

Pathway to Gender Equality in Sport

2021–2022 Progress Report



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
Former CEO
Collingwood Football Club



Ameet Bains
CEO
Western Bulldogs



Brian Cook
CEO
Carlton Football Club



Marne Fehner
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AusCycling



Brendon Gale
CEO
Richmond Football Club



Steve Hocking
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Geelong Football Club



Nick Hockley
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James Johnson
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Andrew Jones
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Simon Lethlean
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Andy Marinos
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Kate Palmer AM
Non-Executive Director



Kieren Perkins OAM
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Ian Robson
CEO
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Matt Scriven
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James Sutherland
CEO
Golf Australia



Craig Tiley
CEO
Tennis Australia



Adam Weir
CEO
Surf Life Saving Australia



Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition



The Evolution of the Framework

In 2015, a small group of sporting leaders committed to improving gender equality in sport came together to form the Champions of Change Sport Group.

In 2019, we developed a new set of measures to define and transparently track progress towards our goal. The groundbreaking report sought to capture the picture of gender equality in each of our organisations, and collectively inform and guide our work. This was a world first in collective action in the sport sector, and will provide the transparency needed to drive change.

The Pathway to Gender Equality in Sport had three important development stages.

◆ Stage 1

Development of a framework and commitment to transparent reporting

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

Dedicated team members in each Champions of Change Sport organisation completed the annual report for the first time. There was significant variation in the level of detail, the consistency of approach to measurement and the ability to compare results across organisations, 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 2019–2020, the Group moved into Stage 2. Through each annual reporting process, the group worked to develop an increasingly robust and consistent repository of data. This continues to be a challenge with a group of disparate sporting organisations representing federated sports, professional teams, national and state-based organisations of varying size. The report continued to be refined to capture the Group's baseline and develop year-on-year analysis, ensuring that reporting added insight and drives action that delivers results.

Covid-19

Taking stock and holding the line on data collection and progress

The last two to three years of upheaval created by Covid-19 has significantly impacted the Sport Group. After several years of momentum, progress slowed as sporting organisations and their not-for-profit counterparts navigated staff standdowns, financial loss and the closure of community and elite sport for significant periods. This instability required organisations to take stock and reset.

In 2020–2021 the Group decided to begin releasing the Pathway reporting in alternate years. This was decided with the understanding that, given the diversity among the organisations and seasonal cycles, providing updates over a longer period would allow for more insightful reporting and clear perspectives on which actions created the biggest impact.

◆ Stage 3

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

Our aim is to have accurate and consistent data that informs specific action plans, and using these to accelerate progress on gender equality in sport.

We also continue to consider where we might advance or develop new metrics to improve our assessment. This year we began collecting data on non-binary staff and athletes. This metric was established given the evolution of understanding of gender and the progress organisations have made towards broader inclusion in our organisations. With this growing understanding of LGBTQI+ communities, we will continue to track this data and explore other aspects of intersectionality.

The now biennial report includes data consistently tracked by each organisation. The increase in the number of women working in the sports industry is a direct result of the interventions driven by our members, and is the area with the greatest improvement. Equally, where there are lags in progress, we ensure a direct correlation to our work plan for 2023 and beyond.

As we continue to monitor key metrics, we will work to ensure that this information continues to inform comprehensive plans to accelerate progress on gender equality. The insights are also shared widely to support broader industry progress on gender equality.

A note on reporting and comparisons between organisations

The diverse mix of organisations, from large governing bodies to individual football clubs within the Champions of Change Sport Group presents a cross-section of insights on the Sports sector. However, this means that drawing comparative insights is challenging. Not only do our organisations differ in size and scope, but their core business needs vary due to the differences in each sport. It is crucial to take these variations into account when assessing progress across the Sport Group.

It is recommended that this report is viewed in relation to overall progress towards a gender equal sporting landscape, rather than focusing on organisational comparisons.



What will success look like?

ICC WOMEN'S T20
WORLD CUP
SOUTH AFRICA 2023



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 with 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 in 2019 by the Champions of Change Coalition and McKinsey & Company in consultation with all Member sporting organisations. It was 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.

Booking.com

YU'S

Bhara

ramco

Em

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 overall gender balance across the organisation, and in leadership, recruitment, graduates and promotions?
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 exec/general managers, senior managers, other managers, non-managers

% of women on the board of directors

% of women high-performance staff at the elite level

% of women coaching staff at the elite level

% of women officials at the elite level

- Gender balance 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 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)

- 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

Do you have a diversity and inclusion policy, including an action plan?

Is there implementation of flexible working policies?

- Complete already or underway now
- In plan to commence or complete by 2023
- No plans currently in place for this action



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 women and girl participants at a grassroots level

% of registered women athletes at the elite level

% of playing opportunities for women compared to men at the elite level

- Gender balance 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

- 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 the playing opportunities and are moving away from equal
- Women have less than 50% of the playing opportunities and are moving away from equal

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
 <h2>Pathways</h2> <p>Offer genuine and equitable high-performance pathways</p>	<ol style="list-style-type: none"> Are high-performance pathways for women (athletes and coaches) defined and communicated? Are there clear role models that women and girls can aspire to? Are systems in place to support the transition from amateur to professional? 	<p>% of funded development pathway opportunities for women athletes</p> <hr/> <p>% of dollar investment in development pathways for women athletes</p> <hr/> <p>% of promotion and public appearance opportunities allocated to women elite athletes</p> <hr/> <p>Have pathways for women to reach the elite level been communicated to participants and governing bodies?</p>	<ul style="list-style-type: none"> 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 <hr/> <ul style="list-style-type: none"> Greater than 40% Equal to or proportionately more than women's representation at elite level Proportionately less than women's representation at the elite level <hr/> <ul style="list-style-type: none"> Complete already or underway now In plan to commence or complete by end of 2023 Proportionately less than their representation at elite level
 <h2>Investment</h2> <p>Strive for equal investment</p>	<ol style="list-style-type: none"> Is there investment in building audiences and fan engagement? Have internal resources been dedicated to building women's sport? Are sponsorship dollars invested equally (or more to women if required)? Do athletes have access to equal conditions, allowances and development resources? 	<p>% of promotional/marketing spend on women in sport or women's competition</p> <hr/> <p>% of budget dedicated to building women in sport at the elite level</p> <hr/> <p>Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?</p> <hr/> <p>Is there an equal travel and accommodation policy across genders?</p>	<ul style="list-style-type: none"> Greater than 40% Equal to or proportionately more than women's representation at elite level Proportionately less than their representation at elite level <hr/> <ul style="list-style-type: none"> Complete already or underway now In plan to commence or complete by end of 2023 No plans currently in place for this action
 <h2>Practical actions</h2> <p>Take simultaneous practical actions to close the gender pay gap for elite athletes</p>	<ol style="list-style-type: none"> Have pay equity ambitions been communicated? Has gender pay gap data been defined, measured and published? Are clear processes, timelines and targets in place to achieve pay equity? Has pay equity been achieved? 	<p>Pay equity (base pay) between men and women athletes at the elite level</p> <hr/> <p>Pay equality (total remuneration) between men and women athletes at the elite level</p> <hr/> <p>Have pay equity and prize equity ambitions been communicated internally and externally in the last 12 months?</p> <hr/> <p>Has gender pay gap data for elite athletes been defined, measured and published?</p> <hr/> <p>Has equity in prize money for elite athletes and teams been achieved?</p>	<ul style="list-style-type: none"> Is equal Year-on-year improvement towards equal pay Is not equal and moving away from equal pay <hr/> <ul style="list-style-type: none"> Complete already or underway now In plan to commence or complete by end of 2023 No plans currently in place for this action

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



The commitment to gender equality in sport remains unwavering. We recognise there's still a lot of work to be done, and breaking down barriers for women in leadership and high-performance sport, while also accelerating the growth and commercialisation opportunities to achieve true pay equality, is an ongoing focus.

Craig Tiley
CEO, Tennis Australia

Our progress

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



Our progress and outcomes

The Champions of Change Sport Group comprises 19 Members across national, state and professional sport environments, as well as two independent members who provide sector insights alongside lived experience as women who have and continue to hold leadership roles across the sports sector.

The data included in this report and qualitative reporting throughout the year demonstrates overall positive movement towards a gender equal sports sector. While progress has been made, we know there is significant work to be done, particularly in the wake of the extreme disruption created by Covid-19.

Following the Covid-19 pandemic, 2021-2022 was characterised by resurgence and a desire to make up ground after significant financial and cultural losses across the sector. The past year has seen play resuming to pre-pandemic levels in community and elite sports. Fans are also returning to venues and events are back at full capacity. The past year has also been a period of consolidation and renewal, as organisations re-establish structures and resourcing after significant organisational change arising from Covid-19. Our data shows that while progress has slowed, numbers have remained steady as we continued to embed gender equality across our organisations through these turbulent years. Moving forward, the Group is set to tackle inequality with renewed vigour in a more settled sports landscape.

Key areas of overall improvement include:

- achieving gender balance across our organisations and therefore the Champions of Change Sport Group as a whole
- increased playing opportunities for elite women athletes and at the grassroots level
- increased resourcing and facilities for elite women athletes
- the development and measuring of inclusive cultures and broader diversity.

Despite consistent effort across the industry over several years, and an increase in the overall number of women working in the industry, we continue to see gender segregation in the areas of administrative leadership and high-performance leadership. Our key areas of focus moving forward will be addressing the disparity in the number of women in leadership (namely executive, CEO, Board and coaching roles). We continue to invest in leadership training and development opportunities for women through various programs. However, there is a need to investigate and address the systemic barriers that continue to facilitate gender segregation in sporting workplaces.

Future efforts must also encourage increased transparency around the gender pay gap between men and women, and measuring and tracking dollar investment into growing women's sport. Tools to monitor and track pay will need to be developed to ensure organisations are able to report accurately.

Similarly, reviewing and sharpening reporting measures to achieve consistent sets of data across all measures will be crucial to driving sustainable change. Reporting shows that our ability to submit data across several metrics has been challenged over the last three years. This is largely due to resourcing pressures associated with Covid-19. However, there is also a need for organisations to develop mechanisms to expand the systems and tools they use to capture, monitor and report data to ensure they can track progress.

With the financial, resource and logistical challenges of the Covid-19 years largely surmounted, the Sport Group is in a better position to reassess and prioritise key metrics that will inform the Group's work, drive change, and ensure efficiency and accuracy. The Sport Group is now in an optimal position to refresh and reset its approach to reporting. This will allow it to settle into Stage 3 of the intended reporting phases: using longitudinal data monitoring to inform strategies and providing deeper insights to shape progressive actions.

More transparency around the share and types of investment into women's sport and the impact on growth will provide useful case studies, and may encourage continued investment from government and the private sector.



Highlights for 2022

Strong progress has been made across the five focus areas of the gender equality in sport framework.

 <p>Leadership</p>	<p>88.2%</p> <p>of organisations in the Champions of Change Sport Group have achieved or moved closer to overall gender balance, ⬆️ from 68.8% in 2021.</p>	<p>25.0%</p> <p>of organisations report gender balance in their high-performance roles, ⬆️ from 0.0% in 2021.</p>
 <p>Participation</p>	<p>68.8%</p> <p>of organisations report year-on-year increase in fan engagement across their women's sport products, ⬆️ from 56.2% in 2021.</p>	<p>43.8%</p> <p>of organisations have achieved gender balance in playing opportunities across men's and women's competitions, ⬆️ from 37.5% in 2021.</p>
 <p>Pathways</p>	<p>62.5%</p> <p>of organisations report gender balance in funded development pathways to reach the elite level, ⬆️ to 62.5% in 2021.</p>	<p>100%</p> <p>of organisations report pathways for women to reach the elite level have been communicated to participants and governing bodies, ⬆️ from 87.5% in 2021.</p>
 <p>Investment</p>	<p>100%</p> <p>of organisations have achieved gender balance in access to extended resources, e.g. doctors, physios and equipment, for elite women athletes, ⬆️ from 87.5% in 2021.</p>	<p>93.8%</p> <p>of organisations have achieved equal travel/accommodation policy across genders, ⬆️ from 81.2% in 2021.</p>
 <p>Practical Actions</p>	<p>93.8%</p> <p>report pay equity/prize equity ambitions have been communicated internally and externally in the last 12 months, ⬆️ from 87.5% in 2021.</p>	<p>87.5%</p> <p>of organisations report gender pay gap data for elite athletes have been defined, measured and published, ⬆️ from 75.0% in 2021.</p>

Priorities for progress

Some metrics are challenging to improve and remain key priorities to help accelerate progress towards gender equality in sport.

 <p>Leadership</p>	<p>0.0%</p> <p>of organisations have achieved gender balance among coaching staff at the elite level, ⬆️ from 31.3% in 2021.</p>	<p>37.5%</p> <p>of organisations report gender balance in their key management, ⬆️ from 25.0% in 2021.</p>
<p>31.3%</p> <p>of organisations have achieved gender balance on their boards, ⬆️ to 31.3% in 2021.</p>	<p>18.8%</p> <p>of organisations have achieved gender balance among officials at the elite level, ⬆️ from 12.5% in 2021.</p>	
 <p>Investment</p>	<p>50.0%</p> <p>of organisations report gender balance in promotional/marketing spend for their women athletes or women's competition, ⬆️ from 25.0% in 2021.</p>	<p>43.8%</p> <p>of organisations report gender balance in allocated budget dedicated to building women's sport at the elite level, ⬆️ from 25.0% in 2021.</p>
 <p>Practical Actions</p>	<p>12.5%</p> <p>of organisations have achieved pay equity (base pay) between men and women athletes at the elite level, ⬆️ from 6.2% in 2021.</p>	<p>12.5%</p> <p>of organisations have achieved pay equality (total remuneration) between men and women athletes at the elite level, ⬆️ from 6.2% in 2021.</p>



Leadership

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

Figure 1: Women's representation in leadership in national and state organisations

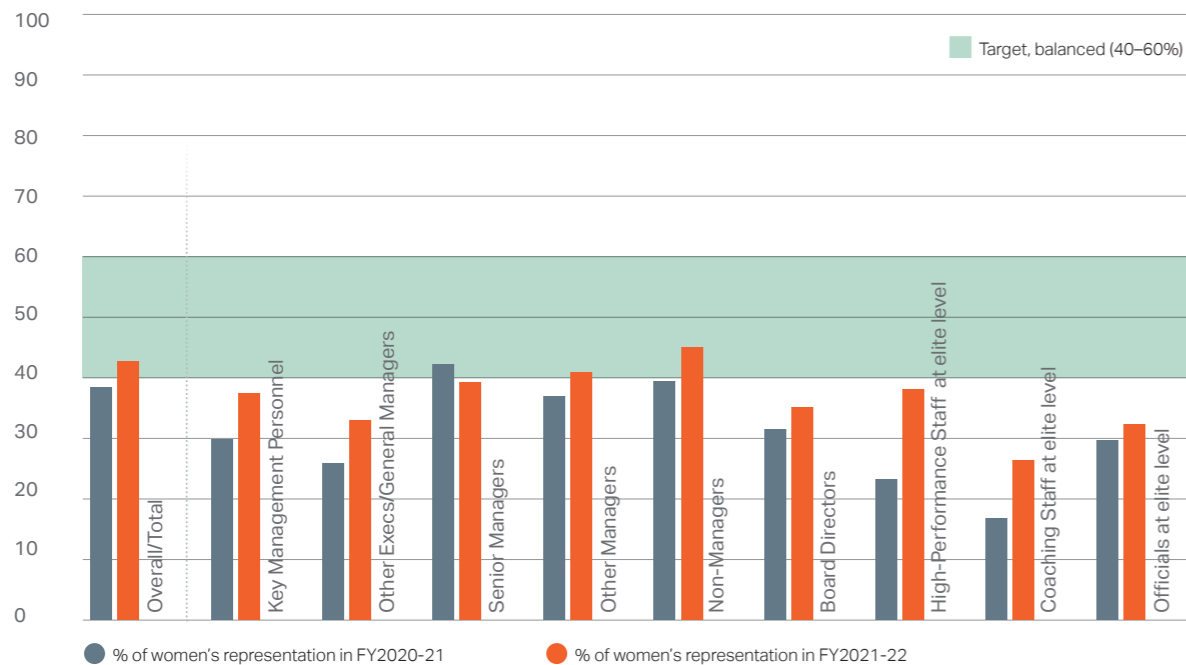
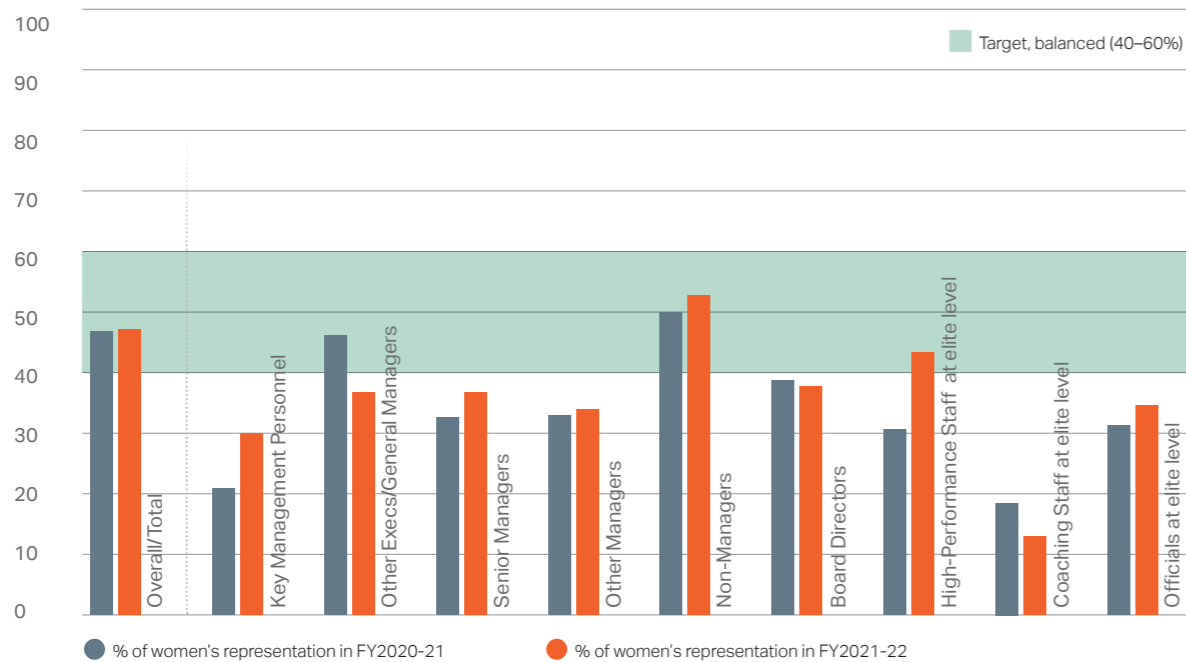


Figure 2: Women's representation in leadership across major sporting clubs members



Inclusive cultures

93.8%



of Member organisations have or are developing a diversity and inclusion policy and/or action plan. This demonstrates an increase in the number of organisations that are addressing broader inclusion beyond gender equality.

4 out of 6



major sporting clubs report that more than 80% of women feel that their workplace environment is inclusive during the past two years. This is a significant achievement given the working from home measures brought in to address Covid-19. Future work may consider how these shifts have been made in relation to women's experiences at sporting clubs over time.

Australian Sports Commission

Case Study



Women in Leadership

The ASC's Women's Leadership In Sport initiative includes a variety of programs that aim to increase the number of women taking up leadership roles across administrative and high-performance teams in sport. Over the past 12 months, the program has expanded its suite of offerings to help more than 500 women professionals, coaches, and former athletes to progress their careers. Strong results were reported from the 75 women who participated in the Women's Leadership in Sport workshop.

The initiative enabled the appointment of 16 coaches and 16 executives into two AIS Talent streams. The year-long leadership program's aim is to develop talent and build a cohort of women leaders for high-performance coaching and executive roles.

Twenty-two former elite athletes undertook the 2022 AIS Accelerate Program, a six-month program focused on developing leadership skills, career plans and industry networks to help advance their careers in the sector.

These programs provide opportunities for development and promotion, and serve as talent identification so organisations can broaden the pool of candidates for leadership positions.

92% stated they planned to progress into a more senior position.

93% reported feeling more confident in their role.

Surf Life Saving Australia

Women in Leadership

Case Study



Surf Life Saving Australia's (SLSA's) Women's Mentoring Program was launched in 2020, and is an example of an effective initiative to drive change over time. The program is designed to strengthen and support women in Surf Life Saving who hold leadership positions by fostering peer support and developing networks and leadership skills. The program drives cultural change by identifying talent and creating cohorts of support for women in a largely male dominated sport.

From 2020 to 2022, there have been over 140 participants involved nationally in the SLSA's Women's Mentoring Program. Uniquely, this year the program has expanded to include women from the age of 16, with the aim of nurturing talent from a young age. As the program has continued, SLSA reports a growing interest and drive to accelerate gender equality in Surf Life Saving. This includes the development of further data collection and reporting to create an evidence base for future work, and the emergence of tailored

programs like the Women in Sport 'Coaching for the Elite', which is targeted at coaches.

The flagship coaching program began in 2021 and continued in 2022, with the objective of creating pathways for women coaches, providing opportunities to be upskilled, and develop performance level technical and psychological skills.



Tailored programming and initiatives are crucial to shifting long-held cultural norms around women's ability to take up coaching positions and other positions of authority. **By directly targeting roles for development purposes, we hope to accelerate the pace of change.** Furthermore, it points to the repetitive nature of our early programs and our ability to innovate and evolve as we grew our understanding of the challenges we faced.

Adam Weir
CEO of Surf Life Saving Australia



Carlton Football Club

Inclusive cultures and grass roots impact

Case Study



Carlton Respects is the Carlton Football Club's flagship community initiative, intended to promote gender equality for the prevention of violence against women. The platform aims to help prevent violence against women, and build confidence in young people, with an emphasis on the concepts of respectful relationships and safety.

This program works to develop cultures of respect in society by educating young people and help eradicate violence. The Carlton Respects Schools Program was originally developed in 2016 and was delivered to Melbourne's northern metropolitan region.

In 2022, Carlton invested \$200,000 into a digital learning platform to provide the Carlton Respects curriculum to more participants.

'The Road to Respect' platform was developed in partnership with Millipede, and now extends to schools across the country, free of charge. The platform aligns with the Victorian Government's Department of Education and Training's 'Resilience, Rights and Respectful Relationships' curriculum. It focuses on four key sessions: managing emotions, bullying and help-seeking, being a buddy, and gender stereotypes. This is in addition to its emphasis on instilling values and respect. Community initiatives such as these are an example of the unique opportunity sports organisations have to drive social and cultural change.

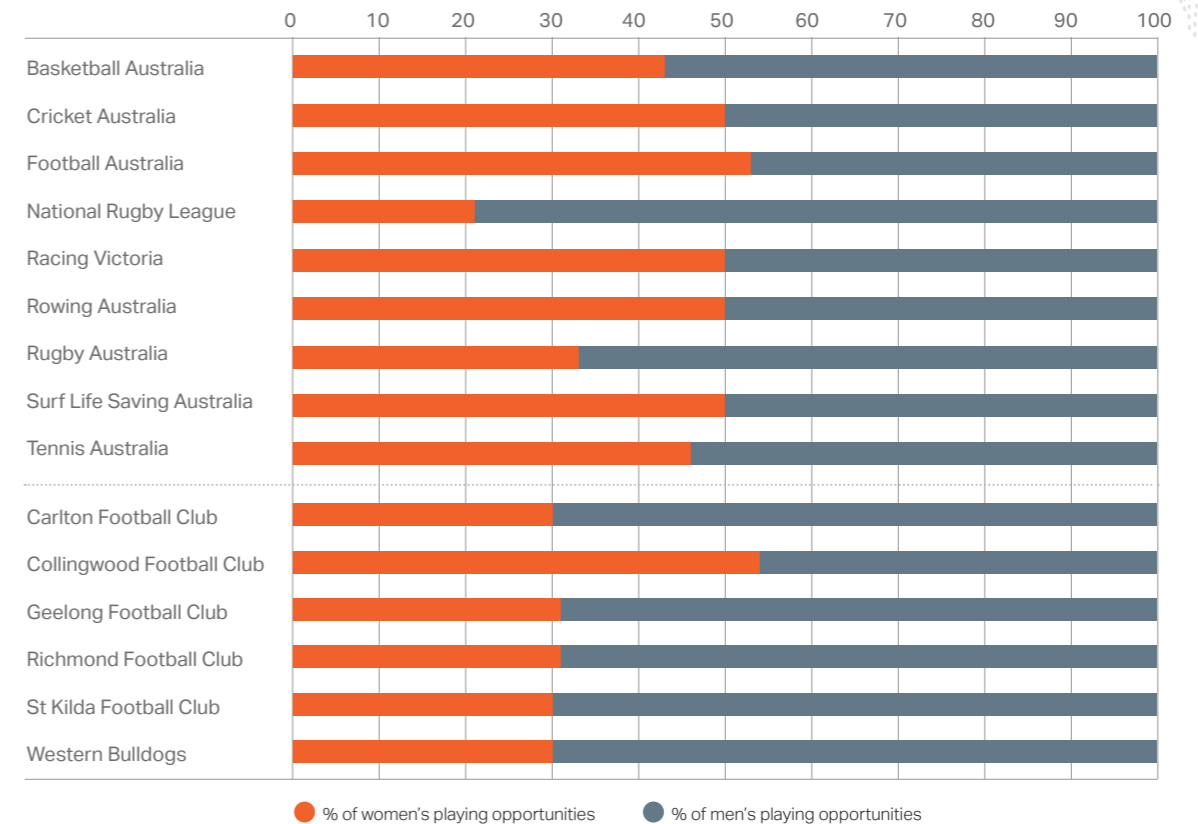
By using the power of its brand, Carlton can provide **engaging and scalable education en masse to create impact and drive change.**



Participation

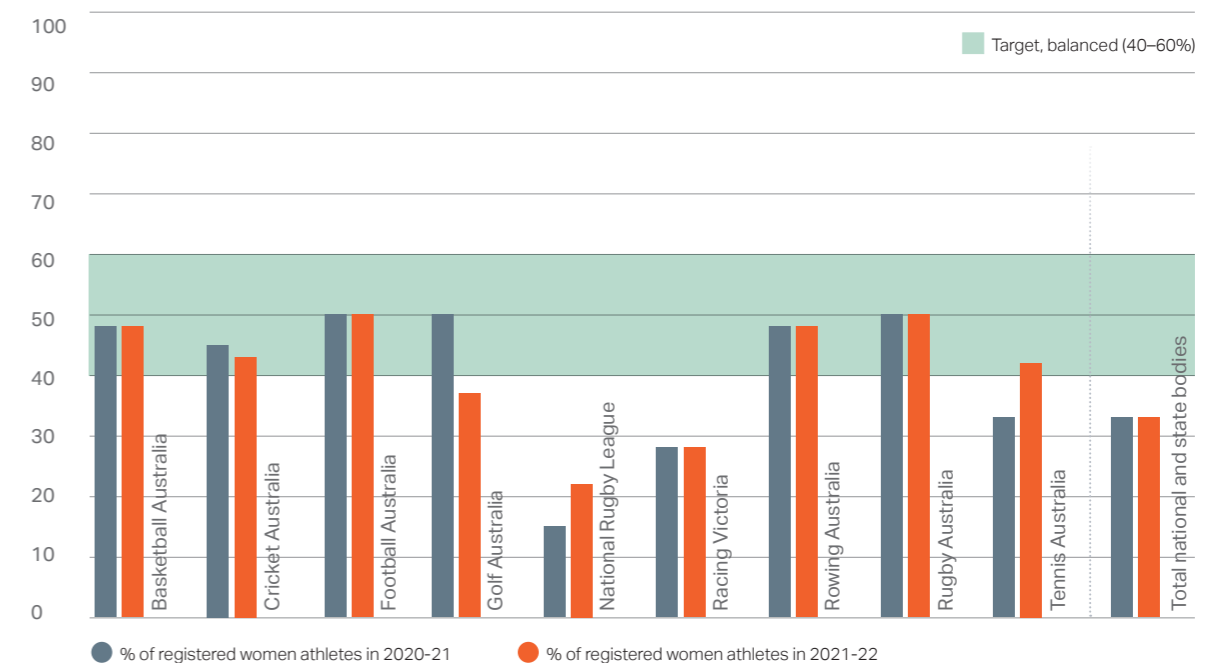
Develop a strong pipeline of potential elite talent

Figure 3: Number of playing opportunities for women compared to men at the elite level



Note: Sport Australia does not provide sport opportunities to members. Golf Australia did not submit data. Collingwood Football Club includes playing opportunities for the Collingwood Netball Club in this data.

Figure 4: Registered women athletes at elite level across national and state organisations



Basketball Australia

Community and grass roots engagement

Case Study



Basketball Australia launched the 'She Hoops' online platform as part of the legacy impact work, developed during the FIBA Women's World Cup held in Australia. The program is designed for all women in Basketball – from the community and grassroots levels through to the elite level. 'She Hoops' is a digital resource hub that provides a safe space for women to engage with each other, and learn from various tools and multimedia content. Featuring high profile women in Basketball as 'mentors', the digital hub provides opportunities for mentoring and networking as well as live events.

The objective was to create a community where women feel connected and supported through the various grassroots basketball pathways in Australia, as well as create a way for women to connect, share lived experience and learn from others.

Launched in September of 2022, 'She Hoops' signals the new wave of grassroots engagement in sport that utilises multimedia technology to reach new cohorts. Created by Lauren Jackson through a process of community consultation, the online platform plays a crucial role of supporting participants in the community.



Initiatives that build relationships between grassroots participants and the sport itself help to break down barriers to participation, and develops confidence and trust in the sports system itself. With an increased sense of connection to the sport, we will see increased uptake of participation over a longer period. Using technology and multimedia as a tool for engagement democratises our ability to engage with community members.

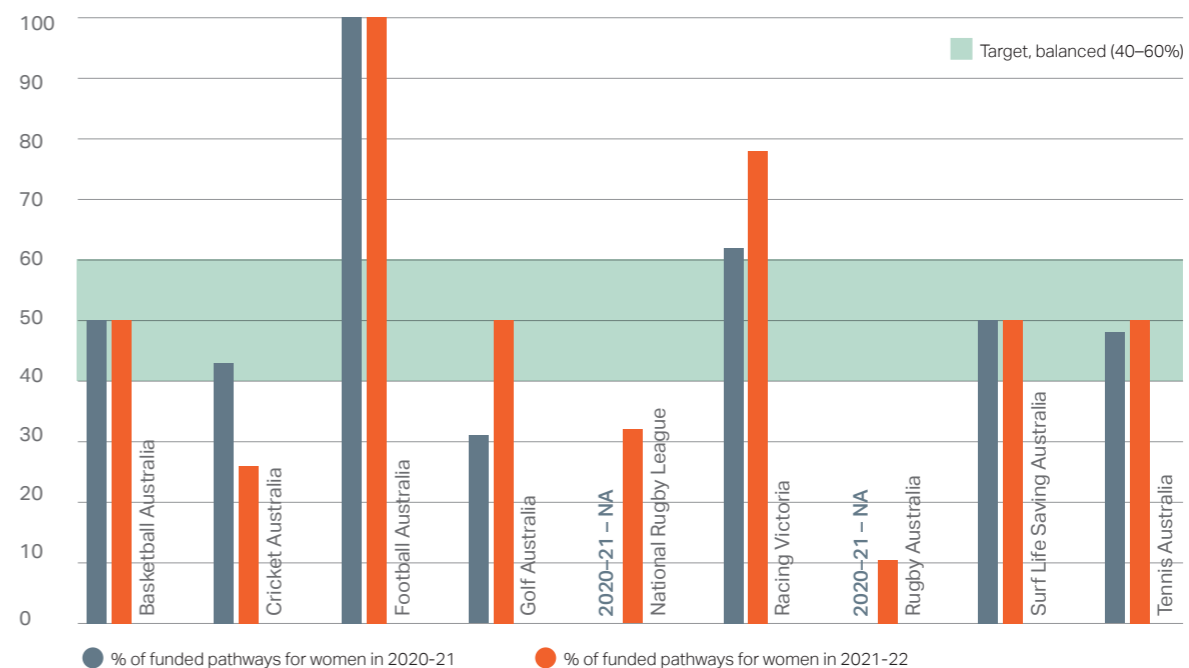
Matt Scriven CEO
Basketball Australia



Pathway

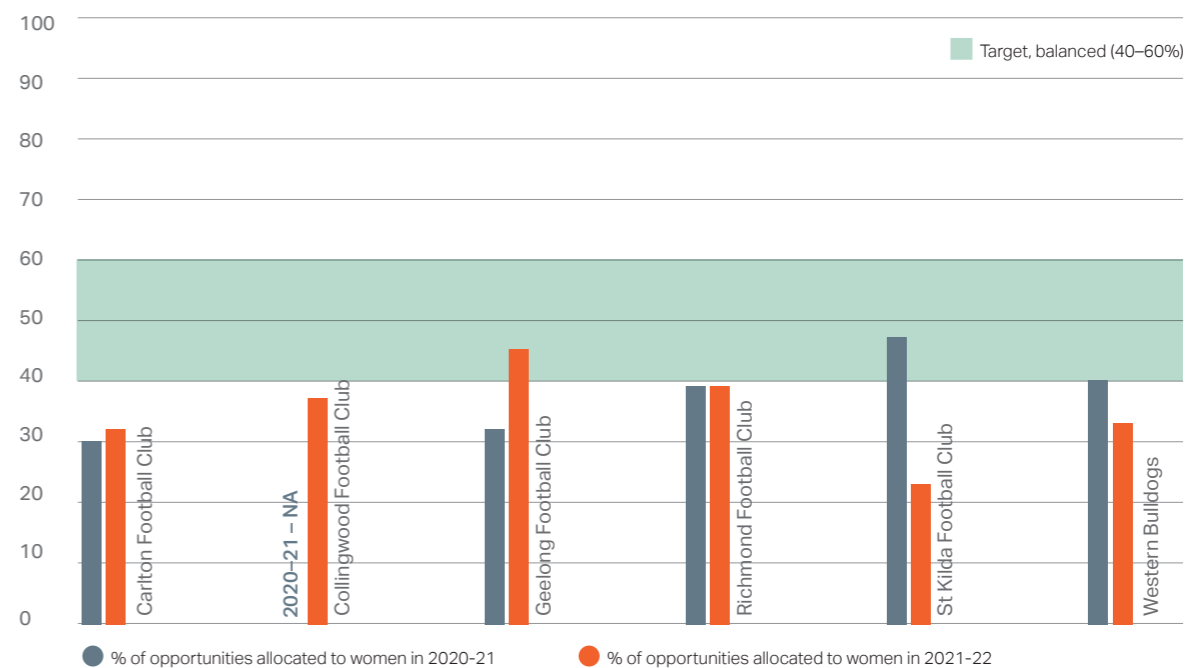
Offer genuine and equitable high-performance pathways

Figure 5: Funded development pathway opportunities for women athletes across national and state organisations



Note: Sport Australia does not have playing opportunities and so was not included. Rowing Australia did not submit data and were not included. Football Australia's funded development pathways comprised scholarships provided for future Matildas.

Figure 6: Women's representation in promotion, and public appearance opportunities allocated to elite athletes across major sporting clubs



Western Bulldogs and Collingwood Football Clubs

Case Study



Women's Sport visibility in the public sphere

Champions of Change Members Western Bulldogs and Collingwood Football clubs were involved in the production of *Fearless*, a six-part documentary series following four AFLW teams, which was broadcast on Disney+.

The team behind the documentary series included the producers of AFL documentary *Making their Mark* (Prime Video). *Fearless* presented a 'behind closed doors', 'all access' view of the realities of the AFLW competition and women's sport.



Enabling and supporting this kind of visibility was important to us, not only because it drives interest in women's sport, but provides extra commercial and earning opportunities to athletes who, despite being on the national stage, are still working or studying part time. **Driving visibility and interest in women's sport is a key part of the ecosystem that will deliver pay equality and see AFLW become a fully professional sport.**

Ameet Bains
CEO, Western Bulldogs



Investment

Strive for equal investment

100%



of Member organisations reported equal access to extended resources in 2022. For example: doctors, physios and equipment for elite women athletes. This has not changed since the 2021 report, confirming the sustained investment to provide elite women athletes with appropriate care and resources as a core priority.

93.8%



of Member organisations have developed equal travel and accommodation policies across genders.

Football Australia

Case Study



Investment and Legacy 23

Football Australia will co-host the FIFA Women's World Cup Australia & New Zealand 2023, which is likely to be the biggest and most watched women's sporting event ever. In February 2021, Football Australia released the Legacy '23 plan to maximise the opportunity to deliver a meaningful legacy for football, the community and the nation as part of the FIFA World Cup.

This strategic plan was developed to harness the growth of women's football, the momentum from hosting a global competition and deliver enduring benefits for community sport beyond 2023. One of the bolder goals articulated in Football Australia's Legacy 23 framework is to become the first community sport to reach gender parity in participation. This undertaking requires significant investment into the sport, large portions of which have been secured from federal and state governments.

These investments will be directed to developing participation, high-performance and community facilities. As of October 2022, Football Australia reported that it had secured \$276 million in federal and state funding to improve stadium infrastructure, high-performance and participation programs, and community facilities.

Other highlights include:

- In December 2021, Football Australia launched 'Our Game', an initiative aimed at harnessing the power of football to build an inclusive and diverse game that embraces, positively influences, celebrates and elevates women and girls.
- In March 2022, the CommBank ParaMatildas team was launched.
- In April 2022, the Football Australia Legacy '23 Ambassador Program was launched. This names 11 high-profile ambassadors to drive awareness and connections in the community for Football's various legacy initiatives.



As a Legacy 23 Ambassador, I am working to build awareness of the broader impact women's sport can have on societal change for women and girls. Around the world where we see girls and women thriving on the sporting field, we see that translated in other economic and social stages as well.

When women are playing elite sport in the same way, with the same investment and pay or prize money, we will see that equality flow on to the rest of society.

Elizabeth Broderick, Convenor of Sports Group,
Champions of Change Coalition





Practical Actions

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

8 out of 10



national and state organisations now measure and publish gender pay gap data for elite athletes.

6 out of 10



national and state organisations have now achieved equal prize money for elite athletes.



Case Study



Golf Australia

Prize Money and Playing Opportunities

In 2022, Golf Australia announced that they would make world history by playing the national men's and women's opens concurrently with both fields competing on the same courses, at the same time and for equal prize money.

The 2023 Australian Open also integrated the Australian All Abilities Championship, which meant spectators were able to witness history being made as alternating fields of men, women and all abilities athletes took to course to compete alongside one another, but in their individual events.

Record crowds, strong commercial buy-in to the event and impressive broadcast numbers attest to the changing sport landscape.

\$3.4 million

in total prize money was shared evenly in a world first. Winners were awarded at a joint presentation.



Australian Golf is committed to gender equity, including eradicating the gender pay gap. At last year's Australian Open we delivered a world-first national open format, where women and men played for equal prize money, equal billing and on the same courses. Sport has the power to promote and influence social change and the world-leading format of the Australian Open is one of the ways golf is contributing to the rising tide of gender equity.

James Sutherland
CEO, Golf Australia

Appendix

Member Data Summaries



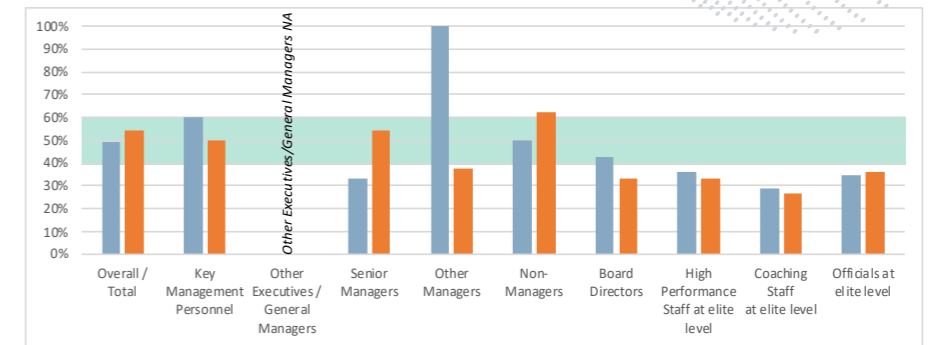
Basketball Australia



Leadership

■ % of women's representation in 2020-21
■ % of women's representation in 2021-22

Women's representation in leadership



Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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 women and girl participants at grassroots level	30.7%	■
	% of registered women athletes at elite level	47.7%	■
	% of playing opportunities for women compared to men at elite level	75.0%	■
	Level of fan engagement growth for women's sport/competition	20.0%	■
	% 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 women athletes	50.0%	■ 1
	% of dollar investment in development pathways for women athletes	40.9%	■
	% of promotion and public appearance opportunities allocated to women elite athletes	65.2%	■ 2
	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	50.0%	■
	% of budget dedicated to building women in sport at elite level	63.7%	■
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	-	■ 3
	Pay equity (total remuneration) between men and women athletes at elite level	-	■ 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?	NA	NA

FOOTNOTES

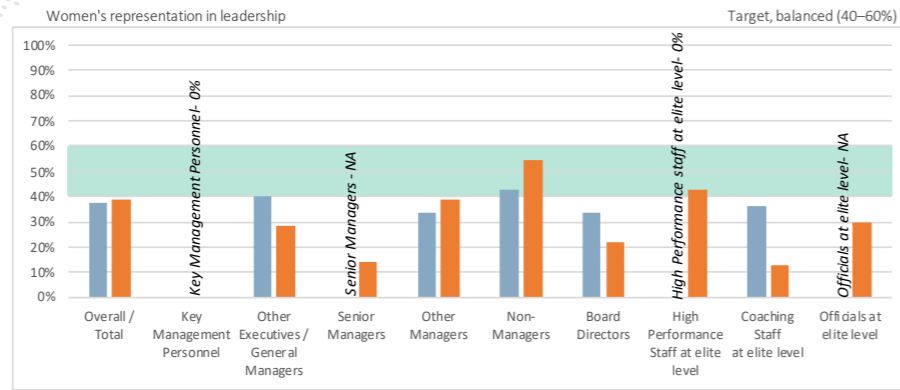
1. Data based on the Basketball Australia (BA) COE Scholarships.
2. Data inclusive of Opals and Boomers.
3. National teams athletes are paid a standard per diem. As the professional contracts are managed through WNBL and NBL, Basketball Australia does not have access to the pay equity data.

Carlton Football Club



Leadership

■ % of women's representation in 2020-21
■ % of women's representation in 2021-22

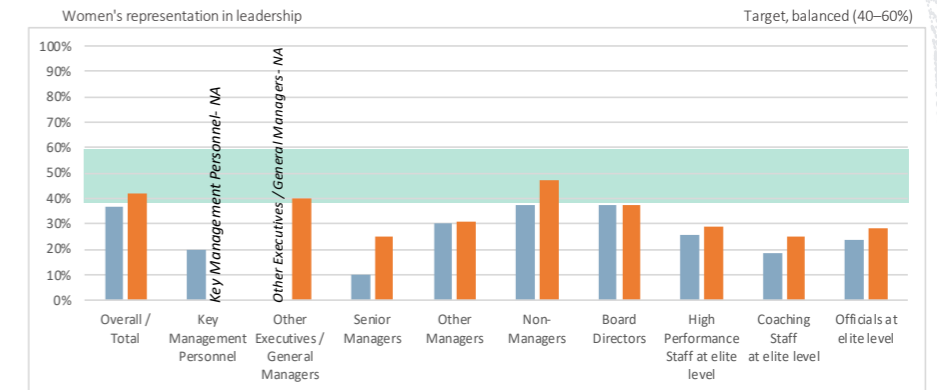


Collingwood Football Club



Leadership

■ % of women's representation in 2020-21
■ % of women's representation in 2021-22



Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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)	95.0%	1
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	92.0%	
	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 women and girl participants at grassroots level	-	2
	% of registered women athletes at elite level	38.0%	
	% of playing opportunities for women compared to men at elite level	43.5%	
	Level of fan engagement growth for women's sport/competition	26.8%	
	% 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 women athletes	50.0%	
	% of dollar investment in development pathways for women athletes	-	
	% of promotion and public appearance opportunities allocated to women elite athletes	32.5%	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	35.9%	4
	% of budget dedicated to building women in sport at elite level	-	5
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	-87.0%	5
	Pay equality (total remuneration) between men and women athletes at elite level	-89.2%	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	5
	Has equity in prize money for elite athletes/teams been achieved?	NA	NA

FOOTNOTES

- Data based on 85 responses to an Inclusion, Diversity and Equality survey launched across the Club in October 2022.
- AFL is responsible for grassroots participation.
- Includes both promotional and media numbers (inclusive of print, radio, TV and broadcast appearances). Player appearances continued to be affected by Covid-19. AFLW players are employed in full-time roles, which limits the availability for appearance opportunities over a shorter season.
- Includes marketing spend for digital marketing for ticketing and membership, out-of-home or other paid marketing activity, match-day production costs, giveaways and open trainings.
- Set by the AFL as the governing body.

Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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 women and girl participants at grassroots level	-	1
	% of registered women athletes at elite level	44%	2
	% of playing opportunities for women compared to men at elite level	118.5%	
	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 women athletes	-	-
	% of dollar investment in development pathways for women athletes	15.0%	
	% of promotion and public appearance opportunities allocated to women elite athletes	37.0%	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	40.0%	
	% of budget dedicated to building women in sport at elite level	-	4
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	-56.5%	4
	Pay equality (total remuneration) between men and women athletes at elite level	-85.9%	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	4
	Has equity in prize money for elite athletes/teams been achieved?	NA	NA

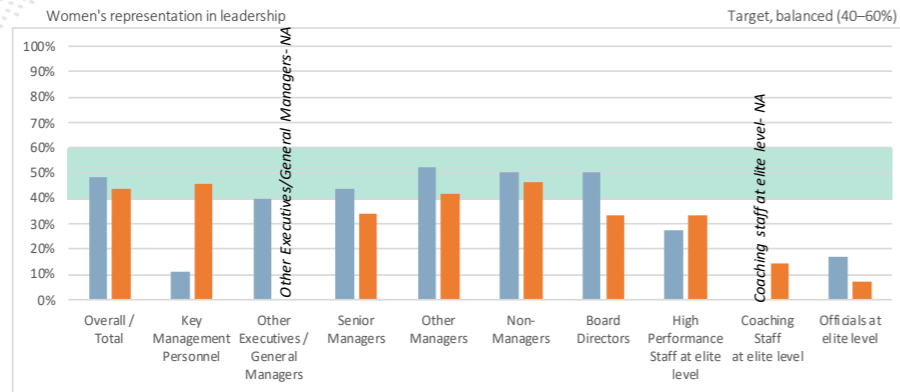
FOOTNOTES

- AFL is responsible for grassroots participation.
- The organisation's VFLW program are not engaged as employees, therefore they are not included in the Women category.
- Player appearances continued to be affected by Covid-19. AFLW players are employed in full-time roles, which limits the availability for appearance opportunities over a shorter season.
- Set by the AFL as the governing body.

Cricket Australia



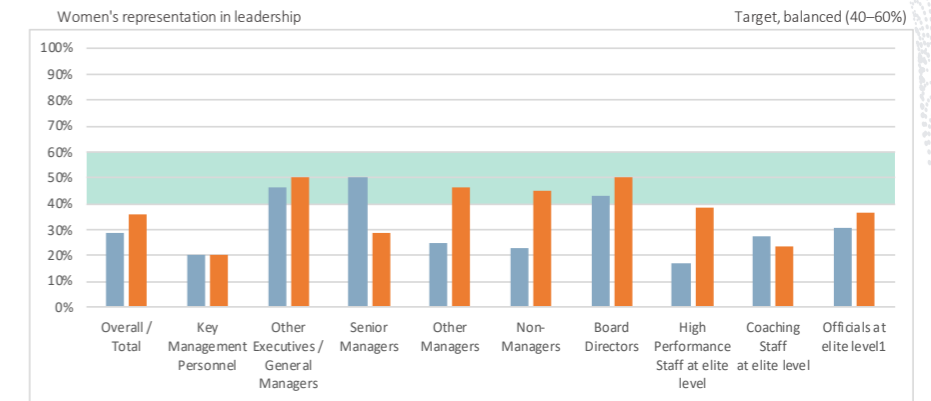
Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Football Australia



Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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)	71.0%	1
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	81.0%	
	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 women and girl participants at grassroots level	11.9%	
	% of registered women athletes at elite level	42.5%	
	% of playing opportunities for women compared to men at elite level	100%	
	Level of fan engagement growth for women's sport/competition	16.1%	2
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	39.2%	
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	26.2%	3
	% of dollar investment in development pathways for women athletes	-	4
	% of promotion and public appearance opportunities allocated to women elite athletes	51.9%	
	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	22.7%	5
	% of budget dedicated to building women in sport at elite level	25.7%	
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	-72.0%	
	Pay equality (total remuneration) between men and women athletes at elite level	-82.7%	
	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?	Yes	6

FOOTNOTES

1. Result based on survey responses to the question 'women and girls are an important part of my club'.
2. 2022 was the first year in which all WBBL matchers were broadcasted on TV, with the WBBL Final being the most watched match in WBBL history.
3. Pathway opportunities comprise the National Australia A and Under 19 opportunities. Under 19 opportunities were impacted by Covid-19.
4. State lockdowns are still in place due to Covid-19, with all planned activity cancelled during the season.
5. Budget for elite women was impacted by state lockdowns due to Covid-19. Yearly spend was limited to Under 19s season activity, focusing on programs rather than camps.
6. There is equal prize money in domestic competitions, including Big Bash Leagues, Marsh Cup and Women's National Cricket. In international tournaments, prize money is set by the ICC and is unequal. Cricket Australia provided funds to ensure the two 2022 World Cup prize money remained equal.

Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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 women and girl participants at grassroots level	-	1
	% of registered women athletes at elite level	50.0%	
	% of playing opportunities for women compared to men at elite level	113.3%	
	Level of fan engagement growth for women's sport/competition	20.2%	
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	31.2%	
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	100%	
	% of dollar investment in development pathways for women athletes	47.3%	
	% 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 the women in sport/women's competition	46.2%	
	% of budget dedicated to building women in sport at elite level	50.6%	
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	18.4%	2
	Pay equality (total remuneration) between men and women athletes at elite level	19.4%	
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	3
	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	3

FOOTNOTES

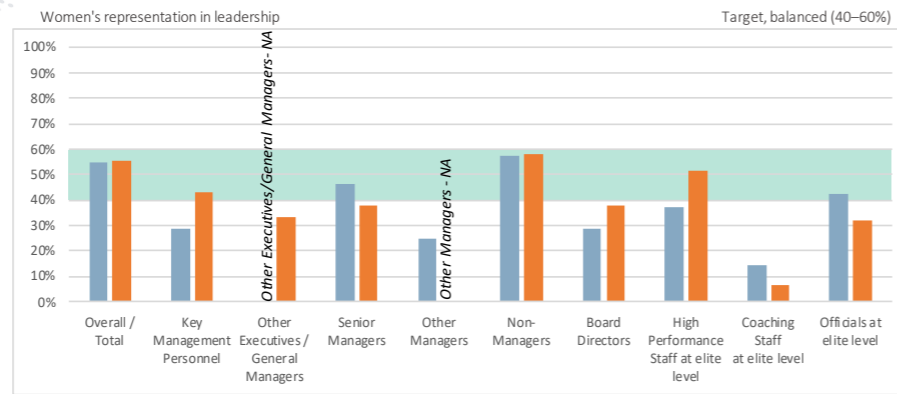
1. Census data not available at time of reporting.
2. Players have equal allocation of the pool for player salaries. Distributions vary between men and women players as men salaries are distributed among more players, resulting in a lower base pay.
3. Though Matildas and Socceroos receive 40% of the total prize money, the prize pools are unequal. FIFA determines the total prize pool.

Geelong Football Club



Leadership

■ % of women's representation in 2020-21
■ % of women's representation in 2021-22

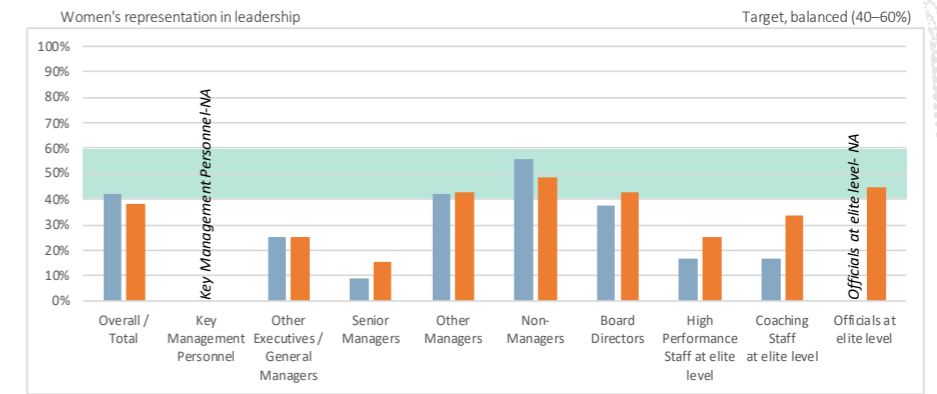


Golf Australia



Leadership

■ % of women's representation in 2020-21
■ % of women's representation in 2021-22



Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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%	1
	Do you have a diversity and inclusion policy including an action plan?	Yes	1
	Is there implementation of flexible working policies?	Yes	1
Participation Develop a strong pipeline of potential elite talent	% of registered women and girl participants at grassroots level	-	1
	% of registered women athletes at elite level	40.5%	1
	% of playing opportunities for women compared to men at elite level	45.5%	1
	Level of fan engagement growth for women's sport/competition	18.9%	1
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	100%	1
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	50.0%	2
	% of dollar investment in development pathways for women athletes	-	2
	% of promotion and public appearance opportunities allocated to women elite athletes	45.5%	2
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	2
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	-	3
	% of budget dedicated to building women in sport at elite level	-	3
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	Yes	3
	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 men and women athletes at elite level	-53.9%	3
	Pay equality (total remuneration) between men and women athletes at elite level	-87.2%	3
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	3
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	3
	Has equity in prize money for elite athletes/teams been achieved?	NA	3

FOOTNOTES

- AFL is responsible for grassroots participation.
- Player appearances continued to be affected by Covid-19. AFLW players are employed in full-time roles, which limits the availability for appearance opportunities over a shorter season.
- Set by the AFL as the governing body.

Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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	1
	Is there implementation of flexible working policies?	Yes	1
Participation Develop a strong pipeline of potential elite talent	% of registered women and girl participants at grassroots level	19.7%	1
	% of registered women athletes at elite level	37.3%	1
	% of playing opportunities for women compared to men at elite level	NA	NA
	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	-	-
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	50.0%	2
	% of dollar investment in development pathways for women athletes	41.2%	2
	% 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	2
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	50.0%	3
	% of budget dedicated to building women in sport at elite level	41.2%	3
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	Yes	3
	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 men and women athletes at elite level	NA	NA
	Pay equality (total remuneration) between men and women athletes at elite level	NA	NA
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	3
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	3
	Has equity in prize money for elite athletes/teams been achieved?	Yes	3

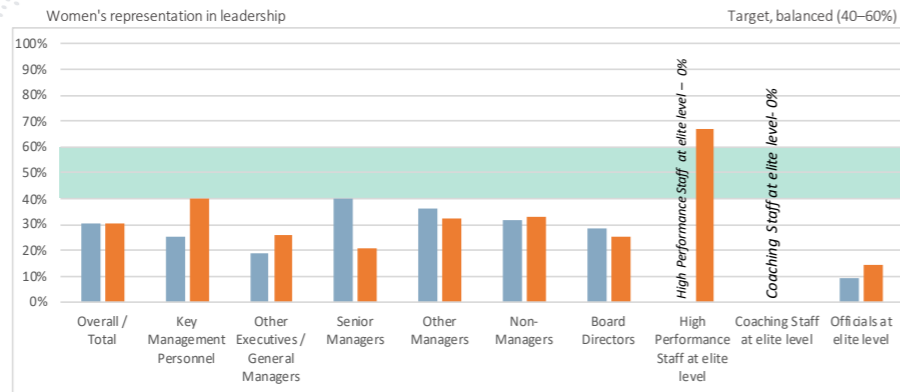
FOOTNOTES

- Limited to one main event due to Covid-19.

National Rugby League



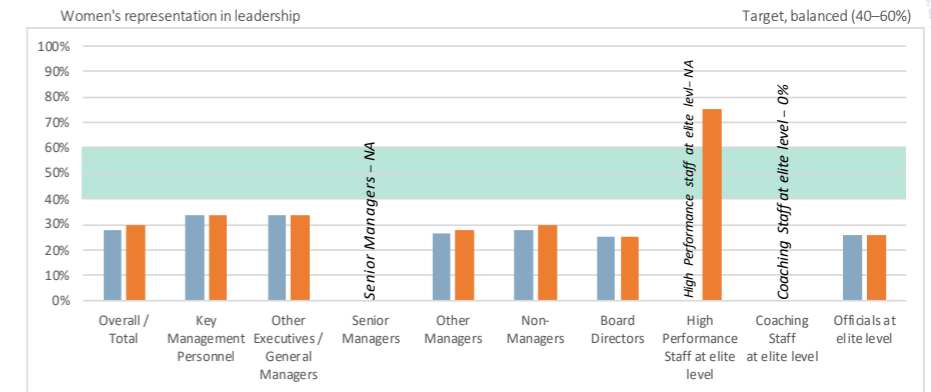
Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Racing Victoria



Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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	Green
	Is there implementation of flexible working policies?	Yes	Green
Participation Develop a strong pipeline of potential elite talent	% of registered women and girl participants at grassroots level	19.2%	Green
	% of registered women athletes at elite level	21.7%	Green
	% of playing opportunities for women compared to men at elite level	27.3%	Green
	Level of fan engagement growth for women's sport/competition	31.0%	Green
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	43.8%	Red
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	31.9%	Green
	% of dollar investment in development pathways for women athletes	76.4%	Green
	% of promotion and public appearance opportunities allocated to women elite athletes	21.4%	Green
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Green
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	16.2%	Green
	% 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 women athletes?	Yes	Green
	Is there an equal travel/accommodation policy across genders?	Yes	Green
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between men and women athletes at elite level	-90.0%	Red 1
	Pay equality (total remuneration) between men and women athletes at elite level	-95.7%	Red
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	No	Red
	Has gender pay gap data for elite athletes been defined, measured and published?	No	Red
	Has equity in prize money for elite athletes/teams been achieved?	No	Red

FOOTNOTES

1. NRL base pay is the minimum salary for a development list player in 2022 season. NRLW base pay is the minimum base pay for NRLW season 2021 (played in 2022 calendar year).

Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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)	84.0%	Green
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	81.0%	Green
	Do you have a diversity and inclusion policy including an action plan?	Yes	Green
	Is there implementation of flexible working policies?	Yes	Green
Participation Develop a strong pipeline of potential elite talent	% of registered women and girl participants at grassroots level	NA	NA 1
	% of registered women athletes at elite level	28.0%	Green 2
	% of playing opportunities for women compared to men at elite level	100%	Green
	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%	Green
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	78.0%	Green
	% of dollar investment in development pathways for women athletes	50.0%	Green
	% 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	Green
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	NA	NA 3
	% of budget dedicated to building women in sport at elite level	NA	NA
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	Yes	Green
	Is there an equal travel/accommodation policy across genders?	Yes	Green
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between men and women athletes at elite level	NA	NA 4
	Pay equality (total remuneration) between men and women athletes at elite level	-	-
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Green
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Green
	Has equity in prize money for elite athletes/teams been achieved?	Yes	Green 5

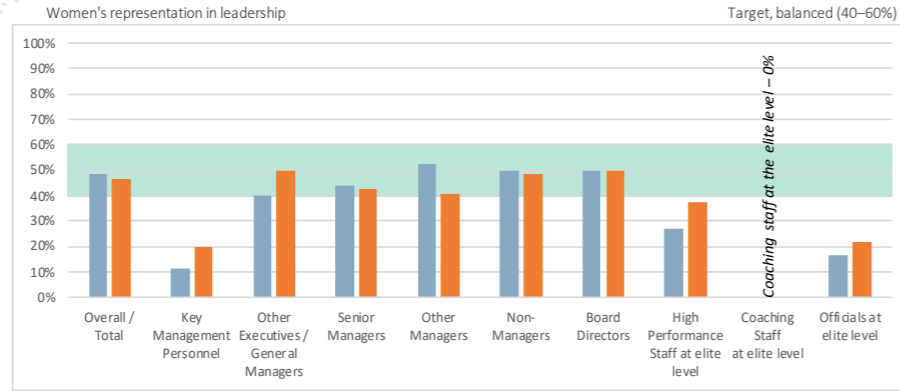
FOOTNOTES

1. Not applicable to organisation's registered jockey athletes, who are licensed to ride following medical approval in accordance with Racing Victoria's protocol.
 2. Does not include Jumps Jockeys B or Picnic Jockeys
 3. There is no gender segregation in competitions.
 4. All jockeys are paid the same fee for race riding and receive a percentage of the prize money for a win.
 5. Pay equity has been achieved, however the organisation has identified that equality in opportunities needs to be investigated.

Richmond Football Club



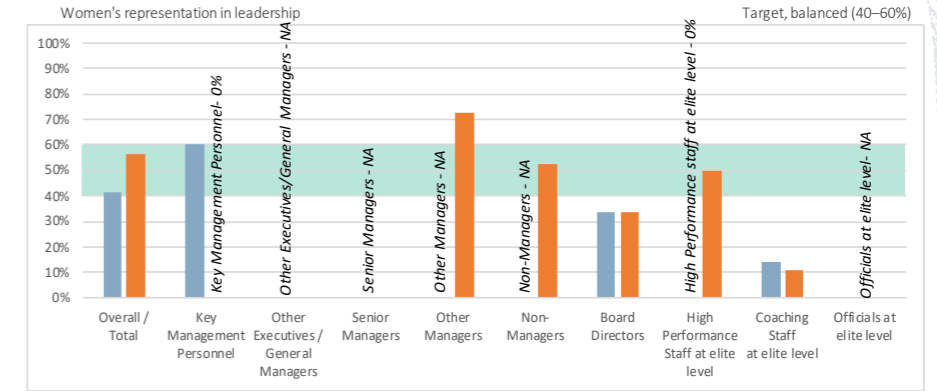
Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Rowing Australia



Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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)	85.0%	
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	90.0%	
	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 women and girl participants at grassroots level	-	1
	% of registered women athletes at elite level	43.6%	2
	% of playing opportunities for women compared to men at elite level	45.5%	
	Level of fan engagement growth for women's sport/competition	33.4%	
	% 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 women athletes	50.0%	
	% of dollar investment in development pathways for women athletes	-	
	% of promotion and public appearance opportunities allocated to women elite athletes	38.8%	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	-	
	% of budget dedicated to building women in sport at elite level	-	4
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	-65.0%	
	Pay equality (total remuneration) between men and women athletes at elite level	-87.2%	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	5
	Has equity in prize money for elite athletes/teams been achieved?	NA	4

FOOTNOTES

- AFL is responsible for grassroots participation.
- AFL and AFLW only. Excludes top-up players for VFL mens or VFLW alignment with Port Melbourne.
- Player appearances continued to be affected by Covid-19. AFLW players are employed in full-time roles, which limits the availability for appearance opportunities over a shorter season.
- Set by the AFL as the governing body.
- Defined and measured as per average total remuneration for elite athletes employed. Pay equity and prize equity ambitions been communicated internally and externally, but not published by the Club.

Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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 women and girl participants at grassroots level	50.0%	1
	% of registered women athletes at elite level	48.3%	
	% of playing opportunities for women compared to men at elite level	100%	
	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	-	-
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	NA	NA
	% of dollar investment in development pathways for women athletes	-	
	% 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 the 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 women 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 men and women athletes at elite level	-	-
	Pay equality (total remuneration) between men and women 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?	NA	1

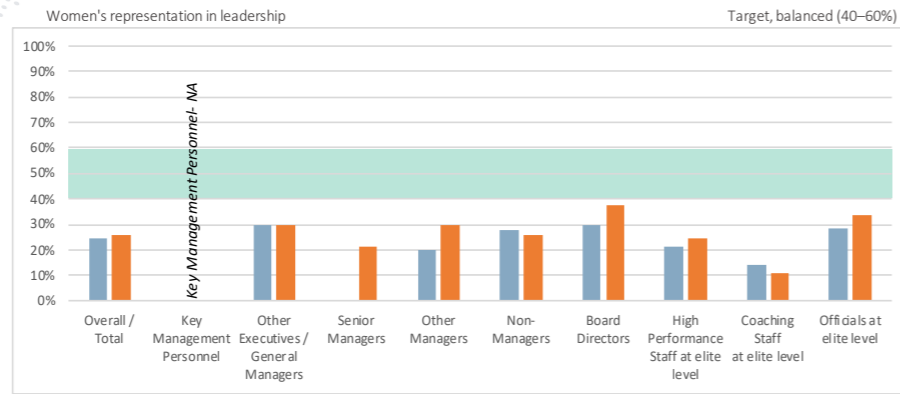
FOOTNOTES

- Rowing Australia does not provide prize money for athletes.

Rugby Australia



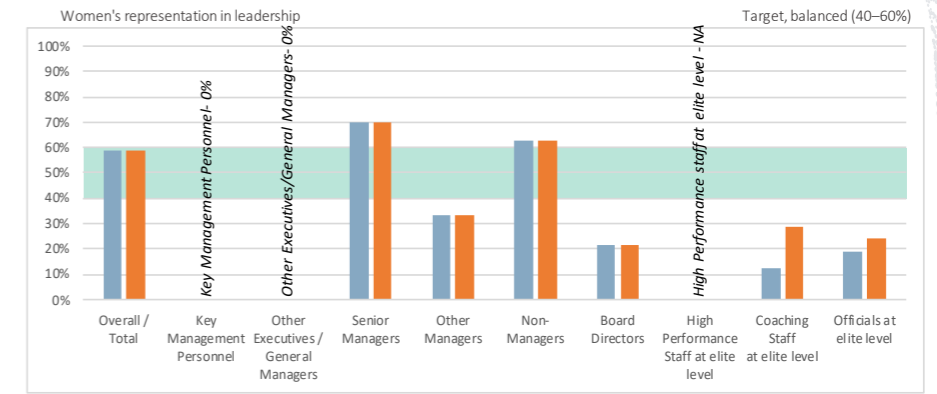
Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Surf Life Saving Australia



Leadership
 % of women's representation in 2020-21
 % of women's representation in 2021-22



Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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	1
	Is there implementation of flexible working policies?	Yes	1
Participation Develop a strong pipeline of potential elite talent	% of registered women and girl participants at grassroots level	25.9%	1
	% of registered women athletes at elite level	50.0%	1
	% of playing opportunities for women compared to men at elite level	50.0%	1
	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	-	-
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	11.0%	1
	% of dollar investment in development pathways for women athletes	10.0%	1
	% of promotion and public appearance opportunities allocated to women elite athletes	50.0%	1
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	1
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	20.0%	1
	% of budget dedicated to building women in sport at elite level	10.0%	1
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	Yes	1
	Is there an equal travel/accommodation policy across genders?	In progress	1
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between men and women athletes at elite level	-	1
	Pay equality (total remuneration) between men and women athletes at elite level	-	1
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	1
	Has gender pay gap data for elite athletes been defined, measured and published?	In progress	1
	Has equity in prize money for elite athletes/teams been achieved?	NA	NA

FOOTNOTES
 1. Aussie 7s have achieved equality while a review of the Wallaroos is currently underway.

Pathway to Gender Equality in Sport			
Focus area	Measures to track progress	2021-22	
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?	-	-
	Is there implementation of flexible working policies?	Yes	1
Participation Develop a strong pipeline of potential elite talent	% of registered women and girl participants at grassroots level	45.4%	1
	% of registered women athletes at elite level	-	-
	% 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
	% 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 women athletes	50.0%	2
	% of dollar investment in development pathways for women 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	1
Investments Strive for equal investment	% of promotional/marketing spend on the women in sport/women's competition	50.0%	1
	% of budget dedicated to building women in sport at elite level	50.0%	1
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	Yes	1
	Is there an equal travel/accommodation policy across genders?	Yes	1
Practical actions Take simultaneous practical actions to close the gender pay gap for elite athletes	Pay equity (base pay) between men and women athletes at elite level	NA	3
	Pay equality (total remuneration) between men and women athletes at elite level	NA	3
	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	1
	Has equity in prize money for elite athletes/teams been achieved?	Yes	1

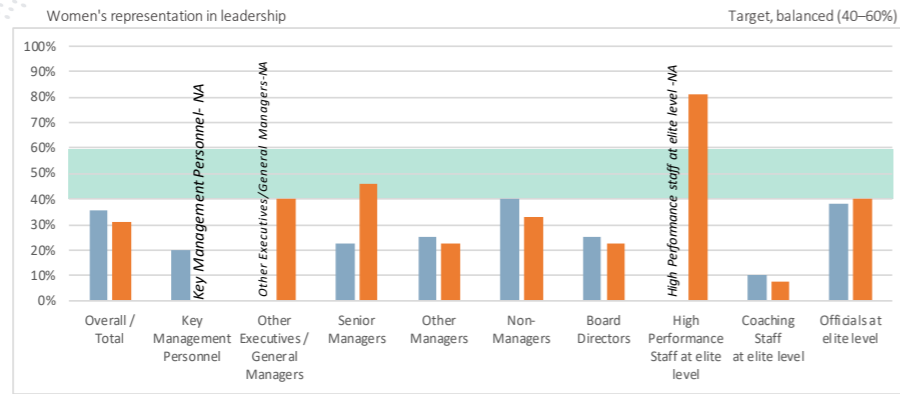
FOOTNOTES
 1. There was no Australian team in 2021-22 due to Covid-19.
 2. Organisation has no funded positions but the Nutri-Grain Ironman and Ironwoman series prize money is divided equally between men and women.
 3. Organisation does not pay their athletes.
 4. Pay equality is communicated on organisation's website regarding Nutri-Grain Ironwoman and Ironman series. Equal prize money for this competition has been in place for decades.

St Kilda Football Club



Leadership

■ % of women's representation in 2020-21
 ■ % of women's representation in 2021-22



Pathway to Gender Equality in Sport				
Focus area	Measures to track progress	2021-22		
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)	79.0%		
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	90.0%		
	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 women and girl participants at grassroots level	NA	NA	1
	% of registered women athletes at elite level	35.0%		2
	% of playing opportunities for women compared to men at elite level	43.5%		
	Level of fan engagement growth for women's sport/competition	19.0%		
	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	33.3%		
Pathways Offer genuine and equitable high-performance pathways	% of total funded development pathway opportunities for women athletes	61.0%		
	% of dollar investment in development pathways for women athletes	35.7%		
	% of promotion and public appearance opportunities allocated to women elite athletes	22.5%		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	21.0%		
	% of budget dedicated to building women in sport at elite level	28.7%		4
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	-89.6%		
	Pay equality (total remuneration) between men and women athletes at elite level	-93.3%		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		4
	Has equity in prize money for elite athletes/teams been achieved?	NA	NA	4

FOOTNOTES

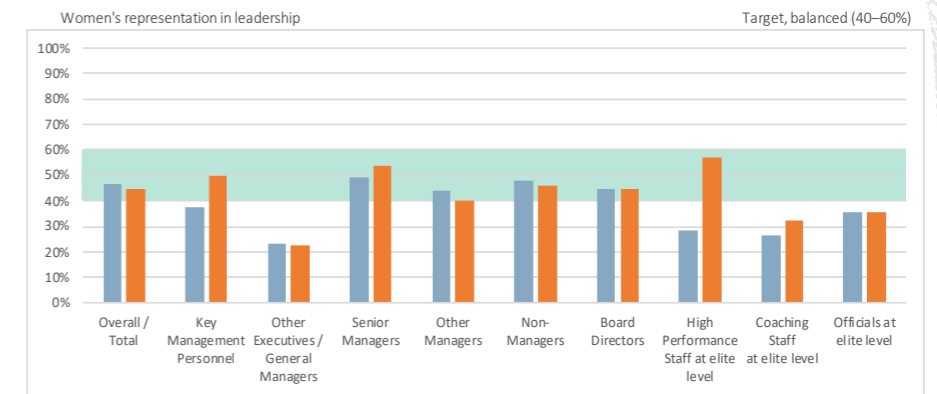
- AFL is responsible for grassroots participation.
- Includes AFL, AFLW, Blind and Wheelchair teams.
- Player appearances continued to be affected by Covid-19. AFLW players are employed in full-time roles, which limits the availability for appearance opportunities over a shorter season.
- Set by the AFL as the governing body.

Tennis Australia



Leadership

■ % of women's representation in 2020-21
 ■ % of women's representation in 2021-22



Pathway to Gender Equality in Sport				
Focus area	Measures to track progress	2021-22		
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 women and girl participants at grassroots level	43.9%		1
	% of registered women athletes at elite level	42.1%		
	% of playing opportunities for women compared to men at elite level	86.7%		2
	Level of fan engagement growth for women's sport/competition	23.0%		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 women athletes	50.0%		
	% of dollar investment in development pathways for women athletes	47.4%		
	% 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 the women in sport/women's competition	50.0%		
	% of budget dedicated to building women in sport at elite level	42.2%		
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	Is equal		
	Pay equality (total remuneration) between men and women athletes at elite level	Is equal		
	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

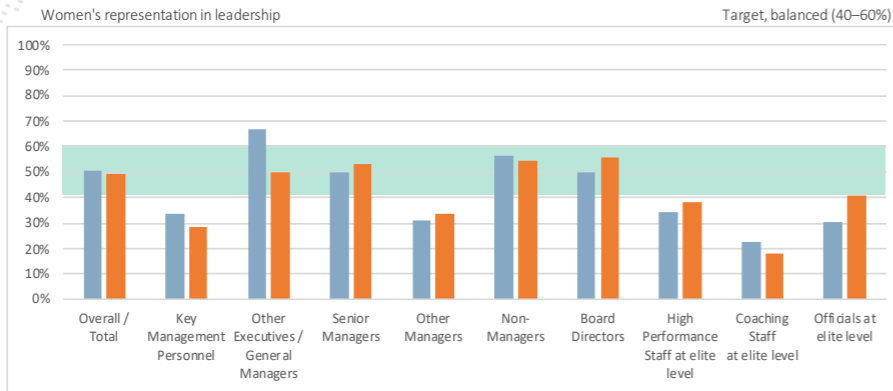
- Ausplay data from 1 January – 31 December 2021.
- Includes International (WTA, ATP, ATP Challenger, ITF World Tennis Tour, Davis Cup and Billie Jean Cup) and national (UTR Pro Series) opportunities conducted in Australia.
- Fan engagement is combined for the Australian Open (i.e. is not split across men's and women's events at AO). Data is % increase in the number of social media followers across all AO channels. That is, Facebook, Instagram, Tik Tok, You Tube and Twitter.

Western Bulldogs



Leadership

■ % of women's representation in 2020-21
 ■ % of women's representation in 2021-22



Pathway to Gender Equality in Sport				
Focus area	Measures to track progress	2021-22		
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)	88.0%		
	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	88.0%		
	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 women and girl participants at grassroots level	NA	NA	1
	% of registered women athletes at elite level	41.3%		
	% of playing opportunities for women compared to men at elite level	43.5%		2
	Level of fan engagement growth for women's sport/competition	9.9%		
	% 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 pathways	% of total funded development pathway opportunities for women athletes	0.0%		
	% of dollar investment in development pathways for women athletes	2.8%		
	% of promotion and public appearance opportunities allocated to women elite athletes	33.3%		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	43.1%		
	% of budget dedicated to building women in sport at elite level	50.1%		4
	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women 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 men and women athletes at elite level	-84.1%		5
	Pay equality (total remuneration) between men and women athletes at elite level	-84.5%		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	5

FOOTNOTES

1. AFL is responsible for grassroots participation.
2. Total rounds are not including finals.
3. Player appearances continued to be affected by Covid-19. AFLW players are employed in full-time roles, which limits the availability for appearance opportunities over a shorter season.
4. The organisation is currently building shared facilities as part of VUWO redevelopment, however the budget is set by the AFL as the governing body.
5. Set by the AFL as the governing body.



Definitions

Key Management Personnel

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 that the leader has an entity-level influence. 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 athletes or athletes with disabilities committed to regular training and formal or informal competition. This includes pre-elite athletes, meaning athletes who 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 they relate to their own function or work area in the individual entity. An 'other manager' is accountable for a defined business outcome which usually involves the management of resources, including 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. This includes 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 the 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, and boys and girls.

Pay equity in sport

Men and women competing in the same sport receiving equal pay for work of equal and comparable value. At a minimum, men and women have access to equal, fair and reasonable base pay, and 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, which provides 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	Women	Men
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, and level of competition)	Different (but based on objective criteria)	
Sub-total for labour-based payments	Objectively determined	
Retainer (different for marquee players vs rookies, and 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 actions 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 annual reporting.

Organisations	Implementation leaders and contributors
Australian Sports Commission	Mark Chin
Basketball Australia	Megan Curtin & Simon Bishop
Carlton Football Club	Adrian Asdagi
Collingwood Football Club	Galit Yaary & Karina Whiteford
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Football Australia	Sarah Walsh & Nina McDonnell
Geelong Football Club	Mary Kincaid
Golf Australia	Tiffany Cherry & Lauren Waeland
National Rugby League	Tiffany Slater & Cara Stagg
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Kathryn Stevenson & Simon Derrick
Rowing Australia	Dhuse Manogram
Rugby Australia	Rachel Buckling
St Kilda Football Club	Stacey Dowdell
Tennis Australia	Andrea Buckeridge
Western Bulldogs Football Club	Fiona Baker & Sophie Porra
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For more information please visit:

championsofchangecoalition.org/groups/champions-of-change-sport/
or contact us at: contact@championsofchangecoalition.org





 BIRMINGHAM 2022 



Pathway to Gender Equality in Sport

2021–2022 Progress Report