Pathway to Gender Equality in Sport

Progress Report 2019–2020

CHAMPIONS OF CHANGE
SPORT

We want to accelerate progress towards a truly gender equal world

Members of 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.

Andrew Abdo
CEO
National Rugby League

Mark Anderson
CEO
Collingwood Football Club

Ameet Bains
CEO
Western Bulldogs Football Club

Alex Baumann
CEO
Swimming Australia

Raelene Castle
Former CEO
Rugby Australia*

Brian Cook
CEO
Geelong Football Club

Robert Dalton
Acting CEO
Sport Australia

Marne Fechner
CEO
AusCycling

Matt Finnis
CEO
St Kilda Football Club

Brendon Gale
CEO
Richmond Football Club

Nick Hockley
CEO
Cricket Australia

James Johnson
CEO
Football Australia

Cain Liddle
CEO
Carlton Football Club

Kate Palmer AM
Non-Executive Director

Jerril Rechter AM
Former CEO
Basketball Australia

Ian Robson
CEO
Rowing Australia

Ron Steiner
Interim CEO
Netball Australia

James Sutherland
CEO
Golf Australia

Giles Thompson
CEO
Racing Victoria

Craig Tiley
CEO
Tennis Australia

Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition

* Andy Marinos commenced as CEO of Rugby Australia in 2021.

The Evolution of the Framework

In 2015, a small group of sporting leaders committed to improving gender equality in sport and devoting the required time and resources, came together as the Champions of Change Sport Group.

In 2019, we stepped up to take action and report on progress annually against a newly developed set of measures that were created to define and transparently track progress towards our goal. The groundbreaking first report sought to capture the picture of gender equality in individual organisations, and collectively inform and guide our work.

The reporting in the Pathway to Gender Equality in Sport has three important development stages:

Stage 1 – Development of a framework and commitment to transparent reporting

In 2019, together with McKinsey & Company, we collaboratively developed a framework for reporting on 26 measures across 5 categories (leadership, participation, pathways, investment and practical actions).

Dedicated staff members in each organisation completed the annual report for the first time. The level of detail provided, consistency of measurement approaches and ability to compare metrics across organisations varied significantly by organisation, as for some, it was the first time collecting this information.

We shared a strong vision and commitment to collective outcomes on gender equality. However, each organisation had a different starting point.

Stage 2 – Establishing baseline data, testing and assessing the framework, and developing a consistent set of meaningful measures

In this year of reporting (2019–2020), we are in Stage 2. Through each annual reporting process, we work to develop an increasingly robust and consistent repository of collective data, and share our learnings. This continues to be a challenge with a group of disparate sporting organisations: representing federated sports, professional teams, national and state-based organisations. We are refining our reporting to move from capturing the baseline to developing year-on-year analysis and ensuring that reporting adds insight, and drives action that delivers impact.

In this second year of reporting, we see progress across a number of measures. However, we acknowledge that some of these measures still need to be refined and that the data must then inform specific action plans to accelerate progress.

Stage 3 – Shifting focus to the data informing our strategy, and extending the series of practical actions from each report

The annual report includes data consistently tracked by each organisation, and in the future, it is envisaged that this will inform a comprehensive action plan to accelerate progress on gender equality. The insights are shared widely, to also support broader industry progress on gender equality.

Ash Barty

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 Assessment Framework was developed by the Champions of Change Coalition and McKinsey & Company in consultation with all Member sporting organisations in 2019 and adopted as part of the 'No Boundaries – A National Strategy for Women and Girls in Sport' which was launched by the Australian Women in Sport Advisory Group and Champions of Change in February 2020.

THE AUSTRALIAN WOMEN'S CRICKET TEAM

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
Leadership **Advance more women into leadership positions and develop respectful and inclusive sporting cultures**	1. Is there gender balance in leadership, recruitment, graduates, promotions and overall across the organisation? 2. Do the conditions and culture enable women to thrive in sport organisations? 3. Is there a flexible and inclusive employment experience?	% of women overall/total, key management personnel, other execs/ general managers, senior managers, other managers, non-managers	Gender balanced achieved (40–60%) Year-on-year improvement towards gender balance Unchanged since previous year Year-on-year increase in over-representation of women Year-on-year increase in under-representation of women
		% of women board directors	
		% of women high-performance staff 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)	80–100% of the employees and/or participants report an inclusive experience 50–80% of the employees and/or participants report an inclusive experience Less than 50% of the employees and/or participants report an inclusive experience
		% 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?	Complete already or underway now In plan to commence or complete by 2021 No plans currently in place for this action
		Is there implementation of flexible working policies?	
Participation **Develop a strong pipeline of potential elite talent**	1. Is there equal access to the sport at amateur, semi-professional and elite level? 2. Are environments welcoming and inclusive? 3. Are there suitable facilities/ amenities for women/girls? 4. Are participation rates equal?	% of registered female participants at grassroots level (includes women and girls)	Gender balanced achieved (40–60%) Year-on-year improvement towards gender balance Unchanged since previous year Year-on-year increase in over-representation of women Year-on-year increase in under-representation of women
		% of registered female athletes at elite level	
		% of playing opportunities for women compared to men at elite level	Women have 80% or more of the playing opportunities available to elite-level men Year-on-year improvement towards equal playing opportunities Unchanged since previous year Women have 50–80% of and are moving away from equal playing opportunities Women have less than 50% of and are moving away from equal playing opportunities
		Level of fan engagement for women's sport/competition, indicated by social media followership unless otherwise stated	Year-on-year improvement Baseline data Year-on-year decrease
		% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100% equal access to facilities Year-on-year improvement, or the baseline Year-on-year decrease

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	● Greater than 40% ● Equal to or proportionately more than women's and girls' representation at grassroots level ● Proportionately less than women's and girls' representation at grassroots level
		% of dollar investment in development pathways for female athletes	
		% of promotion and public appearance opportunities allocated to women elite athletes	● Greater than 40% ● Equal to or proportionately more than women's representation at elite level ● Proportionately less than their representation at the elite level
		Have pathways for women to reach elite level been communicated to participants and governing bodies?	● Complete already or underway now ● In plan to commence or complete by end of 2021 ● Proportionately less than their representation at elite level
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	● Greater than 40% ● Equal to or proportionately more than women's representation at elite level ● Proportionately less than their representation at elite level
		% 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?	● Complete already or underway now ● In plan to commence or complete by end of 2021 ● No plans currently in place for this action
		Is there an equal travel/accommodation policy across genders?	
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	● Is equal ● Year-on-year improvement towards equal pay ● Is not equal and moving away from equal pay
		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?	● Complete already or underway now ● In plan to commence or complete by end of 2021 ● No plans currently in place for this action
		Has gender pay gap data for elite athletes been defined, measured and published?	
		Has equity in prize money for elite athletes/teams been achieved?	

NA	Measurement not applicable to the organisation
-	Data is not available

Snapshot summary of progress

NA	Measurement not applicable to the organisation
-	Data is not available

Measures

Leadership
Advance more women into leadership in sport and develop respectful and inclusive sporting cultures

- % of Women Overall/Total
- % of Women Key Management Personnel
- % of Women Board Directors
- % of Women High Performance Staff 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 leadership diversity and inclusion policy including an action plan? (Yes/No)
- Is there implementation of flexible working policies? (Yes/No)

Participation
Develop a strong pipeline of potential elite talent

- % 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
- Increase in fan engagement for women's sport/competition
- % 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
- % 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? (Yes/No)

Investment
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, equipment for elite female athletes (Yes/No)
- Is there an equal travel/accommodation policy across genders? (Yes/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 the elite level
- Pay equality (total renumeration) 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? (Yes/No)
- Has gender pay gap data for elite athletes been defined, measured and published? (Yes/No)
- Has equity in prize money for elite athletes/teams been achieved? (Yes/No)

Major Sporting Organisations

	Leadership									Participation					Pathways				Investment				Practical actions				
Basketball Australia							-										-		-				-	-			-
Cricket Australia																											
Football Australia							-						-														
Golf Australia							-					NA					NA						NA	NA		NA	
National Rugby League							-							-	NA				-	-			-	-			
Netball Australia							-					NA	-									NA	NA	NA		NA	
Racing Victoria							-			NA			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							NA
Collingwood Football Club										NA						NA	-			NA							NA
Geelong Football Club										NA						NA			-	NA							NA
Richmond Football Club							-			NA						NA			-	NA							NA
St Kilda Football Club										NA						NA	-			NA							NA
Western Bulldogs										NA					-	NA				NA							NA

Notes: Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

Sport has unparalleled influence to shift cultures and mindsets across the world.
Our Members have stepped up and committed to transparent annual reporting and review, so we can accelerate the pace of change and move our organisations towards equality – for the benefit of all women athletes, coaches, leaders, participants and fans.

– Elizabeth Broderick AO

Founder, Champions of Change Coalition

Our progress

On the following pages, we share our progress and outcomes on the pathway to gender equality in sport

PICTURED: EZI MAGBEGOR OF THE OPALS. AAP PHOTOS

Our progress and outcomes

The Champions of Change Sport Group includes 20 Members across national, state and professional club environments.

Members are focused on advancing gender equality, including advancing more and diverse women into leadership positions; developing more inclusive sporting cultures; and pay equity.

A particular priority has been the development of a framework to measure and track progress.

In our second year of reporting on the framework, there are a number of overall key positive movements towards equality. However, the Sport Group also recognises that there is some way to go in achieving equality, particularly in terms of women in leadership and progress towards pay equity for athletes.

Highlights for 2019–2020

35.3% of organisations have achieved gender balance of Board Directors (40–60%) ↑ from 29.4% when first reported for FY 2018–19.

49.5% of total funded development pathway opportunities are for female athletes ↑ from 39.0% when first reported for FY 2018–19.

47.1% of organisations have achieved equity in prize money for elite athletes/ teams ↑ from 43.8% when first reported for FY 2018–19.

100% of organisations have achieved equal access to resources for elite athletes ↑ from 87.5% when first reported for FY 2018–19.

53.7% of promotion and public appearance opportunities are allocated to women athletes ↑ from 19.9% when first reported for FY 2018–19.

34.9% of promotional/marketing spend is dedicated to women in sport/ women's competition ↑ from 22.8% when first reported for FY 2018–19.

52.4% of budget is dedicated to building women in sport at elite level ↑ from 49.4% when first reported for FY 2018–19.

91.8% of total facilities accommodate women's participation needs (e.g. equal access to change room facilities) ↑ from 72.3% when first reported for FY 2018–19.

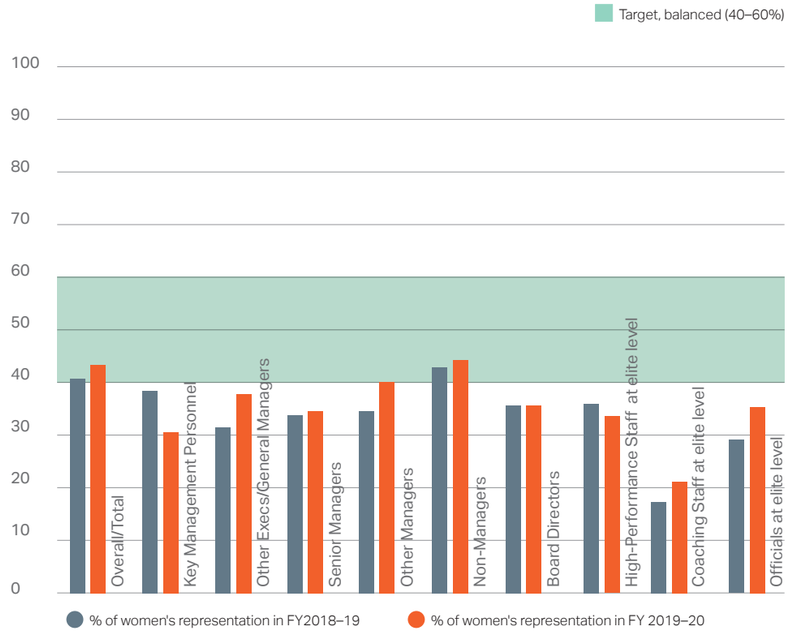
30.8% women's representation in Key Management Personnel ↓ from 38.2% when first reported for FY 2018–19.

33.8% women's representation in High Performance Roles ↓ from 35.8% when first reported for FY 2018–19.

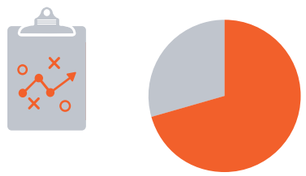
Leadership

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

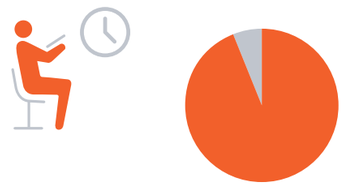
Women's representation in leadership across Sport Members



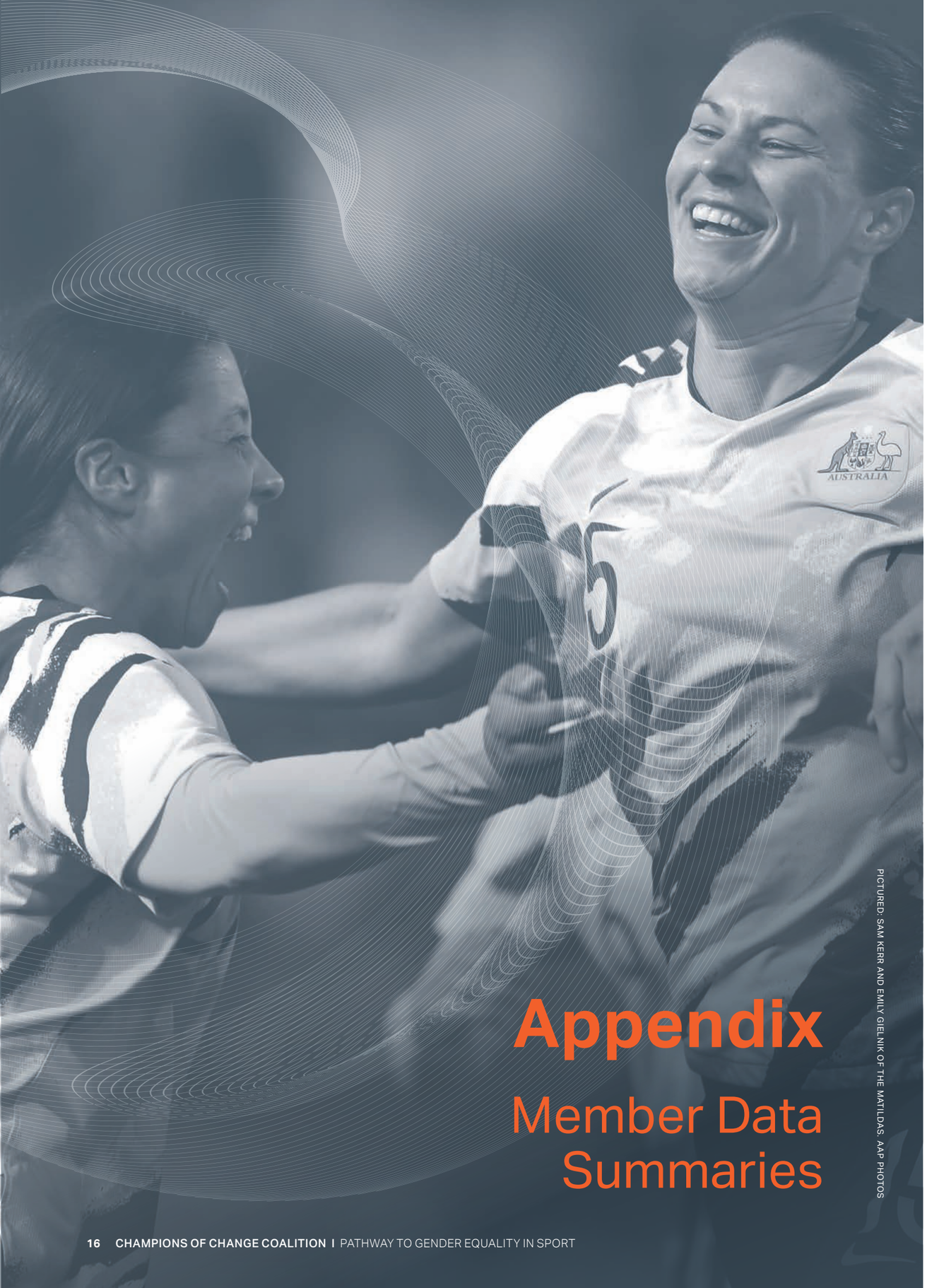
70.6% have a diversity and inclusion policy including an action plan ↑ from 64.7% when first reported for FY 2018–19.



94.1% have implemented flexible working policies = to the data reported for FY 2018–19.



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



PICTURED: SAM KERR AND EMILY GIELNIK OF THE MATILDAS. AAP PHOTOS

Appendix

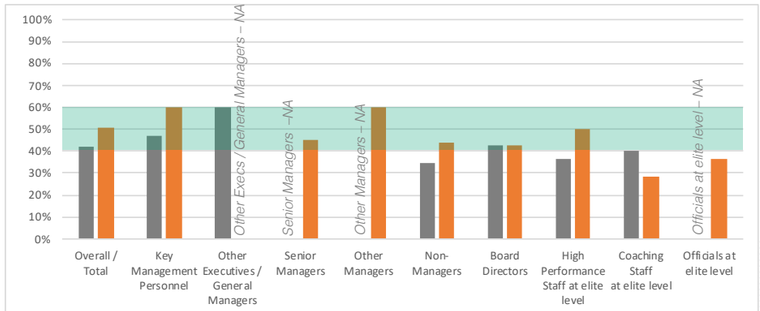
Member Data Summaries

Basketball Australia

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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?	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)	31.7%		
	% of registered female athletes at elite level	47.7%		
	% of playing opportunities for women compared to men at elite level	75.0%		1
	Level of fan engagement growth for women's sport/competition	18.0%		
	% 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	50.0%		2
	% of dollar investment in development pathways for female athletes	59.8%		
	% 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 women in sport/women's competition	-	-	
	% of budget dedicated to building women in sport at elite level	49.6%		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	-	-	4
	Pay equality (total remuneration) between male and female athletes at elite level	-	-	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?	-	-	5

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

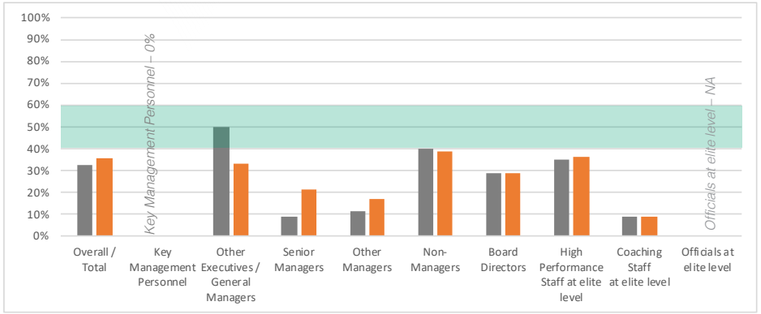
1. Data based on the NBL and WNBL games, does not include finals and international opportunities.
2. Data based on the Basketball Australia (BA) COE Scholarships.
3. This includes investments in the WNBL competition which is considered a key element of the female High Performance pathway.
4. National teams athletes are paid a standard per diem. BA does not have access to pay equity data as professional contracts are managed through WNBL and NBL which are separate entities to BA.
5. This process is managed by WNBL and NBL, as such BA does not have the relevant data.

Carlton Football Club

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	87.0%		
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	83.0%		
	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	1
	% of registered female athletes at elite level	41.1%		2
	% of playing opportunities for women compared to men at elite level	36.4%		3
	Level of fan engagement growth for women's sport/competition	35.7%		
	% 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	50.0%		
	% of dollar investment in development pathways for female athletes	NA	NA	4
	% of promotion and public appearance opportunities allocated to women elite athletes	32.5%		
	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 women in sport/women's competition	-	-	
	% of budget dedicated to building women in sport at elite level	NA	NA	5
	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	91.9%		6
	Pay equality (total remuneration) between male and female athletes at elite level	95.6%		
	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?	NA	NA	7

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

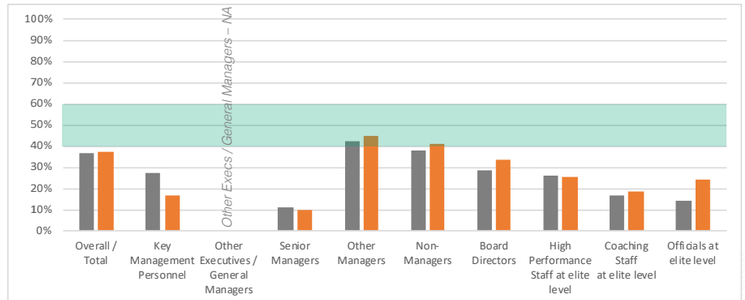
1. Grassroots participation is managed by the governing body (AFL).
2. Data does not include VFL or VFLW players.
3. Data does not include VFL or VFLW games where AFL or AFLW players may have access to play.
4. Development pathways for female athletes are managed by the governing body (AFL).
5. Budget spend for building women's elite sport is determined by the governing body (AFL).
6. Differences are based on salary caps across both AFL and AFLW.
7. Prize money is determined by the governing body (AFL).

Collingwood Football Club

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	82.0%		1
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	82.0%		
	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	2
	% of registered female athletes at elite level	40.5%		3
	% of playing opportunities for women compared to men at elite level	39.1%		4
	Level of fan engagement growth for women's sport/competition	65.0%		
	% 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	50.0%		
	% of dollar investment in development pathways for female athletes	NA	NA	5
	% 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 women in sport/women's competition	40.9%		
	% of budget dedicated to building women in sport at elite level	NA	NA	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	78.2%		7
	Pay equality (total remuneration) between male and female athletes at elite level	91.4%		
	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?	NA	NA	8

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

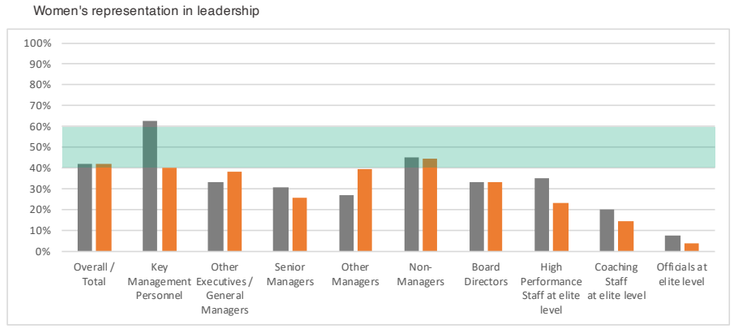
FOOTNOTES:

1. Data represents total engagement percentage, not split between genders.
2. Grassroots participation is managed by the governing body (AFL).
3. To ensure Collingwood's data is comparable with other AFL clubs, only AFLW athletes have been included. Please note that Collingwood also has a Netball team.
4. Data based on AFL and AFLW season fixtures.
5. Development pathways for female athletes are managed by the governing body (AFL).
6. Budget spend for building women's elite sport is determined by the governing body (AFL).
7. Data is based on AFL and AFLW CBA.
8. Prize money is determined by the governing body (AFL).

Cricket Australia

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19



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)	77.0%	1
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	75.0%	
	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)	32.3%	2
	% of registered female athletes at elite level	38.9%	3
	% of playing opportunities for women compared to men at elite level	115.9%	4
	Level of fan engagement growth for women's sport/competition	29.3%	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	33.4%	5
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for female athletes	38.8%	6
	% of dollar investment in development pathways for female athletes	12.8%	7
	% of promotion and public appearance opportunities allocated to women elite athletes	50.3%	8
	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 women in sport/women's competition	23.1%	9
	% of budget dedicated to building women in sport at elite level	37.0%	
	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	0.0%	
	Pay equality (total remuneration) between male and female athletes at elite level	63.6%	
	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	

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available

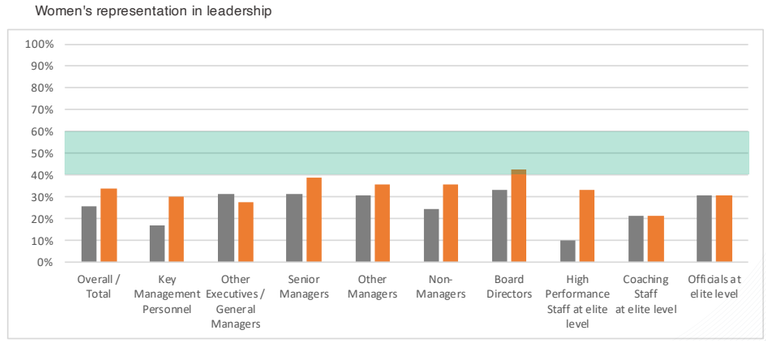
FOOTNOTES

1. Data is based on the Employee Engagement Survey.
2. Grassroots participation includes registered participants and school program participants.
3. Data is based on CA and State and Territory Associations, including the BBL and WBBL.
4. Includes domestic and international matches, Sheffield Shield, Marsh Cup, BBL, WNCL and WBBL. Finals are not included.
5. The National Facility Audit conducted by Cricket Australia in 2017 found that only 20% of cricket's change room facilities across Australia met the needs of female participants. This figure has increased to 33.4% over the past three years.
6. Men's data includes U15, U17, U19, U19WC and Ponting v Gilchrist match. Women's data includes U15, U18 and Perry v Lanning match.
7. Percentage is significantly lower this financial year due to COVID-related cancellations.
8. The increase in women's activity was driven by the ICC T20 World Cup.
9. Data is based on WBBL and BBL as the leading domestic competitions. Marketing for international series is considered separately

Football Australia

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19



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)	23.0%	
	% of registered female athletes at elite level	50.0%	
	% of playing opportunities for women compared to men at elite level	71.4%	1
	Level of fan engagement growth for women's sport/competition	9.3%	
	% 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	100%	2
	% of dollar investment in development pathways for female athletes	100%	
	% of promotion and public appearance opportunities allocated to women elite athletes	53.0%	
	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 women in sport/women's competition	53.0%	
	% of budget dedicated to building women in sport at elite level	45.8%	
	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	3
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	0.0%	4
	Pay equality (total remuneration) between male and female athletes at elite level	0.0%	
	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	

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

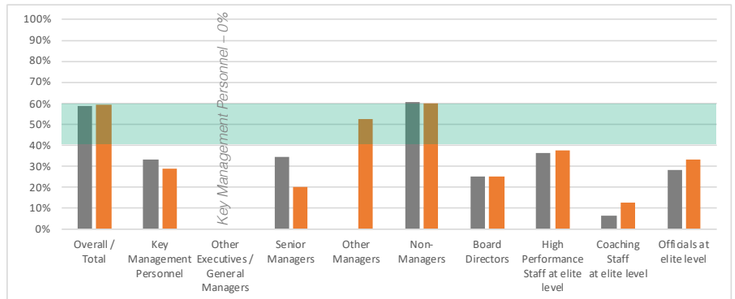
1. Figures are estimated based on International Matches, including friendlies, AFC or FIFA competitions.
2. Data based on emerging Matildas Programs in Sydney, Brisbane and Melbourne. Please note that FFA provides scholarships for women but does not manage development pathways for men, as this is managed at a club level.
3. 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.
4. FFA delivered a groundbreaking 50/50 split of National Teams' commercial revenue for the Matildas and Socceroos. This unique deal in Australian sport demonstrates the commitment of the Socceroos to achieve 50/50 gender participation by 2027.

Geelong Football Club

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in leadership



* Note that not all the High Performance, Coaching and Official roles are Full Time.

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)	97.0%		1
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	97.0%		
	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)	NA	NA	2
	% of registered female athletes at elite level	40.5%		
	% of playing opportunities for women compared to men at elite level	36.4%		3
	Level of fan engagement growth for women's sport/competition	33.0%		
	% 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	50.0%		4
	% of dollar investment in development pathways for female athletes	NA	NA	5
	% of promotion and public appearance opportunities allocated to women elite athletes	32.5%		
	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 women in sport/women's competition	-	-	
	% of budget dedicated to building women in sport at elite level	NA	NA	6
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?	Yes		7
	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	38.3%		8
	Pay equality (total remuneration) between male and female athletes at elite level	79.0%		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?	In progress		
	Has equity in prize money for elite athletes/teams been achieved?	NA	NA	10

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

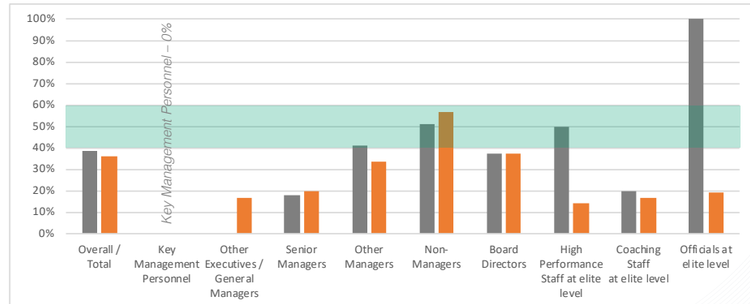
1. Data based on the Culture Amp Survey.
2. Grassroots participation is managed by the governing body (AFL).
3. Does not include finals, pre-season, State of Origin, AFLX and International Games.
4. Data based on AFL, VFL and NGA pathways.
5. Development pathways for female athletes are managed by the governing body (AFL).
6. Budget spend for building women's elite sport is determined by the governing body (AFL).
7. Please note that contact hours are more limited for female athletes.
8. Data represents actual payments for FY20, excluding variable payments.
9. Data includes variable payments.
10. Prize money is determined by the governing body (AFL).

Golf Australia

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	20.0%		
	% of registered female athletes at elite level	50.0%		
	% of playing opportunities for women compared to men at elite level	NA	NA	1
	Level of fan engagement growth for women's sport/competition	2.9%		2
	% 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	30.8%		
	% of dollar investment in development pathways for female athletes	30.8%		3
	% of promotion and public appearance opportunities allocated to women elite athletes	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 women in sport/women's competition	50.0%		
	% of budget dedicated to building women in sport at elite level	50.0%		
	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	NA	NA	
	Pay equality (total remuneration) between male and female athletes at elite level	NA	NA	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?	NA	NA	
	Has equity in prize money for elite athletes/teams been achieved?	Yes		5

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

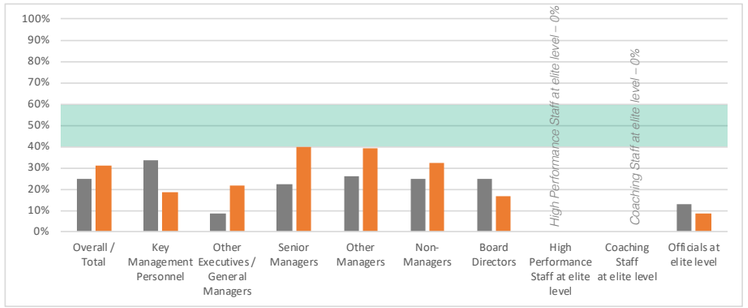
1. Not applicable as playing opportunities are determined by Official World Golf Rankings.
2. Growth is measured by tracking crowd attendance at the Women's Australian Open. Attendance continues to grow upon previous record crowds.
3. Players receive the same unit of investment regardless of gender, it is the number of players in the pathway that creates the difference.
4. Not applicable as elite athletes are compensated based on the purse for each tournament they play.
5. Data based on Victorian Open Equal Prize Money for men and women. For FY 2019–20 the women's prize money was 3.8% higher than the men's.

National Rugby League

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	16.6%	[1]
	% of registered female athletes at elite level	13.9%	
	% of playing opportunities for women compared to men at elite level	2.5%	[2]
	Level of fan engagement growth for women's sport/competition	35.0%	[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	NA	NA [4]
	% of dollar investment in development pathways for female athletes	40.5%	
	% of promotion and public appearance opportunities allocated to women elite athletes	10.3%	
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	In progress	[5]
Investments Strive for equal investment	% of promotional/marketing spend on 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	[6]
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	-	-
	Pay equality (total remuneration) between male and female athletes at elite level	-	- [7]
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	No	
	Has gender pay gap data for elite athletes been defined, measured and published?	No	
	Has equity in prize money for elite athletes/teams been achieved?	No	

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

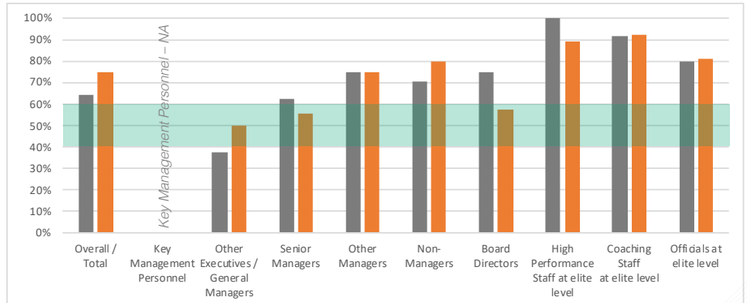
1. The reported data comprises registrations from 1/12/2019 to 31/10/2020 for the 2020 Season. This data represents the effects of COVID-19 on participation rates and does not reflect the typical number of registered participants at a grassroots level.
2. 2020 WSOO and SOO were postponed due to COVID-19 from June 2020 to November 2020 and therefore excluded from this reporting period.
3. Data based on NRLW and NRLW 2019 Grand Final viewership.
4. The 2020 National Championship (scheduled for May 2020) was canceled due to COVID-19. This is a key pathway opportunity for non-NRLW athletes to move into the elite space. In 2021, the National Championships will be held and funded by the NRL. Pathways outside the National Championships are run by the state leagues.
5. Whole of game strategy is a work-in-process with a plan to execute it in 2021. The plan was delayed due to COVID-19.
6. No specific policy exists; however, there is an expectation that elite players are afforded the same level of accommodation and travel.
7. Data does not include women's earning opportunities through Jillaroos, WSOO or Marquee contracts.

Netball Australia

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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?	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)	91.5%	[1]
	% of registered female athletes at elite level	100%	[2]
	% of playing opportunities for women compared to men at elite level	NA	NA [3]
	Level of fan engagement growth 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	100%	
	% of dollar investment in development pathways for female athletes	100%	
	% of promotion and public appearance opportunities allocated to women elite athletes	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 women in sport/women's competition	100%	[4]
	% of budget dedicated to building women in sport at elite level	100%	
	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?	NA	NA [3]
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	NA	NA [3]
	Pay equality (total remuneration) between male and female athletes at elite level	NA	NA [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?	NA	NA
	Has equity in prize money for elite athletes/teams been achieved?	Yes	

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

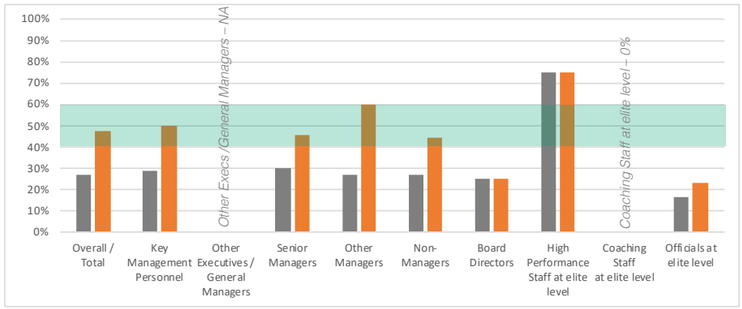
1. Data souced from Ausplay data.
2. Data based on number of athletes competing in the 2020 Suncorp Super Netball competition.
3. Netball Australia does not have an elite men's team. Althought Netball Australia has an opportunity to improve gender balance, we recognise the significant role Netball Australia plays in engaging women and girls in sport.
4. Data does not include promotional items and broadcasts.

Racing Victoria

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	NA	NA	1
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	NA	NA	
	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	27.5%		2
	% of playing opportunities for women compared to men at elite level	100%		3
	Level of fan engagement growth 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 total funded development pathway opportunities for female athletes	61.8%		4
	% of dollar investment in development pathways for female athletes	50.0%		5
	% of promotion and public appearance opportunities allocated to women elite athletes	-	-	6
	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 women in sport/women's competition	NA	NA	7
	% of budget dedicated to building women in sport at elite level	NA	NA	8
	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%		9
	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		

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

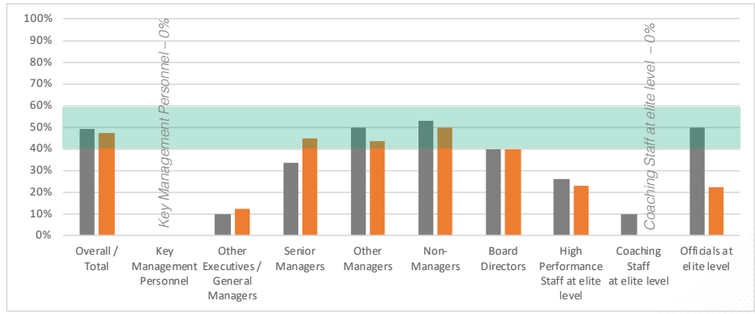
1. Racing Victoria does not survey our licensed and registered persons on this measure.
2. Data does not include Jumps Jockeys B or Picnic Jockeys.
3. Women and men compete in the same races and are afforded the same opportunities; however, this metric does not include the allocation of those opportunites to women.
4. Data based on participating apprentices of the apprenticeship jockey program.
5. Investment based on the apprenticeship jockey program. Participating apprentices have equal access to resources funded under this program.
6. Promotional activities are generated as a result of performance, milestones and other factors. Promotions are driven by campaigns managed by Racing Victoria and will have a gender lens applied.
7. Marketing spend is not split by gender in racing as men and women compete alongside each other.
8. Elite jockey athletes are developed through the apprentice jockey program noted above.
9. Ride fees and prize money is equal for male and female jockeys. The opportunity to be awarded the ride is the distinguishing factor.

Richmond Football Club

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY2019–20
- % of women's representation in FY2018–19

Women's representation in 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?	In progress		
	Is there implementation of flexible working policies?	In progress		
Participation Develop a strong pipeline of potential elite talent	% of registered female participants at grassroots level (includes women and girls)	NA	NA	1
	% of registered female athletes at elite level	40.5%		
	% of playing opportunities for women compared to men at elite level	35.3%		2
	Level of fan engagement growth for women's sport/competition	15.0%		
	% 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	50.0%		3
	% of dollar investment in development pathways for female athletes	NA	NA	4
	% of promotion and public appearance opportunities allocated to women elite athletes	90.9%		
	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 women in sport/women's competition	-	-	
	% of budget dedicated to building women in sport at elite level	NA	NA	5
	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?	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	82.3%		
	Pay equality (total remuneration) between male and female athletes at elite level	91.7%		6
	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?	NA	NA	7

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

1. Grassroots participation is managed by the governing body (AFL).
2. Excludes pre-season competitions.
3. Data based on Next Gen Academy zone.
4. Development pathways for female athletes are managed by the governing body (AFL).
5. Budget spend for building women's elite sport is determined by the governing body (AFL).
6. Men's total average was impacted by COVID-19.
7. Prize money is determined by the governing body (AFL).

Rowing Australia

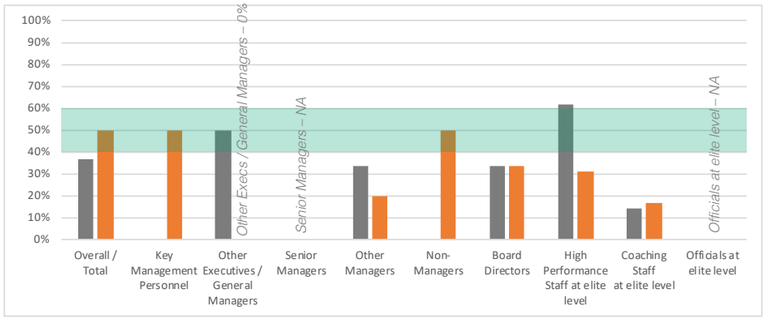
Leadership

Target, balanced (40–60%)

% of women's representation in FY 2019–20

% of women's representation in FY 2018–19

Women's representation in 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)	100%		
	% 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)	50.0%		
	% of registered female athletes at elite level	52.3%		
	% of playing opportunities for women compared to men at elite level	100%		[1]
	Level of fan engagement growth for women's sport/competition	NA	NA	[2]
	% 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	NA	NA	[3]
	% of dollar investment in development pathways for female athletes	NA	NA	[3]
	% of promotion and public appearance opportunities allocated to women elite athletes	50.0%		
	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 women in sport/women's competition	50.0%		
	% of budget dedicated to building women in sport at elite level	50.0%		
	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		[4]
	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		

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

1. This includes Nationals, World Rowing Cups, Para International Regatta, World Rowing Championships, Olympics and Paralympics.
2. Rowing Australia does not maintain separate fan engagement channels for men and women.
3. Rowing Australia does not differentiate by gender as we are a gender-equal sport.
4. Pay equity has not been communicated. However, prize equity has been communicated to all athletes.

Rugby Australia

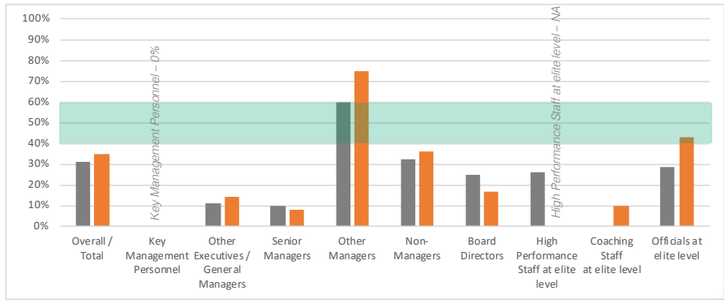
Leadership

Target, balanced (40–60%)

% of women's representation in FY 2019–20

% of women's representation in FY 2018–19

Women's representation in 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)	14.3%		[1]
	% of registered female athletes at elite level	46.2%		[2]
	% of playing opportunities for women compared to men at elite level	78.6%		[3]
	Level of fan engagement growth for women's sport/competition	12.0%		
	% 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]
	% of dollar investment in development pathways for female athletes	-	-	[5]
	% 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 women in sport/women's competition	-	-	[6]
	% of budget dedicated to building women in sport at elite level	-	-	[7]
	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?	In progress		[8]
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	-	-	[9]
	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	

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

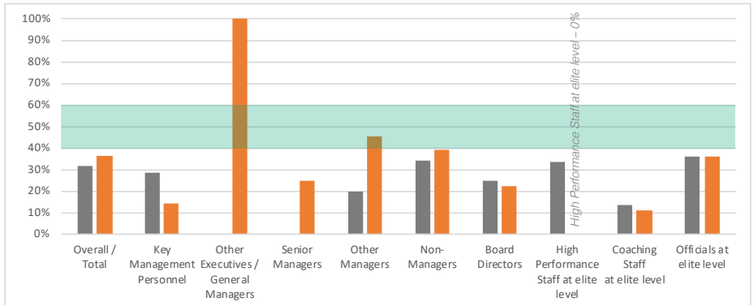
1. Data does not include Wheelchair Rugby.
2. Data based on the Wallabies, Wallaroos and 7s players.
3. Data based on International Competitions for the Wallabies, Wallaroos and the Aussie 7s teams. Please note that due to COVID-19, all games from March 2020 to July 2020 were canceled.
4. Data unavailable due to impact of COVID-19.
5. Data unavailable due to impact of COVID-19.
6. Rugby Australia's 2020 Financial Year was heavily impacted by COVID-19. Data on this question is unavailable for this period.
7. Data unavailable due to impact of COVID-19.
8. Equal travel/accommodation has been achieved for the Aussie 7s teams. An equal travel/accommodation policy is in progress for the Wallaroos team.
9. Pay equity has been achieved for the Aussie 7s teams. Pay equity is yet to be achieved for the Wallaroos.

St Kilda Football Club

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	93.0%		1
	% 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)	NA	NA	2
	% of registered female athletes at elite level	42.5%		
	% of playing opportunities for women compared to men at elite level	40.9%		
	Level of fan engagement growth for women's sport/competition	32.0%		
	% 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	35.7%		
	% of dollar investment in development pathways for female athletes	NA	NA	3
	% of promotion and public appearance opportunities allocated to women elite athletes	-	-	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 women in sport/women's competition	50.6%		
	% of budget dedicated to building women in sport at elite level	NA	NA	5
	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	94.7%		
	Pay equality (total remuneration) between male and female athletes at elite level	93.3%		
	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?	NA	NA	6

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

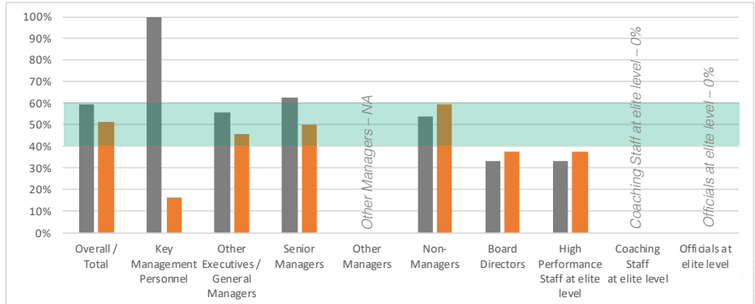
1. Data based on the AFLW player survey.
2. Grassroots participation is managed by the governing body (AFL).
3. Development pathways for female athletes are managed by the governing body (AFL).
4. No public appearances due to COVID-19.
5. Budget spend for building women's elite sport is determined by the governing body (AFL).
6. Prize money is determined by the governing body (AFL).

Swimming Australia

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	-	-	1
	% 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?	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)	58.0%		2
	% of registered female athletes at elite level	43.7%		3
	% of playing opportunities for women compared to men at elite level	100.0%		4
	Level of fan engagement growth for women's sport/competition	5.0%		
	% 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	49.2%		5
	% of dollar investment in development pathways for female athletes	50.0%		6
	% of promotion and public appearance opportunities allocated to women elite athletes	50.0%		
	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 women in sport/women's competition	50.0%		
	% of budget dedicated to building women in sport at elite level	50.0%		7
	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	-17.6%		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?	Yes		

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

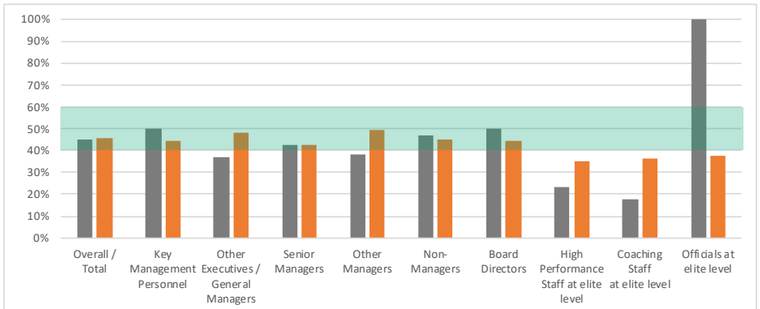
1. Data sourced from the membership database.
2. Data sourced from the number of participants per our membership database.
3. Based on Elite Athletes that are funded (both Able Bodied and Para).
4. Includes international and national opportunities that are available for elite athletes (Olympics, World Cups, World Championships, etc).
5. Some athletes were selected in multiple programs and therefore attended more than one funded opportunity.
6. Includes employees' salaries, budgeted travel, team costs, outfitting, events, contractors and general expenses.
7. High-Performance Staff Government funding budgeted and split equally between genders.
8. Women's total remuneration was higher than men's total remuneration as it includes prize money for individual performance in the World Championships event.

Tennis Australia

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	76.0%		1
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	77.0%		
	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)	39.9%		
	% of registered female athletes at elite level	34.5%		2
	% of playing opportunities for women compared to men at elite level	79.3%		3
	Level of fan engagement growth for women's sport/competition	7.0%		
	% 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	59.3%		4
	% of dollar investment in development pathways for female athletes	59.3%		
	% of promotion and public appearance opportunities allocated to women elite athletes	47.4%		
	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 women in sport/women's competition	50.0%		
	% of budget dedicated to building women in sport at elite level	50.0%		
	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		5
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes		5
	Has equity in prize money for elite athletes/teams been achieved?	Yes		

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

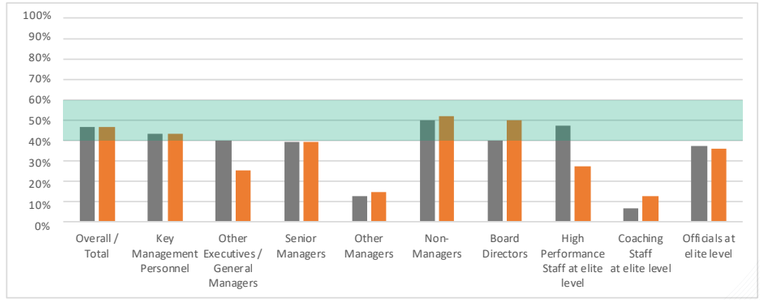
1. Data based on employees' experience.
2. Includes all athletes on a Senior Pro athlete agreement (plus 2 pro wheelchair players). All are over the age of 23 and in the Top 250 singles or Top 50 doubles in the world.
3. Data based on ATP, WTA and ITF tournaments globally.
4. COVID-19 impacted the global tennis calendar from March/April 2020 onwards. As such, playing opportunities were lower than previous year.
5. Tennis Australia does not have a gender pay gap for elite athletes as we pay equal prize money and Australian players receive equal support.

Western Bulldogs

Leadership

- Target, balanced (40–60%)
- % of women's representation in FY 2019–20
- % of women's representation in FY 2018–19

Women's representation in 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)	96.0%		
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	98.0%		
	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	1
	% of registered female athletes at elite level	41.3%		
	% of playing opportunities for women compared to men at elite level	40.9%		
	Level of fan engagement growth for women's sport/competition	7.6%		
	% 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	-	-	
	% of dollar investment in development pathways for female athletes	NA	NA	2
	% of promotion and public appearance opportunities allocated to women elite athletes	44.3%		
	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 women in sport/women's competition	62.5%		
	% of budget dedicated to building women in sport at elite level	NA	NA	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	78.8%		
	Pay equality (total remuneration) between male and female athletes at elite level	66.5%		
	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?	NA	NA	4

*Please refer to pages 6–9 for the assessment criteria for each of these measures; NA = not applicable; - = not available.

FOOTNOTES

1. Grassroots participation is managed by the governing body (AFL).
2. Development pathways for female athletes are managed by the governing body (AFL).
3. Budget spend for building women's elite sport is determined by the governing body (AFL).
4. Prize money is determined by the governing body (AFL).

Definitions

Key Management Personnel (KMP) – Key Management Personnel 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 – Grassroots participants are 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 ithey relate 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 elite-level athlete is 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.
- Racing Victoria – Officials refer to Stewards who oversee all aspects of horse racing and the integrity of race day operations.
- Rugby Australia – Officials refer to Match Officials for the Wallabies, Wallaroos and the Australian Men and Women's 7s matches.
- Swimming Australia – Officials are appointed as volunteers on a per diem or event basis.

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, national and international-level players		

Adapted from Cricket Australia model.

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

Year-on-year increase in over-representation of women – Any increase in women's representation that moves away from gender balance (40-60%), that is equal to or greater than 0.1%

Year-on-year increase in under-representation of women – Any decrease in women's representation that moves away from gender balance (40-60%), that is equal to or greater than 0.1%

Our thanks

The work of Champions of Change Sport is continuously informed and inspired by feedback and ideas from our staff, athletes, coaching teams, supporters, partners, sponsors and participants. Their input is invaluable in shaping our priorities and the action we take.

Our sincere thanks to the Champions of Change Sport Implementation Leaders who contributed to the development of the Pathway to Gender Equality in Sport including Pay Equality annual reporting:

Organisations	Implementation Leaders
Basketball Australia	Simon Bishop
Carlton Football Club	Vanessa Gigliotti
Collingwood Football Club	Vicki Pratt
Cricket Australia	Sam Watson
Football Australia	Sarah Walsh & Nina McDonnell
Geelong Football Club	Tracy Gilligan & Cassie Lindsey
Golf Australia	Greg Oakford, Chyloe Kurdas & Daniel Simons
National Rugby League	Sarcha Huntley & Tiffany Slater
Netball Australia	Victoria Edmonson
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Simon Derrick
Rowing Australia	Dhuse Manogram
Rugby Australia	Casey Conway & Jilly Collins
Sport Australia	Emma Stonham
St Kilda Football Club	Kate Pollock
Swimming Australia	Luke Emerson
Tennis Australia	Scott Glover
Western Bulldogs Football Club	Nick Truelson
Champions of Change Coalition Program Directors	Julie Bissinella (until October 2020) Sarah Styles (from October 2020 – January 2021) Leigh Russell (since January 2021 – current)

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CHAMPIONS OF CHANGE SPORT

Pathway to Gender Equality in Sport

Progress Report 2019–2020

Front cover: Minjee Lee; Kirsty Lamb, Brooke Lochland, Nicole McMahon and Bailey Hunt; Ellia Green.
Background image: The Australian Women's Cricket Team
Back cover: Kelsey-Lee Barber

CHAMPIONS OF CHANGE
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