

No boundaries for women and girls in sport and physical activity



A bold new vision for women and girls in sport and physical activity



For too long women in sport in Australia have been under-represented, underpaid, and underappreciated!

And still, look at women's sporting achievements.

I welcome this roadmap for change and encourage people working in and with the sports sector to get involved.

Imagine the potential when there are truly no boundaries.

Senator the Hon. Marise Payne, Minister for Women



The future for women's sport looks bright.

The Federal Government is committed to ensuring Australian female athletes, at all levels, have access to the best training initiatives.

Continued support of grassroots programs has led to a surge in participation across codes. Whether it's netball or rugby, cricket or AFLW – pathways are being created to ensure young passionate athletes can follow their dreams, and in doing so, serve as inspiration for others.

Senator the Hon Richard Colbeck, Minister for Sport

Our vision is that there are no boundaries for women and girls in sport and physical activity.

Our goal is to achieve this by 2025.

But what does it look like and how will we know when we have made it?

Here we set out what we are striving for, actions to take and measures of success.

Key members of the sport sector, governments and industry are onboard.

Please join us.

About Australian Women in Sport Advisory Group

The Australian Women in Sport Advisory Group (AWISAG) was established in 2019 to strengthen industry collaboration and organisational commitment to achieving gender equality for women and girls in sport in Australia

Members include

Clare Hanlon, Chair
Professor Victoria University

Mark Anderson
CEO, Collingwood Football Club

Peter Nash
Director, Westpac

Luke Sayers, AM
CEO, Price Waterhouse Coopers

Susan Alberti, AC
Susan Alberti Medical Research Foundation

Julie Bissinella
Program Director
Male Champions of Change, Sport

Kate Palmer, AM
Former CEO, Sport Australia

Why does investing in women in sport matter?

Harnessing the full potential of women in sport will create positive social and economic change, with benefits for individuals, communities, sports organisations, and the broader sport industry. This includes opportunities to expand audience bases, increase viewership and engage different communities in sport.

Business Case developed by PwC Australia. For the full business case refer to <https://www.vu.edu.au/awisag>



Individual

Participation in sport increases the physical and mental health of women and girls. For example, As many as 60% of girls say that sport helps them to forget their worries¹, and studies show young girls benefit from having an activity that allows them to switch off from the pressures of school, friends and family. Additional benefits of team sports include the development of leadership skills such as teamwork, resilience, learning how to manage setbacks, and generating a better night's sleep.²

Community

Sport is a powerful catalyst for social change; it can help shape community attitudes and perspectives and plays a crucial role in advancing gender equality and challenging gender stereotypes. Sport teaches that women and girls can be strong, powerful and competitive, and paints these traits as healthy and normal, helping to redefine gender norms. Additionally, strong, powerful female role models increase the interest and participation of women in sport. Research also shows that promoting women's engagement in sport as players and spectators, coaches and trainers, strengthens community connection and social cohesion while also leading to a decrease in poor and anti-social behaviours at sporting events.³

Organisation and Industry

The evidence-base for gender equality is clear: improved productivity and economic growth, increased organisational performance, enhanced ability to attract and retain talent, and improved organisational reputation.⁴ Women are also responsible for 70-80% of purchasing decisions and for sport organisations, this provides an opportunity to grow revenue bases from sponsorships, advertising, ticket sales and membership fees. 74% of women's sports fans agree that companies involved in sponsoring women's sport gain in appeal with the audience.⁵

National and International

Sport contributes to an estimated A\$83 billion in economic, health and educational benefits annually for Australia with a return on investment of A\$7 for every A\$1 spent. The sports sector employs over 220,000 people, which represents 1.9 per cent of the Australian workforce. A further 1.8 million committed volunteers donate 158 million hours to sport each year⁶. Increasing women and girls' representation and involvement in, access and contribution to this previously male-dominated sector will have significant flow on effects for our economy.

¹ Suncorp 2019, Team Girls The ultimate guide to empowering teen girls through sport, Suncorp Australia <<https://www.suncorp.com.au/learn-about/teamgirls/empowering-young-women.html>>

² BeyondBlue 2019, The mental health benefits of playing a team sport, <<https://www.beyondblue.org.au/personal-best/pillar/wellbeing/the-mental-health-benefits-of-playing-a-team-sport>>

³ Victorian Government 2019, The benefits of gender equality, <<https://www.vic.gov.au/benefits-gender-equality>>

⁴ Workplace and Gender Equality Agency 2018, Topics Workplace gender equality The business case, Australian Government <<https://www.wgea.gov.au/topics/workplace-gender-equality/the-business-case>>

⁵ Nielsen Media and Sports 2019, Girl power: measuring the rise of women's sport in Australia, <<https://www.nielsen.com/au/en/insights/article/2019/girl-power-measuring-the-rise-of-women-s-sport-in-australia/>>

⁶ Australian Institute of Sport, Intergenerational Review of Australian Sport 2017, Boston Consulting Group 2017

What does success look like?

We will know there are no boundaries and we have been successful when:



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



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



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



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



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



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



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



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

An intersectional approach is recommended which considers but is not limited to women from CALD, Aboriginal and Torres Strait Islander, LGBTIQ, low SES backgrounds, and women with disabilities.

More detail on the plan to achieve these aspirations can be found at <https://www.vu.edu.au/awisag>

How will we track progress and measure success?

Focus area	Progress indicators	Measures to track
 <p>Leadership</p> <p>Advance more women into leadership positions and develop respectful and inclusive sporting cultures</p>	<ol style="list-style-type: none"> 1. Is there gender balance in leadership, recruitment, graduates, promotions and overall across the organisation? 2. Do the conditions and culture enable women to thrive in sport organisations? 3. Is there a flexible and inclusive employment experience? 	<p>% of women overall/total, key management personnel, other execs/ general managers, senior managers, other managers, non-managers</p> <hr/> <p>% of women board directors</p> <hr/> <p>% of women high-performance staff at elite level</p> <hr/> <p>% of women coaching staff at elite level</p> <hr/> <p>% of women officials at elite level</p> <hr/> <p>% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)</p> <hr/> <p>% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)</p> <hr/> <p>Do you have a diversity and inclusion policy including an action plan?</p> <hr/> <p>Is there implementation of flexible working policies?</p>

 <p>Participation</p> <p>Develop a strong pipeline of potential elite talent</p>	<ol style="list-style-type: none"> 1. Is there equal access to the sport at amateur, semi-professional and elite level? 2. Are environments welcoming and inclusive? 3. Are there suitable facilities/ amenities for women/girls? 4. Are participation rates equal? 	<p>% of registered female participants at grassroots level (includes women and girls)</p> <hr/> <p>% of registered female athletes at elite level</p> <hr/> <p>% of playing opportunities for women compared to men at elite level</p> <hr/> <p>Level of fan engagement for women's sport/competition, indicated by social media followership unless otherwise stated</p> <hr/> <p>% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities</p>
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Focus area	Progress indicators	Measures to track
 <p>Pathways</p> <p>Offer genuine and equitable high-performance pathways</p>	<ol style="list-style-type: none"> 1. Are high-performance pathways for women (athletes and coaches) defined and communicated? 2. Are there clear role models that women and girls can aspire to? 3. Are systems in place to support the transition from amateur to professionals? 	<p>% of total funded development pathway opportunities for female athletes</p> <hr/> <p>% of dollar investment in development pathways for female athletes</p> <hr/> <p>% of promotion and public appearance opportunities allocated to women elite athletes</p> <hr/> <p>Have pathways for women to reach elite level been communicated to participants and governing bodies?</p>
 <p>Investment</p> <p>Strive for equal investment</p>	<ol style="list-style-type: none"> 1. Is there investment in building audiences and fan engagement? 2. Have internal resources been dedicated to building women's sport? 3. Are sponsorship dollars invested equally (or more to women if required)? 4. Do athletes have access to equal conditions, allowances and development resources? 	<p>% of promotional/marketing spend on women in sport/women's competition</p> <hr/> <p>% of budget dedicated to building women in sport at the elite level</p> <hr/> <p>Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?</p> <hr/> <p>Is there an equal travel/accommodation policy across genders?</p>
 <p>Practical actions</p> <p>Take simultaneous practical actions to close the gender pay gap for elite athletes</p>	<ol style="list-style-type: none"> 1. Have pay equity ambitions been communicated? 2. Has gender pay gap data been defined, measured and published? 3. Are clear processes, timelines and targets in place to achieve pay equity? 4. Has pay equity been achieved? 	<p>Pay equity (base pay) between male and female athletes at the elite level</p> <hr/> <p>Pay equality (total remuneration) between male and female athletes at the elite level</p> <hr/> <p>Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?</p> <hr/> <p>Has gender pay gap data for elite athletes been defined, measured and published?</p> <hr/> <p>Has equity in prize money for elite athletes/teams been achieved?</p>

MALE CHAMPIONS OF CHANGE 
SPORT

McKinsey & Company

Male Champions of Change Sport, working with McKinsey & Company, has developed a framework for driving progress on gender equality in sport, including pay equality. The group reported progress against these measures for the first time in 2020.

The AWISAG is working with Federal, State and Territory Governments to align these measures across key members of the sports ecosystem. These are baseline measures, other measures more specific to members of the wider ecosystem may be required.

Local, national and international sports organisations are invited to adopt or adapt these measures to help accelerate the pace of change.

Find out more at: [https:// malechampionsofchange.com/ groups/sport/](https://malechampionsofchange.com/groups/sport/)

What role can you play?

Gender equality in sport benefits women and girls, our business, our communities, and our country.

Please think about the contribution you can make, and take action.

- Does your strategic plan include a focus on women and girls in sport?**
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- Do you have targets for gender equality in all management levels of your organisation?**
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- Are you investing equally to support gender equality in sport through your infrastructure, policies, resources, sponsorship and funding decisions?**
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- Are you building your knowledge and fairly representing the unique qualities of women as athletes and generally in sport?**
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- Are you actively tracking progress to close the gap on gender inequality in sport?**
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- Do tenders/contract applications encourage your partners and suppliers to strive for gender equality?**
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- Are you working to achieve pay equality in sport?**
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- Do you ensure women and men play in similar competitions for equal prize money?**
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- Do you have a plan to attract, develop and retain women as leaders in sport?**
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- Do you encourage your stakeholders to watch women and girls play sport?**

Further details: <https://www.vu.edu.au/awisag>

Contact: Australian Women in Sport Advisory Group Chair – Professor Clare Hanlon, Institute Health and Sport, Victoria University, clare.hanlon@vu.edu.au