

# **Executive Summary**



Thanks to a concerted effort across the entire sports ecosystem, there has been more progress advancing women in sport in the past 10 years than the past one hundred.

We are not done yet.

Together we are an unstoppable force in accelerating change.

Elizabeth Broderick AO



# Unstoppable

The Champions of Change Sport Group was conceived a decade ago with a bold vision to reshape Australian sport into an environment where women and men are equally engaged, recognised, valued and leading across the sector. This vision has become a guiding force, unifying often fiercely competitive leaders, sports and codes in its pursuit.

Over that time our Members, together with key stakeholders, have led substantial change to advance gender equality within sports administration and elite sport. Thanks to a concerted effort across the entire sports eco-system, there has been more progress advancing women in sport in the past 10 years, than the past one hundred, but we are not done yet.

Progress outlined in this report shows the transformative and inspirational impact we can have within a generation if we stay the course and continue to prioritise inclusive gender equality in sport.

Now, 10 years since the original recommendation to establish the Champions of Change Sport Group, and five years since the introduction of our progress framework: *Pathway to Gender Equality and Pay Equality in Sport*, we are focused on the necessary next steps to realise our vision. Priorities include:

- Senior Leadership: Identifying and solving barriers to gender equality within C-suite, board, governance, and high-performance environments.
- Attraction and Retention: Developing viable, long-term pathways to maintain a robust and gender equal pipeline of talent across all aspects of sport.
- Sponsorship, Investment, and Pay: Addressing the challenges and recognising opportunities for investing in the professionalisation of women's sports and closing gender pay gaps in the sector.
- Culture and Inclusion: Tackling the attitudes, behaviours, and norms that inhibit gender equality
  within sports, while creating safe, respectful and inclusive sports environments for all.

While much has been achieved, it is critical within this context that more leaders in the sector, and across business and society, join us in contributing to, implementing, and amplifying this work.

I extend my deepest thanks to every person involved with the Champions of Change Sport Group over the past 10 years and Members of our broader Coalition who have invested in the advancement of women in sport. I also want to especially acknowledge the incredible women pioneers who have led the way for decades, often at significant personal and professional cost. Your courage, persistence, tenacity, creativity and investment in this work has been essential to everything achieved so far.

Sport has always served as a powerful global platform for advancing gender equality, where personal and team achievements can symbolise and lead broader progress towards societies that embrace fairness, equity, respect and inclusion. I strongly believe that Australia is and can continue to lead the way on this.

My hope is that this report galvanises further energy, determination and action across the entire Australian sports ecosystem and community towards our vision.

Together we are an unstoppable force in accelerating change.

#### Elizabeth Broderick AO

Founder, Champions of Change Coalition Convenor Champions of Change Sport



# **Executive Summary**

Champions of Change Coalition's vision is to achieve gender equality including pay equality in sport within a generation. Below is a high level assessment of progress so far.

#### Areas of focus



# Leadership

Advance more women into leadership, and ensure strategic focus and governance

Create safe, respectful and inclusive sporting cultures that enable all genders to thrive

# Progress so far

- Strategic focus
- Improved governance
- Robust measurement
- Transparent reporting
- Increased representation in leadership
- Accelerated development pathways
- A decade of trailblazing women in sport
- Reviews into systemic, harmful behaviour
- Gender-balanced and inclusive external presence
- Leading on respect and inclusion through community programs
- Prevention of violence against women programs

# Areas for improvement

- More women have a seat at the leadership table, but they rarely hold the CEO position.
- 'Traditional' pathways to leadership continue to be barriers to women's progress.
- Leadership development programs need to evolve to focus on building capabilities for future leadership across all genders.
- Women in senior leadership need better support to thrive.
- The culture of sport is changing, however gendered norms remain a stubborn barrier to true gender equality.
- Women's experiences of exclusion and harassment in sporting organisations remain common.
- A continued focus on inclusive and safe behaviours is required.
- Women's treatment in traditional and social media is causing significant harm.

## Call to action

- Ensure continued strong governance of gender equality strategies and progress.
- Strive for diverse, high calibre and highperforming governance teams.
- Target women's equal representation at the most senior levels of leadership and in high-performance roles.
- Integrate gender representation and gender pay gap reporting into standard business management systems.
- Develop and implement contemporary leadership programs for all genders which include a focus on inclusive leadership capabilities.
- Set higher standards for inclusive leadership behaviours as a threshold for leadership positions.
- Create safe, respectful and inclusive environments to ensure women can thrive across every level of sport.

# Call to action

- Build and sustain a critical mass of women and girl athletes at grass root level, with clear pathways through to elite level.
- Provide inclusive and safe participation opportunities and environments for women and girls across all aspects of sport.
- Design with intent to realise the full range of possibilities for women and girls in sport.



# **Participation**

Develop a strong pipeline of gender equal talent across all aspects of sport

- Increased participation
- Redefined 'play like a girl'
- Improved facilities
- Hosted major international events
- Increased fan engagement across all genders
- Improved facilities have not necessarily guaranteed fair access.
- One solution does not work for ALL women and girls.
- Women's sport needs to be developed as a unique and differentiated proposition, rather than an imitation of the men's game.



# **Executive Summary**

#### Areas of focus

# **Pathways**

Offer genuine and equitable high-performance pathways

# Progress so far

- New women's elite competitions
- Celebrated elite role models
- New pathway programs

# Areas for improvement

- Elite systems and high performance remain largely gender segregated.
- Pathways to high-performance and coaching roles for women are neither clear or visible and are rarely attainable.
- Greater consideration is required to ensure high performance is designed to support and promote women athlete's health and wellbeing.
- The lack of flexible working options in sport disproportionately impacts women.

#### Call to action

- Prioritise reaching gender equality in highperformance roles.
- Map and implement clear, visible and attainable pathways to leadership.
- Focus on strategic career development towards high performance.
- Re-model current systems to embrace and support elite athletes and high-performance leaders who have caring responsibilities.

# Investment

Strive for equal or equitable investment in women and girls across all areas of sport

- Government investment
- Early commercial partners
- Redefined business case
- Greater media support
- Improved conditions and support for women athletes during pregnancy and upon returning to play
- Despite some advances, compelling commercial sponsorship opportunities remain unrealised.
- Recognition from key stakeholders that investment is required to deliver continued growth, impact and results.
- Enhanced media coverage and fan engagement remains key to the continued growth of women's sport.

## Call to action

- Activate existing gender equality advocates and leaders to invest in women's sport (e.g. more Members of the Champions of Change Coalition).
- Help brands and sponsors see the opportunities that exist.
- Encourage and incentivise increased media coverage of women's sport.
- Develop or support systems to measure and monitor gender-equal sports coverage across all media.
- Set equal or corrective targets for investment in women's sport.



# Pay and prize equality

Strive for equitable pay, prize money and conditions for women in sport

- Professional athlete careers
- Professional and equitable contracts
- Share of revenue agreements
- Increasing shift to equal prize money
- Progress closing gender pay gaps and transparent gender pay gap reporting

- Access to pay equity and prize equality is inconsistent across the sector.
- Overall earning potential is still hampered by structural issues such as pay and playing opportunities.
- A gender pay gap remains persistent across the sports sector, however the majority of Champions of Change Sport Group Members have lower gender pay gaps, in comparison to the industry benchmarks.

# Call to action

- Make leadership commitments and take action to address pay and prize inequality.
- Continue to close gender pay gaps across the sports sector at all levels.
- Expand gender pay gap reporting to include women in leadership, high performance and elite sports.



# 2014-2018

Milestone Snapshot



Peggy O'Neal in role as Richmond Football Club President

Sport Group



Champions of Change **Sport Group** established, Convened by Elizabeth Broderick AO

> Inaugural Women's Big Bash League (WBBL) season

tn



Final project report: Gender Equity: What Will It Take to Be the **Best?** Published by Richmond Football Club in partnership with the ASC, AFL and Bluestone Edge

No Barriers No Limits

industry working party

convened to focus on

gender equity across

the racing industry

Cricket Australia's **Growing Cricket for** Girls fund launched with support of CommBank

**NRL** introduces Female Dally M Player of the Year Award, inaugural recipient Jenni-Sue Hoepper



Champions of **Change Sport** releases first standalone progress report

Champions of Change Sport launches Sponsorship of Women Leaders pilot

**Minerva Network** established providing mentorship to elite women athletes

Jayne Hrdlicka appointed Chair of Tennis Australia

**Cricket Australia** announces a landmark pay deal **f**or both international and domestic female players with payments increasing from \$7.5 million to \$55.2 million, significantly

**Cricket Australia's** first joint player MOU for women and men players

closing the pay gap.



Football Australia announces its Women's Football Council to increase female participation in football

competition launched

Raelene Castle in

sponsors role as NRL Club CEO



Harvey Norman





Tennis Australia's President's Women

in Tennis Coaching Scholarships introduced



**Kate Palmer** 

appointed CEO of the Australian **Sports Commission** 

Amanda Elliot OAM appointed Chair of the Victoria Racing Club



**Cricket Australia** adopts equitable naming conventions for international men's and women's teams

Official launch of the AFL Women's (AFLW) competition



**Cricket Australia** releases first Press for Progress Report,

providing transparency and accountability to cricket's ambition to be Australia's leading sport for women and girls

**Champions of Change** a guide for gender-equal and inclusive representation

**The Western Sydney** Wanderers become the first A-League club to offer women players the same minimum conditions as their male counterparts

Women's rugby league is included in the **Collective Bargaining Agreement** for the first time, with an annual allocation of elite-level funds through to 2022



# 2019-2022 Milestone Snapshot



Champions of Change **Sport Group's Pathway** to Pay Equality Report released, setting out the interconnected steps required to deliver gender equality and equal pay in sport

> **Carlton Respects Workplace** Charter introduced, taking action on gender equality and contributing to the prevention of sexual harassment, and violence against women

Football Australia releases **Gender Equality Action Plan,** which outlines commitment to 40:40:20 representation

**Richmond Football Club** launches first Diversity and Inclusion Action Plan



**Racing Victoria invests** \$10.5m on upgrades or replacements to jockey rooms with a focus on women jockeys' rooms

**Swinburne University** announces extension of partnership with Richmond Football Club to include AFLW



**Rowing Australia opens Hancock Prospecting** Women's National Training Centre, providing equal access to world-class facilities for female athletes



No Boundaries for **Women and Girls** in Sport released by the Australian Women in Sport Advisory Group, providing a vision for the future of gender equality in sport

The Women's Sports Investment Package is announced, allocating significant funding from the federal budget to various women's sports initiatives



Josephine Sukkar the development appointed Chair of and launch Women Australian Sports

Legacy 23 Plan launched in preparation to drive economic and social impact from the FIFA Women's World Cup 2023™



and Girls Strategy **Women's Cricket** (2022-2027) secures CommBank 3 year extension **NRL RISE** of long-running Rookie program sponsorship introduced to ensure the next

female players

are trained

and administrators

**Redevelopment of IKON Park**—home of AFLW—shares first-class facilities for AFL and AFLW football programs



celebrated at the AO with

Basketball Australia launches She Hoops platform and 'Huddle Up' mentoring sessions for female officials and administrators

Women Leaders in Tennis Program established to increase women in leadership and decision-making roles

**ASC Inclusive Leadership Program** delivered for CEO and Senior Executives in the sport sector

**Surf Life Saving** Australia's inaugural SLSA Women's Mentoring Program

Australia hosts the UCI **Cycling World** Championships including events across multiple cycling disciplines

FIBA Women's **Basketball World Cup** hosted in Sydney

for women

Golf Australia's investment in Women and Girls programs increases 35% since initial funding in 2018

Belinda Sharpe becomes the first female to referee a NRL match

Rowing Australia marks 100 years of women's participation in rowing, celebrating significant milestones and achievements of female rowers and leaders



**Tennis Australia** secures \$12 million Federal Government grant to support Women and Girls Strategy

> **Collective** Bargaining Agreement achieves gender equality in travel and performance standards for the Matildas, with the gender pay gap significantly educed through a

tiered centralised

contract system

Champions of **Change Pathway** to Gender **Equality in Sport** framework launched with Members, reporting progress against 28 key measures on gender equality and pay equality

in sport

Australia hosts ICC T20 Women's World Cup setting a benchmark for both national and international cricket

W-League rebranded to A-League Women's, alongside A-League

First all-female team of match officials referee women's State of Origin

Rowing Australia's Women's Pathway Program is introduced nib and AG Coombs announce commitment to be joint major partners of

Richmond Football Clubs AFL men's and women's teams

CommBank announced naming partner of the Matildas, Junior Matildas and Young Matildas

**Cindy Hook** 

appointed Brisbane 2032 Olympic and Paralympic Games CEO

**Rowing Australia** launch Women in High Performance **Coaching Project** 

AFLW players pay increases by 94% for Season 7

2022/23 Australian **Open Golf** offers equal total prize money of \$1.7m for the women and men's tournaments



Racing Victoria's Track Rider **Development Program** introduced to provide a pathway for riders





10 CHAMPIONS OF CHANGE COALITION

# 2023-2024

# Milestone Snapshot



**Pathway to Gender Equality** in Sport 2021-22 Progress Report, Champions of Change Sport Group released

**Basketball Australia She Hoops** announces Leadership & Confidence Scholarship Program for young women

**Surf Life Saving Australia** introduces a Diversity and Inclusion Policy and Commitment Statement, and completes a Gender **Equity Audit** 

10,000 students educated through the Carlton **Respects** Schools Program and the Road to Respect initiative since inception



Tennis Australia's **#No Limits Girls** squads for girls aged 8-10 years established in clubs

**Carlton becomes** first AFLW club to move to day training



FIFA Women's World Cup: Co-hosted by **Australia and New** Zealand - one of the

most significant events in women's sports highlighting Australia's capability to host global sporting events and promoting women's football worldwide

Federal Govt announced \$200 million investment through the Play Our Way program to improve sporting facilities and equipment specifically for women and girls.



**Western Bulldogs** unite men's and women's programs for the first time with facilities all designed for the modern, elite athlete



Kate Jenkins AO, appointed Chair of the Australian Sports Commission

Carlton's first whole-ofclub, Inclusion, Diversity, Equality and Belonging three-year strategic plan endorsed by CFC Board

**Get Into Golf** introduces 17,321 **Australians to** golf, with more than 80% women

**Tennis Australia** achieves gender-balanced **Australian Open** ball kids squad



of the AFLPA

Women make up 48% of Tennis Australia's Australian Open global host broadcast commentary team



Basketball Australia launches She Hoops Girls Only Holiday Programs in association with local clubs around Australia

Belinda Clark's sculpture unveiled at the SCG, the first such sculpture in the world of a woman cricketer

The Get Into Golf Program and Australian Golf Foundation Junior Girls Scholarship Program launches

Golf Australia's joint men's and women's Australian **Open** draws more than 50,000 people for two years in a row across 2022 and 2023

Women's only coaching scholarship started via the Karrie Webb Scholarship Program

**NRL Pacific Championships** is introduced, contributing to the global growth of women's Rugby League

Rowing Australia develops equitable high-performance pathways

New and enhanced **Collective Bargaining** 

Agreements across Cricket Australia, Football Australia, NRLW and AFLW include further enhancements towards pay equity and gender equality in sport

**Tennis Australia launches** The United Cup which sees men and women from 18 nations competing side-by-side in Brisbane, Perth and Sydney with equal prize money and ranking points for the first time



**Australia Government** announces new policy mandating gender balance in sport governance

**Golf Australia obtains** signatories from 100 clubs for the R&A Women in Golf Charter

**Cricket Australia** Women and girls action plan 2024-2034 launched

The Women's State of Origin is expanded to three matches, bringing the series to parity with the men and shatters attendance and viewership records

**Racing Victoria** 

jockey mentor/

coach to the

76% female

participation

appoints woman

Apprentice Jockey

as program reaches

**Training Program** 

Women made up 55% of the Australian team at the Paris Olympics, winning 32 medals representing 60% of Australia's total medal tally

Women made up 50% of the Australian team at the Paris Paralympics, winning 24 medals representing 38% of Australia's total medal tally







12 CHAMPIONS OF CHANGE COALITION

# Thank you to everyone involved in the Champions of Change **Sport Group**

This report describes progress that would not have been possible without the many leaders who have stepped up during the past decade to lead in pursuit of gender equality in sport. All our experience shows that sustainable change cannot be achieved unless whole sectors work collaboratively towards this goal.

We sincerely thank every leader who has invested in and contributed to this work, including CEOs, Boards, executive teams, Implementation Leaders, administrators and athletes. You know the contribution you have made and are making.

Most importantly, we recognise the trailblazing women who have sacrificed so much, personally and professionally, in the pursuit of gender equality in sport. We honour what you stand for, what you have achieved and your unwavering belief in a better, fair and equal Australia.

# 4 CHAMPIONS OF CHANGE COALITION

# **Champions of Change Sport**



CEO National Rugby League



CEO Western Bulldogs Football Club



CEO Carlton Football



Rowing Australia



Richmond Football AusCycling



**Brendon Gale** Former CEO (2009 - 2024)Richmond Football



CEO Cricket Australia



**Cindy Hook** CEO Brisbane 2032 Olympic Football Australia and Paralympic Games Organising Committee



Racing Victoria



Non-Executive Director



Kieren Perkins OAM Australian Sports



Matt Scriven Basketball Australia



James Sutherland Golf Australia



**Craig Tiley** CEO Tennis Australia



Adam Weir Surf Life Saving



Convenor Elizabeth Broderick AO Champions of Change Coalition

Note: The Australian Football League (AFL) has been a Member of the Champions Change Coalition's National 2015 Group since its inception.



# UNSTOPPABLE DETAILED REVIEW

# We recognise women in all their diversity

Efforts to advance gender equality have not lifted all women equally. By highlighting the specific demographics of people who experience exclusion, we increase their visibility and boost understanding of how exclusion is experienced within organisations and in society more generally.

Inclusive gender equality recognises that diversity, equity and inclusion strategies must consider and engage all genders in global efforts to achieve gender equality, with a particular focus on elevating and advancing currently under-represented and marginalised groups.

At its core, the intent is to create respectful, safe and inclusive cultures of belonging for all.

Throughout this document, the terms women, women in all their diversity, women experiencing intersecting inequalities, and diverse people are used. Women includes both cis and trans women.

In referring to women experiencing intersecting inequalities, we mean the structural inequalities and multiple, intersecting and compounding barriers to inclusion and progression faced by:

- women from socio-economically disadvantaged backgrounds
- First Nations women
- ethnically and/or racially marginalised women
- single parents and sole caregivers
- women with disability (visible or invisible)
- neurodivergent women
- LBTQ+ women

When referring to diverse people, we mean the wealth and variety of people and aspects of identity that broadly make up Australia's population.

Champions of Change Coalition acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we work and live. We pay our respects to Elders past and present and commit to building a brighter future together. Our head office is located on the lands of the Gadigal people of the Eora Nation. The 'Eora people' was the name given to the coastal Aboriginal peoples around Sydney. 'Eora' means 'here' or 'from this place'. The workplaces of our people and Champions of Change Coalition Members span the nation and the world. We extend our respects to the Traditional Custodians of all the lands on which we and our Members work and live.

# Unstoppable

# Progress towards gender equality and pay equality in Australian sport

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# About this report

We are pleased to present this report on the progress made towards achieving gender equality in Australian sport—a comprehensive review made possible through the support of PwC Australia's Diversity, Equity and Inclusion Advisory practice. PwC Australia was engaged pro-bono to assess progress in advancing gender equality in sport. We extend our sincere gratitude to PwC Australia for its contributions.

# Background

The report: Gender Equity: What Will It Take to Be the Best, was released in 2014. Led by Richmond Football Club, in partnership with Bluestone Edge, the Australian Football League, and the Australian Sports Commission, its focus was on strategies to advance gender equity within sports organisations, particularly in leadership roles. It discussed the barriers to achieve gender equality and offered strategic actions to enhance women and girls' engagement, both internally and externally, to improve business outcomes.

#### Key recommendations at the time included:

- Develop a Gender Equity Charter: Encourage organisations to commit to specific gender equity goals.
- Implement Transparent Pay Structures: Advocate for clear and publicly accessible pay structures to promote equity.
- Enhance Visibility of Women: Increase the representation of women in visible and senior roles to provide role models and challenge existing stereotypes.
- ◆ Flexible Work Arrangements: Introduce flexible working conditions to accommodate diverse needs, particularly for women balancing family commitments.
- Education and Awareness Programs: Foster a deeper understanding of gender biases and promote a culture shift towards inclusivity through targeted training and awareness initiatives.

One of the key interventions recommended in the report was: "initiating and driving a 'Champions of Change' program across the sporting industry". In response, the Champions of Change Sport Group was established in May 2015, comprising CEOs of major national sporting organisations in Australia. The group has made significant progress for almost a decade to advance gender equality in sports by leveraging its influential position to shift conditions, cultures and mindsets within the sector.

# Scope

This report assesses the progress towards gender equality in Australian sports since the recommendation to establish the Champions of Change Sport Group was made in 2014. Progress is framed around the key measures in the Pathway to Gender Equality and Pay Equality in Sport which the Champions of Change Sport Group released in March 2020 as a roadmap for action and accountability. The group has transparently reported progress against the key measures set out in the Pathway each year since its launch, including via this report.

# **Approach**

This report is designed to be a critical, clear-eyed and constructive review. It was developed through extensive stakeholder consultations, including interviews with CEOs and senior leaders in the Champions of Change Sport Group; focus groups with Implementation Leaders from the Champions of Change Sport Group and stakeholders from various areas, including government and emerging sports leaders, together with a review by women leaders in sport. Additionally, it involved a comprehensive review of related research and reports on women in sport from 2014 to 2024.

#### Assessment

Sport plays a crucial role in Australia's national identity but has historically been male-dominated in participation, coaching, and management. While progress has been made—women are increasingly included and there are some powerful examples of women in leadership roles —more needs to be done if Australian sport is to realise the benefits of women's full participation and leadership in the sector. Shining lights, under-pinned by investment, have included: the Australian Women's Cricket team T20 victory in-front of more than 86,000 spectators at the MCG; the excellence achieved by tennis player Ash Barty; the national pride and fan engagement in the Matildas at the 2023 FIFA Women's World Cup; and the performance of Australian women at the 2024 Paris Olympics and Paralympics.

# Key themes and challenges identified in this review:

- Senior Leadership: Identifying and solving barriers to gender equality within C-suite, board, governance, and high-performance environments.
- Attraction and Retention: Developing viable, long-term pathways to maintain a robust and gender equal pipeline of talent across all aspects of sport.
- Sponsorship, Investment, and Pay: Addressing the challenges and recognising opportunities for investing in the professionalisation of women's sports and closing gender pay gaps in the sector.
- Culture and Inclusion: Tackling the attitudes, behaviours, and norms that inhibit gender equality within sports, while creating safe, respectful and inclusive sports environments for all.

# Summary

This report emphasises the importance of maintaining momentum and addressing persistent barriers to fully achieve gender equality in the Australian sports sector. The goal is to better reflect the diversity of the Australian community and ensure the viability and growth of sports by including women and other under-represented and marginalised groups more comprehensively. It offers scalable recommendations aligned with the key themes that can be adopted, adapted and amplified across the entire sports eco-system.



# A vision to strive for

The report: No Boundaries for Women and Girls in Sport and Physical Activity was released in March 2020 and was incorporated in the Champions of Change Coalition's Pathway to Gender Equality including Pay Equality in Sport. The overarching goal was to eliminate all forms of discrimination and inequality in sports by 2025. It called for a comprehensive approach that included increasing participation, ensuring fair access to resources, achieving pay equity, and fostering inclusive and respectful sporting cultures.

Backed by the Australian Government and various sport organisations, it set out a transformative vision for gender equality in sports in Australia as described below:

- 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.

We thank Susan Alberti AO and Dr Clare Hanlon for their leadership in researching and articulating such an inspiring vision for the future of gender equality in sport.

While significant progress has been made towards the vision set out in No Boundaries, achieving gender equality in sport requires continued efforts across multiple dimensions, including leadership, infrastructure, pay equity, and cultural change.



# The Pathway measurement framework

Released in March 2020 at the ICC Women's T20 World Cup in Melbourne, the Pathway to Gender Equality and Pay Equality measurement framework by the Champions of Change Sport Group is a comprehensive tool designed to track and promote gender equality in sports. It measures critical aspects such as equal pay, women's representation in leadership, investment in women's sports, and access to resources and opportunities for women and girl athletes.

The framework is valuable because it provides clear measures and data-driven insights into the progress towards gender equality, helping organisations identify areas for improvement and hold themselves accountable. This measurement, transparency and accountability drives continuous, progress towards true gender equality in sports.

# Areas of focus



# Leadership

Advance more women into leadership, and ensure strategic focus and governance Create safe, respectful and inclusive sporting cultures that enable all genders to thrive



# **Participation**

Develop a strong pipeline of gender equal talent across all aspects of sport



# **Pathways**

Offer genuine and equitable high-performance pathways



# Investment

Strive for equal or equitable investment in women and girls across all areas of sport



# Pay and prize equality

Strive for equitable pay, prize money and conditions for women in sport



# **Leadership - Representation**

Advance more women into leadership and ensure strategic focus and governance on inclusive gender equality

Ensuring women are equally represented at the most senior levels of sports management across Australia.

92%

of reporting organisations have achieved or moved closer to overall gender balance, from 88% in 2022

**54**%

of organisations have achieved gender balance on their boards. from 31% in 2022

38%

of organisations report gender balance in their high-performance roles, from 25.0% in 2022



# **Progress so far**

## Strategic focus

Gender equality and inclusion have become core values of Member organisations and are central to commercial growth strategies. Gender equality is also considered a critical success factor for many sports to stay relevant, viable and sustainable. Members have continued to iterate bold gender equality and inclusion strategies aligned with and embedded in commercial growth

#### Improved governance

Progress towards gender balance in leadership has been underpinned by aspirations for 40:40:20 gender representation (adopted by Members in 2022), in some cases quotas, and funding tied to genderbalanced leadership<sup>1</sup>. Many Members have developed, implemented, publicly launched and tracked progress against specific and multi-pronged gender equality strategies and action plans.

# Robust measurement

In 2019, Members developed a world-first framework to measure and assess progress on levers to advance gender equality across the sport ecosystem, known as the Pathway to Gender Equality and Pay Equality in Sport. This framework has driven an increase in the rigour of data collection, reporting and assessment by Members, with organisations collectively tracking and reporting on some 28 key measures annually since the framework was introduced.

# Transparent reporting

Since 2019, Members have reported publicly on their progress against the Pathway measures on an annual basis (except for the pandemic year 2020-2021). Pages 56 to 81 outline each organisation's achievements during the 2014-2024 period and yearon-year progress against the Pathway measures since they were introduced.

Members have also publicly reported their gender representation data as part of Champions of Change Coalition's Annual Impact Reporting since 2017.

# Increased representation

Women's representation has increased across all levels over the past 10 years with the Champions of Change Sport Group formally tracking and publicly reporting on progress since 2016.

#### Accelerated development

There has been significant investment in programs and initiatives designed to accelerate women's development and progress into leadership positions across Member organisations and collectively as a Coalition. For example, in 2015, the Champions of Change Sport Group developed and implemented a three-year cross-sector sponsorship program involving hundreds of CEOs and Executive leaders as sponsors and emerging women leaders as sponsees. Champions of Change Coalition has also facilitated multiple women leaders in the sector to participate in the McKinsey Rising Leaders Program and Accelerated Leaders *Program.* Details of programs implemented by Member organisations are included in the Scorecard section of this report.

# A decade of trailblazers

As we strive for equality, there have been many trailblazers and 'firsts' in women's representation in sport leadership during the past decade. First CEOs, presidents and chairs, coaches, chief medical officers, referees, officials, as well as evermore inspiring and ground-breaking athlete and team achievements. Visible role models have begun to redefine merit, reframe what sport leadership looks like, and show there can be a different way to lead and win in sport.





# **Areas for improvement**

# Currently more women have a seat at the leadership table, but they rarely hold the CEO position

Women remain underrepresented in positions of power and influence—particularly CEO and Chair roles, as well as coaching and officiating—and this is acutely felt when these leaders convene in peak or representative governance groups. The over-representation of men in these forums means women are not contributing equally to national strategic conversations about sport. This dynamic of male dominance pervades from international governing bodies through national and state-federated models down to grass roots and the community level. Women's representation at CEO and board level, as well as coaching and officiating, remains critical to building and maintaining gender equity at all levels in sport.

# Traditional pathways to leadership continue to be barriers to women's progress

There is a prevailing view in sport that accelerated pathways to leadership or high-performance roles —especially for women—are not meritorious and can be risky. There are very few roles, and they are highly sought after.

Fast results are expected and there is significant media, public and commercial pressure to adhere to a tried and tested apprenticeship model where the talent pipeline is largely comprised of former elite athletes. There is a deeply engrained tradition that if you are a great player and a legend of the sport, you will be fast-tracked and supported for a coaching, board or administration position.

There is some expectation that current women athletes will retire and move into sports leadership and high-performance roles, following the same path of their male counterparts. However, relying on this model alone means we will not achieve our gender balance goals in the short-to-medium term.

# Women in senior leadership need better support to thrive

On the path to senior leadership in sport, women leaders describe some severe and harmful experiences including increased scrutiny, exclusion from 'boys club' networks, being undermined, isolated and left to 'take the fall'.

This can be dismissed by some as just 'the tough world of sport', pointing to high turnover of CEO roles over the past decade regardless of gender. However, the lack of women sustaining careers in senior leadership in sport coupled with a pattern of high exit rates to other sectors, makes clear that more needs to be done. This includes ensuring equity and inclusion, while embedding the conditions and cultures that enable all people to thrive – starting at Board, Executive and Senior levels, given tone is set from the top.

# Leadership development programs need to evolve to focus on building capabilities for future leadership across all genders

Women's leadership programs have been a feature of strategies to address gender inequality in sports leadership over the past decade. High-quality programs have provided accelerated development, strong networks (of women) and career opportunities, however, frustration exists with initiatives focused almost exclusively on 'fixing' women and programs based on outdated stereotypes of their supposed deficiencies, like 'just needing more confidence' or 'a stronger presence'.

Many programs overlook men's equal or greater need to build their inclusive leadership capability, and gender segregated approaches lock women out of critical networks and career pathways more easily accessible to men. The current approach overlooks, or is offered in place of, a focus on broader systemic and cultural changes.<sup>2</sup>

# Call to action

# Ensure continued strong governance of gender equality strategies and progress

Integrate gender representation and gender pay gap reporting into standard business management systems.

# Strive for diverse, high-calibre, high-performing and inclusive governance, and teams

- Build systems to increase women's representation in key governance roles, especially chairs (or equivalent) at every level to ensure diverse representation at peak body, national and international leadership conversations.
- ▶ Lift the calibre of sporting governance bodies to lead on gender equality and inclusion through directorship education, contemporary roles/ selection criteria, and formal and transparent processes for appointment.
- Evolve and embed monitoring, measurement and reporting systems, including gender balance in board composition as a measure of board performance.

# Target women's equal representation at the most senior levels of leadership and in highperformance roles

- Redefine what leadership excellence looks like in modern elite sport, prioritising new skills, diversity, accountability, and inclusive leadership capabilities (versus tenure or elite performance alone).
- Redesign development and experiential opportunities to support gender equality and inclusion by fasttracking lengthy apprenticeship models, disrupting traditional pathways to leadership and highperformance roles in sports, and ensuring that the critical experiences necessary for success are expedited.

Develop and implement contemporary leadership programs for all genders which include a focus on inclusive leadership capabilities

- Reassess women's sponsorship, mentorship and leadership development programs and initiatives to ensure they address contemporary challenges for the sector.
- Consider programs that are inclusive of all genders that help elevate women's voices, foster genderbalanced networks, and lift the capability of all leaders.

Set higher standards for inclusive leadership behaviours as a threshold for leadership positions

- Activate more men as advocates for inclusive gender equality across sport.
- Define the leadership behaviours expected of contemporary sports leadership and ensure accountability measures are in place to meet the standards of behaviour.
- Develop structured opportunities for women to shadow other leaders, gain critical networks and connect with sponsors.
- Ensure women in all their diversity have the opportunity to mentor men to broaden their awareness and understanding of inclusive leadership.

<sup>2</sup> Victorian Government, Safe and strong: A Victorian gender equality strategy, 22 May 2023

# **Leadership - Culture**

Create safe, respectful and inclusive sporting cultures that enable all genders to thrive

Increase sector-wide focus on creating the conditions and cultures that enable all genders to thrive across the sport sector. 100%

of organisations have a diversity and inclusion policy including an action plan already in place or under development

100%



# **Progress so far**

# Reviews into systemic harmful behaviour

A number of Member organisations have initiated independent investigations or independent reviews into harmful behaviour for restorative purposes and to inform preventative strategies for the future.

# Gender-balanced and inclusive external presence

In 2017 the Sport Group led the development of the Champions of Change Coalition resource, Test the Messages you Project. Members used this framework to ensure there are signs and symbols of their commitment to gender equality and inclusion throughout the organisation including external imagery, external representation, awards, recognition and honour systems.

# Respect and inclusion in the community

Members have taken up the opportunity and responsibility to influence standards and expectations for inclusion and respect in the community, such as Richmond Football Club's Korin Gamadji Institute and the Carlton Respects Program. See more detail in the Scorecard section of this report.

# Prevention of violence against women programs

As part of their role in Champions of Change Coalition, Members have implemented policies and leave to support employees experiencing and using domestic and family violence. Members have also developed strong partnerships with experts such as Our Watch to support development of flagship community initiatives such as Carlton Football Club's Carlton Respects, NRL's Voice Against Violence, and AFL's collective Respectful Relationships programs.



# **Areas for improvement**

# The culture of sport is changing, however gendered norms remain a stubborn barrier to true gender equality

There is a perception that the culture of sport is changing as women's participation increases and this is tempering long standing 'blokey' environments. However, persistent and harmful social and cultural norms can instead stop people feeling safe, respected, and welcome in the sport sector. Everyday and high profile experiences, like commentary on women's weight, family responsibilities, appearance or emotions, are indicative of views about women athletes and women in sport impacting the recruitment, retention and promotion of women in all areas.

As outlined in further sections of this report women's access to resources, roles, opportunities, funding, and financial reward continue to be bound up in outdated gendered norms about prowess, leadership, and success in sport which define sporting cultures and insidiously undermine progress towards equality.

# Continued focus and accountability on inclusive and safe behaviours is required

Independent reviews into culture and behaviours at sports organisations both in Australia and internationally have highlighted workplace culture challenges and systemic issues in the treatment of women and girl athletes administrators and officials across the sector.

Some troubling approaches persist, including archaic views that staff and athletes need to be 'broken down and built up' to succeed in sport. Poor behaviour towards women officials has also been well documented.<sup>3</sup> While these findings are prompting sports organisations to act, there is more critical work to be done to make sports safe for all women participants.

# Women in sport can be unfairly attacked in the media with little accountability for abusers

While traditional and social media have been important platforms for profiling achievements and elevating the visibility of women athletes, commentators and administrators, it has also brought untold harm. New research has highlighted the prevalence of women athletes experiencing vitriolic comments and abuse online, and this is a common experience across all sports, even in sports where there is greater gender equity.<sup>4</sup> Most commonly, abuse is related to women's bodies, uniform fits, sexuality and race, and often intersecting. Similar treatment is experienced by women in coaching, sports leadership, officiating and women in sports media.

# Witnessing and experiencing this type of harm is impacting wellbeing, athletic performance, sponsorship and economic opportunities.

Protective actions—to shut down accounts, take a break from social media, not say anything controversial—are insufficient when a social media presence is socially and organisationally mandated for women athletes and can have the effect of silencing women's voices when there is a critical need to hear from more of them in Australian sport.

Men also experience this kind of scrutiny, but in the context of women's sport where women's athleticism, skill, capability and belonging are regularly questioned, the volume and relentlessness of trolling lands differently, is much harder to brush off and the weight of it often heavier to carry.

# **Call to action**

# Create safe, respectful and inclusive environments across every level of sports

- Lead in creating a consistent framework and language for everyday respect in the sport sector and community.
- Focus on building cultures of belonging for all, which are safe, respectful and inclusive, with a particular focus on engaging and activating men to lead change.
- Recognise media and social media as extended domains of the sport sector where safeguarding of athletes and women in sport needs to be prioritised.
- Build partnerships with organisations like the E-Safety Commissioner and social media providers to develop sector-wide prevention and response strategies to address online disrespect, sexism, abuse and harassment.
- Improve reporting pathways to ensure women athletes and administrators feel safe, respected and validated.



- 3 Victoria Rawlings and Damian Anderson Girls and women in umpiring: retention and participation limited by hostile cultural contexts, June 2023
- 4 Plan International, Snapshot Analysis: Social media commentary of sportswomen and sportsmen, April 2019. Kim Toffoletti et al., Addressing Online Harm in Australian Women's Sport, March 2024.

# **Participation**

Develop a strong pipeline of potential talent

Sports need players, participants, volunteers and spectators to thrive. For commercial success, a critical mass of community participants, elite athletes and passionate supporters is essential, supported by robust infrastructure. This setup fosters a talent pipeline and cultivates a generation of engaged participants and fans.

92%

of organisations have achieved or moved closer to gender balance in elite athletes • from 75% in 2022

**55**%

of reporting organisations have achieved gender balance in playing opportunities across men's and women's competitions from 44% in 2022



# **Progress so far**

# Increased participation

The participation of women and girls in Member sports has increased across the board since 2014, however barriers to retaining them in organised and team sports remain. The launch of Play Well, Australia's first sport participation strategy, by the Australian Sport Commission in December 2023, unites a national vision that 'everyone has a place in sport'.

# Redefined 'play like a girl'

Research and campaigns like This Girl Can (VicHealth) and the customisation of women and girls' sports programs have highlighted the barriers to participation, by better understanding how to attract and retain girls in sport, encouraging participation for health, connection, and community and inspiring women and girls to get active without being judged.

# Improved facilities

Significant investment has been made by Members, and state and federal governments to improve facilities and amenities for safety, inclusion and to accommodate growth.

#### Hosted international events

Alongside flagship annual events such as the Australian Open, Members have hosted significant international events including Women's Rugby League World Cup (2017), ICC T20 Women's World Cup (2020), FIBA Women's Basketball World Cup (2022), UCI Road World Championships (2022), and FIFA Women's World Cup (2023), boosting fan engagement and participation in these tournaments and post the events.

## Increased fan engagement

Growth in the level of fan engagement for women's sport/competition has been positive and consistent. Members have broken records for attendance, viewership and engagement via mainstream and social media channels.





# **Areas for improvement**

# Improved facilities have not necessarily guaranteed fair access

While significant investment has been made in facilities and amenities, equal/equitable access is not yet universal.

In some sports, men's teams are still perceived to be the premier product, with priority given to their funding, game scheduling, training times, coaching expertise, ground quality, newer facilities, and better equipment.

Evidence also shows there is a lack of appropriate infrastructure and facilities to address growth in interest and demand for women and girls' sport.

# One solution does not work for ALL women and girls

Not all women and girls have the same needs, concerns, or ambitions about participation in sport. There is more work to be done to understand and address the intersecting factors such as race, ethnicity, ability, age and socio-economic status that combine to impact on the sport experience and barriers for participation for many women and girls.

# Women's sport needs to be developed and marketed as a unique and differentiated proposition rather than an imitation of the men's game

Many elements of women and girls' participation in sport continue to be retrofitted from men's sport, rather than built for women. For example, women and girls' uniforms have been adapted versions of men's uniforms, instead of being designed specifically for women's performance, comfort, or safety.<sup>5</sup>

Approaches to coaching, equipment and playing formats are all largely adapted from men's sport, rather than taking into consideration the known barriers to girls' participation.<sup>6</sup>

Future strategies need to recognise, elevate and celebrate the unique needs, qualities and value of women's sport and women in sport, while eliminating distorted and unfair comparisons with their men's counterpart.

# **Call to action**

Build and sustain a critical mass of women and girl athletes at grass root level, with clear pathways through to elite level

Prioritise building systems and resourcing for equitable participation and access at community and grass roots, tied to eligibility for infrastructure and other funding, to ensure it is embedded in governance.

Provide inclusive and safe participation opportunities and environments for all women and girls

▶ Leverage the ASC's National Intersectionality Framework for Australian Sport<sup>7</sup> and the Coalition's FOCUSED on Everyday Respect resources to unite and guide sporting organisations in creating environments that are inclusive, equitable and responsive. Design with intent to realise the full range of possibilities for women and girls in sport

- Take an intentional approach to designing for all women and girls.
- Use the Champions of Change Coalition's 7 Switches for Inclusive Gender Equality by Design framework to support organisations to help the address participation barriers, such as playing formats, junior programs, uniforms, equipment, and facilities.



7 ASC, Embracing diversity key to making sport truly inclusive, August 2023



# **Pathways**

Offer genuine and equitable pathways for women and girls

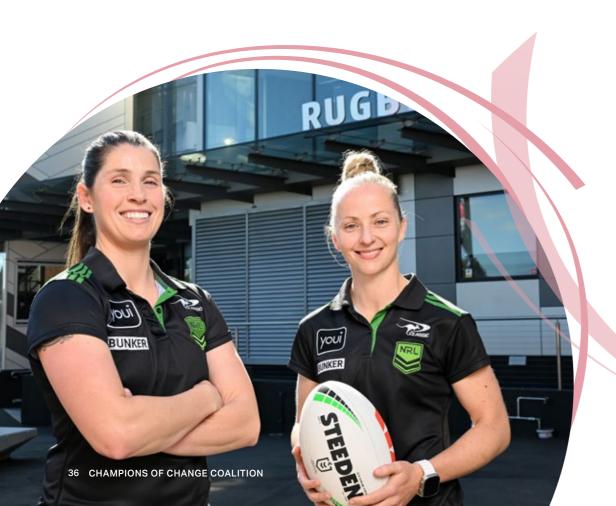
Within the critical mass of participants, some athletes and some coaches will stand out as having the potential to succeed at the highest level. Sports must ensure that the next steps in the individual journeys of athletes, coaches, officials and highperformance leaders are clearly visible and attainable.

100%

of organisations have pathways for women to reach elite level which have been communicated to participants and governing bodies

**82**%

of organisations report gender balance in funded development pathways to reach the elite level, from 63% in 2022



# **Progress so far**

# New women's elite competitions

The establishment of elite women's competitions/ leagues has elevated the profile and professional status of women's sports in Australia. New competitions include Women's Big Bash League (2015), AFLW (2017), NRLW (2018), Super W Rugby (2018), and A-League Women rebrand (2021).

#### Celebrated elite role models

Women and girls have begun to be recognised and celebrated in popular culture through first-of-kind public statues of Belinda Clark (Cricket) and Tayla Harris (AFL), documentaries/films like Ride Like a Girl (2019), Fearless: The Inside Story of the AFLW (2022), Matildas: The World at Our Feet (2023), and Trailblazers (2024).

# New pathway programs

Steps have been taken to support the transition from elite athlete to high-performance roles to create a more diverse and successful elite sports ecosystem. Initiatives such as the ASC/A/S Women in High Performance Coaching Project<sup>8</sup> have elevated a new generation of high-performance leaders while also highlighting the barriers, challenges and priority actions to support their success. More detail on similar programs established and run by our Members is included in the Scorecard section of this report.



8 ASC, AIS targeting gender equality in coaching by 2032, April 2023

# **Areas for improvement**

# Elite systems remain largely gender segregated

While the introduction of women's competitions has created greater elite pathways for women, elite systems remain largely gender segregated, especially in coaching, with men coaching men, men coaching women, but rarely women coaching men. Women's elite teams can also be seen as training grounds for men's careers in high performance.

High-performance roles are also largely gender segregated, with high numbers of women in dietitian, physio, and player welfare roles, while men continue to dominate high-profile and highly paid roles in coaching, sport science and fitness. This perpetuates perceptions of men's leadership as the norm and the best.

# Pathways to high performance and coaching roles for women are not clear or visible and are rarely attainable

While there has been an increase in opportunities for women in the sports sector, establishing viable longer term career paths, especially for high-performance roles, remains a challenge. Many elite women athletes leave the sector, often reluctantly, taking their valuable skills and expertise with them.

Despite initiatives being put in place more recently to build more intentional pathways and help correct this imbalance, substantial change across the sector has not yet been realised.

# Greater research and consideration is required to ensure high performance is designed to support and promote women's/athlete health and wellbeing

Rapidly increasing numbers of elite women athletes have highlighted the lack of consideration in elite environments for women's health and women's bodies. While there has been progress in some organisations, standards or policies for menstruation, pregnancy, miscarriage, childbirth and return to elite performance are largely immature, invisible, or non-existent, impacting short and long-term health and career sustainability. High-performance programs and policies for women can still be grounded in science based on men's physiology, creating increased health risks for women.

# The lack of flexible working options in sport disproportionately impacts women

In an industry that operates seasonally and across locations and time zones, there is a surprisingly outdated mindset about what 'flexible work' looks like in sport, where part-time hours are seen as an indication of a lack of commitment. A reimagining of flexibility and gender norms is required.

The demands of elite sport—including travel, training and participation schedules—are often more challenging for people of all genders with caring responsibilities. However, a lack of flexibility, and pressure to meet professional demands at the expense of personal commitments, forces choice about prioritising work or family, rather than accommodating both. Many women in sport describe settling for a professional compromise because they cannot get the flexibility they need.

Deeply held stereotypes and assumptions that women are default primary-carers continue to drive decisions about suitability and appetite for the demands of high-performance roles, and who is provided with opportunities.

There are also challenges for men who wish to take an active role in care, as there is often neither the policy or culture to support this.

# **Call to action**

# Gender-integrated elite sport systems

Take a more integrated approach to men's and women's elite teams ensuring equal access to facilities, high performance and playing opportunities.

# Map clear, visible and attainable pathways to leadership

- Develop deliberate, sector-wide strategies to celebrate and showcase the possibilities and pathways for women as elite athletes, high-performance experts and sports leaders.
- Regularly review policies and procedures with a gender lens to ensure they are meeting the needs of all women—inclusive, flexible and addressing the tough spots.

# Focus on strategic career development towards high performance

Build robust strategies for navigating post competitive careers, focusing on skills translation, networking, sponsorship and opportunities for long-term viable careers for women in sport.

# Prioritise reaching gender equality in high-performance roles

- Take a sector-based mindset to building a pipeline of emerging women talent, recognising progression is non-linear, individual journeys are unique and pathways may be different to men's.
- Develop a system for measuring and monitoring gender representation in high-performance roles, disaggregated by functions or roles to track progress on tough spots, like coaching or sports science.
- Embed formalised and transparent selection processes for high-performance roles.

# Embrace elite athletes and high-performance leaders as carers

Design a sport system that embraces elite athletes and leaders (all genders) as carers with innovative approaches to job design, travel, flexibility, pregnancy and caring, that challenge traditional gender roles and stereotypes.



# Investment

Strive for equal or equitable investment in women and girls across all areas of sport

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

40 CHAMPIONS OF CHANGE COALITION



of organisations have equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes.

**55**%

of organisations report gender balance in allocated budget dedicated to building women's sport at the elite 



## Government investment

At both a state and federal level there has been a growing understanding of the importance of investment in women's sport. The Australian Government's \$200 million Play our Way grants program, announced during the 2023 FIFA Women's World Cup™, will help promote equal access, build more suitable facilities, and support grassroots initiatives to get women and girls to engage, stay, and participate in sport throughout their lives.9

Members have collaborated with many state and territory governments on the various initiatives underway, which include establishing dedicated offices (e.g. The Office of Women in Sport and Recreation, Victoria), strategies (e.g. Her Sport Her Way), funding policy (e.g. Fair Access), programs (e.g. Women in Sports Media) and research (e.g. The Conversation of Sport: Representation of Women in Sports News Coverage).

9 Football Australia, Legacy '23 Post-Tournament Report, February 2024; Department of the Prime Minister and Cabinet, Securing a sporting legacy for women and girls, August 2023.



Several notable Champions of Change Member organisations who support our vision to achieve gender equality in Australia are/have been valued corporate supporters of women's elite sport (e.g. Allianz Australia, Commonwealth Bank Australia, Crown Resorts, Komatsu Australia, Medibank, Qantas Group, QBE Insurance Group Australia, Rio Tinto, TAL, Telstra, and Viva Energy Australia). These commercial partnerships have established a benchmark for what can be possible with the right investment.

#### Redefined business case

CommBank's investment in women's sport (cricket and football/the Matildas) have helped redefine the business case for women's sport, demonstrating the potential for lucrative returns and attractive brand benefits when women's sport is appropriately sponsored. New research backs the upside potential of investing in women's elite sporting properties.<sup>10</sup>

# Media support

Iconic moments have shown us what is possible with the right media partnership. The ICC Women's T20 World Cup Final in 2020 attracted 1.2 million viewers, a record for women's cricket in Australia. Some 2.6 million viewers in Australia watched Ash Barty win the Australian Open Final in 2022 with an audience peak of 4.6m during the broadcast. The 2023 FIFA Women's World Cup™ semi-final drew an unprecedented 11.15 million viewers, marking it as Australia's most-watched TV program since 2001 and the most streamed event ever. These were groundbreaking moments for women's elite sport, with impacts on participation, community attitudes and funding.<sup>11</sup>

There are also positive signs of change within mainstream sports media with the voices and perspectives of women being more frequently sought and represented in sports media coverage.

Champions of Change Coalition member the ABC has a long history of championing women's sports, providing extensive coverage, broadcasting roles for women, and showcasing a diverse range of sports, all of which have been crucial in promoting and normalising women's participation in elite sports, sports leadership and sports media.

<sup>11</sup> Victorian Office for Women in Sport and Recreation, The Conversation of Sport: Representation of Women in Sports News Coverage, February 2024.



<sup>10</sup> Victorian Office for Women in Sport and Recreation, The Value of You Can Be What You Can See, July 2023.

# **Areas for improvement**

# Despite some advances, compelling commercial sponsorship opportunities remain unrealised

While public support for elite women's sports is growing, corporate sponsorship of women's teams lags men's. Men's teams tend to be more established, with larger fan bases, greater exposure, and perceived higher commercial value. While men's sport has benefitted from decades of investment and corporate sponsorship, women's sport hasn't enjoyed the same advantages and opportunities for growth.

Industry benchmarks, both domestic and international, suggest women's elite sport is undervalued, at only 12% of the level of men's elite sport. Yet women's sports deliver strong returns on brand metrics and customer conversion.<sup>12</sup>

This suggests there are substantial unrealised opportunities for corporate sponsors that invest in women's sports. The cycle of underfunding, however, will continue without proactive sponsorship.

# Recognition that corrective investment is required to deliver continued growth, impact and results

There is increasing evidence that investment in women's sport delivers commercial, brand and societal returns, however more support is required from key players across the sports ecosystem to achieve gender equality. The sport sector, government, media and corporates could choose to invest more. This may include corrective investments to address decades of unequal and under-investment in women's sport, or more equitable investments to accelerate change. For example, where the Danish Football team sacrificed pay increases to ensure pay equality with the women's team.

# Enhanced media coverage and fan engagement are essential to the continued growth of women's sport

Increased media coverage is critical to supporting further growth in the professionalisation of women's elite sport, including fan base growth, effective commercialisation, addressing pay inequality and investment in talent and competition pathways.<sup>13</sup>

Despite some isolated successes in live broadcasting, the gender gap in news and media coverage remains a key obstacle to progress. A recent Australian study shows 15% of sports news coverage was focused on women's sport, and this is reflective of a global pattern. Women's sport is also less likely to receive deeper coverage and analysis. <sup>14</sup> The study also confirmed the underrepresentation of women as expert sources, journalists or presenters of sports news.

Research also highlights how digital platforms are being activated to advocate for gender equality. Providing a platform to discuss and celebrate women, trans and nonbinary athletes in sport, important intersectional issues and stories that are largely ignored by mainstream media outlets, and normalise women talking about both men's and women's sport.<sup>15</sup>

To truly advance the professionalisation and commercialisation of women's sports, media organisations must move to comprehensive coverage that goes beyond simply broadcasting games, including more detailed and tailored analysis, commentary, and features that can enrich the narrative around women's sports and challenge existing societal stereotypes.

# **Call to action**

Activate existing gender equality advocates and leaders to invest in women's sport

- Engage with organisations who share our vision for gender equality to invest in women's sport.
- Further engage and activate Champions of Change Coalition to invest in and support women's sport.

Set equal or corrective targets for investment in women's sport

Assess sponsorships and partnerships with a gender lens and set equal or corrective targets for women's sport. Help brands, sponsors and the media see the opportunities that exist

- Define and elevate the business case for investing in women's sport, leveraging existing research, impact reports and case studies.
- Encourage and incentivise increased media coverage of women's sport.
- Develop or support systems to measure and monitor gender equal sports coverage across all media.



- 12 Victorian Office for Women in Sport and Recreation, The Value of You Can Be What You Can See, July 2023.
- 13 Victorian Office for Women in Sport and Recreation, The Conversation of Sport: Representation of Women in Sports News Coverage, February 2024.
- 14 Victorian Office for Women in Sport and Recreation, The Conversation of Sport: Representation of Women in Sports News Coverage, February 2024.
- 15 Antunovic, Dunja and Andrew D. Linden. Disrupting Dominant Discourses: #HERESPROOF of Interest in Women's Sports. Feminist Media Studies 15 (2015) & Sherwood, Merryn. "Citizen journalists, sports fans or advocates? The motivations of female independent sports media producers in Australia" Australian Journalism Review 41 (2019)

# Pay and prize equality

Strive for equitable pay, prize money and conditions for women in sport

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

89%

of reporting organisations have achieved equity in prize money for elite athletes/teams, • from 43.8% in 2019

100%

of reporting organisations defined, measured and published gender pay gap data for elite athletes,



# **Progress so far**

#### Professional and equitable contracts

Significant improvements in athlete contract conditions for women in many commercial sports have included equal base salaries (to men), parity in match fees, equitable travel policies, high-performance resources, international playing opportunities, multi-year deals, and pregnancy and parental support. Collective bargaining agreements now more regularly include women and men players.

#### Share of revenue

Since 2019, Football Australia has led the way in offering women's and men's teams equal share of the commercial revenue generated by the teams.

# Increasing shift to equal prize money

While some sports, like racing and tennis, have led the way by offering equal prize money for decades, the past 10 years has seen rapid implementation of equal prize money for men's and women's competitions, with 7 of 8 Members now offering equal prize money. Equal prize money for women and men Olympic and Paralympic medal winners commenced in 2018.

# Progress closing gender pay gaps and transparent gender pay gap reporting

Under Workplace Gender Equality Agency (WGEA) requirements, all sport organisations with over 100 employees (including players) must publicly disclose gender pay gaps on an annual basis. Eligible Members also collectively and transparently share their gender pay gap data as part of Champions of Change Coalition's annual Impact Report.



# **Areas for improvement**

# Access to pay equity and prize equality is inconsistent across the sector

Despite some advances, positive outcomes aren't consistent across the sector. Fair and equitable pay is often tied to corporate sponsorship, impacting the ability of women athletes to pursue sport as a full-time career. Many still take on additional jobs to support themselves, limiting the time they have available for training and development.

In addition, the pay disparity among elite women athletes has raised concerns that many may leave traditional Olympic sports, like track and field, rowing, and other water sports, for more financially rewarding opportunities in code and commercial sports.

# Overall earning potential is still hampered by structural issues

Despite efforts to ensure equal contracts and prize money, overall earnings still heavily favour men's teams and athletes who are considered the premier product when it comes to playing opportunities, scheduling priorities, promotion and fan engagement efforts, and more lucrative commercial sponsorship and broadcasting deals.

# Gender pay gaps persist

A gender pay gap remains persistent across the sports sector, however the majority of Champions of Change Sport Group Members are below the industry median benchmark, according to WGEA reporting.

# **Call to action**

Make leadership commitments to pursue pay and prize equality

 Pursue equitable compensation standards as part of our commitment to fairness and gender equality.

# Continue to close gender pay gaps across the sports sector

- Work to close gender pay gaps across all aspects of sport—administration, media, high performance and at elite levels.
- Expand gender pay gap reporting to include women in leadership, high-performance roles, and elite sports.
- Establish a system for sport organisations (under 100 employees) to track and transparently report gender pay gap data, in line with WGEA requirements to gain a comprehensive view of progress across the sector.





# UNSTOPPABLE SCORECARDS MEASURING OUR PROGRESS

# Measuring our progress The pathway assessment framework

Champions of Change Sport Group 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. This measurement and monitoring framework can be adopted or adapted for use by sports organisations of all sizes.

#### Areas of focus

# 1. Is there overall gender balance across the organisation,

**Progress indicators** 

#### 2. Do the conditions and culture enable women to thrive in sport organisations?

and in leadership, recruitment,

graduates and promotions?

3. Is there a flexible and inclusive employment experience?

# Measures to track

# % 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

## % 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?

#### **Assessment**

- Gender balance achieved (40–60%)
- Year-on-year improvement towards gender balance
- Unchanged since previous year

an inclusive experience

an inclusive experience

an inclusive experience action

Complete already or underway now

In plan to commence or complete by 2025

No plans currently in place for this action

Year-on-year increase in over-representation of women

● 80–100% of the employees and/or participants report

• 50–80% of the employees and/or participants report

Less than 50% of the employees and/or participants report

Year-on-year increase in under-representation of women

# Advance more women into leadership positions and develop respectful and

inclusive sporting cultures

Leadership

- - Is there equal access to the sport at amateur, semiprofessional 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 or competition, indicated by social media followership unless otherwise stated
- % of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities

- Year-on-year improvement
- Baseline data
- Year-on-year decrease
- 100% equal access to facilities
- Year-on-year improvement, or the baseline
- Year-on-year decrease





**Participation** 

Develop a strong pipeline

# Measuring our progress

# The pathway assessment framework

**Progress indicators** 

#### Areas of focus

# Are high-performance pathways for women (athletes and coaches) defined and communicated?

- 2. Are there clear role models that women and girls can aspire
- 3. Are systems in place to support the transition from amateur to professional?

# Measures to track

#### % of funded development pathway opportunities for women athletes

% 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 the elite level been communicated to participants and governing bodies?

#### **Assessment**

- 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
- Greater than 40%
- Equal to or proportionately more than women's representation
- Proportionately less than women's representation at the
- Complete already or underway now
- In plan to commence or complete by end of 2025
- Proportionately less than their representation at elite level



**Pathways** 

Offer genuine and equitable

high-performance pathways

# Investment

Strive for equal investment

- 1. Is there investment in building audiences and fan engagement?
- 2. Have internal resources been dedicated to building women's
- 3. Are sponsorship dollars invested equally (or more to women if required)?
- Do athletes have access to equal conditions, allowances and development resources?

- % of promotional/marketing spend on women in sport or women's competition
- % of budget dedicated to building women in sport at the elite level
- Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?
- Is there an equal travel and accommodation policy across genders?

- Greater than 40%
- Equal to or proportionately more than women's representation
- Proportionately less than their representation at elite level
- Complete already or underway now
- In plan to commence or complete by end of 2025
- No plans currently in place for this action



# Pay and prize equality

Strive for equitable pay, prize money and conditions for women in sport

- Have pay equity ambitions been communicated?
- 2. Has gender pay gap data been defined, measured and published?
- 3. Are clear processes, timelines and targets in place to achieve pay equity?
- 4. Has pay equity been achieved?

Pay equity (base pay) between men and women athletes at the elite level

Pay equality (total remuneration) between men and women athletes at the elite level

Have pay equity and prize equity ambitions been communicated internally and externally in the last 12 months?

Has gender pay gap data for elite athletes been defined, measured and published?

Has equity in prize money for elite athletes and teams been achieved?

- Year-on-year improvement towards equal pay
- Is not equal and moving away from equal pay
- Complete already or underway now
- In plan to commence or complete by end of 2025
- No plans currently in place for this action



# Summary of progress from 2019 to 2023

Over the past five years the Champions of Change Sport Group has tracked progress against each of the measures in the Pathway to Gender Equality and Pay Equality in Sport. The table below highlights progress made by each Member against the benchmark reporting year of 2019. From page 56 we share the detailed self-assessments of each Member showing consistent year-on-year improvement across most measures, however in some areas progress is still rebuilding to pre-pandemic levels. Members continue to refine and sharpen their data collection and tracking processes.

Measurement not applicable to the organisation

Data is not available

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	Ť	Leader Advanc and inc	e more w	omen into orting cult	leadershi tures	p in sport	and develo	op respect	tful		S'A	Develo	ipation op a strong ential elite	g pipeline talent		1	Pathways Offer genu high-perfo	uine and e	quitable athways		Invest Strive invest	for equal		\$	Take s action	ical action simultaneo as to close ap for elite	us practic the gende	
Measures	% of women overall	% of women Key Management Personnel	% of women board directors	% of women high-performance staff at elite level	% of women coaching staff at elite level	% of women officials at elite level	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	% 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?	% of registered women and girl participants at grassroots level	% of registered women athletes at elite level	% of playing opportunities for women compared to men at elite level	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	% of total funded development pathway opportunities for women athletes	% 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?	% of promotional/marketing spend on the women in sport/women's competition	% of budget dedicated to building women in sport at elite level	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	Is there an equal travel/accommodation policy across genders?	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?	Has gender pay gap data for elite athletes been defined, measured and published?	Has equity in prize money for elite athletes/ teams been achieved?
National and State 9	Sporting (	Organisatio	ons																									
Basketball Australia							-	-			-													NA	NA			NA
Cricket Australia																												
Football Australia							-	-																				
Golf Australia																		-						NA	NA			
National Rugby League							-	-													-							
Racing Victoria				-							NA			NA				NA		NA	NA				NA			
Rowing Australia						NA	-	-						NA		NA	NA											
Surf Life Saving Australia							-	-						NA	-		NA	-						NA	NA			
Tennis Australia																												
Major Sports Clubs																												
Carlton Football Club		-									NA						NA				-							NA
Richmond Football Club											NA						NA			-	-							NA
Western Bulldogs Football Club		-									NA						NA				-							NA

# **Australian Sports Commission**

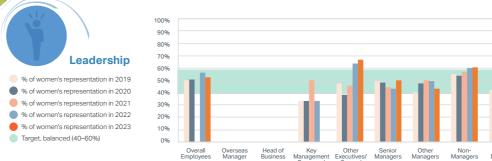


As leaders, we need to hold each other accountable to build more representation and break the deeply entrenched biases and norms that sit within the sporting system.

Kieren Perkins OAM CEO, ASC







Measures to track progress

% of women employees and/or participants who report an inclusive experience in the organisation

% of men employees and/or participants who 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?

2022 2023

1. Survey data not sex disaggregated

2016	Kate Palmer appointed CEO of the Australian Sports Commission (2016-2018)
2021	Achieved gender balance in leadership across all workforce categories
2021	Josephine Sukkar appointed Chair of ASC (2021-2024)
2022-24	Women Leaders in Sport Program – reached 27,000 over 20 consecutive years
2022-24	ASC Inclusive Leadership Program delivered for CEO and Senior Executives in the sport sector
2023	Adopted ASC Diversity Equity and Inclusion Framework
2024	Kate Jenkins AO appointed Chair of ASC
2024	Australian Government announces new policy mandating gender balance in sport governance.





# **Basketball Australia**

66

Australia has hosted incredible World Cups on home soil, showcasing our best women athletes and allowing the next generation to imagine a future of unlimited potential. The future is full of promise as we deliver more programs aimed at closing the gender gap.

Matt Scriven CEO, Basketball Australia

2021

2023

2023

2024







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**Participation** 

Pathways

Investment

Pay and prize equality

2019	Lauren Jackson AO OLY appointed Head of Women in Basketball						
2023	Legendary basketballer Suzy Batkovic joins the Board						
2024	Six women chairs of Basketball State and Territory Boards						

Women and girls high-level strategy developed

Hosted Women's Basketball World Cup, attended by more than 145,000 people in person
 Opals win bronze at 2022 Women's World Cup
 Record WNBL crowd at a single game, more than 7,600 people attended at John Cain Arena
 2024 2023/24 WNBL season increase in club membership of 20% and highest game attendance in league history

Australian Liz Mills becomes the first woman coach of a men's national team at a FIBA event, coaching Kenya
Amber Merrit of the Australian Women's Wheelchair Basketball Team named in All Star 5 for the IWBF World Championships
Jacqui Dover is the first Indigenous woman to referee in the WNBA Referee Development Program
Jessie-May Hall, aged 16, wins Junior Indigenous Sportsperson of the Year
Seven Australian women playing basketball at the highest level in the WNBA, the highest number on record
Senior Women's inaugural 3x3 National team qualify for Paris Olympics

She Hoops platform for women launched
 She Hoops launches Leadership & Confidence Scholarship Program for young women
 Commenced series of She Hoops 'Huddle Up' mentoring sessions for women officials and administrators in Australia
 Launched She Hoops Girls Only Holiday Programs that continue to run in association with local clubs around Australia

Leaders

Measures to track progress 2019 2020 2021 2022 2023 % of women employees and/or participants who report an inclusive experience in the organisation (or similar wording) % of men employees and/or participants who report an inclusive experience in the organisation (or similar wording) Do you have a diversity and inclusion policy including an action plan? Is there implementation of flexible working policies? % of registered women and girls participating at grassroots level 31.6 31.7 31.5 30.7 % of registered women athletes at elite level 47.7 % of playing opportunities for women compared to men at elite level 75.0 75.0 36.1 75.0 20.5 Growth in level of fan engagement for women's sport/competition 18.0 24.0 20.0 % of total facilities that accommodate women's participation needs; 100 100 100 100 e.g. equal access to change room facilities 50.0 % of total funded development pathway opportunities for women athletes 50.0 50.0 % of dollar investment in development pathways for women athletes 39.2 % of promotion and public appearance opportunities allocated to women 60.0 65.2 65.2 Have pathways for women to reach elite level been communicated to participants Yes and governing bodies? % of promotional/marketing spend on the women in sport/women's competition 50.0 50.0 50.0 % of budget dedicated to building women in sport at elite level 87.1 63.7 Is there equal access to extended resources - e.g. doctors, physios and equipment - for elite women athletes? Is there an equal travel/accommodation policy across genders? % difference in pay (base pay) between women and men athletes at elite level? -76.4 % difference in pay (total remuneration) between women and men athletes at -75.3 Have pay equity/prize equity ambitions been communicated internally and externally Has gender pay gap data for elite athletes been defined, measured and published?

# equality

#### Faataataa

- 1. Data set incomplete for 2022-23 period, new data system to achieve a more accurate aggregate participation measurement established in 1 January 2024.
- 2. Data based on the Basketball Australia (BA) COE Scholarships.

Has equity in prize money for elite athletes/teams been achieved?

3. National teams athletes are paid a standard per diem which is equal for both men and women. As the professional contracts are managed through WNBL and NBL,

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Basketball Australia does not have access to the pay equity data.

# Carlton Football Club

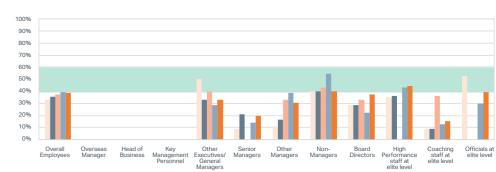
Our new state-of-the-art facilities for both the AFL and AFLW is a genuine commitment and sign of our contribution to gender equality. All of the facilities for AFL and AFLW are the same size and same quality - gyms and indoor facilities and lot of other areas are integrated. I think it's probably the first of its kind in Australia, and we're very proud of it.

Brian Cook CEO, Carlton Football Club









2019	Introduction of the <i>Carlton Respects Workplace Charter</i> , aimed at taking action on gender equality and contributing to the prevention of sexual harassment, and violence against women
2024	
2021	Club awarded Australian Business Award for Employer of Choice
2022	Change to the Club Constitution to include and better recognise AFLW players, traditional custodians and members
2023	Commission of Whole of Club Inclusion, Diversity and Equality health check and audit conducted by Intersection
2023	Club introduces new Cultural and Religious Flexibility Policy
2024	Carlton's first whole-of-club, Inclusion, Diversity, Equality and Belonging three-year strategic plan is endorsed by CFC Board

2022 The Adam Saad Cup is launched and has since engaged more than 500 culturally diverse young girls and boys from local primary schools in participation

AFLW Players move to day training (first club to do so), sharing high performance amenities with AFL program

2017 Club are a foundation licensee in the AFLW competition

2022 The Adam Saad Girls Academy is launched to increase access and equity to elite pathways for young culturally diverse girls

Club appoints first full-time AFLW Coach

2017	Club major partner Hyundai increase investment to include major partnership of AFLW team
2021	Redevelopment of IKON Park—home of AFLW—shares first-class facilities for AFL and AFLW football programs
2021	Great Southern Bank join Hyundai to become whole of club major partners including increased investment in AFLW team
2022	Club partners with Millipede to create a free digital learning platform, Road to Respect, aimed at educating about
	respectful relationships, challenging gender stereotypes, and managing emotions
2024	Club reaches 10,000 students educated through the Carlton Respects Schools Program and the Road to Respect initiative

Club introduces updated parental leave policy, providing significantly increased periods of paid parental leave, alongside payment of superannuation for primary carers on unpaid leave

2022 AFLW players pay increases by 94% for Season 7

New AFLW Collective Bargaining Agreement includes significant enhancements, including 12-month contracts and a 29% pay increase

Participat

	Personnel General Managers			staff at elite leve		I
	Measures to track progress	2019	2020	2021	2022	2023
	% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	87.0	87.0	87.0	95.0	94.0
	% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	83.0	83.0	83.0	92.0	90.0
	Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes
	Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
	% of registered women and girls participating at grassroots level	-	-	-	-	-
	% of registered women athletes at elite level	39.5	41.1	39.5	38.0	41.3
	% of playing opportunities for women compared to men at elite level	36.4	36.4	50.0	43.5	43.5
	Growth in level of fan engagement for women's sport/competition	Baseline	35.7	-	26.8	17.1
	% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	100	100	100
	% of total funded development pathway opportunities for women athletes	50.0	50.0	50.0	50.0	41.9
	% of dollar investment in development pathways for women athletes	NA	NA	50.0	-	-
	% of promotion and public appearance opportunities allocated to women elite athletes	26.4	32.5	30.0	32.5	22.4
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes
	% of promotional/marketing spend on the women in sport/women's competition	-	-	10.0	35.9	17.8
	% 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	Yes	Yes	Yes	Yes
	Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes
	% difference in pay (base pay) between women and men athletes at elite level?	-96.4	91.9	-93.8	-87.0	-84.0
	% difference in pay (total remuneration) between women and men athletes at elite level?	-96.4	95.6	-94.9	-89.2	-86.2
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes
	Has aquity in prize manay for alite athletes/tagms been achieved?	NIA	NIA	NIA	NIA	NIA

- 1. Data based on end of year 2023 Club Engagement Survey. Specific results for non-binary people not available due to survey confidentiality protection minimums.
- 2. Managed by AFL, not at club level.

  3. Based on followers for Carlton's AFLW Instagram account.
- Includes both promotional and media numbers (inclusive of print, radio, TV and broadcast appearances).
   Set by the AFL as the governing body.

Has equity in prize money for elite athletes/teams been achieved?

NA



Even with all the progress, there are so many opportunities for further development and much work to do. Now is the time to think big, renew our focus and accelerate momentum to be the leading sport for women and girls.

Nick Hockley CEO, Cricket Australia



2019 2020 2021 2022 2023



Commenced Notable Women of Australian Cricket Development Program for cricket executives Released first Press for Progress Report, providing transparency and accountability to cricket's ambition to be Australia's leading sport for women and girls

Avril Fahey appointed as Chair of an Australian Cricket Board

Women and girls action plan 2024-2034 launched

Belinda Clark's sculpture unveiled at the SCG, the first such sculpture in the world of a woman cricketer 80,000 registered women and girls players (up from 47,000 in 2014)

The Women's Big Bash League launched Adopted equitable naming conventions for international men's and women's teams Ellyse Perry scores 213 not out, the highest individual score by an Australian in women's test cricket 2019 Implemented landmark parental leave policy designed to keep women players in the game for longer

ICC T20 World Cup victory at the MCG in front of 86,174 fans and 1.2 million Australian TV viewers 2023 Claire Polosak and Eloise Sheridan first women to umpire Sheffield Shield

Growing Cricket for Girls fund launched with support of CommBank CommBank extends long-running sponsorship of women's cricket for three years

Announced an increase in total player payments for women from \$7.5 million to \$55.2 million, to date the biggest

First joint player MOU for women's and men's players

pay rise in the history of women's sport in Australia

Significant enhancements in the Player MOU, including a 66% increase in player payments for women

Measures to track progress

% of women employees and/or participants who report an inclusive experience 77.0 77.0 71.0 in the organisation (or similar wording) % of men employees and/or participants who report an inclusive experience in 75.0 81.0 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 Yes Yes % of registered women and girls participating at grassroots level 11.9 10.0 % of registered women athletes at elite level 41.1 38.9 44.6 42.5 41.5 % of playing opportunities for women compared to men at elite level 107.7 115.9 100 52.0 Growth in level of fan engagement for women's sport/competition 27.0 16.1 29.3 % of total facilities that accommodate women's participation needs; 39.2 26.8 e.g. equal access to change room facilities 43.3 26.2 % of total funded development pathway opportunities for women athletes 38.3 13.0 % of dollar investment in development pathways for women athletes 36.6 12.8 % of promotion and public appearance opportunities allocated to women 53.5 48.5 50.3 30.0 51.9 Have pathways for women to reach elite level been communicated to participants Yes and governing bodies? 23.1 22.7 24.7 % of promotional/marketing spend on the women in sport/women's competition 33.2 % of budget dedicated to building women in sport at elite level 43.0 25.7 39.9 Is there equal access to extended resources - e.g. doctors, physios and equipment Yes - for elite women athletes? Is there an equal travel/accommodation policy across genders? Yes -72.0 % difference in pay (base pay) between women and men athletes at elite level? % difference in pay (total remuneration) between women and men athletes at 63.6 -82.7 -83.0 Have pay equity/prize equity ambitions been communicated internally and externally

1. Results based on CA employee survey responses to the question "I can be my authentic self at work."

Has gender pay gap data for elite athletes been defined, measured and published?

2,2022-23 numbers include both paid media spend as well as creative production costs

Has equity in prize money for elite athletes/teams been achieved?

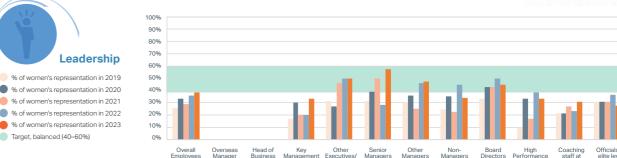
3. The budget reported here is relates to underage Championships including all Aus A and CAXI match costs domestically & overseas.

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Our challenge to governments, corporate entities, broadcasters and sports' governing bodies is to make a stand—commit, invest and grow women's sport because women's sport is real. And it's here to stay. Women's football in Australia has proved that to us all.

James Johnson CEO, Football Australia





Measures to track progress	2019	2020	2021	2022	2023
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	In progress	In progress	In progress
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
% of registered women and girls participating at grassroots level	21.9	23.0	-	-	24.5
% of registered women athletes at elite level	57.5	50.0	50.0	50.0	50.0
% of playing opportunities for women compared to men at elite level	120.0	71.4	57.1	113.3	122.2
Growth in level of fan engagement for women's sport/competition	26.3	9.3	3.3	20.2	26.2
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	-	31.2	41.0
% of total funded development pathway opportunities for women athletes	100	100	100	100	100
% of dollar investment in development pathways for women athletes	42.2	100	100	47.3	44.2
% of promotion and public appearance opportunities allocated to women elite athletes	47.1	53.0	54.5	50.0	50.0
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes
% of promotional/marketing spend on the women in sport/women's competition	7.1	53.0	55.7	46.2	51.6
% of budget dedicated to building women in sport at elite level	49.0	45.8	45.9	50.6	43.8
ls there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes
% difference in pay (base pay) between women and men athletes at elite level?	0.0	0.0	0.0	18.4	44.9
% difference in pay (total remuneration) between women and men athletes at	0.0	0.0	157.4	19.4	-66.9

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Football Australia Women's Football Council formed (holding 10% of congress votes) Football Australia releases Gender Equality Action Plan, which outlines commitment to 40:40:20 representation Matildas Alumni Sarah Walsh appointed as Football Australia's Head of Women's Football

Legacy 23 Plan launched in preparation to drive economic and social impact from the FIFA Women's World Cup 2023™

Football Australia appoints the first dedicated Technical Director of Women's Football

Achieved gender parity in Women's National Team staff

First female CEO of an A-League Club appointed

Australia and New Zealand are awarded the FIFA Women's World Cup 2023™

2023 Australia reaches eight women FIFA-badged referees

Australia hosts the most successful FIFA Women's World Cup 2023™ to date. Surpassing all previous benchmarks

20% increase in women and girls' participation post FIFA Women's World Cup 2023™ 2024

A-League Women's (then W-League) launched

Football Australia launches the Future Matildas Program

Kate Jacewicz becomes A-League's first-ever woman to referee an A-League Men's match

Football Australia forms a women's para football National Team and a U23 Women's National team to mirror 2022

Four out of five Women's National Team head coaches are women

CommBank announced as naming rights partner of the Matildas, Junior Matildas and Young Matildas

Football Australia builds a dedicated Women's National Team Marcomms Team to drive media, public relations and content

Football Australia appoints full time roles in the Women's National Team Program including Head Physio, Team Manager,

Assistant Coach and Goalkeeping Coach

Football Australia's advocacy and the CommBank Matildas' success contributes to the Australian government

committing \$200 Million to the Play Our Way grant program

Collective Bargaining Agreement achieves gender equality in travel and performance standards for the Matildas, with the gender pay gap significantly reduced through a tiered centralised contract system

Collective Bargaining Agreement moves Matildas from tiered contract system to match and commercial payments in line with the Socceroos

Minimum Wage of \$25,000 set for A-League Women's players

Have pay equity/prize equity ambitions been communicated internally and externally

Has gender pay gap data for elite athletes been defined, measured and published?

Has equity in prize money for elite athletes/teams been achieved?

- ootnotes
  Includes outdoor, futsal, Mini Roo Kick Off & Social Football. This figure does not include coaches referees and volunteers.
  Social media follower growth only, significant uplift and continued growth leading into the FWWC23. Introduction of a new social channel TikTok @matildas.
  Football Australia launched the targeted #Equaliser campaign during the 2022 Federal Election to address the gender-based facilities gap and advocate for funding.
  The campaign aimed to raise awareness and support for improving changeroom facilities.
  The program has been expanded from a centrally program based in NSW to QLD and VIC.
  This data reflects women players receiving a monthly retainer and men players paid per match. Under the new CBA, launched in November 2023, both women and men
- players will now be paid per match.

Though Matildas and Socceroos receive 40% of the total tournament prize money, the prize pools are unequal. FIFA determines the total prize pool at World Cups. This reporting period included the Mens FIFA World Cup.

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# **Golf Australia**

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We are passionate about growing golf to be a fun sport for all. For too long, golf has been considered a sport for a very select few, but we know the game has the potential to engage with people of all ages, gender and ability.

James Sutherland CEO, Golf Australia

2024

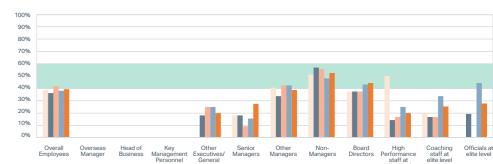
2017

2023

2018







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Participation

Pathways

Investment

Pay and prize equality

2022	Golf Australia Board reaches required ratio of 40:40:20
2024	Progress to Par report finalised in preparation for release
2024	Golf Leaders Network formed, consisting of women's office bearers of member golf clubs across the country
2024	Golf Australia obtains signatories from 100 clubs for the R&A Women in Golf Charter

2020/21 The Get Into Golf Program launches and Australian Golf Foundation Junior Girls Scholarship Program launches with 345 young girls across the country. In 2024, that number is 1,162

MyGolf junior program participation exceeds 30% girls for the first timeThe launch of a joint men's and women's Australian Open draws more th

The launch of a joint men's and women's Australian Open draws more than 50,000 people for two years in a row across 2022 and 2023

2022/23 Since 2020, women and girls' membership in golf clubs has increased by 8.16%, with overall participation across all forms of golf rising by 12.02%

Get Into Golf introduces 17,321 Australians to golf, with more than 80% women

Stacey Peters hired as Golf Australia's Female National Pathway Manager
Hannah Green wins the 2019 Women's PGA Championship, the first major champion to have emerged from the GA HP Program

2021/22 Minjee Lee wins the Evian Championship in 2021 and the US Open in the following year

Stacey Peters acts as World Cup Manager, with all expenses paid for daughter and nanny to attend Stephanie Na and Sarah Jane Smith added to HP staff

Womens only coaching scholarship started via the Karrie Webb Scholarship Program

Appointment of Women and Girls Participation Manager, alongside a six-figure investment into women and girls Women and girls investment has increased by 35% since initial investment in 2018

2022/23 Australian Open offers equal total prize money of \$1.7m for the women and men's tournaments.

Investm

Measures to track progress	2019	2020	2021	2022	2023
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	0.0	73.0
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	0.0	97.0
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
% of registered women and girls participating at grassroots level	25.0	20.0	20.0	19.7	21.3
% of registered women athletes at elite level	50.0	50.0	50.0	37.3	36.9
% of playing opportunities for women compared to men at elite level	NA	NA	NA	NA	90.0
Growth in level of fan engagement for women's sport/competition	15.0	2.9	-	-	13.0
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	75.0	100	-	-	100
% of total funded development pathway opportunities for women athletes	25.0	30.8	30.8	50.0	47.5
% of dollar investment in development pathways for women athletes	25.0	30.8	30.8	41.2	40.0
% of promotion and public appearance opportunities allocated to women elite athletes	NA	NA	NA	NA	NA !
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes
% of promotional/marketing spend on the women in sport/women's competition	50.0	50.0	-	50.0	50.0
% of budget dedicated to building women in sport at elite level	50.0	50.0	0.0	41.2	33.7
ls there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes
% difference in pay (base pay) between women and men athletes at elite level?	NA	NA	NA	NA	NA <sup>6</sup>
% difference in pay (total remuneration) between women and men athletes at elite level?	NA	NA	NA	NA	51.6
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes
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#### Footnotes

- 1. Coaching staff are contractors. Officials based on National Level Referees with majority of rules officials being volunteers.
- 2. Data refers to programmed athletes.
- 3. Includes WPGA Tour Order of Merit Pro-ams. Other playing opportunities determined by Official World Golf Rankings.

Has gender pay gap data for elite athletes been defined, measured and published?

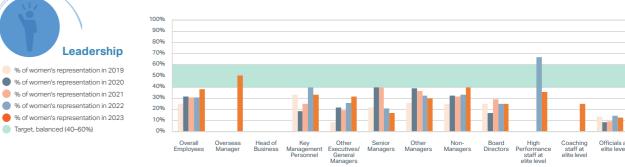
- 4. Inclusive of tier 1, 2 and 3 athletes.
- Public appearances are self-managed by athletes.
   Total remuneration refers to the total prize purse. Tournament purses not determined by Golf Australia.

Has equity in prize money for elite athletes/teams been achieved?

Rugby League has been around for more than 100 years, and for most of that time it's been a male-dominated sport. We have to work harder and be very innovative to ensure we are opening up opportunities for it to be a gender equal sport.

CEO, National Rugby League





2013-17 2018 2023 2024 2024	Raelene Castle is the first NRL Club CEO Luisa Avaiki appointed NRLW's first woman Head Coach for the New Zealand Warriors The NRL's gender pay gap improves significantly to 3.9% Jessica Skinner becomes the first Indigenous woman Head Coach of the All-Stars team The NRL's gender balance improves significantly to include a 41% female workforce	Leadership
2013 2014 2017 2018 2021 2023	Jillaroos win their first World Cup, and women and girls' participation grows 20% YOY Jillaroos and Kiwi Ferns play during the Four Nations tournament. Participation grows 31% YOY Jillaroos win their second World Cup, and participation grows 32% YOY Launch of the NRLW (NRL Women's Premiership)  RISE Rookie Program introduced to ensure the next generation of female players and administrators are trained Women's rugby league grows, with NRLW expanding from six teams to 10, and the number of regular season matches increasing from 15 to 45 YOY Women's National Championships expanded to include Pacific nations providing greater opportunities for women to access pathway opportunities	Participation
2017 2019 2021 2022 2023 2024 2024	Jillaroos win their second World Cup, with 10 of their matches broadcast on television Belinda Sharpe becomes the first woman to referee a NRL match First all-woman team of match officials referee women's State of Origin Kasey Badger the first female to referee a men's Rugby League World Cup match NRL Pacific Championships is introduced, contributing to the global growth of women's rugby league The Women's State of Origin (WSOO) is expanded to three matches, bringing the series to parity with the men Jillaroos announced to play England Women as part of the Las Vegas 2025 program, the first women's international fixture to be played on US soil.	Pathways
2015 2016 2016 2018 2023 2024	Harvey Norman sponsors the Jillaroos A delayed broadcast of the women's Test match between the Jillaroos and Kiwi Ferns attracts 100,000 viewers 10-year anniversary of the Harvey Norman Women in League Round Women's rugby league is included in the Collective Bargaining Agreement for the first time, with an annual allocation of elite-level funds through to 2022 The NRLW's viewership soars to a record-breaking 8.4 million, making it the most-watched season to date The inaugural three-match WSOO series shatters attendance and viewership records, with Game 2 becoming	Investment

	Managers			elite leve	31	
	Measures to track progress	2019	2020	2021	2022	2023
	% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-
	% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-
	Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes
	Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
	% of registered women and girls participating at grassroots level	16.3	16.6	18.3	19.2	20.3
	% of registered women athletes at elite level	13.3	13.9	14.5	21.7	33.7
	% of playing opportunities for women compared to men at elite level	12.5	2.5	19.4	27.3	35.0
	Growth in level of fan engagement for women's sport/competition	152.8	35.0	47.0	31.0	13.0
	% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	-	43.8	43.8
	% of total funded development pathway opportunities for women athletes	NA	NA	NA	31.9	29.0
	% of dollar investment in development pathways for women athletes	20.4	40.5	35.1	76.4	61.9
	% of promotion and public appearance opportunities allocated to women elite athletes	1.0	10.3	26.7	21.4	37.9
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	In progress	In progress	Yes	Yes	Yes
	% of promotional/marketing spend on the women in sport/women's competition	-	-	-	16.2	25.0
	% 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	Yes	Yes	Yes	Yes
	Is there an equal travel/accommodation policy across genders?	No	No	Yes	Yes	Yes
	% difference in pay (base pay) between women and men athletes at elite level?	-93.3	-	-	-90.0	-63.1
	% difference in pay (total remuneration) between women and men athletes at elite level?	-96.9	-	-	-95.7	-55.6
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	No	No	No	Yes
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	No	No	No	Yes
	Has equity in prize money for elite athletes/teams been achieved?	No	No	No	No	No

Target, balanced (40–60%)

The first Women's Collective Bargaining Agreement is agreed, resulting in NRLW salary cap lift from \$350,000 in 2022 to \$900,000 in 2023, with a projected rise to \$1.5 million by 2027, and the introduction of 12-month, multi-season contracts

UNSTOPPABLE • PROGRESS TOWARDS GENDER EQUALITY AND PAY EQUALITY IN SPORT

Women's All Stars and PM XIII achieve pay equity

The NRL formally inducted 6 women as the first ever female players into the NRL Hall of Fame

Top players become centrally contracted as part of an NRL elite national training squad

the first women's rugby league game to surpass one million TV viewers

The first Dally M Player of the Year is awarded to Jenni-Sue Hoepper

# Racing Victoria

For decades, men and women jockey athletes have competed against each other for equal prizemoney. As we applaud the growth in women jockeys competing and their success, our challenge is to ensure the ecosystem enables the growth of women in leadership roles across all aspects of racing.

Aaron Morrison CEO, Racing Victoria



2019 2020

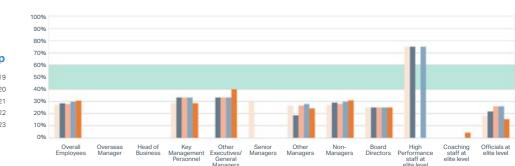


2021 2022 2023

Leadership % of women's representation in 2020 % of women's representation in 2021 % of women's representation in 2022 20% % of women's representation in 2023 Target, balanced (40–60%)

% of women employees and/or participants who report an inclusive experience

Measures to track progress



2022

2023

2024

2016	No Barriers No Limits industry working party involving key stakeholders convened to focus on gender
	equity across the racing industry

Amanda Elliot OAM becomes the first woman chairman of the Victoria Racing Club in its 159-year history

2024 Appointment of woman jockey mentor/coach to the Apprentice Jockey Training Program

2003	Clare Lindop becomes the first woman jockey to compete in the Melbourne Cup
2008	Clare Lindop secures the first of her four Group 1 victories in the Victoria Derby
2013	Linda Meech becomes the first and only woman jockey in Victoria to win five races at a single race meeting
2013	Legendary trainer Gai Waterhouse wins the Melbourne Cup with Fiorente and champion jockey Damien Oliver
2015	Michelle Payne becomes a household name after becoming the first woman to win the Melbourne Cup
2019	Linda Meech becomes the first woman jockey to win the Victorian Jockeys' Premiership

Jamie Kah becomes the first jockey to achieve 100 Victorian metropolitan wins in a season

Track Rider Development Program introduced to provide a pathway for riders commences

Track Work Rider Program, featuring off-the-job education and coaching, commences

Since 2019 more than \$10.5m spent on upgrades or replacements to jockey rooms with a focus on women jockeys' rooms

Financial support of the production of Ride Like a Girl, the movie of the life of Michelle Payne, the first woman to win the Melbourne Cup and highest grossing Australian movie of 2019

Women's participation in the Apprentice Jockey Program continues to grow, with women now making up

Appointment of female Participant Wellbeing and Participant Protection Managers

Introduced the Jockey Maternity Support Program which provides financial support between ceasing riding and becoming eligible for the Federal Government's Parental Leave provisions

2019-24 Pay and prize equity achieved

76% of the program

#### 70.0 75.0 84.0 in the organisation (or similar wording) % of men employees and/or participants who report an inclusive experience in 82.0 74.0 81.0 the organisation (or similar wording) Do you have a diversity and inclusion policy including an action plan? Yes Yes Is there implementation of flexible working policies? Yes Yes Yes % of registered women and girls participating at grassroots level NA % of registered women athletes at elite level 24.6 27.5 27.5 28.0 % of playing opportunities for women compared to men at elite level 100 100 NA 100 Growth in level of fan engagement for women's sport/competition NA % of total facilities that accommodate women's participation needs; 100 100 100 100 e.g. equal access to change room facilities 77.8 % of total funded development pathway opportunities for women athletes 61.8 62.0 78.0 60.0 % of dollar investment in development pathways for women athletes 60.0 50.0 50.0 50.0 % of promotion and public appearance opportunities allocated to women Have pathways for women to reach elite level been communicated to participants Yes and governing bodies? % of promotional/marketing spend on the women in sport/women's competition NA NA NA NA % of budget dedicated to building women in sport at elite level NA NA NA Is there equal access to extended resources - e.g. doctors, physios and equipment - for elite women athletes? Is there an equal travel/accommodation policy across genders? Yes Yes % difference in pay (base pay) between women and men athletes at elite level? 0.0 0.0

- 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. Metric not applicable to racing where men and women compete alongside of each other, for the same prize money.

  4. All jockeys are paid the same fee for race riding and receive a percentage of the prize money for a win.

% difference in pay (total remuneration) between women and men athletes at

Has equity in prize money for elite athletes/teams been achieved?

Have pay equity/prize equity ambitions been communicated internally and externally

Has gender pay gap data for elite athletes been defined, measured and published?

5. Pay equity has been achieved, however the organisation has identified that equality in opportunities needs to be investigated.

NA

Yes

# **Richmond Football Club**

Women are an integral part of our game. This Club is committed to ensuring women belong. We have taken some steps forward as a Club and as an industry, but there is still more to be done.

Brendon Gale

Former CEO (2009-2024), Richmond Football Club



Leadership % of women's representation in 2020 % of women's representation in 2021 % of women's representation in 2022 % of women's representation in 2023

Target, balanced (40–60%)



2013 2014-16	Peggy O'Neal becomes President of the RFC Board, the first woman in AFL history to serve as a Club president The 2014 report Gender Equality: What Will it Take to Be the Best? is released and succeeded by a 2016 edition focusing on gender equity
2018	40% women's representation is reached on the RFC Board
2019	Club's first Diversity & Inclusion Action Plan launched
2022	Club's second Diversity & Inclusion Action Plan launched
2023	Women's representation on the Senior Management Team increases to 33%

Inaugural Women's Koorie Football Carnival held at Punt Road Oval RFC enters VFLW competition RFC forms VFLW alignment with Port Melbourne 2023

New AFLW Collective Bargaining Agreement includes world-leading pregnancy policy for athletes

2020 Club enters AFLW competition Emma Grant is announced as the Club's first full-time AFLW coach NGA Academy Program held at Richmond

Federal Government funding support announced to accelerate investment in AFLW facilities as part of Club Swinburne University announces extension of partnership to include AFLW 2020 Victorian Government funding support announced to accelerate investment in AFLW facilities as part of Club nib announces its commitment to joint-major partner of both the AFL and AFLW teams AG Coombs expands partnership to include inaugural joint-major partnership of AFLW program

AFLW players pay increases by 94% for Season 7 New AFLW Collective Bargaining Agreement includes significant enhancements, including 12-month contracts and a 29% pay increase

Measures to track progress 2019 2020 2021 2022 2023 % of women employees and/or participants who report an inclusive experience 85.0 in the organisation (or similar wording) % of men employees and/or participants who report an inclusive experience in 97.0 90.0 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 % of registered women and girls participating at grassroots level 16.0 % of registered women athletes at elite level 43.6 43.6 % of playing opportunities for women compared to men at elite level 40.9 45.5 Growth in level of fan engagement for women's sport/competition 33.4 % of total facilities that accommodate women's participation needs; 100 100 100 100 e.g. equal access to change room facilities % of total funded development pathway opportunities for women athletes 50.0 50.0 % of dollar investment in development pathways for women athletes % of promotion and public appearance opportunities allocated to women 38.8 Have pathways for women to reach elite level been communicated to participants and governing bodies? % of promotional/marketing spend on the women in sport/women's competition % of budget dedicated to building women in sport at elite level Is there equal access to extended resources - e.g. doctors, physios and equipment - for elite women athletes? Is there an equal travel/accommodation policy across genders? -93.3 -65.0 % difference in pay (base pay) between women and men athletes at elite level? % difference in pay (total remuneration) between women and men athletes -75.0 -92.4 -87.2 Have pay equity/prize equity ambitions been communicated internally and externally Has gender pay gap data for elite athletes been defined, measured and published? Has equity in prize money for elite athletes/teams been achieved?

- 1. AFL is responsible for grassious participators.

  2. AFL and AFLW only, Excludes top-up players for VFL mens or VFLW alignment with Port Melbourne.

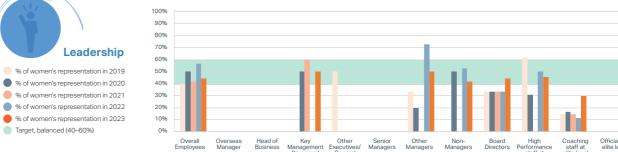
  3. AFLW players are employed in part time roles by the Clubs which, combined with a shorter season, limits the availability for appearance opportunities.
- 5. Athletes are also now included as part of the new WGEA Gender Gap reporting.

72 CHAMPIONS OF CHANGE COALITION

If we can normalise women in coaching and leadership, we will have young people seeing women in these positions and equally represented – I think we can change the world right across our sport.

Sarah Cook CEO, Rowing Australia





2020	Strengthened Rowing Australia's <i>Inclusion and Diversity Policy</i> , ensuring ongoing commitment to gender equality and addressing gaps in existing policies
2021	Female representation in leadership roles within Rowing Australia's governance structure increases to 40%
2023	Gender balance in leadership positions is maintained, including on the Board
2023	Initial Family Leave Policy offering paid parental leave above the statutory requirement is developed
2023	Sarah Cook appointed Chief Executive Officer
2023	A record four women coaching on the senior Australian Rowing Team and actively working towards encouraging and supporting more women to enter and continue on the high performance coaching pathway
2019	Rowing Australia marks 100 years of women's participation in rowing, celebrating significant milestones and achievements of female rowers and leaders
2019	Women's participation in rowing events increased by 15% compared to previous years
2022	Through strategic media campaigns and partnerships, the visibility of female rowers increases, resulting

2022	Through strategic media campaigns and partnerships, the visibility of female rowers increases, resulting in a 20% boost in female membership at rowing clubs
2019	Women's four win gold at the World Rowing Championships, establishing themselves as a dominant force in the international rowing scene. Additionally, the women's pair secure a bronze medal
2021	Women's Pathway Program is introduced, leading to a 25% increase in female participants in high performance
2021	Women's four win gold at the Tokyo Olympics, contributing to Australia's best Olympic rowing performance in decades. The women's quadruple sculls win a bronze medal, underscoring the team's overall strength
2022	Significant focus on women in coaching with pilot Women in High Performance Coaching Project
2022	Women's four continue their winning streak with a gold medal at the World Rowing Championships
2023	Developed equitable high-performance pathways, ensuring that 50% of the funded development pathways are allocated to female athletes
2020	Opened the Hancock Prospecting Women's National Training Centre, providing equal access to world-class facilities for female athletes
2022	Secured a grant to increase the number of women in high-performance coaching positions, resulting in a 30% increase in female high-performance coaches

Equal resources and funding provided for both men and women on the Australian Rowing Team through the Hancock

Prospecting Women's National Training Centre and the Reinhold Batschi Men's National Training Centre

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	Employees Manager Business Management Executives/ Managers Man Personnel General Managers	agers Mana	gers Directo	ors Performar staff at elite leve	elite level	elite level
	Measures to track progress	2019	2020	2021	2022	2023
	% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	100	-	-	-
	% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-
	Do you have a diversity and inclusion policy including an action plan?	No	Yes	Yes	Yes	Yes
	Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
	% of registered women and girls participating at grassroots level	50.0	50.0	NA	50.0	48.2
	% of registered women athletes at elite level	45.8	52.3	48.1	48.3	50.9
	% of playing opportunities for women compared to men at elite level	100	100	50.0	100	100
	Growth in level of fan engagement for women's sport/competition	NA	NA	NA	NA	NA
	% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	50.0	50.0	50.0
	% of total funded development pathway opportunities for women athletes	NA	NA	NA	NA	NA
	% of dollar investment in development pathways for women athletes	NA	NA	50.0	NA	NA
	% of promotion and public appearance opportunities allocated to women elite athletes	50.0	50.0	50.0	50.0	50.0
	Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes
	% of promotional/marketing spend on the women in sport/women's competition	50.0	50.0	50.0	50.0	50.0
	% of budget dedicated to building women in sport at elite level	50.0	50.0	50.0	50.0	50.0
	Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes
	Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes
	% difference in pay (base pay) between women and men athletes at elite level?	0.0	0.0	-	-	0.0
	% difference in pay (total remuneration) between women and men athletes at elite level?	0.0	-	-	-	0.0
	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes
	Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes
	Has equity in prize money for elite athletes/teams been achieved?	Yes	Yes	Yes	Yes	Yes

- 1. Equal access is available at all Rowing Australia facilities.
  2. Female specific data not available as a gender equal sport.
  3. Athletes receive direct support through a sponsorship agreement which has gender equity.

74 CHAMPIONS OF CHANGE COALITION

# Surf Life Saving Australia

In the ongoing journey towards gender equity, Surf Life Saving Australia has made significant strides, welcoming younger women into its mentorship program, continuing to promote and advocate for equal prize money for our iron athletes, and bolstering diversity efforts. With a commitment to inclusion, Surf Life Saving Australia embraces the challenge of fostering gender balance within its leadership and beyond.

Adam Weir CEO, Surf Life Saving Australia





	100%												
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	80%												
eadership	70%								_		_		
esentation in 2019	60%												
esentation in 2020	50%						-		-				
esentation in 2021	40%												
esentation in 2022	30%										_		
esentation in 2023	20%												
0–60%)	10% 0%									-			
	096	Overall Employees	Overseas Manager	Head of Business	Key Management Personnel	Other Executives/ General	Senior Managers	Other Managers	Non- Managers	Board Directors	High Performance staff at	Coaching staff at elite level	Officials at elite level
						Managers					elite level		

Managers	elite leve	el	
Measures to track progress	2021	2022	2023
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-
% of men employees and/or participants who 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	Yes
% of registered women and girls participating at grassroots level	46.3	45.4	46.4
% of registered women athletes at elite level			48.0
% of playing opportunities for women compared to men at elite level	100	100	100.0
Growth in level of fan engagement for women's sport/competition	NA	NA	NA
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	-
% of total funded development pathway opportunities for women athletes	50.0	50.0	50.0
% of dollar investment in development pathways for women athletes			NA
% of promotion and public appearance opportunities allocated to women elite athletes	-	-	-
Have pathways for women to reach elite level been communicated to participants and governing bodies?		Yes	Yes
% of promotional/marketing spend on the women in sport/women's competition		50.0	50.0
% of budget dedicated to building women in sport at elite level		50.0	50.0
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?		Yes	Yes
Is there an equal travel/accommodation policy across genders?		Yes	Yes
% difference in pay (base pay) between women and men athletes at elite level?	NA	NA	NA
% difference in pay (total remuneration) between women and men athletes at elite level?	NA	NA	NA
Have pay equity/prize equity ambitions been communicated internally and externally in the last		Yes	Yes

2014	The first woman State/Territory President elected and three women independent directors appointed to SLSA's National B
2015	Melissa King appointed as first woman CEO

**2020** Commenced the inaugural SLSA Women's Mentoring Program

2022 Flexible working policies introduced, including compressed working weeks, role sharing, flexible hours and hybrid working 2023 For the first time, the SLSA Board achieves a gender split of over 40% women, including two women State Presidents and three independent directors

Introduction of a Diversity and Inclusion Policy and Commitment Statement, and implementation of a Gender Equity Audit

Introduction of SLSA paid parental leave, and IVF leave, expanding surrogacy/adoption entitlements to include fertility planning

2020 Women and girls comprise more than 45% of SLSA membership participating at a grassroots level

**2020** 40-year anniversary of women patrolling beaches

2014-24 Maintained equal access to development pathway opportunities, regardless of gender

2021 Maintained equal access to sports science and medical support for all elite athletes, regardless of gender

Women aged 16+ were invited to join the Women's Mentoring Program

SLSA ran an inaugural female 'Coaching for the Elite' program with the support of the ASC Women Leadership

2024 192 mentors and mentees participating in the Women's Mentoring Program

2020 Secured support from McCarthy Mentoring to commence Women's Mentoring Program

2023 Secured Geoffrey Evans Trust Grant to support powercraft training for women in surf lifesaving to alleviate the shortage of women IRB Crew and Drivers

2019-24 Prize money equity achieved and maintained for Iron Series



- 1. Organisation has no funded positions' but the Ironman and Ironwoman series prize money is divided equally between men and women.
- 2. Specific investment related to pathways for men and women athletes not available.

Has equity in prize money for elite athletes/teams been achieved?

Has gender pay gap data for elite athletes been defined, measured and published?

- 3. Elite athlete appearances not tracked by SLSA
- 4. Organisation does not pay their athletes.
- 5. Organisation promotes equal prize money for all genders.







# **Tennis Australia**

Equality, inclusion and diversity – both on and off the court - are at the heart of everything we do. Tennis has a longstanding commitment to achieving gender equality, however there is still work to be done. We remain focused on driving positive change in our sport to ensure our communities are welcoming safe and inclusive for women and girls to thrive.

Craig Tiley CEO, Tennis Australia



Leadership % of women's representation in 2020 % of women's representation in 2021 % of women's representation in 2022 % of women's representation in 2023 Target, balanced (40–60%)

2016	AO Inspirational Series launched to celebrate women and shine a global spotlight on gender equality at the Australian Open
2017	Jayne Hrdlicka appointed Tennis Australia's first woman Chair
2017	Carolyn Broderick the first woman to be appointed Chief Medical Officer of Tennis Australia and the Australian Open
2019	Broadcast Commentary Training Program for women commences, designed to increase visibility of women in media
2021	Tappia Condor Equality Taplyforgo of industry exports formed to support the day planment of the Women and Cirlo Stratogy

2021 Tennis Gender Equality Taskforce of industry experts formed to support the development of the Women and Girls Strategy (2022-2027), which is launched the same year

Tennis Australia wins the ITF Bronze Advantage-All Reward and Recognition Award for its Women and Girls Strategy 2022 2023 Tennis Australia wins the ITF Silver Advantage-All Award for its community leadership program

100 years of women's tennis celebrated at the AO with the first champion Maude Molesworth inducted into the Australian Tennis Hall of Fame. Women represent 32% of the champions immortalised in bronze busts in Garden Square

Women Leaders in Tennis Program established to increase women in decision-making roles

Learn 2 Lead Program for young women aged 14-18 years established to build the pipeline of women in decision-making roles and elevate the youth voice in local tennis communities

#No Limits Girls squads for girls aged 8-10 years established in clubs

A gender-balanced AO ball kids squad is achieved

Percentage of Tennis Australia coach members who are women increases from 21% in 2015 to 32%

President's Women in Tennis Coaching Scholarships introduced, with 684 scholarships awarded since inception Cheryl Jenkins the first woman to be appointed Chief Umpire of the Australian Open

Ashleigh Barty the first Australian to win the AO since Chris O'Neil in 1978. Her victory is the highest rating women's final in OzTAM history

2023 Storm Hunter finishes the year as world No.1 in doubles

Women make up 48% of the AO global host broadcast commentary team

Secured \$12 million Federal Government grant to support Women and Girls Strategy 2022 Australian Open women's semi-finals move to prime time

The United Cup kicks off the global tennis season, showcasing true equality with men and women from 18 nations competing side-by-side in Brisbane, Perth, and Sydney for equal prize money and ranking points

Celebrated 50 years since the Original 9, including Billie Jean King and Australians Judy Dalton and Kerry Melville Reid, signed a symbolic \$1 note to create the first women's professional tennis tour, leading to equal prize money in all four Grand Slams by 2007

Measures to track progress	2019	2020	2021	2022	2023
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	76.0	76.0	-	-	67.0
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	77.0	77.0	-	-	75.0
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
% of registered women and girls participating at grassroots level	42.9	39.9	40.9	43.9	43.1
% of registered women athletes at elite level	42.9	34.5	33.3	42.1	42.4
% of playing opportunities for women compared to men at elite level	79.3	79.3	78.0	86.7	100
Growth in level of fan engagement for women's sport/competition	8.5	7.0	7.2	23.0	30.0
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	women and girls participating at grassroots level  42.9 39.9  women athletes at elite level  42.9 34.5  portunities for women compared to men at elite level  79.3 79.3  of fan engagement for women's sport/competition  8.5 7.0  ies that accommodate women's participation needs;  is to change room facilities  d development pathway opportunities for women athletes  50.0 59.3  stment in development pathways for women athletes  46.0 59.3  and public appearance opportunities allocated to women  57.1 47.4  for women to reach elite level been communicated to participants oddes?  Yes  Yes  al/marketing spend on the women in sport/women's competition  62.3 50.0	100	-	100	100
% of total funded development pathway opportunities for women athletes	50.0	59.3	48.5	50.0	41.9
% of dollar investment in development pathways for women athletes	46.0	59.3	51.6	47.4	48.2
% of promotion and public appearance opportunities allocated to women elite athletes	57.1	47.4	52.2	53.0	58.5
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes
% of promotional/marketing spend on the women in sport/women's competition	62.3	50.0	-	50.0	50.0
% of budget dedicated to building women in sport at elite level	53.3	50.0	35.2	42.2	44.8
ls there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes
% difference in pay (base pay) between women and men athletes at elite level?	0.0	0.0	Is equal	Is equal	Is equal
% difference in pay (total remuneration) between women and men athletes at elite level?	0.0	0.0	Is equal	Is equal	Is equal
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes
Llan aguity in prize manay for alite athletes/tagma been achieved?	Vac	Vac	Vac	Vaa	Vas

1. Data relates to Tennis Australia employee responses to Engagement Survey.

Has equity in prize money for elite athletes/teams been achieved?

- 2. Ausplay data from 1 July 2022 30 June 2023.
  3. Includes all athletes on Senior Pro Athlete agreement, players over the age of 23 and in Top 250 singles or Top 50 doubles. Inclusive of wheelchair athletes on a Senior Athlete agreement.

  4. 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, YouTube and Twitter.

  5. Tennis Australia does not have a gender pay gap for elite athletes as athletes are paid equal prize money at the AO, additionally Australian players receive

equal support.

Yes

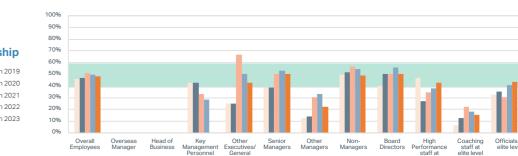
Yes

# Western Bulldogs Football Club

We remain committed to the achievement of gender equality and the advancement of women within our Club and business. Our new state of art training facilities provide a benchmark level of integration and equal opportunity for our men's and women's programs. A key focus for us is continuing to create pathways for developing women within our Football Department as this remains an area of significant opportunity.

CEO, Western Bulldogs Football Club





Have held a minimum of 40% female representation on our Club Board Kylie Watson-Wheeler elected the Club's first woman president 2020 All staff complete gender bias training Patrice Berthold appointed General Manager Women's Football

> Son's of the West Health and Wellbeing Community Program launched which includes gender equality training Daughters of the West Community Program launched, designed to give women over 18 years of age the tools to lead a healthy life

Western Bulldogs plays in first exhibition women's match against Melbourne First year of the AFLW competition Western Bulldogs AFLW team wins its first premiership The VU Western Spurs (VFLW) becomes the Western Bulldogs' VFLW team Female Assistant Coach Development Program introduced Tamarra Hyett appointed Senior Coach for AFLW program 2024

Completed development of women's facilities for the Club's AFLW and VFLW programs The redevelopment of facilities unite men's and women's programs for the first time, featuring an endurance heat chamber, cardio mezzanine, hydrotherapy zone, state-of-the-art medical facilities, and top-tier player change and recreation areas, all designed for the modern elite athlete

Precinct redevelopment enables an enhanced fan and member experience at AFLW, VFLW and VFL games at Mission Whitten Oval

AFLW players pay increases by 94% for Season 7 New AFLW Collective Bargaining Agreement includes significant enhancements, including 12-month contracts and a 29% pay increase

UNSTOPPABLE • PROGRESS TOWARDS GENDER EQUALITY AND PAY EQUALITY IN SPORT

Leadership % of women's representation in 2020 % of women's representation in 2021 % of women's representation in 2022 % of women's representation in 2023 Target, balanced (40–60%) 2019 2020 2021 2022 2023 Measures to track progress

% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	97.0	96.0	86.0	88.0	90.0	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	100	98.0	88.0	88.0	91.0	
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	29.3	NA	50.9	NA	15.9	1
% of registered women athletes at elite level	40.0	41.3	43.7	41.3	44.2	
% of playing opportunities for women compared to men at elite level	36.4	40.9	45.5	43.5	45.5	2
Growth in level of fan engagement for women's sport/competition	21.3	7.6	10.5	9.9	12.0	
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	100	100	100	3
% of total funded development pathway opportunities for women athletes	29.3	-	50.9	0.0	54.5	
% of dollar investment in development pathways for women athletes	NA	NA	50.0	2.8	28.2	4
% of promotion and public appearance opportunities allocated to women elite athletes	19.0	44.3	40.0	33.3	32.9	
Have pathways for women to reach elite level been communicated to participants and governing bodies?	In progress	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	65.2	62.5	36.4	43.1	37.8	5
% of budget dedicated to building women in sport at elite level	NA	NA	NA	50.1	50.0	6
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	In progress	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	-93.2	78.8	-92.6	-84.1	-81.1	7
% difference in pay (total remuneration) between women and men athletes at elite level?	-92.8	66.5	-91.9	-84.5	-85.4	7
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	

. AFL is responsible for grassroots participation

Has equity in prize money for elite athletes/teams been achieved?

- Total rounds are not including finals.
   An additional female change room was added as part of the organisations redevelopment, there are now two elite female change rooms on site.
- Responsibility of AFL but includes VFLW
   This is in-line with payers Collective Bargaining Agreements.
- 6. Set by AFL as governing body, however costs associated with development of new equal access facilities are included. These new facilities physically and culturally integrate men's and women's programs for the first time.

**80** CHAMPIONS OF CHANGE COALITION

7. 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.

#### **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 tr	\$A x X hours of training				
Match payment (per hour) – at least minimum wage	\$B x X competition	\$B x X competition hours				
Terms and conditions	Same	Same				
Prize money	Same	Same				
Appearance fees (per occasion/duration)	\$C x hours	\$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 internation

#### 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%

Adapted from Cricket Australia model.

# **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	Erin Hatton and Dana Assenheim
Basketball Australia	Simon Bishop and Megan Curtin
Carlton Football Club	Adrian Asdagi
Cricket Australia	Megan Barnett-Smith and Jodie Newton
Football Australia	Carlee Millikin and Sarah Walsh
Golf Australia	Lauren Waelend
National Rugby League	Steve Meredith and Cara Stanley
Racing Victoria	Anita Blokkeerus and Janelle Helleur
Richmond Football Club	Simon Derrick and Kathryn Stevenson
Rowing Australia	Mitchell Collins
Surf Life Saving Australia	Michelle Bainbridge
Tennis Australia	Andrea Buckeridge
Western Bulldogs Football Club	Jill McDaid and Sophie Porra
Champions of Change Coalition Program Directors	Julie Bissinella, Lisa Whiffen and Alana Fisher





































# UNSTOPPABLE

Progress towards gender equality and pay equality in Australian sport

The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is to achieve inclusive gender equality across our workplaces by 2030 and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org

