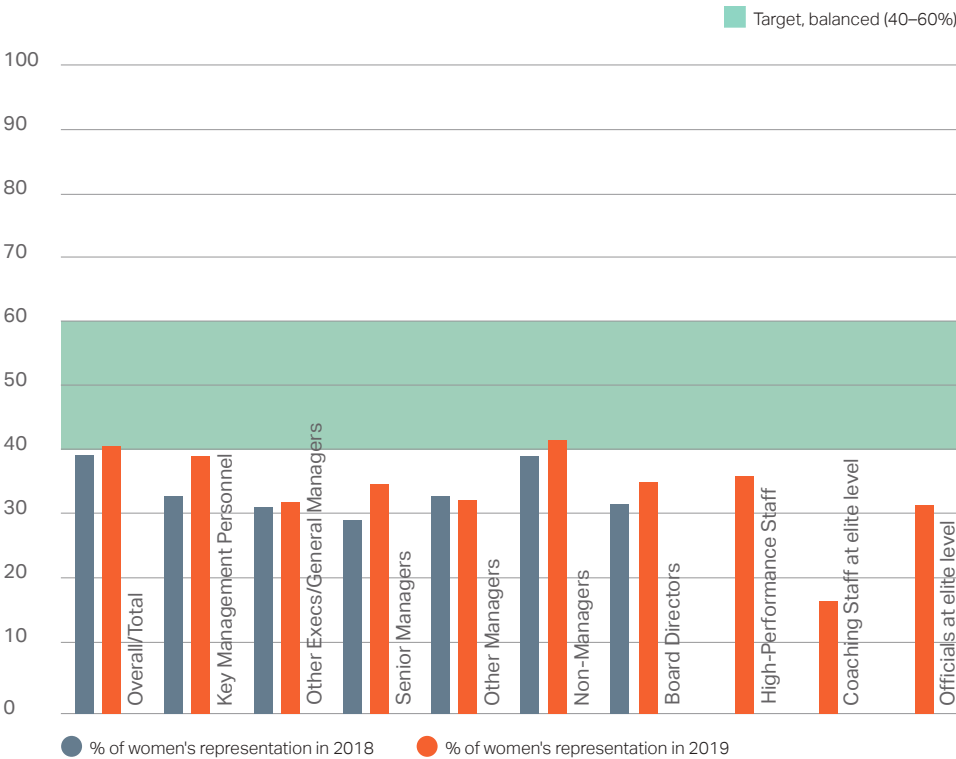
Our combined action and impact



Leadership

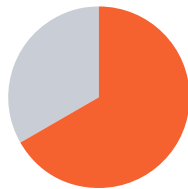
Advance more women into leadership positions and develop respectful and inclusive sporting cultures

Women's representation in leadership across MCC Sport members

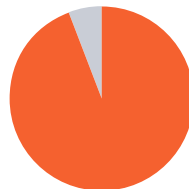


First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level. See page 54 for employment category definitions.

64.7% have a diversity and inclusion policy including an action plan



94.1% have implemented flexible working policies



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



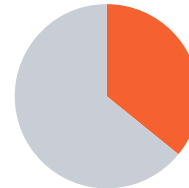
Participation

Develop a strong pipeline of potential elite talent

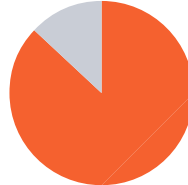
47% of registered participants at grassroots level are women and girls



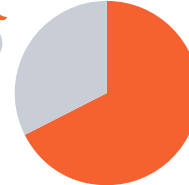
36% of registered athletes at elite level are women



87.7% of total playing opportunities at elite level are for women



73.2% of total facilities accommodate women's participation needs (e.g. equal access to change room facilities)



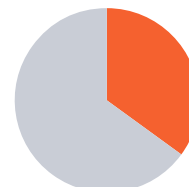
Pathways

Offer genuine and equitable high-performance pathways

39% of total funded development pathway opportunities are for female athletes



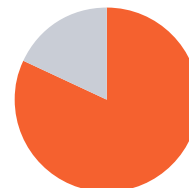
35.4% of investment in development pathways are allocated to female athletes



19.9% of promotion and public appearance opportunities are allocated to women athletes



88.2% have communicated pathways for women to reach elite level to participants and governing bodies





Investment

Strive for equal investment

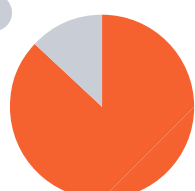
22.8% of promotional/marketing spend is dedicated to women in sport/women's competition



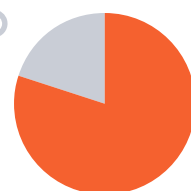
49.4% of budget is dedicated to building women in sport at elite level



87.5% provide equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes



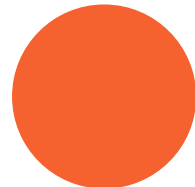
81.3% have an equal travel/accommodation policy across genders



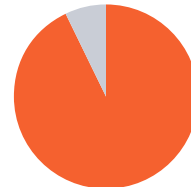
Practical actions

Take simultaneous practical actions to close the gender pay gap for elite athletes

100% have communicated pay equity/prize equity ambitions internally and externally in the last 12 months



93.3% have defined, measured and published the gender pay gap data for elite athletes



43.8% have achieved equity in prize money for elite athletes/teams



Snapshot summary

On the following pages, we share a snapshot of each member's progress on the pathway to gender equality in sport including pay equality

PICTURED: ASH BARTY, AAP PHOTOS

Snapshot summary of progress

<div>Measures</div>	<div><div>Leadership</div><div>Advance more women into leadership in sport and develop respectful and inclusive sporting cultures</div></div>								<div><div>Participation</div><div>Develop a strong pipeline of potential elite talent</div></div>					<div><div>Pathways</div><div>Offer genuine and equitable High-Performance Staff pathways</div></div>				<div><div>Investment</div><div>Strive for equal investment</div></div>				<div><div>Practical actions</div><div>Take simultaneous practical actions to close the gender pay gap for elite athletes</div></div>				
	% of women overall/total	% of women board directors	% of women high-performance at elite level	% of women coaching staff at elite level	% of women officials at elite level	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	Do you have a diversity and inclusion policy including an action plan?	Is there implementation of flexible working policies?	% of registered female participants at grassroots level (includes women and girls)	% of registered female athletes at elite level	% of playing opportunities for women compared to men at the elite level	level of fan engagement for women's sport/competition	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	% of total funded development pathway opportunities for female athletes	% of dollar investment in development pathways for female athletes	% of promotion and public appearance opportunities allocated to women elite athletes	Have pathways for women to reach elite level been communicated to participants and governing bodies?	% of promotional/marketing spend on the women in sport/women's competition	% of budget dedicated to building women in sport at the elite level	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes	Is there an equal travel/accommodation policy across genders?	Pay equity (base pay) between male and female athletes at elite level	Pay equality (total remuneration) between male and female athletes at elite level	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Has gender pay gap data for elite athletes been defined, measured and published?	Has equity in prize money for elite athletes/teams been achieved?

Major Sporting Organisations

Basketball Australia	🏀	🏀	🏠	🏀	—	—	🏆	🏆	🏠	🏀	🏠	—	🏀	🏀	🏀	—	🏀	🏀	—	🏀	🏀	🏆	🏆	🏀	🏀	—
Cricket Australia	🏏	🏏	🏠	🏆	🏆	🏀	🏀	🏀	🏠	🏀	🏀	🏀	🏠	🏏	🏏	🏀	🏀	🏆	🏀	🏀	🏀	🏀	🏆	🏀	🏀	🏀
Football Federation Australia	🏈	🏀	🏆	🏆	🏠	—	🏀	🏀	🏆	🏀	🏀	🏀	—	🏀	🏀	🏀	🏀	🏆	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀
Golf Australia	🏌️	🏌️	🏀	🏆	🏠	—	🏀	🏀	🏆	🏀	NA	🏀	🏠	🏏	🏏	NA	🏀	🏀	🏀	🏀	🏀	NA	NA	🏀	NA	🏀
National Rugby League	🏉	🏆	🏆	🏆	🏆	—	🏀	🏀	🏆	🏆	🏆	🏀	—	NA	🏀	🏆	🏠	—	—	🏀	🏆	🏆	🏆	🏆	🏀	🏆
Netball Australia	🏐	🏐	🏠	🏠	🏠	—	🏆	🏀	🏠	🏠	NA	🏠	—	🏀	🏀	🏀	🏀	🏀	🏀	NA	NA	NA	NA	🏀	NA	NA
Racing Victoria	🏇	🏆	🏀	🏆	🏠	🏠	🏀	🏀	NA	🏆	🏀	NA	🏀	🏀	🏀	—	🏀	NA	🏀	🏀	🏀	🏀	—	🏀	🏀	🏀
Rowing Australia	🏊	🏊	🏠	🏆	NA	—	🏆	🏀	🏀	🏀	🏀	NA	—	NA	NA	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀
Rugby Australia	🏉	🏆	🏆	🏆	🏆	—	🏀	🏀	🏠	🏀	🏠	🏀	—	🏏	🏏	—	🏀	🏆	🏆	🏀	🏠	—	—	🏀	🏠	NA
Swimming Australia	🏊	🏠	🏠	🏆	🏆	🏠	🏠	🏀	🏀	🏀	🏀	🏠	—	🏀	🏀	—	🏀	—	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀
Tennis Australia	🎾	🏀	🏆	🏆	🏠	🏠	🏀	🏀	🏀	🏀	🏠	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀	🏀

Major Sports Clubs

Carlton Football Club					NA				-						NA			-	NA						NA
Collingwood Football Club															NA	-			NA						NA
Geelong Football Club									-						NA				NA						NA
Richmond Football Club						-									NA			-	NA						NA
St Kilda Football Club						-									NA				NA						NA
Western Bulldogs															NA				NA						NA

Please refer to pages 8 and 11 for the assessment criteria for each of these measures

Collaborative industry action, backed by sustained leadership, is one of the most effective ways to accelerate gender equality. And in Australia, sport can influence and change culture like nothing else.

This is why the actions measured and shared through this report will not only improve the opportunities for women and girls in sport, but also advance progress towards the broader goal of gender equality for our country and the globe.

– Kate Jenkins

Sex Discrimination Commissioner,
Australian Human Rights Commission

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Member reports

Basketball Australia



Basketball Australia (BA) has increased the minimum salary for WNBL players from \$7,000 to \$13,000 per season.

BA also appointed former Olympian, Lauren Jackson, as the Head of Women in Basketball, and held two Deliberative Forums with over 200 stakeholders from a variety of sectors to develop a high-level strategy for women and girls across the sport.

Pictured: Ezi Magbegor



Leadership



¹ First year reporting on women's representation in leadership. Senior Managers, Other Managers and Officials at the elite level not applicable.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	Do you have a diversity and inclusion policy including an action plan?	No	●
	Is there implementation of flexible working policies?	No	●
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	31.6%	●
	% of registered female athletes at elite level	47.7%	●
	% of playing opportunities for women compared to men at elite level ¹	75%	●
	Level of fan engagement for women's sport/competition	-	-
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	●
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ²	50%	●
	% of dollar investment in development pathways for female athletes	50%	●
	% of promotion and public appearance opportunities allocated to women elite athletes	-	-
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ³	50%	●
	% of budget dedicated to building women in sport at elite level	-	-
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	●
	Is there an equal travel/accommodation policy across genders? ⁴	Yes	●
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	-76.4%	●
	Pay equality (total remuneration) between male and female athletes at elite level	-75.3%	●
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	●
	Has equity in prize money for elite athletes/teams been achieved?	-	-

FOOTNOTES
¹ Data based on the NBL and WNBL games, does not include finals.
² Data based on the BA COE Scholarships.
³ Data based on the National teams only, as Basketball Australia does not manage individual team budgets.



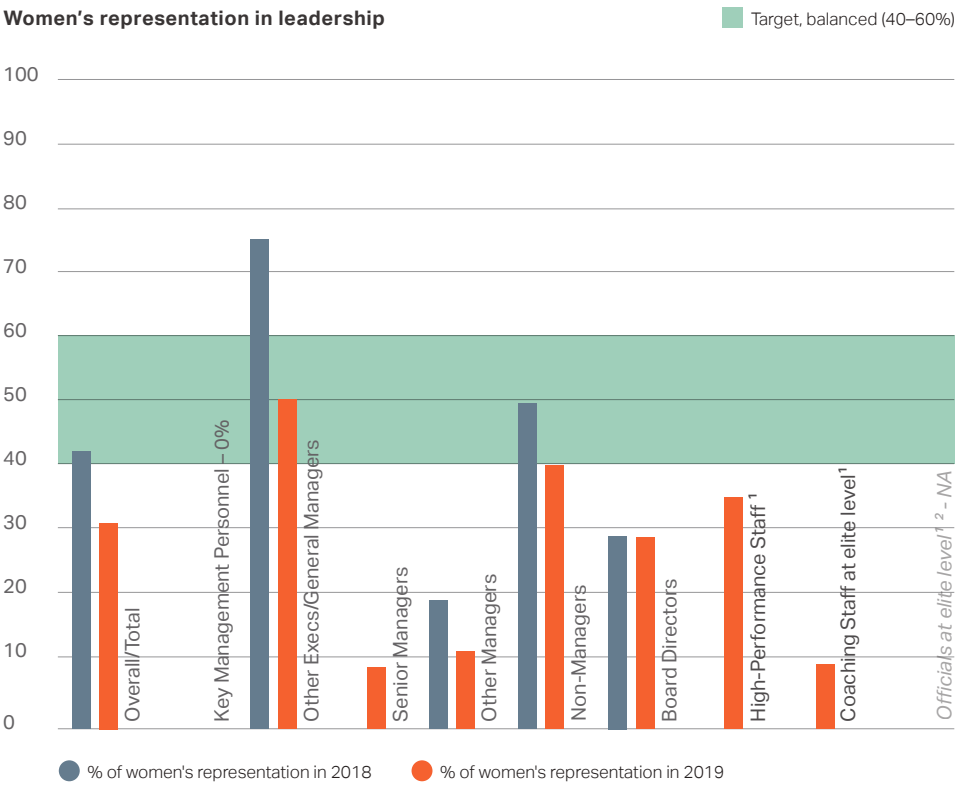
Carlton Football Club (CFC) continues to champion a world free of domestic and family violence through its Carlton Respects program. One of 10 key targets within the club's 5 year strategy is for Carlton Respects to “be the most influential gender equality program in Australian sport”. This aspiration sits alongside winning premierships, financial performance and signing 100,000 members.

CFC were strong advocates for their AFLW player, Tayla Harris, following disparaging comments about the iconic photo of Harris executing “that kick” in March 2019. The club and Harris led a national conversation on womens’ right to a workplace free of bullying and harassment. Tayla was later named in the BBC’s 2019 Top 100 stories of amazing women leading change.

Pictured: Madison Prespakis, Kerryn Harrington, Georgia Gee, Katie Loynes and Charlotte Wilson



Leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level.
² The AFL Club Officials are defined as any accredited Official that supports either the AFL and AFLW teams, including volunteers.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	87%	●
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	83%	●
	Do you have a diversity and inclusion policy including an action plan?	Yes	●
	Is there implementation of flexible working policies?	Yes	●
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ²	-	-
	% of registered female athletes at elite level	39.5%	●
	% of playing opportunities for women compared to men at elite level ³	36.4%	●
	Level of fan engagement for women's sport/competition ⁴	Baseline	●
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	●
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ⁵	50%	●
	% of dollar investment in development pathways for female athletes ⁶	NA	NA
	% of promotion and public appearance opportunities allocated to women elite athletes ⁷	26.4%	●
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁸	-	-
	% of budget dedicated to building women in sport at elite level ⁹	NA	NA
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes? ¹⁰	Yes	●
	Is there an equal travel/accommodation policy across genders? ¹⁰	Yes	●
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	-96.4%	●
	Pay equality (total remuneration) between male and female athletes at elite level	-96.4%	●
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	●
	Has equity in prize money for elite athletes/teams been achieved? ¹¹	NA	NA

FOOTNOTES
¹ Data based on the whole of Club engagement survey from August 2019.
² Grassroots registration is managed by The AFL.
³ Data based on number of in-season games, not including finals.
⁴ Carlton Football Club does not have year-on-year social data as dedicated women's social channels were first launched in 2019.
⁵ Data sourced from Next Generation Academy Data.
⁶ Not applicable as this is managed by The AFL via the Next Generation Academy program.
⁷ Promotion and public appearance opportunities do not include media coverage of the Taylor Harris “that kick” story or externally managed media engagements.
⁸ Promotional/marketing spend is influenced by soft caps determined by The AFL.
⁹ Not applicable as budgets for building women in sport at the elite level are managed by The AFL.
¹⁰ Costs associated with player contracts are influenced by soft caps determined by The AFL.
¹¹ Not applicable as prize money is determined by The AFL.

Collingwood Football Club



In 2015, Collingwood Football Club was a sporting home to two male Australian Rules football teams. In 2020, it is home to three sports and seven teams, four of which are female.

The workplace, demographic and cultural profile of Collingwood has changed dramatically and is expected to continue evolving over the next five years.

Almost 70 female athletes now compete in black and white across the fields and netball courts of the nation. A department dedicated to those teams and athletes was created in 2018 and is headed by a female member of the executive team.

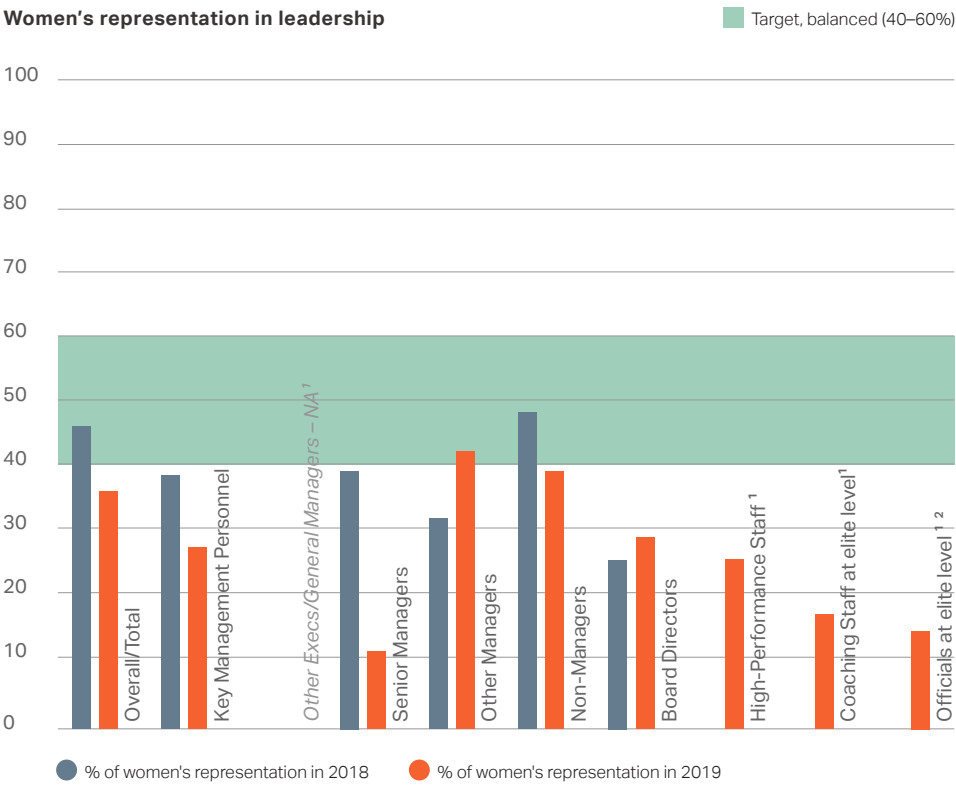
The gender split of Collingwood’s support team is 50/50 and the club’s commitment to providing leadership, encouragement, empowerment and equal opportunity to all is reflected in the fact that 44 per cent of its people are women. Five years ago this was 21 per cent.



Pictured: Chloe Molloy








Leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level. Other Executives/General Managers not applicable.

² The AFL Club Officials are defined as any accredited Official that supports either the AFL and AFLW teams, including volunteers.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	45%	●
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	55%	●
	Do you have a diversity and inclusion policy including an action plan?	In progress	●
	Is there implementation of flexible working policies?	Yes	●
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ²	30%	●
	% of registered female athletes at elite level ³	46.5%	●
	% of playing opportunities for women compared to men at elite level ⁴	95.7%	●
	Level of fan engagement for women's sport/competition	+185.9%	●
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	●
 Pathways Offer genuine and equitable High-Performance Staff pathways	% of total funded development pathway opportunities for female athletes	40.9%	●
	% of dollar investment in development pathways for female athletes ⁵	NA	NA
	% of promotion and public appearance opportunities allocated to women elite athletes	-	-
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁷	40.9%	●
	% of budget dedicated to building women in sport at elite level ⁸	NA	NA
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes? ⁹	Yes	●
	Is there an equal travel/accommodation policy across genders? ⁹	Yes	●
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	-90%	●
	Pay equality (total remuneration) between male and female athletes at elite level	-88.7%	●
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	●
	Has equity in prize money for elite athletes/teams been achieved? ¹⁰	NA	NA

FOOTNOTES

¹ Data sourced from the official AFL membership data and employee engagement survey.

² Grassroots registration is managed by The AFL.

³ Includes AFLW athletes and SSNL netball athletes.

⁴ Data based on number of in-season games, not including finals. Includes AFLW matches and SSNL matches.

⁵ Data sourced from Next Generation Academy Data.

⁶ Not applicable as this is managed by The AFL via the Next Generation Academy program.

⁷ Promotional/marketing spend is influenced by soft caps determined by The AFL.

⁸ Not applicable as budgets for building women in sport at the elite level are managed by The AFL.

⁹ Costs associated with player contracts are influenced by soft caps determined by The AFL.

¹⁰ Not applicable as prize money is determined by The AFL.

Cricket Australia



Women's and girl's participation in cricket continues its rapid rise, with registered female participation up 14 per cent and 873 new girls' teams taking the field the previous summer season. Females now account for 30 per cent of cricket's participants in Australia.

Cricket Australia has opted to top up the prize money for the Australian Women's Team for the ICC Women's T20 World Cup, to ensure parity with the men. This is consistent with Cricket Australia's policy of equal prizemoney for the rebel Women's Big Bash League (WBBL) and KFC Big Bash League (BBL).

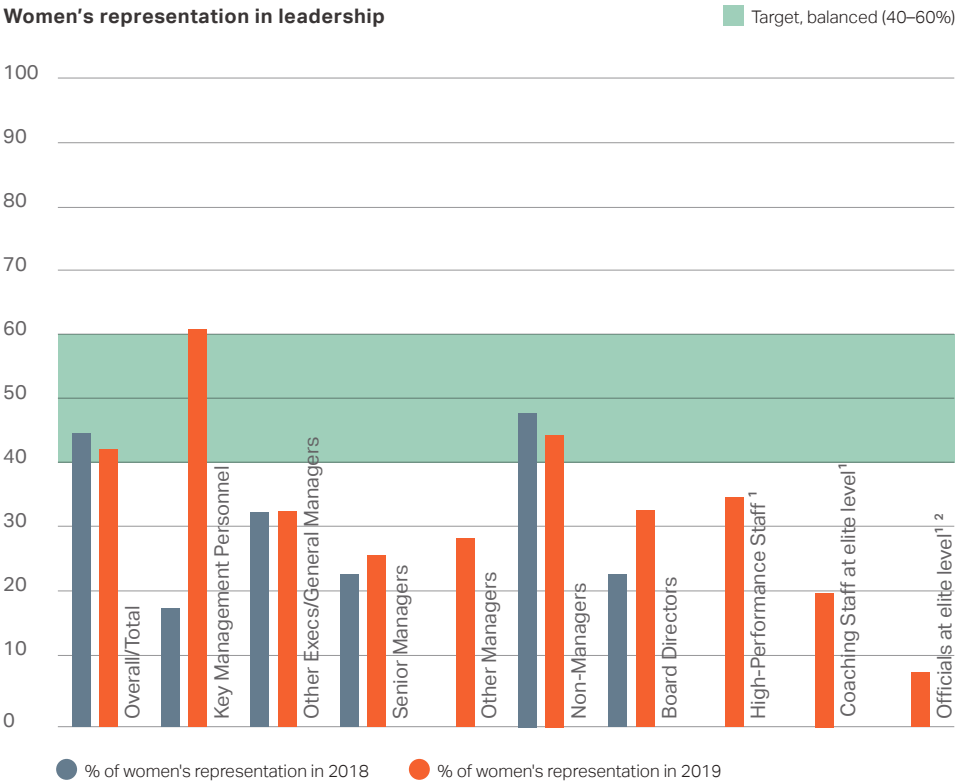
The WBBL was moved to a standalone season this summer rather than overlapping with the BBL, resulting in TV ratings for WBBLJ05 increasing by around 25 per cent on the previous season.

Cricket Australia also introduced a groundbreaking parental leave policy to support professional cricketers through pregnancy, adoption, return to play and parental responsibilities. Players who take parental leave will be guaranteed a contract extension for the following year.

Pictured: Ellyse Perry



Leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level.
² Officials refers to umpires and match referees.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	85%	
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	91%	
	Do you have a diversity and inclusion policy including an action plan?	Yes	
	Is there implementation of flexible working policies?	Yes	
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	30.1%	
	% of registered female athletes at elite level	41.5%	
	% of playing opportunities for women compared to men at elite level ²	107.7%	
	Level of fan engagement for women's sport/competition	+27%	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities ³	26.8%	
Pathways Offer genuine and equitable High-Performance Staff pathways	% of total funded development pathway opportunities for female athletes	38.3%	
	% of dollar investment in development pathways for female athletes	36.6%	
	% of promotion and public appearance opportunities allocated to women elite athletes	48.5%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁴	33.2%	
	% of budget dedicated to building women in sport at elite level ⁵	42.6%	
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	
	Is there an equal travel/accommodation policy across genders?	Yes	
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level ⁶	0%	
	Pay equality (total remuneration) between male and female athletes at elite level ⁷	-83%	
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	
	Has equity in prize money for elite athletes/teams been achieved? ⁸	Yes	

FOOTNOTES
¹ Data sourced from Employee Engagement Survey.
² Includes Australian representative cricketers who also participate in WBBL or BBL, WNCL or Marsh One-Day Cup and Sheffield Shield, when their international duties allow.
³ This figure relates purely to the proportion of total changeroom facilities that are female-friendly. Equal access to facilities is generally not an issue, it is more that the quality of facilities is a major challenge. There has been a year-on-year improvement in this area, and with more than 7000 playing ovals across Australia for cricket there is a large amount of facilities that need to be improved to ensure that they are inclusive for females. A National Facility Audit conducted by Cricket Australia in 2017 found only 20% of cricket's change room facilities across Australia met the needs of female participants. This figure has increased to 27% over the past two and a half years, with a large number of projects in the pipeline.
⁴ This figure relates purely to the marketing department at Cricket Australia and the above the line expenditure on Men's and Women's Internationals, KFC Big Bash League and rebel Women's Big Bash League, and expenditure on Woolworth Cricket Blast.
⁵ The investment levels reported are confined purely to events and tours that build the sport at the elite level, whereas there are numerous other significant investments in other areas of Cricket Australia and in Australian cricket more broadly that support the growth of the game at the elite level.
⁶ In 2017, Cricket Australia reached a landmark agreement with our players and the Australian Cricketers' Association, and one of the cornerstones of this agreement is pay equity, being the same base hourly rate of pay for female and male players.
⁷ As part of Cricket Australia's landmark agreement with our players and the Australian Cricketers' Association, this year an Australian women's cricketer at international level will on average earn more than \$194,000 this year.
⁸ Cricket has the same prize money for the Women's Big Bash League and the Big Bash League. Cricket also has the same prize money for the Women's National Cricket League One-Day tournament and the Marsh One-Day Cup tournament.

Football Federation Australia



Football Federation Australia (FFA), together with Professional Footballers Australia, announced a ground-breaking pay equity deal for our national football teams in November 2019. The new agreement reflects football's determination to address issues of gender equity in all facets of the game and build a sustainable financial model that rewards players as National Team revenues increase.



Female participation continues to experience significant growth, with a 9.2 per cent rise in player numbers in 2019. Football is the largest club-participation sport in Australia, with more than 1.94 million participants, and FFA is committed to growing women's and girls' football, which currently accounts for 22 per cent of player numbers. We are targeting 50:50 gender parity by 2027, and have a number of underpinning initiatives to drive towards this target.

These include improving the number and quality of facilities to cater for new participants; increasing the number of development officers to educate and support the roll out of new programs for females; and a club

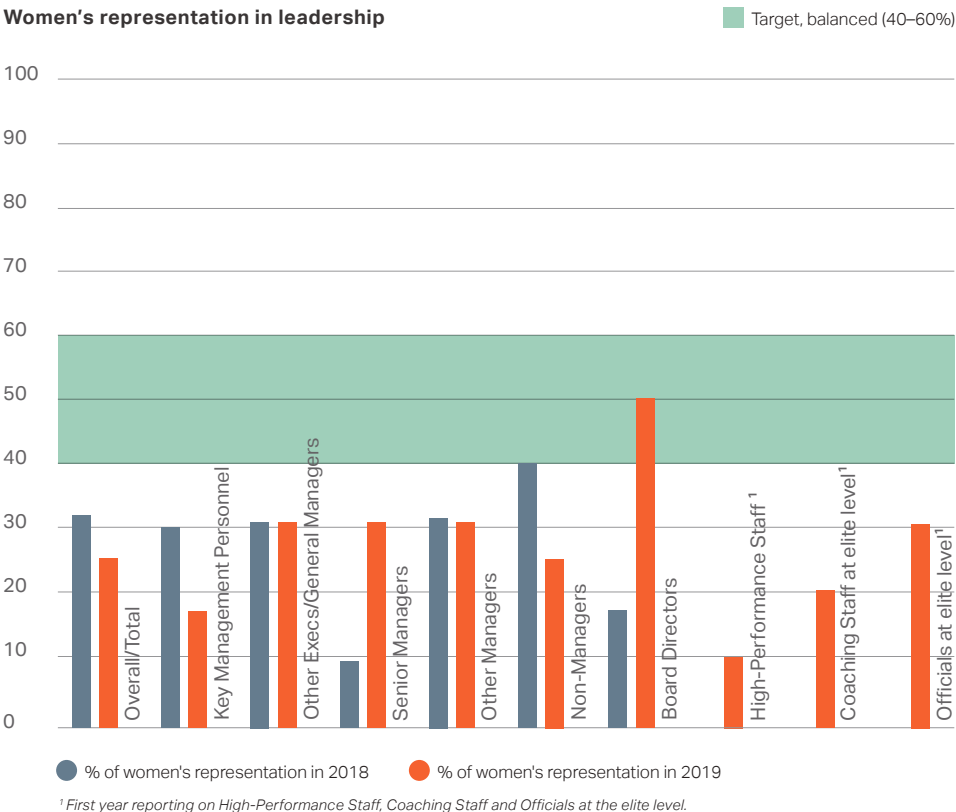
education program to change perceptions and tackle any cultural issues within clubs and provide support.

























FFA is in a joint bid with New Zealand to host the FIFA Women's World Cup in 2023, and bringing the world's biggest sporting event for women to Australia would supercharge the development of female football and radically move the dial for gender equality.

Pictured: Emily van Egmond



Leadership



Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	Do you have a diversity and inclusion policy including an action plan?	Yes	
	Is there implementation of flexible working policies?	Yes	
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ¹	21.9%	
	% of registered female athletes at elite level ²	57.5%	
	% of playing opportunities for women compared to men at elite level ³	120%	
	Level of fan engagement for women's sport/competition	+26.3%	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	-	-
 Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ⁴	100%	
	% of dollar investment in development pathways for female athletes	42.2%	
	% of promotion and public appearance opportunities allocated to women elite athletes ⁵	47.1%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁶	7.1%	
	% of budget dedicated to building women in sport at elite level	49%	
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes? ⁷	Yes	
	Is there an equal travel/accommodation policy across genders? ⁷	Yes	
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level ⁸	0%	
	Pay equality (total remuneration) between male and female athletes at elite level	0%	
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	
	Has equity in prize money for elite athletes/teams been achieved?	Yes	

FOOTNOTES

¹ Grassroots participants include outdoor, futsal, Mini Roo Kick Off and Social Football. This figure does not include coaches, referees and volunteers.

² Registered athletes includes registered athletes located in Australia only.

³ Playing opportunities include the World Cup, Olympics and Asian Cup.

⁴ Note that the FFA provides 20 scholarships for women, but however does not manage the development pathways for men, as this is managed at a club level.

⁵ Promotion and public appearance opportunities include media conferences, commercial shoots and all elite footballers representing the Matildas, Socceroos, and all A-League and W-League teams.

⁶ Data refers to the A-League and W-League competition.

⁷ Equal access to resources, travel and accommodation was achieved, as per the recent 2019–2023 Collective Bargaining Agreement. As per this agreement teams must be staffed and treated equally for Senior Women and Senior Men teams.

⁸ FFA delivered a groundbreaking 50/50 split of National Teams commercial revenue for the Matildas and Socceroos. This equal pay deal has received an overwhelmingly positive reaction globally. 5% of commercial revenue will be reinvested in National Youth Teams including the Pararoos program. This unique deal in Australian sport demonstrates the commitment of the Socceroos to achieve 50/50 gender participation by 2027.

Geelong Football Club



Season 2019 was a history-making year for the club with the launch of the Geelong Cats AFLW team.

The inaugural season, in the 160th year of the club, was a momentous occasion, with the team making it into the finals series. The Cats also had the highest average crowd through the home and away season, including close to 20,000 for their first game.

The entire community got behind the team, and saw new supporters attracted to the club and the game. We saw many more girls and women take up the game, a 363 per cent increase, another huge benefit of the club's entry to AFLW. Over 60 per cent of the Cats list were from the local region.

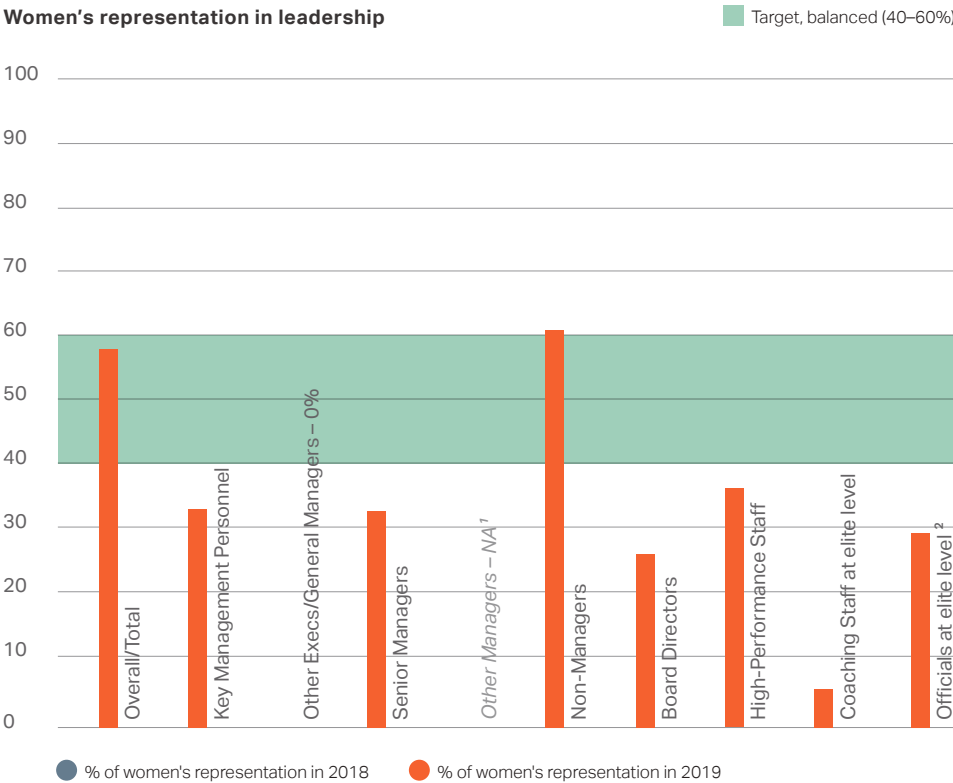
The club continues to provide access to first class facilities, specialised coaches, industry experts, tailored development programs and individualised support for

both AFLW players and staff. There is a strong focus on the players, health and wellbeing through employment, leadership, mentoring and training opportunities. Geelong is committed to driving gender equality initiatives across the club and broader sporting platform, ensuring that women and girls have greater access and opportunity to participate on and off the field.
























Pictured: Richelle Cranston



Leadership



¹ First year reporting on women's representation in leadership. Other Managers not applicable.
² The AFL Club Officials are defined as any accredited Official that supports either the AFL and AFLW teams, including volunteers.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	90%	
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	94%	
	Do you have a diversity and inclusion policy including an action plan?	In progress	
	Is there implementation of flexible working policies?	Yes	
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ²	-	-
	% of registered female athletes at elite level	39.5%	
	% of playing opportunities for women compared to men at elite level ³	36.4%	
	Level of fan engagement for women's sport/competition ⁴	Baseline	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	
 Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ⁵	12%	
	% of dollar investment in development pathways for female athletes ⁶	NA	NA
	% of promotion and public appearance opportunities allocated to women elite athletes	37.3%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁷	3.3%	
	% of budget dedicated to building women in sport at elite level ⁸	NA	NA
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	
	Is there an equal travel/accommodation policy across genders? ⁹	Yes	
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	-59.3%	
	Pay equality (total remuneration) between male and female athletes at elite level	-85.5%	
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	
	Has equity in prize money for elite athletes/teams been achieved? ¹⁰	NA	NA

FOOTNOTES
¹ Based on data from Culture Amp Engagement survey in 2019.
² Grassroots registration is managed by The AFL.
³ Data based on number of in-season games, not including finals.
⁴ Geelong Football Club does not have year-on-year social data as dedicated women's social channels were first launched in 2019.
⁵ Data sourced from Next Generation Academy Data, plus the AFL and VFL.
⁶ Not applicable as this is managed by The AFL via the Next Generation Academy program.
⁷ Promotional/marketing spend is influenced by soft caps determined by The AFL.
⁸ Not applicable as budgets for building women in sport at the elite level are managed by The AFL.
⁹ Costs associated with player contracts are influenced by soft caps determined by The AFL.
¹⁰ Not applicable as prize money is determined by The AFL.



Golf Australia’s (GA) Women’s Australian Open and Vic Open now have prize pools equal or more than equivalent to the men’s tournaments.

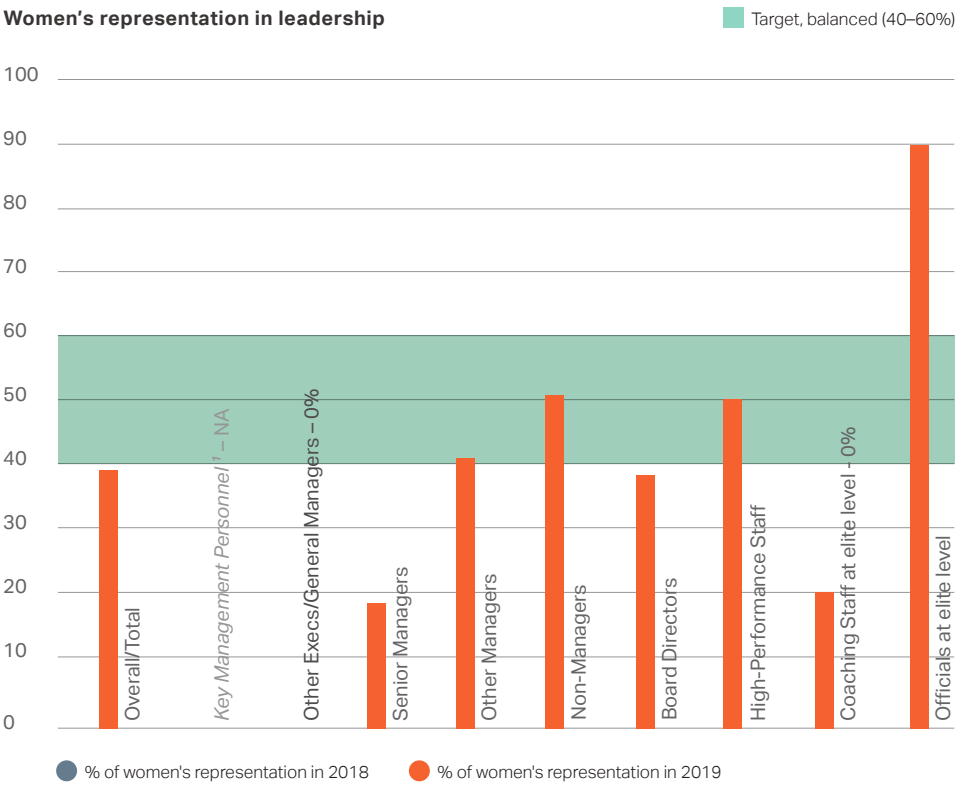
The ISPS Handa Vic Open continues to be the only truly equal golf tournament globally.

GA has worked with the Australian Human Rights Commission to release new guidelines for gender equality and conducted a national roadshow to engage golf clubs in its vision and strategy for equality in the sport.

Pictured: Minjee Lee



Leadership



¹ Golf Australia reported data for their current organisational structure for the first time in 2019, so this data represents a new baseline. Key Management Personnel is not applicable. These figures do not include contractors or volunteers who perform these roles.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	Do you have a diversity and inclusion policy including an action plan?	Yes	●
	Is there implementation of flexible working policies?	Yes	●
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	25%	●
	% of registered female athletes at elite level ¹	50%	●
	% of playing opportunities for women compared to men at elite level ²	NA	NA
	Level of fan engagement for women's sport/competition ³	+15%	●
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	75%	●
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes	25%	●
	% of dollar investment in development pathways for female athletes	25%	●
	% of promotion and public appearance opportunities allocated to women elite athletes ⁴	NA	NA
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	50%	●
	% of budget dedicated to building women in sport at elite level	50%	●
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	●
	Is there an equal travel/accommodation policy across genders?	Yes	●
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level ⁵	NA	NA
	Pay equality (total remuneration) between male and female athletes at elite level ⁶	NA	NA
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	NA	NA
	Has equity in prize money for elite athletes/teams been achieved?	Yes	●

FOOTNOTES

¹ Registered athletes are defined as Olympic qualifying athletes.

² Not applicable as playing opportunities are determined by Official World Golf Rankings.

³ The pinnacle sporting event refers to the Women's Australian Open. Golf Australia has reported a record crowd since the event moved to Adelaide in 2016. The exact year-on-year data isn't currently available.

⁴ Not applicable as athletes self-manage public appearance opportunities.

⁵ Not applicable as elite athletes are compensated based on the purse for each tournament they play.

⁶ Not applicable as Golf Australia does not determine the tournament purse for all tournaments entered by the athletes.

National Rugby League



National Rugby League (NRL) continues to build its women's professional league and hosted the 2019 grand final on the same day as the men's final to a crowd of 8,400.

NRL also actively lobbied to achieve equal pay for all players in the Rugby League World Cup 9s competition.

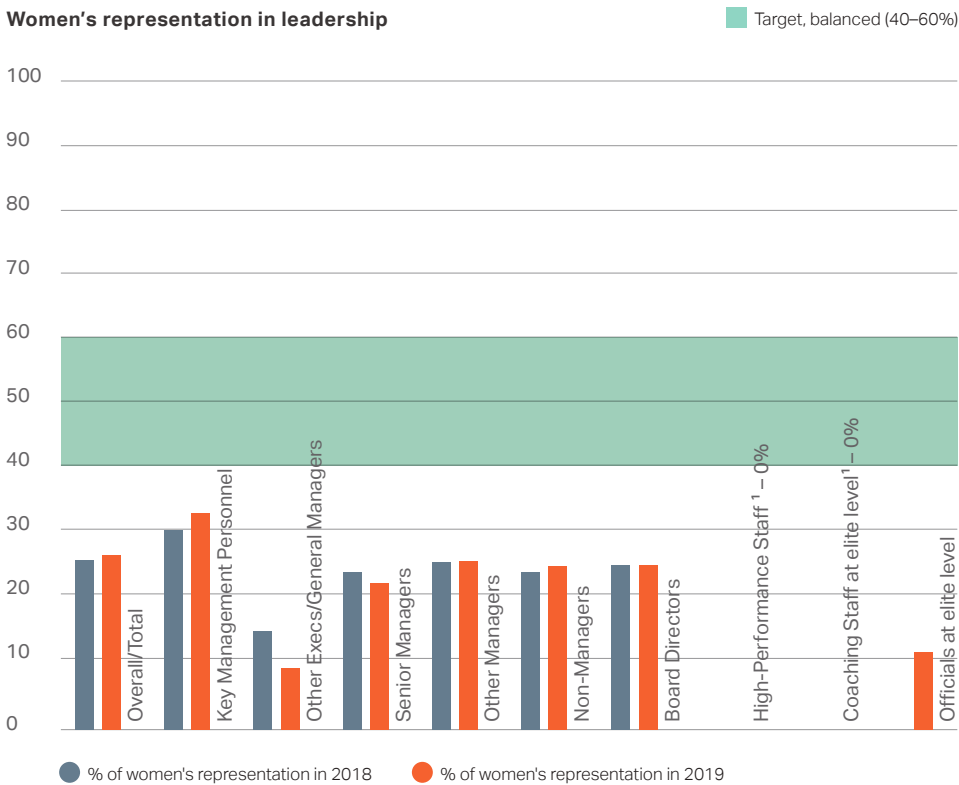
The league launched a new "No Fault Stand Down" policy to assist in responding effectively to issues related to the off-field behaviour of some players.

Pictured: Keeley Davis
























Leadership

Women's representation in leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	Do you have a diversity and inclusion policy including an action plan?	Yes	
	Is there implementation of flexible working policies?	Yes	
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	16.3%	
	% of registered female athletes at elite level	13.3%	
	% of playing opportunities for women compared to men at elite level ¹	12.5%	
	Level of fan engagement for women's sport/competition	+152.8%	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities ²	-	-
 Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ³	NA	NA
	% of dollar investment in development pathways for female athletes	20.4%	
	% of promotion and public appearance opportunities allocated to women elite athletes	1%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	In progress	
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	-	-
	% of budget dedicated to building women in sport at elite level	-	-
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	
	Is there an equal travel/accommodation policy across genders?	No	
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	-93.3%	
	Pay equality (total remuneration) between male and female athletes at elite level	-96.9%	
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	
	Has equity in prize money for elite athletes/teams been achieved?	No	

FOOTNOTES

¹ Data based on number of regular season games.

² An initial audit of NRL facilities has been undertaken and data will be available July 2020.

³ Not applicable as development pathway opportunities are determined by the individual NRL clubs.

Netball Australia



Netball in Australia continues to hold its position as the leading team sport for women and girls in Australia, with 1.2 million people playing the game.

Australia's elite netballers remain the highest-paid domestic club athletes in Australia, with the agreement of an updated Collective Player Agreement (CPA) for Suncorp Super Netball in February 2020. This includes a potential average salary across the league of over \$75,000 and features a parental leave policy that set industry standards when introduced in 2017.

The CPA has placed an increased importance on athlete mental health and wellbeing, with each team committed to providing wellbeing services, working closely with Netball Australia's incumbent, full-time National Wellbeing Manager.

Netball Australia has been developing its Transgender and Gender-Diverse Athletes in Elite Netball Competitions policy, which will be launched in 2020.

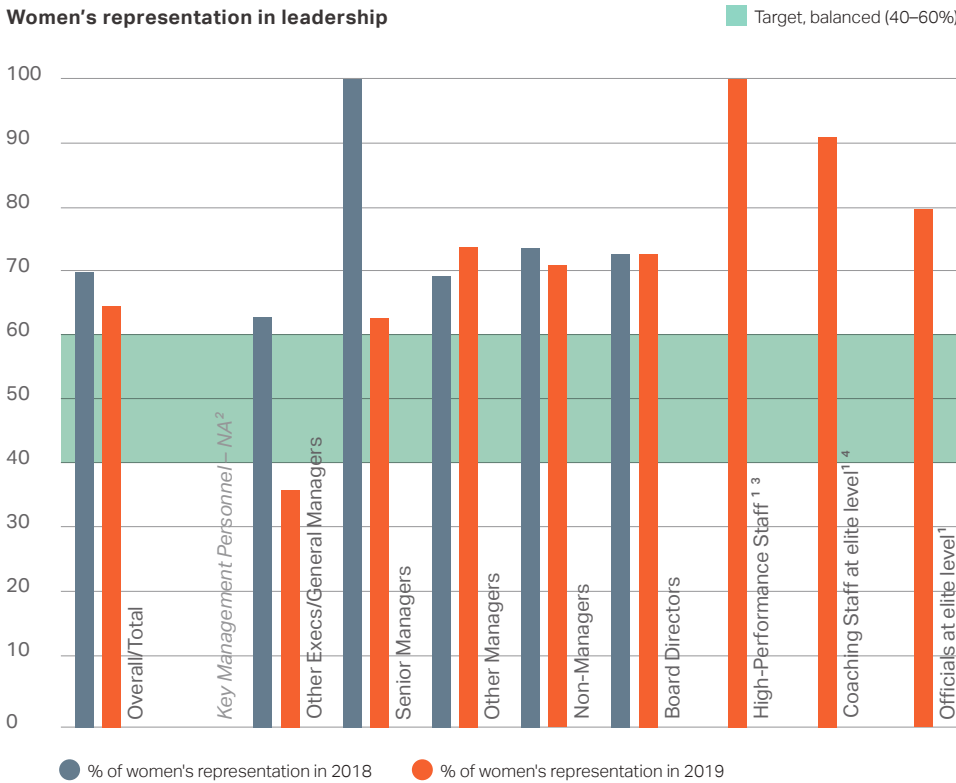


Outside of Australia, Netball Australia has worked extensively in the Asia-Pacific region for the past 10 years, across a range of programs. Current programs focus on supporting female coaches and officials to make sure women have an equal opportunity to access the benefits of playing sport.






Pictured: Jo Weston and Jamie Lee Price



Leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level.
² Key Management Personnel not applicable.
³ High-Performance Staff are based on the Diamonds High-Performance Staff, including admin.
⁴ Coaching Staff include Diamonds coaches and Suncorp Super Netball coaches.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	Do you have a diversity and inclusion policy including an action plan?	No	●
	Is there implementation of flexible working policies?	Yes	●
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ¹	97.9%	●
	% of registered female athletes at elite level	100%	●
	% of playing opportunities for women compared to men at elite level ²	NA	NA
	Level of fan engagement for women's sport/competition ³	Baseline	●
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	-	-
 Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes	100%	●
	% of dollar investment in development pathways for female athletes ⁴	100%	●
	% of promotion and public appearance opportunities allocated to women elite athletes ⁵	100%	●
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁵	100%	●
	% of budget dedicated to building women in sport at elite level ⁵	100%	●
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes? ⁵	NA	NA
	Is there an equal travel/accommodation policy across genders?	NA	NA
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level ⁵	NA	NA
	Pay equality (total remuneration) between male and female athletes at elite level ⁵	NA	NA
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published? ⁵	NA	NA
	Has equity in prize money for elite athletes/teams been achieved? ⁵	NA	NA

FOOTNOTES
¹ This data includes Suncorp NetSetGO, Junior and Senior participants.
² Based on games in the domestic elite-level season and international games for 2020.
³ Year-on-year social media data is not available as this is the first year of reporting.
⁴ Member Organisation and State Government investment not included.
⁵ Netball Australia does not have an elite men's team. Although Netball Australia has an opportunity to improve gender balance, we recognised the significant role Netball Australia plays in engaging women and girls in sport.

Racing Victoria (RV) supported the production of the movie *“Ride Like a Girl”*, the story of Michelle Payne’s career and groundbreaking ride as the first woman jockey ever to win the globally televised Melbourne Cup.

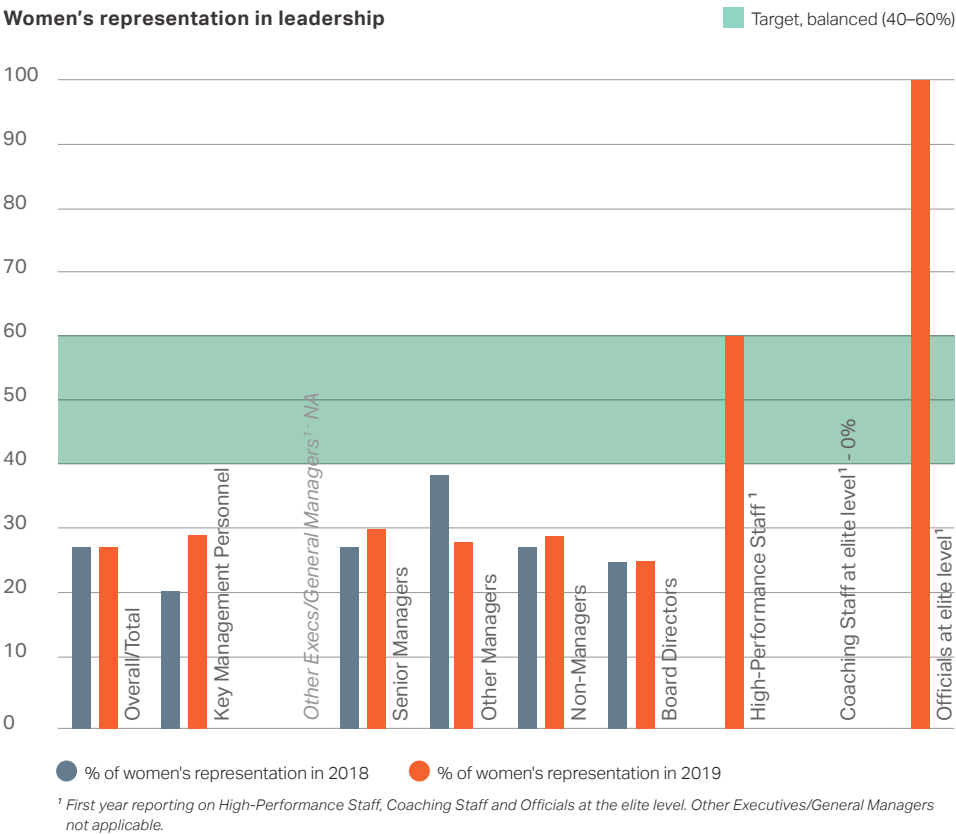
RV employed a Participant Protection Officer and set up a reporting portal to respond to and investigate incidents of anti-social behaviour in the industry which is part of its wider work to encourage respectful and inclusive cultures.























RV also partnered with stakeholders in a mentoring program designed to support women’s leadership in the industry.

Pictured: Michelle Payne



Leadership



Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	70%	
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	74%	
	Do you have a diversity and inclusion policy including an action plan?	Yes	
	Is there implementation of flexible working policies?	Yes	
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	NA	NA
	% of registered female athletes at elite level ¹	24.6%	
	% of playing opportunities for women compared to men at elite level ²	100%	
	Level of fan engagement for women's sport/competition	NA	NA
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	
 Pathways Offer genuine and equitable high-performance pathways	% of dollar investment in development pathways for female athletes	60%	
	% of promotion and public appearance opportunities allocated to women elite athletes	60%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	-	-
	% of promotional / marketing spend on the women in sport / women's competition	Yes	
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ²	NA	NA
	% of budget dedicated to building women in sport at elite level	60%	
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	
	Is there an equal travel/accommodation policy across genders?	Yes	
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	0%	
	Pay equality (total remuneration) between male and female athletes at elite level	-	-
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	
	Has equity in prize money for elite athletes/teams been achieved?	Yes	

FOOTNOTES
¹ Does not include Jumps Jockeys B or Picnic Jockeys.
² Equal as women and men compete in the same events.

Richmond Football Club



In 2020, the Richmond Football Club launched its inaugural AFLW team a significant milestone in the club's 135 year history. As part of its Diversity and Inclusion Plan, Richmond has invested in additional marketing resources to help elevate and profile players and build new audiences, capitalising on the VFLW and AFLW programs.



Upon release of the Male Champions of Change Sport "Pathway to Pay Equality Report 2019", Richmond adapted this framework to support its broader VFLW/AFLW programs, priorities and internal and external engagement on the club's vision for gender equality. This resulted in additional investment from existing AFL partners nib, Jeep, Swinburne University, AIO, AG Coombs and National Storage as a key part of the ecosystem of women's sport.

Richmond has also instigated a standardised player appearance model for VFLW players which recognised and valued their time. Whilst adopted initially for VFLW players, it was also later expanded to support male players in the VFL programs who had not earlier had access to paid appearances.

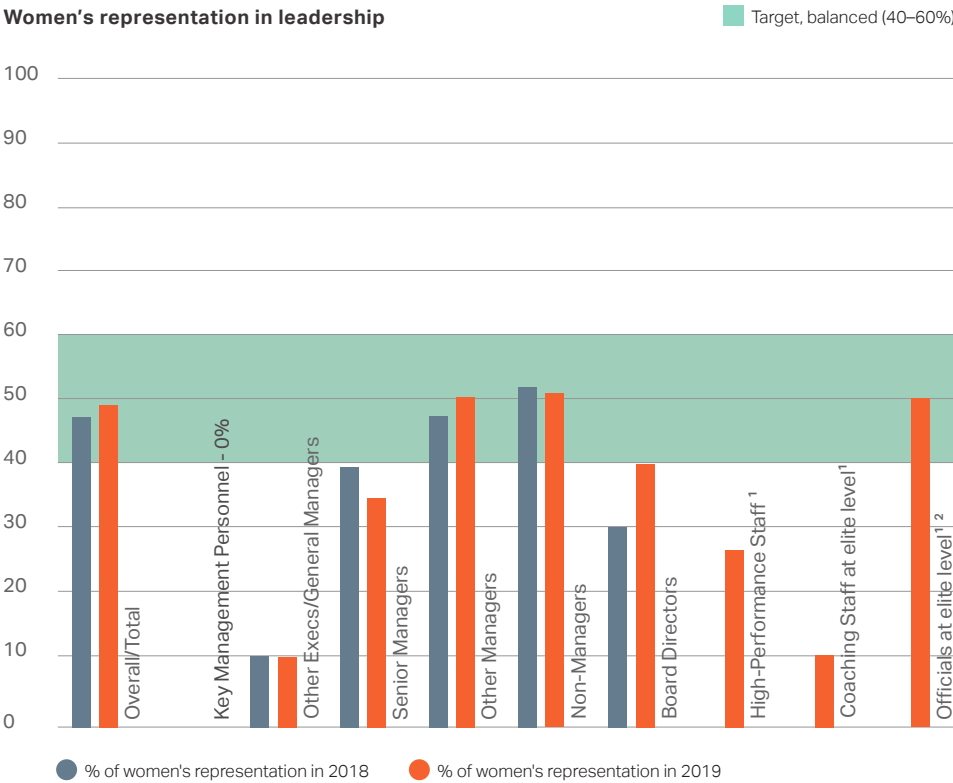
Each year heading into the AFL Grand Final, competing teams are invited to nominate and bestow the honour of presenting the Premiership Cup to their winning team – a role typically reserved for past male players and coaches.

In 2019, Richmond invited Maureen Hafey to fulfil this role in recognition of her decades of support and service to the Club, where her impact was acknowledged from players, coaches, administrators, media and the fans. On one of Australia's most significant and high profile sporting stages, Maureen Hafey's contribution was acknowledged and celebrated in front of 100,000 fans and millions of television viewers.

Pictured: Maureen Hafey



Leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level.
² The AFL Club Officials are defined as any accredited Official that supports either the AFL and AFLW teams, including volunteers.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	-	-
	Do you have a diversity and inclusion policy including an action plan?	Yes	●
	Is there implementation of flexible working policies?	Yes	●
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ²	16%	●
	% of registered female athletes at elite level ³	40.5%	●
	% of playing opportunities for women compared to men at elite level ⁴	36.4%	●
	Level of fan engagement for women's sport/competition ⁵	Baseline	●
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	●
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ⁶	50%	●
	% of dollar investment in development pathways for female athletes ⁷	NA	NA
	% of promotion and public appearance opportunities allocated to women elite athletes	9.1%	●
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁸	-	-
	% of budget dedicated to building women in sport at elite level ⁹	NA	NA
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes? ¹⁰	Yes	●
	Is there an equal travel/accommodation policy across genders? ¹⁰	In progress	●
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	-37.5%	●
	Pay equality (total remuneration) between male and female athletes at elite level	-75%	●
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	●
	Has equity in prize money for elite athletes/teams been achieved? ¹¹	NA	NA

FOOTNOTES
¹ The 2019 Employee Engagement Survey data is still being processed and results will be available in 2020.
² Grassroots registration is managed by The AFL.
³ Does not include VFL and VFLW athletes.
⁴ Based on number of in-season games, not including finals.
⁵ Richmond Football Club does not have year-on-year social data as dedicated women's social channels were first launched in 2019.
⁶ Data sourced from Next Generation Academy Data.
⁷ Not applicable as this is managed by The AFL via the Next Generation Academy program.
⁸ Promotional/marketing spend is influenced by soft caps determined by The AFL.
⁹ Not applicable as budgets for building women in sport at the elite level are managed by The AFL.
¹⁰ Costs associated with player contracts are influenced by soft caps determined by The AFL.
¹¹ Not applicable as prize money is determined by The AFL.

Rowing Australia



Rowing Australia (RA) continues to financially support its female and male athletes equally at the elite level. The sport continues to maintain two gender specific National Training Centres – with the Hancock Prospecting Women’s NTC located in Penrith, New South Wales. RA, which has a 50/50 participation rate from grassroots to elite, had an excellent year on the water internationally.

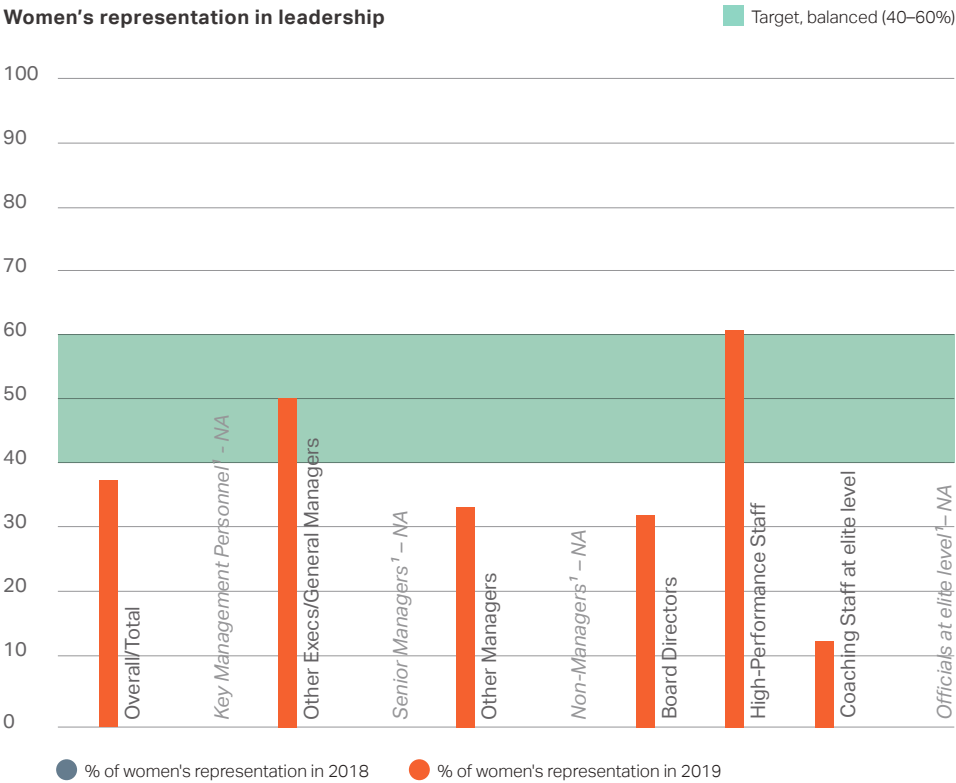
RA’s High-Performance Staff Program was awarded the 2019 High-Performance Staff Program of the Year at the AIS Sports Performance Awards, after an impressive year across its rowing and para-rowing programs. Australia’s Women’s Four and PR2 Women’s Single Scull were both crowned World Rowing Champions, while the women’s sweep boats qualified all their boats for the 2020 Tokyo Olympic Games.

RA continues to drive and encourage gender equal participation across grassroots, masters and elite rowing and is also working hard to increase participation and engagement, from all genders, in both on-water and indoor rowing.






Pictured: Madeleine Edmunds



Leadership



¹ First year reporting on women's representation in leadership. Key Management Personnel, Senior Managers, Non-Managers and Officials at the elite level not applicable.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	Do you have a diversity and inclusion policy including an action plan?	No	●
	Is there implementation of flexible working policies?	Yes	●
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ¹	50%	●
	% of registered female athletes at elite level ²	45.8%	●
	% of playing opportunities for women compared to men at elite level ³	100%	●
	Level of fan engagement for women's sport/competition ⁴	NA	NA
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	-	-
 Pathways Offer genuine and equitable High-Performance Staff pathways	% of total funded development pathway opportunities for female athletes	NA	NA
	% of dollar investment in development pathways for female athletes	NA	NA
	% of promotion and public appearance opportunities allocated to women elite athletes	50%	●
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	50%	●
	% of budget dedicated to building women in sport at elite level	50%	●
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	●
	Is there an equal travel/accommodation policy across genders?	Yes	●
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	0%	●
	Pay equality (total remuneration) between male and female athletes at elite level	0%	●
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	●
	Has equity in prize money for elite athletes/teams been achieved? ⁶	Yes	●

FOOTNOTES
¹ Data sourced from 2018 participants as 2019 data is not available.
² Represents athletes registered to train at the National Training Centre.
³ This includes Nationals, World Rowing Cups, Para International Regatta, World Rowing Championships, Olympics and Paralympics.
⁴ Rowing Australia does not maintain separate fan engagement channels for men and women.
⁶ Prize money is not determined by Rowing Australia.



Rugby Australia created its Professional Player Pregnancy Policy to provide a safe and supportive environment for professional players to continue to participate at the highest level of the sport without any risk to themselves or their unborn or newborn child or fellow players. The Policy provides pregnant professional players the opportunity for transfer to a ‘Safe Job’ within Rugby Australia during the designated risk period until the birth of their newborn on the same pay and benefits as their playing contract. The Policy also provides very flexible provisions on returning to the playing environment, caring responsibilities, support and travel.

Rugby Australia has achieved base salary and resource allocation equality across both Men’s and Women’s 7’s teams.

In 2018, Rugby Australia created the role of Head of Diversity and Inclusion. This role leads the development and implementation of a Diversity and Inclusion Action Plan of which Gender Equality is a key focus area.

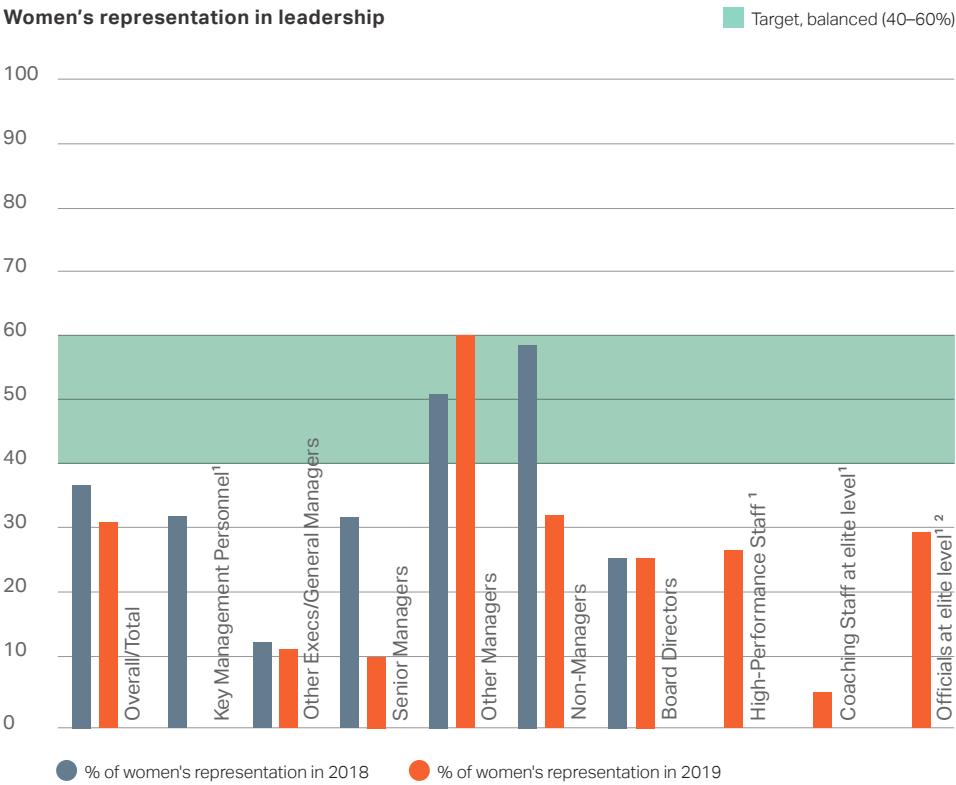
All areas of participation were incorporated in the consultation process and community and expert partners were engaged to help drive sustainable change for women and girls.

2020 will see the Plan extended and developed to assist clubs and associations at the grassroots level continue to provide safe and inclusive environments and experiences for females participating in Rugby.






Pictured: Ellia Green



Leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level. The Key Management Personnel category at Rugby Australia represents two roles, who report to the organisation’s first-ever woman CEO.
² High-Performance Staff, coaching staff and officials at the elite level refer to the Wallabies, Wallaroos, and the Australian Men and Women’s 7s staff and officials only.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	-	-
	Do you have a diversity and inclusion policy including an action plan?	Yes	●
	Is there implementation of flexible working policies?	Yes	●
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	30%	●
	% of registered female athletes at elite level ¹	46.2%	●
	% of playing opportunities for women compared to men at elite level ²	71.4%	●
	Level of fan engagement for women's sport/competition	+24%	●
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	-	-
 Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes	30%	●
	% of dollar investment in development pathways for female athletes	30%	●
	% of promotion and public appearance opportunities allocated to women elite athletes	-	-
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	35%	●
	% of budget dedicated to building women in sport at elite level	30%	●
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	●
	Is there an equal travel/accommodation policy across genders? ³	In progress	●
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level ⁴	-	-
	Pay equality (total remuneration) between male and female athletes at elite level	-	-
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	In progress	●
	Has equity in prize money for elite athletes/teams been achieved?	NA	NA

FOOTNOTES
¹ Data based on the Wallabies, Wallaroos and Aussie 7s teams.
² Playing opportunities are determined by the International Competitions for the Wallabies, Wallaroos and Aussie 7s teams.
³ An equal travel/accommodation policy has been achieved for the Aussie 7s teams. An equal travel/accommodation policy is in progress for the Wallaroos team.
⁴ Pay equity has been achieved for the Aussie 7s teams. Pay equity is yet to be achieved for the Wallaroos.

St Kilda Football Club



The St Kilda Football Club welcomed an elite women’s team for the first time late in 2019 in preparation for the club’s inaugural AFLW season in 2020, backed by world class facilities designed specifically for women.

Under the guidance of the only woman coach in the AFLW competition Peta Searle, and men’s coach Brett Ratten, the Saints successfully launched the team with a strong one-club culture in early 2020.

More than 8,000 supporters attended the club’s first game with the gates ultimately closed when capacity was reached. A strong marketing campaign and story telling content has led to more than 2,000 supporters signing up as inaugural members and a significant boost in the female representation in our digital audiences.

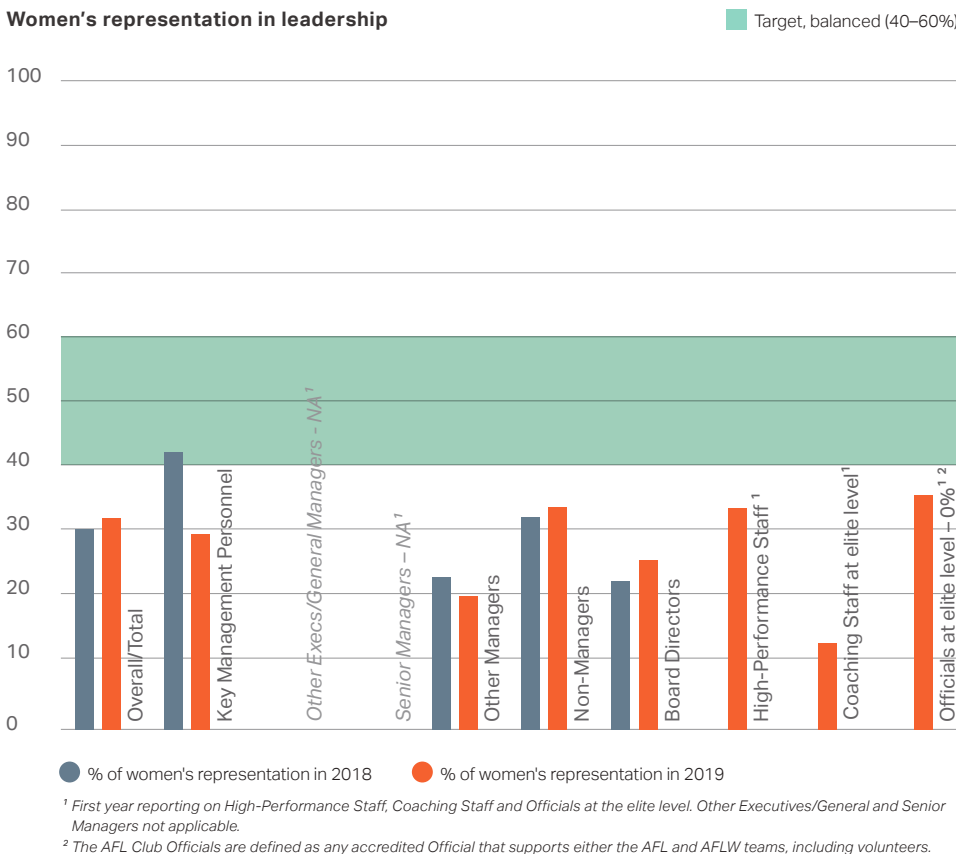
The introduction of a women’s team has coincided with listen-and-learn sessions completed with all female staff to understand how the club can improve the environment for women across the organisation.



Pictured: Coach Peta Searle



Leadership



Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees that report an inclusive experience in the organisation	-	-
	% of men employees that report an inclusive experience in the organisation	-	-
	Do you have a diversity and inclusion policy including an action plan? (Yes/No)	Yes	
	Is there implementation of flexible working policies? (Yes/No)	Yes	
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ¹	32.5%	
	% of registered female athletes at elite level	40%	
	% of playing opportunities for women compared to men at elite level ²	36.4%	
	Increase in fan engagement measured based on: % increase in social media followers year-on-year ³	Baseline	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ⁴	60%	
	% of dollar investment in development pathways for female vs male athletes ⁵	NA	NA
	% of promotion and public appearance opportunities allocated to women vs men elite athletes	22.2%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies? (Yes/No)	Yes	
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁶	46.3%	
	% of budget dedicated to building women in sport at elite level ⁷	NA	NA
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	In progress	
	Is there an equal travel/accommodation policy across genders? ⁸	Yes	
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	% of pay gap (base pay) between male and female athletes at elite level	-94%	
	% of pay gap of total remuneration between male and female athletes at elite level	-94%	
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months? (Yes/No)	Yes	
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	
	Has equity in prize money for elite athletes/teams been achieved? ⁹	NA	NA

FOOTNOTES

¹ Grassroots registration is managed by The AFL.

² Based on number of in-season games, not including finals.

³ St Kilda Football Club does not have year-on-year social data as dedicated women's social channels were first launched in 2019.

⁴ Data sourced from Next Generation Academy Data.

⁵ Not applicable as this is managed by The AFL via the Next Generation Academy program.

⁶ Promotional/marketing spend is influenced by soft caps determined by The AFL.

⁷ Not applicable as budgets for building women in sport at the elite level are managed by The AFL.

⁸ Costs associated with player contracts are influenced by soft caps determined by The AFL.

⁹ Not applicable as prize money is determined by The AFL.

Swimming Australia



2019 was a year of significant change for Swimming Australia from a strategy, operational and cultural perspective, with a new and clear direction established following development of our strategy “Enrich and Inspire Towards 2032”. This strategy serves to provide the platform for the sustainability and growth of Swimming as Australia’s biggest and most successful Olympic sport.

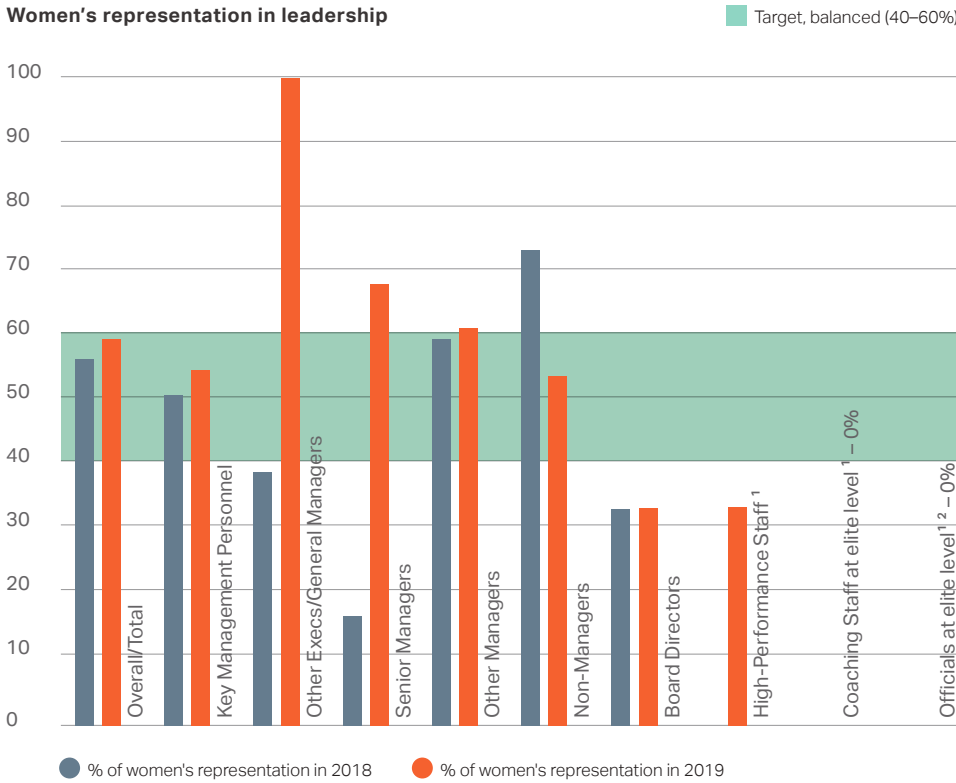
As part of our new strategy, we commissioned research into women in coaching, to understand the barriers and opportunities in swimming. While we have had parity in the water with champion athletes for many years, we wanted to understand why women were underrepresented in these critical leadership roles. This piece of work will form part of our new national diversity and inclusion strategy that is underway.

Swimming Australia’s leaders also played a strong role in mentoring female leaders across the industry in 2019, and has been successful in obtaining a grant to develop female leaders across the national swimming ecosystem, to be rolled out in 2020.






Pictured: Bronte Campbell



Leadership



¹ First year reporting on High-Performance Staff, Coaching Staff and Officials at the elite level.
² Officials are appointed as volunteers on a per diem/event basis.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	59%	●
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording) ¹	41%	●
	Do you have a diversity and inclusion policy including an action plan?	In progress	●
	Is there implementation of flexible working policies?	Yes	●
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ²	58.6%	●
	% of registered female athletes at elite level ³	47.2%	●
	% of playing opportunities for women compared to men at elite level ⁴	100%	●
	Level of fan engagement for women's sport/competition	Baseline	●
 Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ⁵	49.2%	●
	% of dollar investment in development pathways for female athletes ⁶	50%	●
	% of promotion and public appearance opportunities allocated to women elite athletes	-	-
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	●
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	-	-
	% of budget dedicated to building women in sport at elite level ⁷	50%	●
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	●
	Is there an equal travel/accommodation policy across genders?	Yes	●
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	0%	●
	Pay equality (total remuneration) between male and female athletes at elite level	+17.4%	●
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	●
	Has equity in prize money for elite athletes/teams been achieved?	Yes	●

FOOTNOTES
¹ Data sourced from membership database.
² Data sourced from Ausplay National Swimming Participation Data for Adults and Children.
³ Based on Elite Athletes that are funded (both Able Bodied and Para).
⁴ Includes international and national opportunities (Olympics, World Cups, World Champs etc.).
⁵ Some athletes were selected in multiple programs and therefore attended more than one funded opportunity.
⁶ Includes employee salaries, budgeted travel, team costs, outfitting, events, contractors and general expenses.
⁷ High-Performance Staff Government funding budget split equally between genders.



In addition to offering equal prize money, equal exposure and equal resources, Tennis Australia is committed to increasing participation at all levels of the sport for women and girls.

The "Play for You" campaign, calling out the barriers faced by women in sport, was launched by Tennis Australia to encourage more girls to stay in sport.

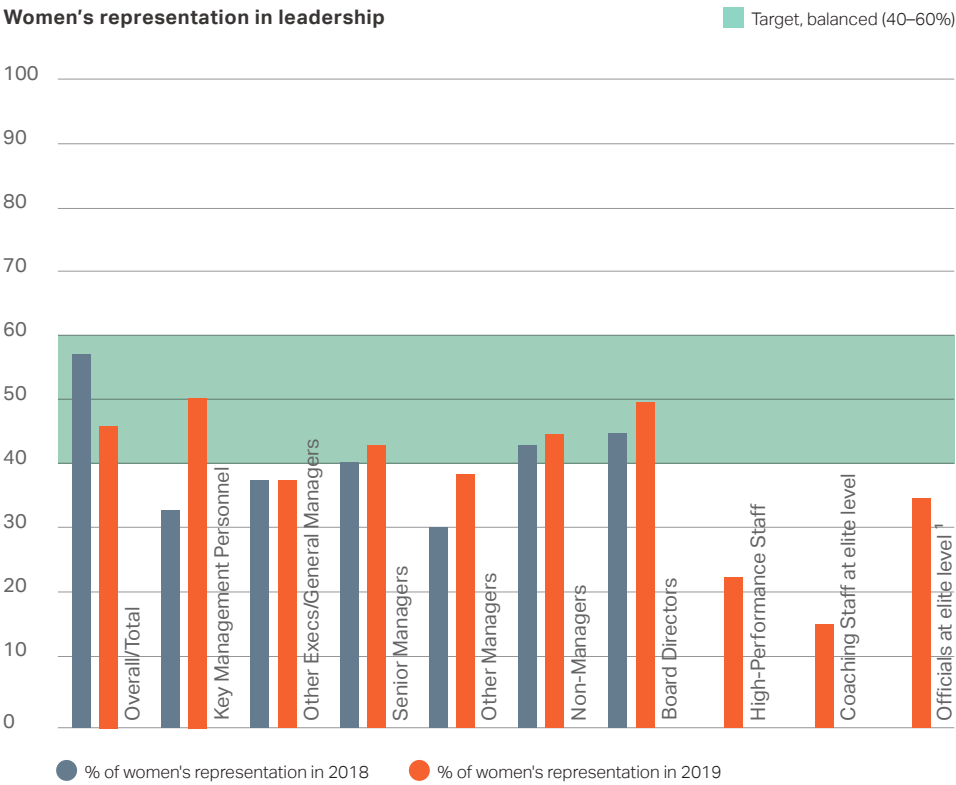
Funding was also injected to improve the ratio of female tennis coaches at all levels through the President's Women in Tennis Scholarships, increasing and improving opportunities for women and girls at all levels of the sport, and designing new programs to support elite athletes as they transition to life after the professional tour.

Ash Barty became the first Australian player to achieve the world No.1 ranking since Lleyton Hewitt in 2003.




















Pictured: Ash Barty



Leadership



¹ First year reporting on women's representation in leadership. Senior Managers and Other Managers not applicable.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
 Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	76%	
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	77%	
	Do you have a diversity and inclusion policy including an action plan?	Yes	
	Is there implementation of flexible working policies?	Yes	
 Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	43%	
	% of registered female athletes at elite level	42.9%	
	% of playing opportunities for women compared to men at elite level	79.3%	
	Level of fan engagement for women's sport/competition	+8.5%	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	
 Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes	50%	
	% of dollar investment in development pathways for female athletes	46%	
	% of promotion and public appearance opportunities allocated to women elite athletes	57.1%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	
 Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	62.3%	
	% of budget dedicated to building women in sport at elite level	53.3%	
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes	
	Is there an equal travel/accommodation policy across genders?	Yes	
 Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	0%	
	Pay equality (total remuneration) between male and female athletes at elite level	0%	
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	
	Has equity in prize money for elite athletes/teams been achieved?	Yes	



The Western Bulldogs have developing its Diversity and Inclusion (D&I) Action Plan which will be launched in April 2020. The Plan will articulate a more coordinated and strategic approach for the Club with respect to D&I, as well as reflecting the many things the Club already does well in this area.

Following the Club’s AGM in December 2019, the club’s boards now enjoys an equal 50 per cent representation of women and men, while it has had close to the same representation on its Executive team for two years now.

In 2019 the Club constructed state of the art women’s match day and training facilities for its AFLW and VFLW teams, while enjoying growth in its home AFLW crowds at VU Whitten Oval, increasing to 24,762 total attendees across the Club’s three home games.

Through the operation of the Club’s Community Foundation, many programs are run in health, leadership and diversity and social inclusion. Of note is the Club’s Sons of the West (SOTW) and Daughters of the West (DOTW) health programs.



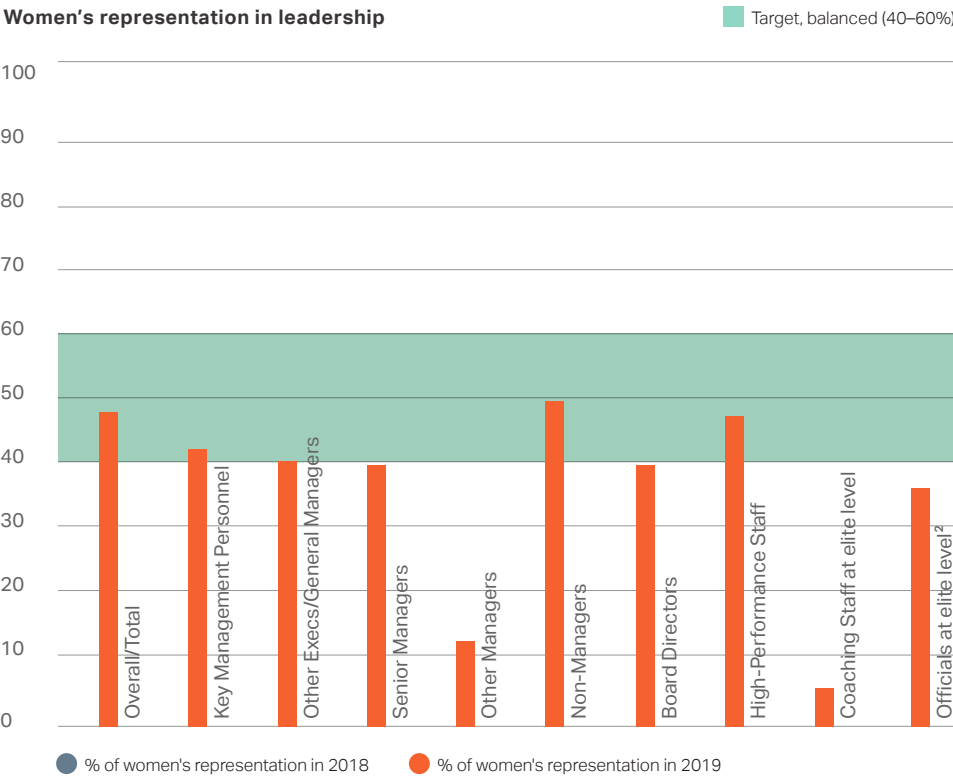
The SOTW men’s health program embeds gender equity as a key theme of the program. In 2019, 645 men attended the SOTW program with 85 per cent reporting they felt more knowledgeable about gender equity as a result. The 2019 evaluation conducted by Victoria University demonstrated changes in views about traditional male stereotypes, such as emotional restriction and traditional societal attitudes which impact behaviour.

The Club’s DOTW women’s health program aims to empower and develop women, while creating community connection and bringing women together to take time for themselves. In 2019, there were 514 participants and 90 per cent felt more connected to their local community as a result of the program.

Pictured: Kirsty Lamb, Brooke Lochland, Nicole McMahon and Bailey Hunt



Leadership



¹ First year reporting on women's representation in leadership.
² The AFL Club Officials are defined as any accredited Official that supports either the AFL and AFLW teams, including volunteers.

Pathway to gender equality in sport including pay equality			
Focus area	Measures to track progress	Current state	
Leadership Advance more women into leadership in sport and develop respectful and inclusive sporting cultures	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	97%	●
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	100%	●
	Do you have a diversity and inclusion policy including an action plan?	Yes	●
	Is there implementation of flexible working policies?	Yes	●
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls) ¹	29.3%	●
	% of registered female athletes at elite level	40%	●
	% of playing opportunities for women compared to men at elite level ²	36.4%	●
	Level of fan engagement for women's sport/competition	+21.3%	●
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	●
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes ³	29.3%	●
	% of dollar investment in development pathways for female athletes ⁴	NA	NA
	% of promotion and public appearance opportunities allocated to women elite athletes	19%	●
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	In progress	●
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition ⁵	65.2%	●
	% of budget dedicated to building women in sport at elite level ⁶	NA	NA
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes? ⁷	In progress	●
	Is there an equal travel/accommodation policy across genders? ⁷	Yes	●
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between male and female athletes at elite level	-93.2%	●
	Pay equality (total remuneration) between male and female athletes at elite level	-92.8%	●
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	●
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	●
	Has equity in prize money for elite athletes/teams been achieved? ⁸	NA	NA

FOOTNOTES
¹ Grassroots registration is managed by The AFL.
² Based on number of in-season games, not including finals.
³ Data sourced from Next Generation Academy Data.
⁴ Not applicable as this is managed by The AFL via the Next Generation Academy program.
⁵ Promotional/marketing spend is influenced by soft caps determined by The AFL.
⁶ Not applicable as budgets for building women in sport at elite level are by managed The AFL.
⁷ Costs associated with player contracts are influenced by soft caps determined by The AFL.
⁸ Not applicable as prize money is determined by The AFL.

Definitions

Key Management Personnel (KMP) – refers to those persons who have authority and responsibility for planning, directing and controlling the activities of the individual entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124. A defining feature of this category is the leaders’ influence is at the entity level. They are likely to be functional heads such as head of operations or head of finance and direct how that component contributes to the entity’s outcome, with a strategic focus. The KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO/head of business (or equivalent). This category does not include the CEO/head of business.

Other Executives/General Managers – Other executives/general managers hold primary responsibility for the equivalent of a department or a business unit within an individual entity. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO/head of business (or equivalent) of the individual entity. Alternatively, this manager could have influence in organisation-wide decision-making forums to provide expertise or project development but because they do not actually hold authority at an entity level they would not be defined as a KMP.

Grassroots Participants – Any able-bodied athlete or athlete with disabilities committed to regular training and formal or informal competition. This includes pre-elite athletes, athletes that are gaining formalised and professional support for continued development.

Senior Managers – Senior managers are charged with one or more defined functions, departments or outcomes within an individual entity. They are more likely to be involved in a balance of strategic and operational aspects of management of the individual entity. Some decision-making at this level would require approval from either of three management levels above it in the individual entity. Senior managers are responsible for resourcing, budget and assets (capital expenditure).

Other Managers – Other managers plan, organise, direct, control and coordinate an operational function within an individual entity. They usually oversee day-to-day operations, working within and enforcing defined company parameters. They might implement, determine, monitor and review strategies, policies and plans to meet business needs as it relates to their own function/work area in the individual entity. An ‘other manager’ is accountable for a defined business outcome which usually involves the management of resources that also includes time management, coordination of different functions or people, financial resources, and other assets (for example facilities or IT infrastructure). Line managers would be included in this category.

Elite-Level Athlete – An athlete selected to represent at the highest senior levels of international or professional sport. For example, an athlete representing at the senior World Championships, Olympic or Paralympic Games; or an athlete playing at the highest levels of professional competition.

High-Performance Staff at the Elite Level – Staff involved in the physical and psychological preparation of elite athletes.

Officials at Elite Level – AFL Football Clubs – Officials are defined as any accredited Official that supports either the AFL and AFLW teams, including volunteers.

Cricket Australia – Officials refer to umpires and match referees.

Swimming Australia – Officials are appointed as volunteers on a per diem/event basis.

Rugby Australia – Officials refer to Match Officials for the Wallabies, Wallaroos, and the Australian Men and Women's 7s matches.

Equality in Sport – Equality in access, participation, facilities, development pathways and investment in sport for women and men, boys and girls.

Pay Equity in Sport – Men and women competing in the same sport receive equal pay for work of equal and comparable value. At a minimum, men and women have access to equal, fair and reasonable base pay, terms and conditions including the support that professional athletes receive such as travel and accommodation, clothing and equipment, health insurance and injury compensation.

Pay Equality in Sport – Men's and women's sport are equally valued providing men and women access to the same overall remuneration package. Achieving pay equality requires action across the entire sports ecosystem.

Pay Equity in Practice

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, and national, international-level players		

Adapted from Cricket Australia model.

Year-on-year improvement – Any positive increase or change that moves towards gender balance (40-60%), that is equal to or greater than 0.1%.

Year-on-year decrease – Any decrease equal to or greater than 0.1%



Our thanks

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ORGANISATIONS

Basketball Australia

Carlton Football Club

Collingwood Football Club

Cricket Australia

Football Federation Australia

Geelong Football Club

Golf Australia

National Rugby League

Netball Australia

Racing Victoria

Richmond Football Club

Rowing Australia

Rugby Australia

Sport Australia

St Kilda Football Club

Swimming Australia

Tennis Australia

Western Bulldogs

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