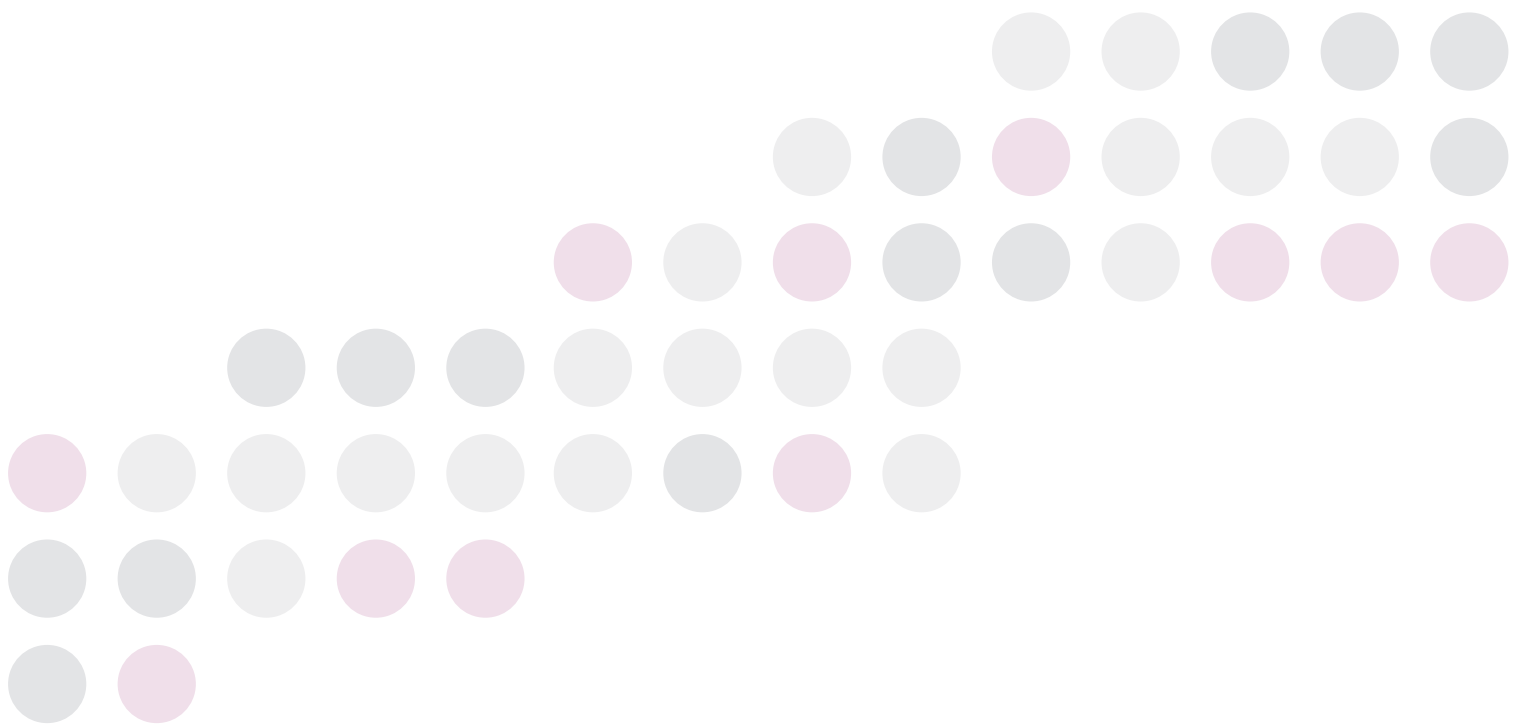


GENDER BALANCE IN GLOBAL SPORT REPORT



Women on Boards

SEPTEMBER 2016



WITH THANKS TO

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GENDER BALANCE IN GLOBAL SPORT REPORT

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ABOUT WOMEN ON BOARDS

Women on Boards was founded in Australia following the successful Olympic Games held in 2000. The impetus was the significant number of medals won by women at the Games and the paucity of women on national sports boards. Women on Boards was born as a network to enable women to have the same level of access to directorship roles as men. It has achieved some considerable success.



Further copies of the Gender Balance in Global Sport Report are available from:

Women on Boards

www.womenonboards.net

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Disclaimer

The data on the number of men and women serving on sports governing bodies was collected between April and July 2016 from the websites of bodies responsible for sport at country level and internationally. This included national sporting organisations across countries participating in Olympic Games, international federations for sport and sports organising bodies at international and national levels. Data on similar bodies in the Paralympic movement was also sought. Data was not available on all countries or all sports. In the majority of cases only non-executive directors have been counted, however there was difficulty in some cases in determining whether directors were serving in an executive or non-executive capacity.

Women on Boards takes no responsibility for the accuracy of the data on the websites of the organisations reviewed.

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FOREWORD: LIZ NICHOLL, CEO UK SPORT

The 2016 Women on Boards 'Gender Balance in Global Sport Report' is a welcome update on the participation of women on sports governing bodies across the globe. Highlighting both the leaders and laggards, the report shows that where governance is strong – in countries such as the United Kingdom and Australia, trends for improved participation of women can be seen.

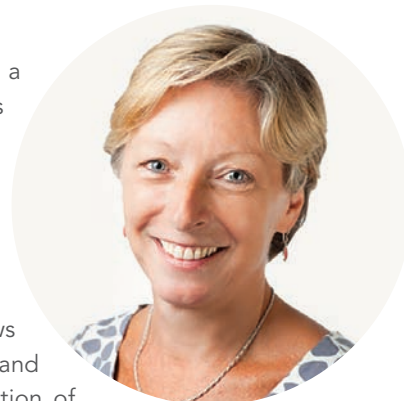
This report comes at a pivotal time in sport globally. A challenging time, in particular with issues relating to corruption and doping high on the news agenda, but also an opportune time as nations unite for the Rio Olympics and Paralympic Games. However the controversy surrounding the participation of athletes from various countries and sports in the Rio Games is a wake-up call for all leaders in sport and it supports the need for effective and transparent governance.

Sport continues to play a crucial role in our global economy as well as in the health and well-being, self-empowerment and social inclusion of citizens worldwide; and in challenging gender stereotypes. When you inject female perspective into the sector, as with business, everything and everyone benefits.

Women's sport has come a long way in many countries, particularly team sports such as Cricket, Netball, Football and Rugby. It helps that female sporting teams have been performing so well, not least in the Rio Olympics with our hockey women's success there's also a growing appetite to broadcast and watch women's sport. But sport brings with it many traditions and is sometimes an anchor to the past, which challenges sports governing bodies to adapt to more inclusive and diverse ways of operating.

In the UK, governance of publicly funded sport organisations is relatively strong. From a UK Sport perspective we are proud of the progress that has been made with 97% of the bodies we fund having female Board representation; and 69% with representation at over 25%. But we are certainly not complacent and are committed to pushing the bar as high as we can. Transparency, leadership, financial sustainability, integrity and culture will all be key aspects to the new Governance Code for Sport which we, alongside Sport England, will publish later this year. The new Code will seek to ensure that independence of thought and diversity in leadership and decision-making is championed at all levels.

All competitive sporting nations across the globe set medal targets for major events in order to ensure a return on public investment via funding programs. We are certainly no exception and UK Sport set ambitious targets and high level goals for the British teams heading into the Rio Games. We can now celebrate Rio as our best Olympic performance in over 100 years and the best performance of any nation, winning more medals at the Games post hosting. Add to that being second in the medal table above China and we are now amongst the 'super powers' of international sport. We also have great hopes that the Paralympics will be 'better than London'. To build on this success and to leverage the glory of Rio, we must continue to strive for more gender-balanced boards and diversity of thought in the governance of sport. In the same way that UK business recognises the link between good governance and business results, the new Governance Code for Sport will raise the bar to help deliver even greater sporting outcomes in the future. The journey to excellence is only beginning.



PREFACE

The 2016 Gender Balance in Global Sport Report (the report) by Women on Boards is the first update to the inaugural report published in June 2014. This report was written in the lead up to the 2016 Rio Olympic Games to provide:

1. An updated publicly available dataset on the number of women serving on sports governing bodies.
2. Report on gender pay gaps in certain sports.
3. Case studies on sports that are successfully addressing the gender gap.

The core data has been sourced from Olympic organisations with additional information provided on sports bodies in Australia and the United Kingdom including:

- 129 of the 206 National Olympic Committees
- 27 Paralympic Committees for Olympic Sports
- 28 International Sports Federations
- 14 Paralympic International Sports Federations
- 59 National Governing Bodies (NGBs) in the United Kingdom
- 57 National Sporting Organisations (NSOs) in Australia

The data has been sourced principally from the websites of the categories of organisations mentioned above. Where organisations are not included in the report we were unable to source the data and/ or translate information into English.

In each instance the name of the organisation has been published alongside the gender composition of the independent (non-executive) members of its governing body. The aim of this approach is to focus attention on those countries or sports where gender balance requires attention.

The case studies provided in the report have been chosen to support the key themes of how improved organisational governance can drive increases in the number of women on sports boards, the size of the gender pay gap in some sports and the progress that is being made. Case studies are largely based upon data sourced from the United Kingdom and Australia where Women on Boards has detailed knowledge of female participation in sport.

Data has also been collected on earnings across global sports via publicly available data on websites.

ACKNOWLEDGEMENTS

Report Authors:

Rachel Tranter, Executive Director Women on Boards UK

Rachel co-founded Women on Boards in the UK in 2012. Prior to her work with Women on Boards, Rachel was a corporate tax specialist with PwC where she led the international tax restructuring of a number of UK PLCs and a US based global entertainment group. Rachel has been integral in the growth and success of Women on Boards UK which at the time of writing this report has a membership of over 17,000.



Ruth Medd, Chair Women on Boards, Australia

Ruth co-founded Women on Boards in Australia in 2006 and is Executive Chair. She is a director of the National Foundation for Australian Women, the former Chair of Australian Ethical Superannuation Ltd and a former Non-Executive-Director of an integrated family and children's services charity and the NSW Casino Control Authority. In her executive career Ruth held senior roles with the Australian Association of National Advertisers, Telstra, the Australian Broadcasting Tribunal and the Federal government. She has a deep understanding of the interface between public policy / regulation and the business environment, leveraging this to great effect across a range of key policy areas and in particular their economic impact on women.



Claire Braund, Executive Director of Women on Boards, Australia

Claire is a social entrepreneur who co-founded Women on Boards in Australia in 2006 and serves as the Executive Director. Her Churchill Fellowship in 2011 on 'gender balance on boards in Norway, France and the UK' led to WOB Australia setting up a sister company in the UK in 2012. Claire serves on the board of the Central Coast Conservatorium of Music, which is the third largest in NSW, and formerly served on the not-for-profit board of the Foundation for Australian Agricultural Women and various incorporated bodies. A former journalist and public relations manager, Claire's expertise is in communications, marketing and advocacy which she has used to great effect to grow the Women on Boards business.



Report Contributors

- Catherine Fox, journalist and author
- Clare Connor OBE, Director of England Women's Cricket at England and Wales Cricket Board, former England Captain
- Rowena Ironside, Chair of Women on Boards UK
- Ruth Holdaway, Chief Executive of Women in Sport
- Jem Lawson, Chair of British Wrestling
- Annamarie Phelps CBE, Chair of British Rowing, former Olympian
- Pam Vick, Managing Director Caspia Consultancy

EXECUTIVE SUMMARY

The 2016 update on the inaugural Women on Boards Gender Balance in Global Sport Report released in July 2014 reveals there has been no real progress with regard to the number of women on sports boards at international level and variable progress within individual sports and at country level.

- The number of women in elite **governing bodies of the Olympic movement** remains below 30 per cent.
- Female representation on **National Olympic Committees** has fallen a further one per cent from 17.6 to 16.6 per cent.
- Female representation on **International Sports Federations** has remained static at close to 18 per cent.

The statistics vary within sports and across countries:

- At international level, only Tennis recorded a significant increase in the percentage of female board members, but it was coming off a base of zero percent in 2014. Taekwondo, Aquatics, Boxing and Wrestling all recorded a slight increase in the percentage of female board members.
- At country level, 20 National Olympic Committees recorded a five per cent or greater loss in the number of women on their boards, while 28 improved by more than five per cent. Again many of the top performers came off a zero base.
- Only Malawi, Australia, Bermuda, Norway, New Zealand, Kiribati, Samoa and Tuvalu have 40 per cent or more women on their national Olympic boards and committees. The USA has 31.3 per cent females and the UK has 26.7 per cent.
- In Paralympic sports, only the boards of Table Tennis, Basketball, Curling and Bocca recorded an increase in the number of women on their boards.

The bigger news from the 2016 report has been the attempt to gather information about the gender pay gap in sport. This has proven difficult as earnings in sport are rarely, if ever, compared on a gendered basis and pay scales are hard to determine via public search. It is generally easier to find player pay rates for established and well publicised sports, such as tennis and golf. Other sports have earnings listed for males, but not females, while some sports do not provide earnings lists but prize money for international competitions only.

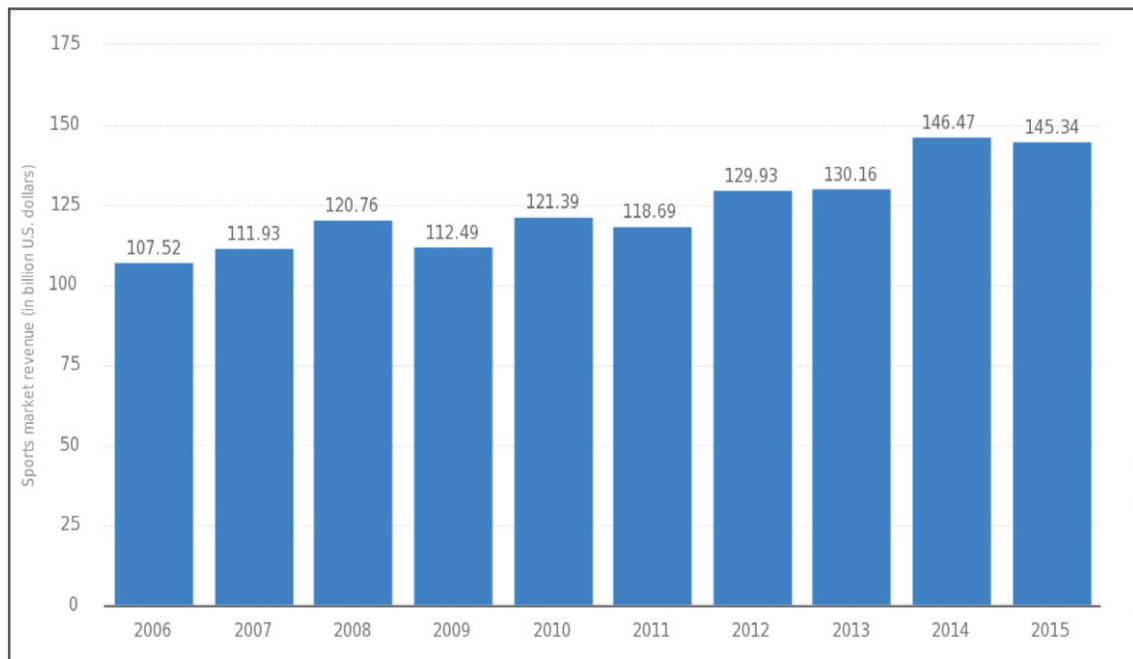
From what this report has been able to ascertain from the publically available information and other sources, there is a vast gender pay gap within many sports that is only just starting to be addressed as more sportswomen start to take a stronger stance against this inequity. Even when sponsorship is excluded, countries and sports leagues at all levels pay women less than men – as individuals and in teams. There are some brighter spots, such as athletics and tennis, however for the most part, the long journey to pay parity has only just commenced.

A leading indicator of the breadth of the gender pay gap is often the media rights deals that are done by various sports – in particular across the football codes and cricket. In the case of cricket, both the UK and Australia are seeing very positive steps being taken at national levels to address both the visibility of the sport and payment of players. To a lesser extent this is also occurring within football.

However, this report has once again shown that there are some major issues at large for the billion dollar global sports industry to address in relation to governance and gender if better representation and pay equity are to be achieved within an acceptable timeframe.

INTRODUCTION

Research across a range of business sectors has found strong links between gender balanced boards and better business outcomes from improved economic results to better corporate governance. The need for effective and transparent governance in the sports world is particularly urgent as a series of scandals in a number of codes and competitions unfolded in recent years, including the recent doping controversy dominating international athletics. The appointment of independent non-executive-directors, increased diversity and better gender balance on these boards continues to be an issue that is largely ignored in a global business worth 145.3 US billion dollars¹.



Global sports market – total revenue from 2006 to 2015 (in billion US dollars). Source PwC ²

In 2016 the International Association of Athletics Federations (IAAF) upheld its ban on the Russian track and field team from entering the Olympics and the International Tennis Federation (ITF) has stood firm in its decision to ban the world's richest female athlete, Maria Sharapova. The business of football is never far away from controversy. Match fixing is often making headline news and unfortunately corruption continues to overshadow the day to day operations of FIFA with President, Gianni Infantino, never seemingly far from controversy. These revelations put enormous amounts of revenue, related businesses and livelihoods at risk and demand action to ensure much high levels of accountability. Data showing diverse boards deliver improved outcomes on governance offer another timely rationale for improved gender progress in the sector.

¹ PwC's Outlook for the Global Sports Market to 2015 report <http://www.pwc.com/gx/en/industries/hospitality-leisure/changing-the-game-outlook-for-the-global-sports-market-to-2015.html>

² Statista 2016, <http://www.statista.com/statistics/194122/sporting-event-gate-revenue-worldwide-by-region-since-2004/>

Key to this is removing the range of systematic barriers facing women in sport. These barriers include sexist behaviour, gender pay gaps and poor media coverage. According to The Tucker Centre for Research on Girls and Women in Sport,³ although 40 per cent of participants in sport are female only four per cent of sports media coverage goes to female sports.

From a business perspective, women's sport is much smaller than men's sport, however this is slowly changing as attitudes to and appetite for women's sport evolves. Some of the most recent highlights in women's sport across the globe:

- A record 25.4 million Americans tuned in to watch their women's national football team beat Japan in the 2015 Women's world cup ⁴.
- In August 2015, The Diamonds, arguably Australia's most successful national team won its 3rd straight Netball World Cup title, in front of sell-out home crowds.
- Serena Williams holds the most major tennis titles combined amongst all active players, male or female.
- The 2015 Ashes series was the first cricket series to be contested by two fully professional women's teams.
- Following her Olympic Gold medal win at the 2014 Sochi Winter Olympics, Hayley Wickeheiser became the latest female athlete to join the IOC Athletes' Commission.

Attention to the potential and need for better gender participation in all levels of sport is on the increase.

"When we're analysing the pace of change, we have to remember that it was only 44 years ago that women were first allowed to run in the Boston marathon. So the last 10 years have seen remarkable progress in women's sport, the last 5 years especially. I believe we are on an exciting wave at the moment and we must absolutely capitalise on that but we must also be patient about the cultural change we want to see. Sport has always been a bastion of male activity and those who have been involved in all sorts of roles over the last three or four decades won't necessarily see our sports like we perhaps want them to. There are many hearts and minds still to win over. So it's up to us to show them the potential and the opportunity and why it matters. This means building our sports, our plans and our propositions based on insight. And then working out how to influence and get the right decisions. Achieving true cultural change is the pot of gold at the end of the rainbow and I know we will get there." Clare Connor, Director of England Women's Cricket at England & Wales Cricket Board

³ Tucker Centre for Research on Girls and Women in Sport, <http://www.cehd.umn.edu/tuckercenter/multimedia/mediacoverage.html>

⁴ <http://www.fifa.com/womensworldcup/news/y=2015/m=7/news=world-cup-final-smashes-tv-records-in-us-japan-2661775.html>

THE GENDER PAY GAP IN GLOBAL SPORT

The gender pay gap in businesses is much researched internationally and regularly grabs the headlines in developed countries. In Australia the gap between the full-time earnings of men and women is reported to be 17.3 per cent or \$277.70 per week.⁶ In the UK, the gender pay gap for all workers (not just full time) is reported to be 19.1 percent.⁷ The four main causes:

1. Discrimination, which sees women still paid less than men for the same work
2. Unequal caring responsibilities
3. A divided labour market
4. Men in the most senior roles

When it comes to the gender pay gap in sport it would be hard to argue that all of these reasons apply aside from discrimination – and the general public acceptance that the ubiquitous gender pay gap in sport is an unfortunate by-product of the increasingly commercial nature of sport, where major media rights and sponsorship contracts drive many tournament and player pay cheques.

In recent years there have been encouraging signs that female players are no longer prepared to be treated as second class citizens and sports administration bodies are seeking to address gender pay issues. The media is also playing a part, as Raymond Moore, the former director of the Indian Wells tennis tournament, discovered. He was forced to resign when social media went into over-drive about his comments that female players “ride on the coattails of men” and should “go down every night on their knees and thank God that Roger Federer and Rafael Nadal were born because they have carried the sport.”

As Deidra Dionne from CBC Sports, wrote in an opinion piece on 22 March 2016.⁸

“Before we start a labour discussion on the difference between the men playing five sets and the women playing three sets, or critiquing the difference in the speed of the men's game versus the women's game, let's remember that men and women are only paid equally at Grand Slams and a select few dual-gender tournaments.

It isn't about the women's game as compared to the men's game. Nor is it about the hours spent by each gender on the court. It is about two organizations joining resources, including broadcast rights, tickets sales and sponsorship assets to generate a larger communication footprint.

It is the exclusivity and power of combining the ATP and the WTA that makes tennis unique. It is what raises the value of the property exponentially and gives tennis a platform unlike any other sport.”

At the most elite levels of sport there is a stark difference in earnings. In June 2016, Forbes magazine recognised Cristiano Ronaldo as the world's highest paid athlete with earnings reported at US\$56 million. Serena Williams is the highest paid female athlete coming in at number 40 on the overall league table, with earnings reported at US\$8.9 million. Neither figure includes endorsements, yet equates to a gender pay gap of 84 per cent from the top paid male to the most highly paid female.⁹

In April 2015, the BBC reported that men earn more prize money in 30 percent of sports globally. The biggest pay differences were in football, cricket and golf. Out of the 56 sports included in the study, 35 paid prize money and of these, 25 paid equally and 10 did not.¹⁰ Those that were found to pay equal prize money included athletics, bowls, skating, marathons, shooting, tennis, volleyball, diving, sailing, taekwondo, windsurfing and some cycling events.

Athletes receive income from sponsorships, endorsements, prize money and contractual earnings. Gender pay differences exist in all these components. In tennis, Grand Slams may pay the same in prize money to male and female champions but the top male players consistently earn more in sponsorship and endorsements.

⁶ Workplace Gender Equality Agency, https://www.wgea.gov.au/sites/default/files/Gender_Pay_Gap_Factsheet.pdf

⁷ Office For National Statistics, <http://visual.ons.gov.uk/what-is-the-gender-pay-gap/>

⁸ Canada's Olympic Network

<http://www.cbc.ca/sports/olympics/money-at-play/indian-wells-tennis-comments-money-at-play-1.3502649>

⁹ Forbes, The World's Highest-Paid Athletes, <http://www.forbes.com/athletes/list/#tab:overall>

¹⁰ The BBC, April 2015, <http://www.bbc.co.uk/newsround/29789953>

Poor transparency around gender pay gap in sport

Until businesses were pushed to start to actively measure and report on the gender pay gap – in Australia it is now mandatory - it was difficult to ascertain how large it was and why it occurred. Unfortunately, the gender pay gap in sport is rarely measured and pay scales are hard to determine via public search. It is generally easier to find player pay rates for established and well publicised sports, such as tennis and golf. Other sports have earnings listed for males, but not females, while some sports do not provide earnings lists but prize money for international competitions only.

“ Rather than tackling direct gender pay gap issues, those that govern sport tend to focus on slowly addressing the structural issues which ultimately feed into pay issues. ”

Rather than tackling direct gender pay gap issues, those that govern sport tend to focus on slowly addressing the structural issues which ultimately feed into pay issues. These include:

- Governance – Increasing female representation on boards and committees.
- Encouraging female participation from grassroots to elite levels.
- Fostering better sponsorship deals.

For the purpose of this report, Women on Boards has undertaken its own research into the prize money paid to sportsmen and sportswomen from the following sources:

- publicly available information, including world rankings and earnings lists, and
- via conversations with sports players, commentators and subject matter experts.

As The Guardian (Australia) noted in an article in September 2015 “ *comparisons between the amounts that sportspeople earn is tricky, as each sport team’s agreements can encompass match fees, performance bonuses, allowances, wages, and retainers.*”¹¹ The approach taken by Women on Boards has been to look at salaried contracts and prize money across a selection of sports. Sponsorships and other earnings are not included. Where possible the pay figure provided represents total earnings and the average earnings of the best paid 100 or 200 sportsmen and sportswomen.

Athletics

Athletics is **one of the good news stories in this report**, with the International Amateur Athletic Federation (IAAF) World Championships and annual Diamond series offering financial rewards that are gender blind. Female and male prize money is equal, if not large by comparison with other sports.

The 2013 and 2015 IAAF Athletics World Championship offered more than US\$7 million in prize money.

In individual events the finals prize money was: Gold - US\$ 60,000; Silver - US\$ 30,000; Bronze - US\$ 20,000; 4th place - US\$ 15,000; 5th place - US\$ 10,000; 6th place - US\$ 6,000; 7th place - US\$ 5,000; 8th place - US\$ 4,000

In Relays (prize per team): Gold - US\$ 80,000; Silver - US\$ 40,000; Bronze - US\$ 20,000; 4th place - US\$ 16,000; 5th place - US\$ 12,000; 6th place: US\$ 8,000; 7th place - US\$ 6,000; 8th place - US\$ 4,000

Athletes achieving a world record were eligible for a special world record bonus of US\$100,000.

The IAAF Diamond League is a series of 14 meetings with 32 disciplines on offer. The aim is to provide head-to-head competition between the best athletes in the world. Prize money for each of the 14 events is US\$480,000. Additionally there is a progressive Diamond Race cash offering.

Prize money per event is: 1st place – US\$10,000 2nd place - US\$6,000; 3rd place - US\$4,000

Prize money has been offered by the IAAF since 1997, with the sport moving from amateur to professional status in 1982.

¹¹ How much are Australia’s male and female sports teams paid?

<https://www.theguardian.com/news/datablog/2015/sep/15/how-much-are-australias-male-and-female-sports-teams-paid>

Basketball

The US fields the world's most prestigious male and female basketball leagues – the NBL and the WNBA – **where there is a significant gender pay gap**. The NBL 2015/16 player salaries list is headed by Kobe Bryant at US \$25 million. The salary of the 100th listed male player is US\$7 million and the average salary for the top 100 players in the men's US National Basketball League is US \$12.7 million.

By contrast the WNBA offers much lower levels of remuneration. The maximum salary that a female basketball player can earn is US\$105,000 and there is a team salary cap of US\$913,000.¹² NBL players are likely to become financially secure as soon as they enter the league whereas the most talented female players are very low down the rank of paid athletes. The US is seeing some of its finest female stars head overseas. In 2013, Brittney Griner, a top female WNBA, star was earning close to US\$50,000. She moved to China and earned US\$600,000 for a four-month season.¹³

Cycling

Relative to other high-profile global sports, cycling is not well remunerated. For example:

- The ProTour has a minimum base salary of US\$50,000 (30 riders maximum); and
- The Pro Continental has a minimum salary of US\$40,000 (25 riders maximum)

In 2015 the winnings and bonuses for the top 100 male professional cyclists totalled US\$10,767,960 – an average of US\$107,680 per cyclist. Women's cycling, while not well remunerated, is making steady progress.

"In cycling, while there has been a vast chasm historically between male and female remuneration and recognition (pay, conditions, prize money), much headway has been made in recent years in all disciplines including Road, BMX, MTB, Track and Cyclecross." Tracey Gaudry, President of the Oceania Cycling Confederation and Vice President of the Union Cycliste Internationale ("UCI").

Some of this headway has been made in achieving equal prize money at the highest UCI owned event categories (World Championships, World Cup, Continental Championships). Road Cycling is the discipline with the deepest and longest standing disparity financially for men and women in prize money across the vast calendar of UCI sanctioned events and in terms of the remuneration for athletes in professional teams. Gaudry advises that a review of global prize money by gender and level of event has been completed and recommendations will be taken to the UCI Management Committee.

Women's UCI Hour Record holder and Australian team road racer, Dr Bridie O'Donnell, has long battled issues with regard to sexism in her sport. She told Women on Boards that there are no minimum wages for women racing in UCI World Tour teams, or lesser registered teams.

"There are fewer tiers of women's teams than men also. So I would be guessing, but riders like Marianne Vos (Olympic champion) might be making more than 150,000 Euro and Lizzie Armistead is for sure on a big salary but she also has big endorsement from Adidas and Oakley...But of the 40 registered Women's World Tour teams, greater than 75 per cent would not be paying their riders." Commented Dr Bridie O'Donnell.

By way of example the men's winner of the Tour de France gets more than 1 Million Euros while the women's winner of the Giro Rosa Tour of Italy, a 10-day stage race, receives around 1,500 Euro.

Golf

Similar to tennis, golf has an established tour for professional players. In the case of golf it is the PGA for men and LPGA for women. The total prize money earnings of the top 100 male golfers is in excess of US \$242 million, while the top 100 female golfers share a more modest US \$49 million. This equates to a gender pay gap of close to 80 per cent, however all golfers do receive a decent living wage after deducting the expenses of touring.

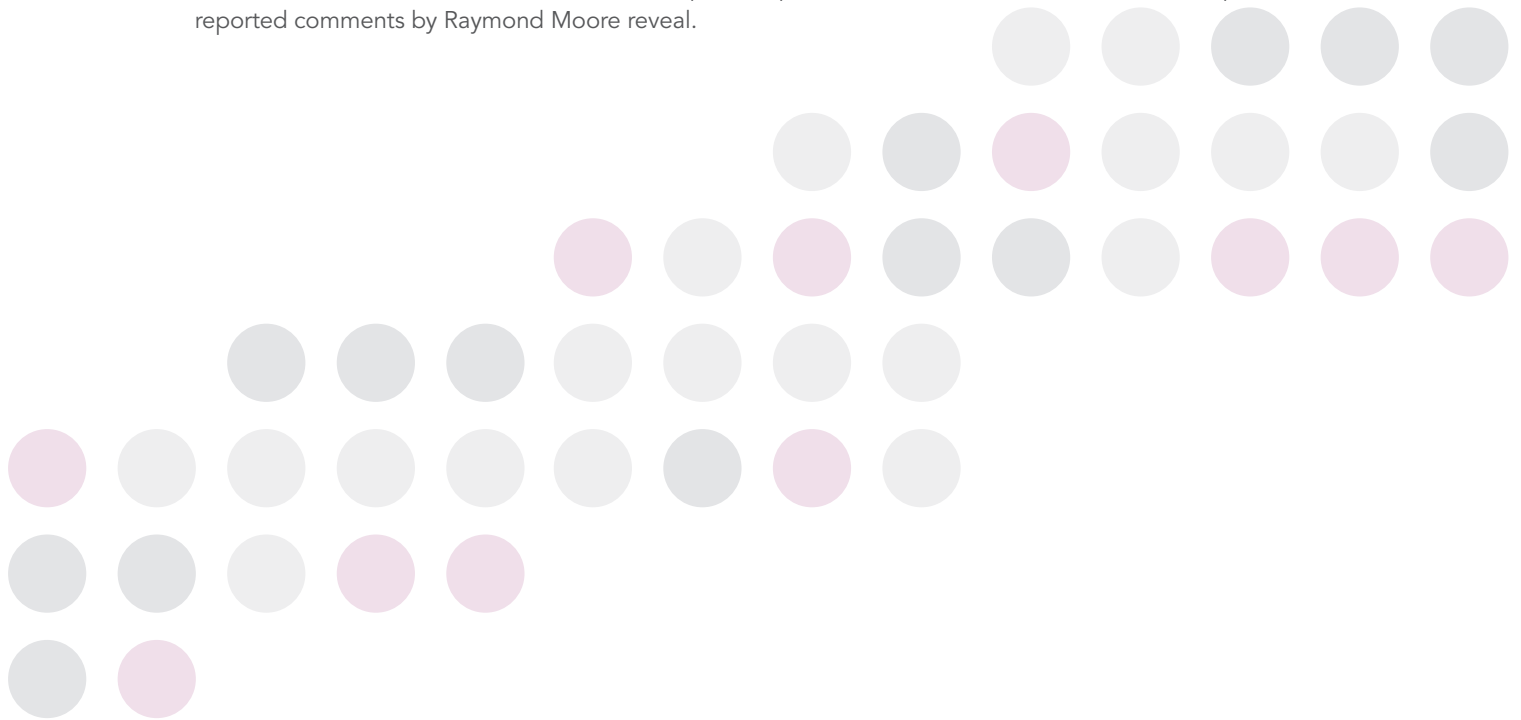
¹² Altius Directory, <http://www.altiusdirectory.com/Sports/wnba-salaries.php>

¹³ <http://mic.com/articles/90845/how-much-women-s-basketball-players-make-in-the-u-s-vs-china#.cKOMYWPjz>

Tennis

Generations of female tennis athletes have fought hard to ensure that growth in the pot of winnings goes equally to the genders and that female champions are valued equally to male. This sustained effort started with women players in the US in the 1970s when world champion Billie Jean King and eight other female tennis players decided to boycott the peak body for professional tennis, the International Lawn Tennis Association. The association had failed to organise any tournaments for women that year, and female players were receiving significantly lower prize money across the sport - women's prize money averaged only a quarter of men's and, in the case of the Pacific Southwest Championships that year, as little as one twelfth.

This led to the birth of the women only Virginia Slims series in 1971 started by the Original Nine, Americans Billie Jean King, Rosemary Casals, Nancy Richey, Peaches Bartkowicz, Kristy Pigeon, Valerie Ziegenfuss and Julie Heldman and Australians Kerry Melville Reid and Judy Tegart Dalton. In 1973 Billie Jean King refused to play in the US Open unless she received equal prize money to the men. Yet it took 37 years for male and female prizemoney at a major ITP tournament to be equal. Wimbledon was the first tennis association to offer this in its 2007 tournament. Yet while the tennis battle appears to be won, there are many smaller tournaments around the world that still have disparity in prize money and resistance remains as the previously reported comments by Raymond Moore reveal.



CASE STUDIES ON THE GENDER PAY GAP

Football: Slow progress

Football is touted as the truly global game in which even the poorest kids can shine. The money at the top levels is extraordinary, but despite strong and growing participation from women, the gender pay gap remains.

The United States stands out both in terms of the development of the women's game and narrowing of the pay gap between male and female footballers. There are now powerful women in influential corporate positions who grew up playing the game of football and are encouraging their own daughters to play. These women are able to make both the consumer and the business decisions that feed directly into grassroots funding and lucrative sponsorship deals.

Despite this, the highest paid female football player in the world, the American Alex Morgan, earns in the region of US \$2.8 million with sponsorships and endorsements – about the average salary for footballers in the entire English Premier League. Her base salary in 2016 was US \$450,000. By comparison the highest paid male footballer in 2016, as noted, was Cristiano Ronaldo with reported earnings in excess of US \$88 million once you factor in lucrative sponsorships and endorsements.

In US professional football leagues, women also trail far behind men in terms of earnings. The National Women's Soccer League has a pay ceiling per player of \$37,800 compared to an average of more than \$300,000 and a median of about \$100,000 for men's Major League Soccer. Each team in the NWSL has a salary cap of just \$265,000—compared to more than \$3 million for men.¹⁴

US and Aussie female footballers battle for better pay

Similar to the battles fought by US women's tennis stars in the 1970s, American female footballers are starting to get militant about pay. In April 2016 five members of the US women's football team filed a federal complaint against the United States Soccer Federation demanding equal pay.¹⁵ The women's US national team earn 60 per cent less than their male counterparts - even though they are ranked 1st in the world against the US men who are ranked 30th.

In Australia, the national women's football team, the Matilda's, boycotted a training camp for an upcoming tour of the US in mid-2015 over pay.¹⁶ Each Matilda received AU\$500 in match fees while male players received AU\$7,500 for doing the same thing. The tour was cancelled and a bitter four-month dispute with Football Federation Australia ensued.

In November 2015 an historic agreement was signed to increase the wages for the 20 contracted players including:

- Increased match payments and daily allowances for all players during Matilda's camps and matches.
- An immediate increase in the Matilda's remuneration structure that will see the top tier Matilda's receive AU\$41,000 per annum (base salary), with a second tier set at AU\$30,000 per annum (base salary).
- A 10% per annum increase in players' remuneration that will result in the overall investment doubling across the term.

England Women's Football

The English Premier League (EPL) is the richest professional football league in the world and the fourth richest sports league behind American Football, Baseball and Basketball. In 2014-2015, the EPL generated revenues of US \$4.8 billion.¹⁷ The annual wages bill for the top six clubs in the EPL (Chelsea, Manchester United,

¹⁴ <http://finance.yahoo.com/news/poorly-female-soccer-players-paid-180339151.html>

¹⁵ <http://www.telegraph.co.uk/women/life/top-us-women-footballers-are-demanding-equal-pay---and-its-in-al/>

¹⁶ <http://www.abc.net.au/news/2015-09-11/convey-the-matildas-pay-dispute-could-spark-real-change/6767916>

¹⁷ https://en.wikipedia.org/wiki/List_of_professional_sports_leagues_by_revenue

Manchester City, Arsenal, Liverpool and Tottenham) is US \$964 million. This covers 135 contracted male players who on average earn US \$10.2 million annually in wages alone.

In the UK around 27 female players have central contracts with salaries of £26,000 and are able to earn around £35,000 from the Women's Super League. The central contracts awarded since 2009 are viewed as a step in the right direction but for most female players, earnings from football represent only a small proportion of what they earn elsewhere. In the latest Deloitte Annual Review of Finance, **male footballers earn on average more than three times in a week what a female player gets paid in a year.**¹⁸

The England Women's world cup team has an annual budget of £10.8 million and far outperformed the men by reaching the 2015 World Cup semi-finals. The women's game is relatively new in the UK compared with the US and as such sponsorship deals are almost non-existent. Steph Houghton, the England women's captain, earns around £65,000 a year which includes sponsorship.¹⁹ Step forward, Wayne Rooney, the England men's captain who earns in excess of £250,000 a week.

As the women's game is not regarded as profitable without the major commercial deals the men's game attracts – including broadcast rights, the women's teams currently rely on funding from within the clubs. As a result, it is only the top clubs that support their women's teams with Arsenal Football Club a stand out example. The Arsenal women's team ('Arsenal Ladies') are treated as an equal partner with the men's team - use the same training facilities, are well respected and have the full support of the executive.

Viewers and fans are key to driving change

For more female footballers to be better financially compensated, club funding is required and a broader fan base will need to be generated to even start to bridge the gender pay gap in female football. There is a large gap to close. In 2015, Arsenal received £1.8million in prize money for winning the men's FA Cup while Chelsea received £5,000 for winning the equivalent women's final.

Despite this, fans for the women's game are growing slowly. A record crowd in excess of 32,000 went to Wembley to see the 2016 Women's FA cup final.²⁰ Only four years ago the same fixture (not at Wembley) drew just under 5,000. The women's FA Cup final is also now televised.

At the global level, more than 3.2 billion viewers tuned into the 2014 FIFA men's world cup competition with total prize money of US \$576 million.²¹ More than 750 million viewers watched the 2015 women's world cup competition in Canada, making it the 2nd most watched FIFA competition across the globe.²² However prize money of just US\$15 million dollars was awarded for the 2015 women's world cup.

When you compare the number of viewers who watched the games with the prize money offered, there is a clear disparity between the perceived value of the male and female games as the table below shows. While marginally more than four times the number of viewers watched the men's world cup, the prize money offered was 38 times greater for the men than the women.

Number of viewers versus prizemoney offered for male and female FIFA World Cup competitions

Competition	Viewers	Prizemoney	Ratio of eyes to dollars
2014 FIFA Men's World Cup	3.2 billion	US \$576 million	5.5
2015 FIFA Women's World Cup	750 million	US \$15 million	50.0

¹⁸ Annual Review of Football Finance 2016, Deloitte

¹⁹ <http://www2.deloitte.com/uk/en/pages/sports-business-group/articles/annual-review-of-football-finance.html>

²⁰ <http://empowering.hearst.co.uk/be-informed/how-much-do-professional-footballers-earn/>

²¹ <http://www.thefa.com/news/competitions/fa-womens-cup/2016/may/the-final-arsenal-chelsea-wembley-stadium-report>

²² <http://www.tsmplug.com/football/prize-money-fifa-world-cup-2014/http://www.fifa.com/worldcup/news/y=2015/m=12/news=2014-fifa-world-cuptm-reached-3-2-billion-viewers-one-billion-watched--2745519.html>

²³ <http://www.fifa.com/womensworldcup/news/y=2015/m=12/news=record-breaking-fifa-women-s-world-cup-tops-750-million-tv-viewers-2745963.html>

What can be done to fix the problem?

The gender pay gap is just a very small part of the systemic issues women face in football. It is difficult to find solutions without considering the overall problem of why women are treated as second class

“ The gender pay gap is just a very small part of the systemic issues women face in football. ”

citizens in football. Some people argue that the women’s game is not as physical or as good to watch so female footballers should not be paid the same salary as male footballers. Yet the games are equal in length and a high level of fitness and training are needed for both men and women to compete. Men, who are well remunerated, have the luxury of making their sport their profession. Women in football largely do not have the same luxury if they want to earn a decent wage.

Is it that more people around the globe want to watch men play football or is it because very few games of women’s football are televised? Is the women’s game less sophisticated or developed than the men’s game as a result of the billions of dollars spent on marketing and facilities for the men?

Regardless of the causes the gender pay gap in women’s football is symptomatic of a broader problem. Much of this starts with the leadership at the top of the sport. The main governing bodies in world football have few women on their boards, while England fares little better. Australia is making greater progress and has a highly professional independent board, with three senior corporate women.

The percentage of female board members on governing bodies in world football

Body	Total Members	Females	% Female
Football Federation Australia	9	3	33%
International Football Association Board	5	1	20%
FIFA Council	27	3	11%
England Football Association Board	11	1	9%
Union of European Football Associations Executive Committee	16	1	6%
Football Association of Wales	34	1	3%
Scottish Football Association (main) Board**	8	0	0%
US Soccer	10	0	0%

** The Scottish FA also has three boards. The main board complemented by the operational Professional (10 members – 1 woman) and Non-Professional (11 members – 1 woman) Boards, representing their respective parts of the game.

FIFA has a Committee for Women’s Football which has 17 women on a board of 18 and it also has a female secretary general, Fatma Samoura, so there may be changes in this global game. However, country bodies have a long way to go, in particular in the Northern Hemisphere, to improve the representation on their governing bodies. This will go some way towards supporting gender equity within the women’s game starting with grassroots participation, through sponsorship to improved pay structures.

Cricket: Reasons to be positive

In countries where cricket is played at national and international levels, there remains **a significant pay gap between male and female players**. However, in both the United Kingdom and Australia action is being taken to ensure women are paid more equitably as the sport records huge growth in young girls and women flocking to the game. Cricket Australia reports that well over a million people are now playing cricket, making it the country's highest participation sport. Nearly one in four of cricket's participants are female - up from 20 per cent on the previous year.

While women's cricket in all forms has been on the rise in the last decade, the shorter T20 game has been seen as significantly benefitting female players - raising their profile through increased ground audiences, TV coverage and improving sponsorship opportunities. This has supported the case for all top female cricketers in Australia, England & Wales and India to be placed on financially improved central contracts to enable them to play the sport professionally year-round. Female players in Pakistan and South Africa are also reported to now have central contracts.

There is still a big disparity between male and female earnings as the table below shows. Payments to male cricketers are a mixture of central contract fees from their national body (eg, Cricket Australia, Cricket India, English & Wales Cricket Board) and match fees and performance bonuses for test matches, One Day Internationals (ODIs) and T20 games. Male cricketers are typically on county retainers, some of which are suspended whilst they receive payments from their respective countries. They can also earn additional amounts for playing in other competitions, such as the Indian IPL and the top players attract sizable sponsorship earnings.

Pay rates for National Cricket teams in Australia, the UK and India

Country	Player - gender	Annual retainer - players	Test, ODI and T20 fees
Australia	Men	\$ 900,000	\$ 14,000 – per Test \$ 7,000 – per ODI \$ 5,000 – per T20
Australia	Women	\$ 40,000 - \$65,00	\$ 15,000 – Big Bash League (WBBL) \$ 11,000 – National League (WNCL)
England & Wales	Men	£ 700,000	£ 12,000 – per Test £ 5,000 – per ODI £ 2,500 – per T20
England & Wales	Women	£ 50,000	£ 1,000 – per test £ 500 – ODI £ 500 – T20
India	Men	US \$190,000 – Grade A US \$95,000 – Grade B US 48,000 - Grade C	US \$4,500 - per Test US \$3,000 – per ODI US \$2,200 – per T20 + 50 % – 300 % more in match fees for winning various tests or ODIs Individual performance bonus payments up to US \$10,500
India	Women	US\$ 22,500 (Grade A) US\$ 15,000 (Grade B)	Unable to source data on incentives

The men's 2015 ICC Cricket World Cup had estimated viewings of 1.5 billion with a phenomenal AU \$ 1.1 billion dollars spend reported.²³ Prize money was estimated to have reached US\$10.2 million. The women's 2013 ICC Cricket World Cup reached 50 million viewers with total prize money of US\$ 200,000. Read in isolation these figures do not raise our expectations for women's cricket; however, there are many reasons to be positive. The women's game is evolving and the outcome is looking positive on the global stage. As the profile of the women's game continues to be raised so too are sponsorship deals, media deals and pay structures.

Southern Stars set to shine

Australia's leading female cricketers will be the best paid of any women's team sport in the country after Cricket Australia announced in 2015 it will almost double its commitment to Australia's elite female cricketers from AU\$2.36 million to AU\$4.23 million. Many Commonwealth Bank Southern Stars players will now be able to earn in excess of AU\$100,000 a year.

Cricket Australia CEO, James Sutherland, said Australia's female cricketers were some of the most successful sportswomen in the country and deserved to be rewarded accordingly. *"Cricket is a sport for all Australians and Cricket Australia will continue to invest heavily in the women's game in the coming years...we are determined to make cricket the sport of choice for women in Australia."*²⁴

Some of the gloss was taken off the deal after it was revealed that Cricket Australia rejected an offer by the Australian Cricketers Association to increase the women's payment pool by another AU\$1.45 million. It was reported that the men were willing to give the AU\$1.45 million from their contractual arrangements with Cricket Australia if the players association could have significant involvement in overseeing the contract process and the guarantee of certain conditions. Negotiations stalled and Cricket Australia walked away saying it would pay the women AU\$4.23 million, rejecting the associations offer to fund 26 per cent of that amount. The players association then offered to top up the AU\$4.23 million with the AU\$1.45 million but were snubbed. The association had already announced it was contributing AU\$500,000 to pay for the women's health insurance.²⁵

In addition to substantially increased pay, Cricket Australia in consultation with the Australian Cricketers' Association (ACA) is providing elite female players with:

- Improved travel and accommodation benefits.
- An updated pregnancy policy, in consultation with female players.
- Restrictions on weekday hours of domestic team training to support female players working or studying.
- Reduced commercial restrictions for WNCL and WBBL players in relation to major sponsors.

Big Bash breaks new ground

In a ground-breaking new development for women's cricket, the Women's Big Bash League (WBBL) will be broadcast live on one of Australia's primary commercial television stations in the summer of 2016. Channel TEN will broadcast 12 games in total, 10 on the major channel nationally in the 6-9pm prime time slot.

The coverage will launch on 10th and 11th of December with four games of WBBL on an otherwise cricket-free weekend on Channel TEN nationally – the first time ever a female only sport will be shown in a regular round. This follows a successful pilot in 2015 when the station broadcast 10 WBBL matches in partnership with Cricket Australia - two on its main channel and other eight on Channel One.

David Barham, Network Ten Executive for Big Bash and Australian F1 Grand Prix, said cricket is leading the way in terms of embracing professional sportspeople. By scheduling the women's matches prior to the men's matches, Cricket Australia made it easier for Channel TEN to broadcast as the facilities were already in place, enabling significant costs savings.



²³ <http://www.icc-cricket.com/news/2015/media-releases/88460/icc-cricket-world-cup-2015-gives-economic-boost-to-australia-and-new-zealand>

²⁴ <http://www.cricket.com.au/news/womens-cricket-australia-player-payments-huge-increase-lanning-perry-southern-stars/2016-04-06>

²⁵ <http://www.theaustralian.com.au/sport/cricket/australias-female-cricketers-win-big-pay-rise-but-still-earn-far-less-than-men/news-story/01e20bee44815af9816e6fec9e349929>

"We spent large amounts of money on the broadcast – so the facilities were the same for the women's as the men's matches. This gave us a chance to showcase the game using slowmos, mikes on helmets and the players, pitch cameras – which all give the game personality and life," Barham said.

"When you look at the WBBL and the BBL games there is no difference in the quality of the broadcast so you get a full appreciation of the skills of the plays."

Barham, a long-time advocate for women's sport, said that by ensuring the equipment used to broadcast the women's game was the same as that used for the men's it meant that psychologically it was the same for the viewers and took out preconceived ideas about women's cricket.

"When Alyssa Healy takes a terrific diving catch we show it from six angles – so it looks better – and showcases the high level skills in the game – which makes people appreciate it more."

Barham said he was seeing really positive feedback from advertisers with major companies interested in being part of the broadcast in 2016 and more sponsors in general looking to back women's sport.

England Women's Cricket: Interview with Clare Connor

In February 2014, the England women's cricket team won the Ashes down under. This success, coupled with the expanded international playing schedule, led to fully professional central contracts for 18 players. The value of these central contracts increased in 2016 and looks set to increase again in 2017. The 2015 announcement of a £3million investment by the England & Wales Cricket Board (ECB) in a new Women's Cricket Super League is a game changer and a big step in the right direction to closing the gap between international and county cricket in the women's game. Combined with the sponsorship deal from Kia Motors there are many reasons to be optimistic about England women's cricket.

Women on Boards spoke to Clare Connor, Director of England Women's Cricket at the ECB in May 2016.



Clare, what is the current situation, strategy and progress towards equal or better pay for female English cricketers?

Since May 2014, 18 of the country's top female players have been on central contracts and since contracting them in this manner, the ECB has already made some adjustments with financially enhanced contracts in 2016. Looking ahead, we're exploring whether being on one year contracts is appropriate or whether some players should be on 2 or 3 year contracts. In the men's game, a centrally contracted England cricketer such as James Anderson is only contracted for a year at a time but if he were to lose his England contract he would go to being contracted by Lancashire. Our players haven't got that fallback position, so they are more vulnerable. The ECB has sought to try to mitigate against this situation by introducing a graduated loss of pay scheme, so if a player were to lose their contract they would receive full pay for the next 3 months, and then 50% of their salary for the three months after that. From next year we expect to see a further increase in our women's pay and the introduction of a more consistent bonus scheme.

What is the significance of the Kia Super League?

The Kia Super League starts this year and sits underneath international cricket. Players will be paid a match fee, all their expenses will be covered, and overseas players will be paid a participation fee. The Kia Super League starts at the end of July and it will feature 18 of the world's best overseas players. It is an exciting development in the women's game since it bridges the gap between county cricket and international cricket. A £3million investment from the ECB cannot be under estimated. Kia Motors, have come on board as the title sponsor of the competition. In time we will clearly hope to get more coverage on TV and we can prove the commercial viability of this competition. Our ambitions are for this tournament to become a semi-pro competition within the next 5 years. Let's not forget that at the moment country cricket is totally amateur, players are out of pocket if anything when they go out and play. The Kia Super League is similar to the FA's Women's Super League for Women's Football.

Are we seeing any signs of an increase in the number of sponsorship and marketing deals?

“ If you think about the idea of building something, the £3million investment from the ECB is a massive leap of faith from our Board. ”

Without doubt every 6 months there is more and more commercial interest in the women's game. Our current main sponsor for England cricket, men and women, is Waitrose. They've been a brilliant sponsor to England cricket and specifically to the England women's team. The new sponsor, I can't say who that is yet, have categorically stated that they want more of their money to go to the women's game, and they want more engagement with the women's team than we've seen before.

If you think about the idea of building something, the £3million investment from the ECB is a massive leap of faith from our Board to create and back a new competition that is a very different model, a departure from the traditional county cricket model. I try to look at it as a virtuous circle: ECB investment goes into the Kia Super League, we deliver a high class domestic competition which attracts more commercial interest due to its quality, which in turn supports the objectives of England women's cricket. The England team improve, they perform even better on a global stage, they get a higher profile, they get more sponsorship, and they get paid better.

How well are the English women paid versus their overseas counterparts?

In terms of globally, we are probably in silver medal position to Australia at the moment. The Australian women's cricket team is the highest paid women's team in Australia. In England, we would probably be the second highest after football. The difference with football is that they have the semi-pro level through their Women's Super League which has been set up for a number of years now. We're only just embarking on that. What is good to see though is that most of the countries in the top 8 have got some sort of contracts in place for female players. Some countries like South Africa and the West Indies have got fewer players contracted but are paying them quite well. If India were to back the women's game with a tournament in some way like the IPL, then I think we would see the women's game just thrive. India is so critical to the cricket global economy.

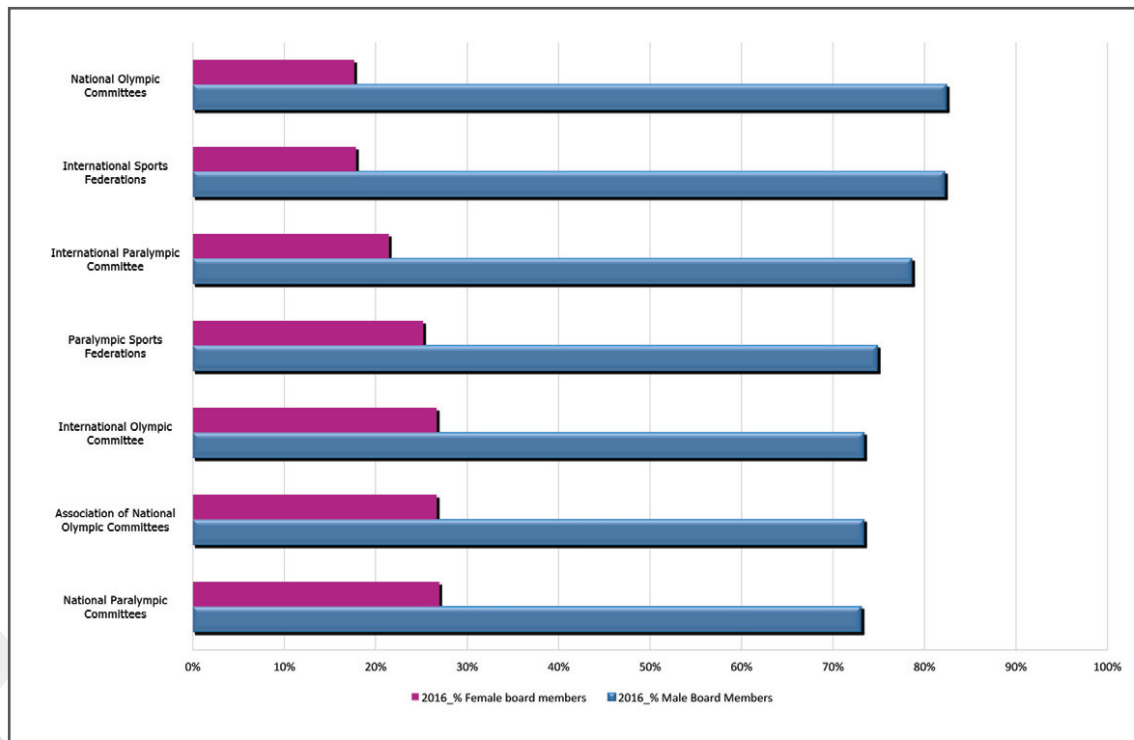
Do you think increased gender balance on sports boards could help close the gender pay gap?

In cricket right now, I don't believe there is a direct correlation between female representation on our Board and the amount we pay our female players. The ECB Board falls just short of the Sport England 25% female representation requirement. However, the ECB Board still made the decision to make a significant investment in the Kia Super League to the tune of £3.2million. So this makes me question whether this is the right sort of correlation to be examining, in the case of women's cricket's anyway. It took my colleagues and I nearly a year to come up with the model for the Kia Super League, after a very comprehensive review of women's county cricket. We had to conduct a broad consultation to work out what was required, create the new model, propose it to my senior colleagues and then present it to the Board. After several presentations to the Board, during which they rightly challenged and scrutinised the plans, they approved it. So having 2 more female Board members during that robust process wouldn't have made a difference. I needed to evidence my expertise, I needed to be able to say to the Board with real credibility and confidence that I had done due diligence on this piece of work so I could answer their questions. There are only two women on the ECB's Leadership Team and I am one of them. I guess the fact that I've got that status within the organization gives me credibility at Board level.

PERCENTAGE OF WOMEN ON GOVERNING BODIES

Olympic Committees

While the percentage of women in Olympic sports is growing steadily, the number of women in governing bodies of the Olympic movement **remains stubbornly below 30 per cent**. In 2014, Women on Boards reported the International Olympic Committee ("IOC") Executive Board comprised 15 members, including four female appointments made in 2013 - the first such appointments in the IOC's history. In 2016 Women on Boards can report that the number of women on the IOC Executive Board remains the same at four (27 per cent).



Percentage of male and female board members on sports governing bodies researched for this report. The number in brackets refers to the total number of bodies in the sample where multiple bodies are included.

OC Initiatives

In December 2014 the IOC launched the Olympic Agenda 2020 setting out 40 recommendations for the future of the Olympic Movement.²⁶ Women on Boards has reviewed the recommendations specifically around gender and governance. The highlights to note:

Recommendation 11 - Foster gender equality

1. The IOC to work with the International Sports Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.
2. The IOC to encourage the inclusion of mixed-gender team events.

Recommendation 27 – Comply with basic principles of good governance

All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (PGG).

²⁶ The IOC Olympic Agenda 2020, <https://www.olympic.org/olympic-agenda-2020>
https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Olympic-Agenda-2020/Olympic-Agenda-2020-20-20-Recommendations.pdf#_ga=1.75864597.1272753566.1466113281

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1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.
 2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly informed of the results of the organisations' self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion.
 3. The "PGG" to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption

Recommendation 38 – Implement a targeted recruitment process

Move from an application to a targeted recruitment process for IOC membership:

1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.
2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval -, inter alia: • The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.) • Geographic balance, as well as a maximum number of representatives from the same country • Gender balance • The existence of an athletes' commission within the organisation for representatives of IFs/NOCs
3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.

It remains to be seen how these recommendations are to be implemented and what impact this will have on the number of board seats taken by women across the Olympic Executive committees.

The IOC reports that more women are chairing commissions, such as the Coordination Commissions for the RIO 2016 Games, the PyeongChang 2018 Winter Games and the Winter Youth Games in 2016. The IOC's Women and Sport Working Group is a Commission (with representatives from the IOC, IFs and NOCs) whose main purpose is to advise the IOC President on policy around increased female participation in sport at all levels. Through the Commission, the IOC has put in place an international programme of seminars for women at all levels involved in the business of sport. The IOC has also developed training programmes around women in sports leadership.²⁷

The **IOC** is the supreme authority of the Olympic movement pulling together all parts of the Olympic family to ensure the regular celebration of the Olympic Games. The work of the IOC goes much further than the Games as it partners with global organisations across a wide range of initiatives spanning ethics, youth education, discrimination, anti-doping and the promotion of women in sport.

The IOC charter on women in sport is: - *"To encourage and support the promotion of women in sport at all levels and in all structures with a view to implementing the principle of equality of men and women."*²⁸ It has recently paid more attention to addressing and mitigating gender equity issues in sport and there is no doubt the Olympic movement has come a long way since 1900.

- 1900: Women first took part in the Olympic Games when 22 (2.2 per cent) female athletes participated.
- 1984: By the Los Angeles Games 23 per cent of participants were female.
- 1991: All new Olympic sports had to include women's events.
- 2012: The London Olympics saw the highest participation by female athletes – 44 per cent – and were the first to see women compete in every sport contested.
- 2014: Women represented 40 per cent of participants in the Winter Olympic Games.

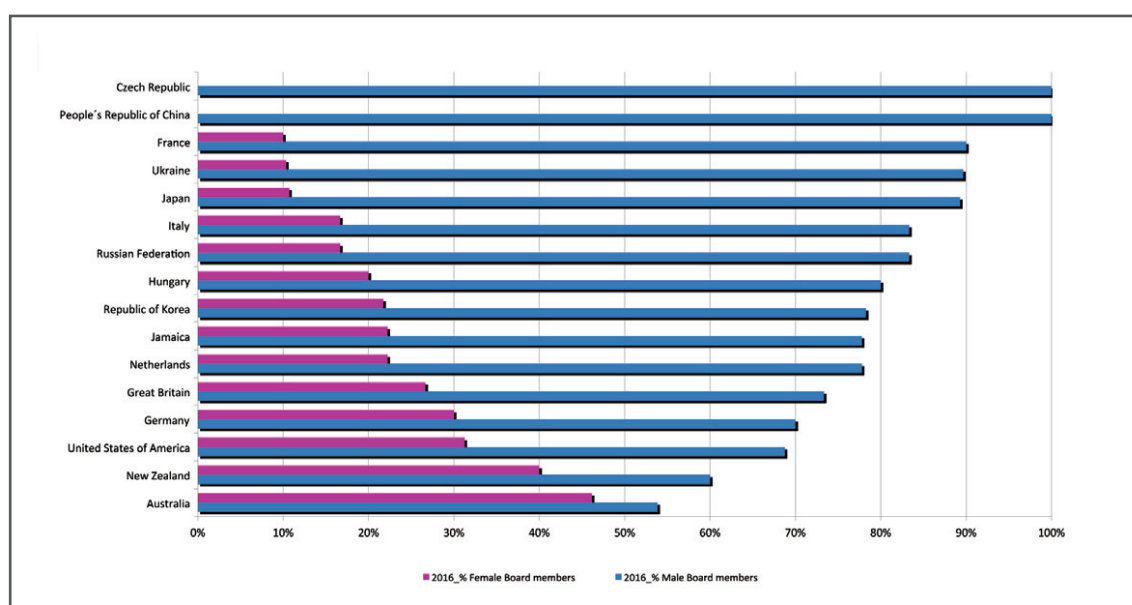
²⁷ In January 2016 the IOC updated its Factsheet on Women in the Olympic Movement, <https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Reference-Documents-Factsheets/Women-in-Olympic-Movement.pdf>

²⁸ Olympic Charter, <https://www.olympic.org/the-ioc/what-we-do>

National Olympic Committees fail to reach targets

In 2005, the IOC set the **National Olympic Committees ("NOCs")** and International Sports Federations (IFs) a target of 20 per cent as the minimum proportion of women in decision making positions. They had failed to reach this target by 2014 and even more disturbingly, in 2016 have fallen a further one per cent from 17.6 to 16.6 per cent.

There have been **20 NOCs reduce their representation of women by more than five percent**, taking the NOCs of some of the top medal winning countries to unacceptable levels including; **People's Republic of China (0 per cent), France (10 per cent) and the Russian Federation (17 per cent)**. Of the 15 NOCs who have increased the representation of women by more than 10 per cent, **Turkey made the greatest gain** adding six women to their NOC board since 2014, up from 0 to 33 per cent. Top medal winning countries of Australia and Hungary moved to 46 per cent and 20 per cent respectively. The Great Britain NOC remained static at 27 per cent female representation.



The percentage of male and female board members on 16 of the 20 countries that topped the medal tally in the 2012 Summer Olympic Games.

NOCs are split across five continental associations; Association of National Olympic Committees of Africa, Pan American Sports Organisation, Olympic Council of Asia, European Olympic Committees and Oceania National Olympic Committees.

The percentage of male and female board members on NOCs by region.

Continent	2014 Female Representation NOC General Assemblies	2016 Female Representation NOC General Assemblies
Africa	17%	19%
America	18%	20%
Asia	11%	11%
Europe	17%	18%
Oceania	25%	29%

Paralympic Committees

The International Paralympic Committee's ("IPC") Women in Sport Committee was established in 2003 to advise on gender equity and address the low level of female participation. A goal was established for at least 30 per cent of all officers in decision making roles to be held by women by 2009. Thirteen years later the IPC has three women out of the 14 board members (21.4 per cent), which represents no change since Women on Boards first reported in 2014. There has been a very slight decrease in the number of women on the boards of **National Paralympic Committees (NPCs)** This is likely due to the fact that Women on Boards was not able to source data for Israel, Bulgaria and Norway – with the latter two reporting gender balanced boards in 2014.

Belgium, Brazil, Canada, Costa Rica, Ireland, Estonia, Hong Kong, New Zealand, Romania, San Marino, Singapore, and the United States of America have met or exceeded the NPC target of 30 per cent female representation on their boards. Switzerland and Kazakhstan do not have any women on the boards of their NPCs, while India and Ecuador now both have a female on their boards.

This poor result is despite growing numbers of women competing. Around 4,350 athletes from more than 160 countries are expected to compete in 526 medal events in 22 sports at the Rio Paralympic Games. Of the total number of athletes set to take part, the IPC approximates 1,650 will be women - a 9.9 per cent increase on London 2012 and more than double the 790 who took part in the Atlanta 1996 Games. They will compete in 224 medal events, equating to 43 per cent of all medal events, with athletics, cycling and swimming providing additional events for women.

Percentage of female board members on National Paralympic Committees.

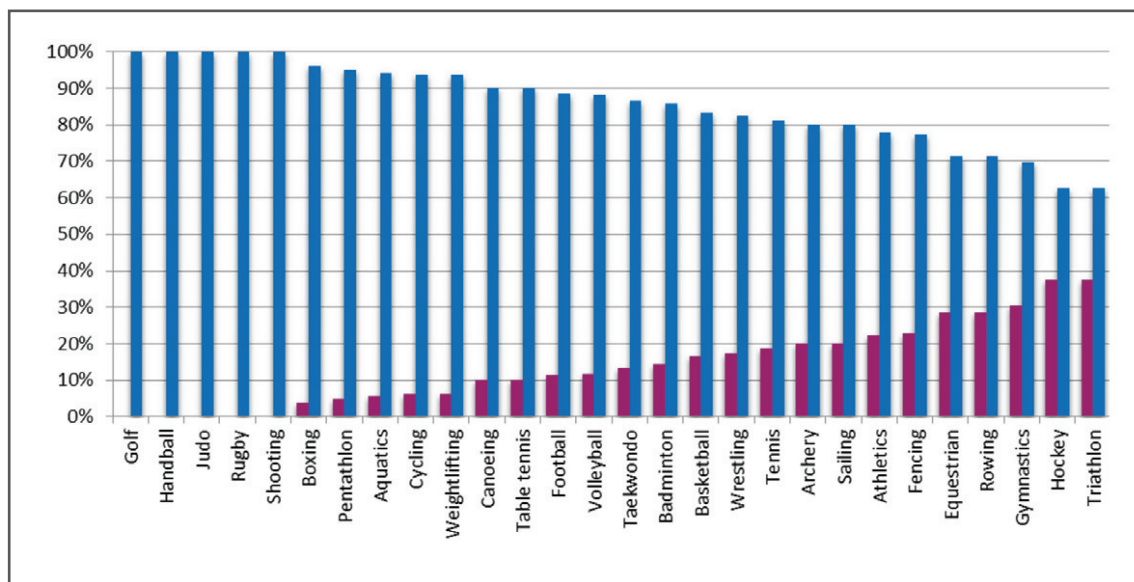
Country/Region	2016 % Female Board Members	2014 % Female Board Members	% Change Members
Australia	28.6%	10.00%	18.57%
Belgium	33.3%	16.67%	16.67%
Brazil	42.9%	14.29%	28.57%
Bulgaria	NA	50.00%	
Canada	40.0%	33.33%	6.67%
Costa Rica	33.3%	33.33%	0.00%
Croatia	18.2%	18.18%	0.00%
Ecuador	25.0%	0.00%	25.00%
Estonia	44.4%	33.33%	11.11%
Finland	28.6%	33.33%	-4.76%
Germany	22.2%	36.36%	-14.14%
Great Britain	22.2%	22.22%	0.00%
Hong Kong, China	33.3%	18.18%	15.15%
India	8.3%	0.00%	8.33%
Ireland	40.0%	40.00%	0.00%
Israel	NA	0.00%	
Jamaica	20.0%	20.00%	0.00%
Kazakhstan	0.0%	40.00%	-40.00%
Liechtenstein	25.0%	50.00%	-25.00%
Nepal	13.3%	14.29%	-0.95%
New Zealand	42.9%	28.57%	14.29%
Norway	NA	46.15%	
Romania	40.0%	40.00%	0.00%
San Marino	62.5%	57.14%	5.36%
Singapore	50.0%	22.22%	27.78%
Slovakia	22.2%	20.00%	2.22%
Sweden	25.0%	66.67%	-41.67%
Switzerland	0.0%	0.00%	0.00%
Thailand	7.7%	8.00%	-0.31%
United States of America	37.5%	43.75%	-6.25%

International Sports Federations

The International Sports Federations (IFs) are non-governmental organisations recognised by the IOC as administering one or more sports at world level. For the purposes of this report, Women on Boards has only reported on the 28 Association of Summer Olympic International Federations bodies, as these all govern sports that will be contested in Rio. Analysis has found:

- Female representation has remained static at close to 18 per cent.
- Nine sports have met or exceeded the IOC target of 20 per cent female board members set in 2015; Archery, Athletics, Equestrian, Fencing, Gymnastics, Hockey, Rowing, Sailing, Triathlon
- Twelve sports remain at 10 per cent or lower female representation on their governing body; Aquatics, Boxing, Canoeing, Cycling, Golf, Handball, Judo, Pentathlon, Rugby, Shooting, Table Tennis, Weightlifting

In January 2016, the IOC reported that the IFs are making more effort to increase the number of women on their decision making bodies. As yet there has been little evidence this has occurred with the numbers still well below the 20 per cent target in many IFs.



Percentage of male and female board members of the 28 International Sports Federations included in this report.

The national federations administering sports are affiliated with the IFs. While conserving their independence and autonomy in the administration of their sports, IFs seeking IOC recognition must ensure that their statutes, practice and activities conform to the Olympic Charter.²⁹

The IFs' have the responsibility to manage and to monitor the everyday running of the world's various sports disciplines, including the practical organisation of events during the Games for sports on the programme. The IFs must also supervise the development of athletes engaging in these sports at every level. Each IF governs its sport at world level and ensures its promotion and development.

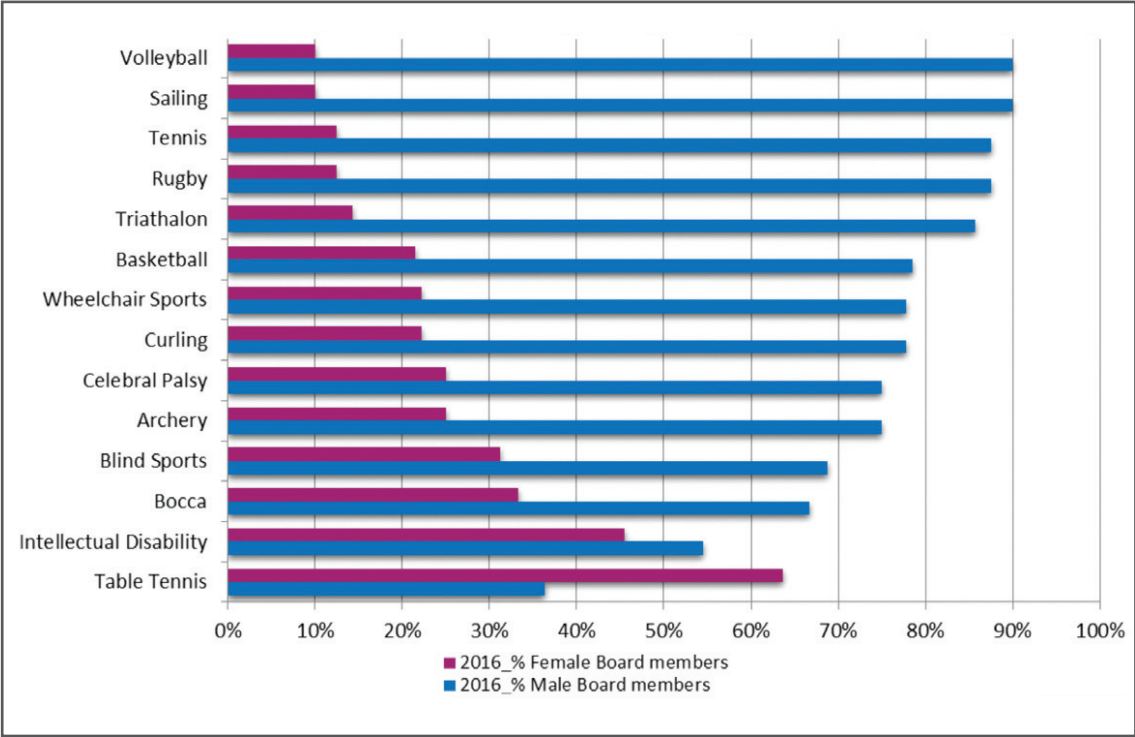
In order to discuss common problems and decide on their events calendars, the summer federations, the winter federations and the recognised federations have formed associations:

- Association of Summer Olympic International Federations (ASOIF) which has 28 members
- Association of International Olympic Winter Sports Federations (AIOWF) which has 6 members
- Association of IOC Recognised International Sports Federations (ARISF) which has 47 members

The IPC recognises 14 IFs as the representatives of a Paralympic Sport. In 2016, 24 per cent of the positions on

²⁹ <https://www.olympic.org/ioc-governance-international-sports-federations>

the boards of Paralympic bodies are held by women which is one percent higher than in 2014. Bodies representing the Paralympic sports of Blind Sports, Bocca, Intellectual Disability and Table Tennis are the only ones with more than 30 per cent female representation.



Percentage of male and female board members of the 14 International Sports Federations representing Paralympic Sports

COUNTRIES IN FOCUS

United Kingdom

How gender balanced are UK sports boards?

Over the past five years sport in the UK has become a £20 billion industry supporting 450,000 jobs.³⁰ From our review of the UK sporting organisations in this substantial sector, it is clear that work has been done in providing the necessary framework for independent director recruitment and transparent reporting around the make-up of sports governing bodies. While change may be slow, it is worth noting that sports bodies tend to make key decisions around leadership and governance in four-year cycles linked to the Olympic and Paralympic Games. In 2011-12, Women in Sport³¹ reported 22 per cent of our National Governing Bodies of sport ("NGB") board members were women, meaning there has been a seven per cent increase over the past four years.

In 2014, the 5th Annual Trophy Women report³² showed:

- 27 per cent of board members on NGB boards in the UK were women; and
- 49 per cent of NGBs had fewer than 25 per cent women on their board.

In April 2016 a Women on Boards review of 59 UK NGBs showed:

- 29 per cent of board members are women.
- 46 per cent have fewer than 25 per cent women on their board.
- 22 per cent have 40 per cent or more women on their boards.
- Only English Squash and Racketball have no women on their boards.
- 22 per cent of NGBs have female CEO's.

Time for action

This patchy report card shows there is plenty more to be done. Lack of female leadership in sport is indicative of the discrimination women face in the sport sector and is hard to understand according to Ruth Holdaway, the Chief Executive of Women in Sport (interviewed by Nicky Campbell on BBC Radio Live 5 in June 2016). And without more women in leadership roles in sport it is hard for those who are there to stand up to the sexism they and their colleagues might experience, she added. It feels as though people find racism easier to call out than they do this kind of behaviour.

Sport in many instances is lagging behind the rest of society Holdaway said. Better balanced and diverse boards lead to better business results and yet still too many NGBs have less than 25 per cent of women on their boards. Women in Sport would like to see more women moving into leadership positions but sports organisations need to get a handle on this and drive through the cultural change that is required. While it is great to have pioneers such as Karen Brady and Heather Rabbatts both high profile demonstrating how capable women are in sport, it is rather worrying that we can name them as there are so few.

She also pointed out that this limited cohort of female leaders is under a lot of pressure to be role models, which adds a layer of complexity to their efforts, at times, that they did not sign up for. With fifty-one per cent of the population female, sports bodies should be tapping into this resource and talent and normalising women as leaders through greater visibility.

“ without more women in leadership roles in sport it is hard for those who are there to stand up to the sexism they and their colleagues might experience, ”

³⁰ <http://www.telegraph.co.uk/investing/business-of-sport/potential-of-sport-20billion-industry/>

³¹ Women in Sport, May 2012 Trophy women? Report,

³² Women in Sport, May 2014 Trophy Women? Report, <https://www.womeninsport.org/wp-content/uploads/2015/04/Trophy-Women-2014.pdf>

UK sports governance set to get tougher

In December 2015 the UK government issued its first strategy around sport in more than 10 years. At the heart of this strategy are three ideas to make the most out of the power of sport and the impact it can have on our lives:³³

1. The Government aims to be much bolder in harnessing the potential of sport for social good.
2. The focus of attention will broaden to include non-Olympic sports.
3. There will be a new governance code.

"Sport can be hugely undermined by poor governance and corruption, so we will establish a new, mandatory governance code that will be rigorously enforced at home and set a new standard internationally. It will help us to tackle doping, match-fixing and corruption wherever they occur in sport.

*As any athlete knows, success is only possible when a strong foundation has been put in place. We will therefore make the sport sector stronger and more resilient through changes in governance, developing the workforce, and reducing the reliance on public funding."*³⁴

The UK Government points to the success of the Financial Reporting Council's Corporate Governance Code and how effectively it has spread best practice in corporate governance across public listed companies. It is being suggested that the UK should set and deliver the "Gold Standard" for governing sporting bodies. In response to the UK Government's declared strategy for sport, Sport England and Sport UK announced a charter for sports governance in the UK,³⁵ which they are currently working on together.

"It is being suggested that the UK should set and deliver the "Gold Standard" for governing sporting bodies."

This should do much to benchmark and improve the standard of governance in the publically funded UK NGBs for sport. Some NGBs are already working within strong governance frameworks, such as British Wrestling and British Rowing (see Case Studies to follow). Under the new code NGBs and other publicly funded sports bodies are likely to have to publish an annual governance statement that sets out how they have met the requirements of the new Code. The charter covers all areas of governance such as:

- The Code will restate (and in some cases build upon) existing requirements concerning boards (including term limits and size of board).
- Decision-making bodies must include a sufficient number of people who are free from a close connection to the organisation and who provide constructive challenge. Consultation is taking place as to whether the existing requirements of 25 per cent independent board members be increased.
- Organisations should seek to recruit to their decision making bodies people who bring different perspectives, experiences and backgrounds. This could lead to the requirement that 25 percent of board members are comprised of the under-represented gender being increased to 30 per cent. Other specific targets for British Black Asian and Minority Ethnic (BAME) or disability representation on boards are also being investigated.

³³ HM Government, *Sporting Future: A New Strategy for an Active Nation*
<https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

³⁴ HM Government, *Sporting Future: A New Strategy for an Active Nation*
<https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

³⁵ A Charter for Sports Governance in the United Kingdom
<https://www.sportengland.org/media/10372/a-charter-for-sports-governance-in-the-uk.pdf>

National Governing Bodies (NGBs) in the UK with the percentage of women on the board in 2016 and 2014.

National Governing Body	2016 Total Board Members	2016 Female Board Members	2016% Female Board Members	2014 % Female Board Members
Amateur Swimming Association*	21	5	23.8%	10.0%
Archery GB*	12	2	16.7%	20.0%
Badminton England*	9	2	22.2%	20.0%
Baseball Softball UK*	12	4	33.3%	25.0%
Basketball England	11	3	27.3%	
Boccia England*	10	5	50.0%	50.0%
British Amateur Boxing Assn.	12	1	8.3%	
British Athletes Commission	7	4	57.1%	
British Bobsleigh & Skeleton Assn.	9	1	11.1%	
British Canoeing*	11	2	18.2%	18.0%
British Curling	8	2	25.0%	
British Cycling*	11	2	18.2%	0.0%
British Disabled Fencing Assn.	5	1	20.0%	
British Equestrian Federation*	10	6	60.0%	63.0%
British Fencing*	11	5	45.5%	30.0%
British Gymnastics*	11	5	45.5%	42.0%
British Judo*	11	3	27.3%	17.0%
British Mountaineering Council*	9	2	22.2%	25.0%
British Orienteering*	9	2	22.2%	20.0%
British Paralympic Association	10	2	20.0%	
British Rowing*	12	4	33.3%	36.0%
British Shooting*	10	2	20.0%	18.0%
British Ski & Wakeboard*	8	1	12.5%	25.0%
British Ski and Snowboard	10	1	10.0%	
British Table Tennis Assn. for Disabled	5	3	60.0%	
British Triathlon*	11	3	27.3%	30.0%
British Weight Lifting*	11	2	18.2%	22.0%
British Wheelchair Basketball*	19	6	31.6%	36.0%
British Wrestling*	8	3	37.5%	0.0%
Disability Shooting Great Britain	9	5	55.6%	
Disability Snowsport UK	9	2	22.2%	
England and Wales Cricket Board*	14	2	14.3%	14.0%
England Athletics*	11	3	27.3%	30.0%

(ctd): National Governing Bodies (NGBs) in the UK with the percentage of women on the board in 2016 and 2014.

National Governing Body	2016 Total Board Members	2016 Female Board Members	2016% Female Board Members	2014 % Female Board Members
England Boxing	10	1	10.0%	
England Handball*	11	2	18.2%	22.0%
England Hockey*	16	5	31.3%	36.0%
England Netball*	11	9	81.8%	91.0%
England Squash and Racketball*	5	0	0.0%	33.0%
English Institute of Sport	11	3	27.3%	
English Lacrosse*	11	6	54.5%	50.0%
GB Taekwondo*	4	1	25.0%	20.0%
Goalball UK*	6	2	33.3%	17.0%
Great Britain Boccia Federation	7	2	28.6%	
Great Britain Wheelchair Rugby*	10	2	20.0%	0.0%
Lawn Tennis Association*	11	4	36.4%	9.0%
National Ice Skating Assn. of GB	7	3	42.9%	
Pentathlon GB*	12	3	25.0%	8.0%
Rounders England*	10	5	50.0%	63.0%
Royal Yachting Association*	9	3	33.3%	22.0%
Rugby Football League*	6	1	16.7%	17.0%
Rugby Football Union*	14	3	21.4%	6.7%
Snowsport England*	9	3	33.3%	14.0%
Sport Resolutions	16	2	12.5%	
Sportscoach UK	11	6	54.5%	
Table Tennis England*	11	5	45.5%	33.0%
The Football Association*	12	1	8.3%	8.0%
Triathlon England*	10	2	20.0%	20.0%
UK Athletics*	8	3	37.5%	25.0%
Volleyball England*	14	2	14.3%	42.0%
Totals	608	175	28.8%	

* 2014 numbers taken from Trophy Women report

Case study I: British Wrestling

Wrestling is one of the oldest Olympic sports. The last British Olympic medal winner was back in 1984 but there is hope that British athletes will get back into world contention in coming years.

Female wrestling was introduced to the Olympics in 2004 which was also when Team GB first had a female wrestler. In 2016, British Wrestling appointed three female independent directors to its main governing board.

Jem Lawson became Chair of British Wrestling in 2015. As chair of Triathlon England for the previous eight years and a director of the British Triathlon Federation, Jem's experience of working within a diverse governance structure was immensely positive as there were women throughout at senior positions across the sport and on an international platform there still are.



Jem Lawson

"There were very good women at the top of the sport throughout and it just seemed they were the best people for the job," he said.

British Wrestling has seen some challenging times but now finds itself in a much healthier position looking ahead with optimism to future Commonwealth and Olympic Games. Jem Lawson was appointed Chair in August 2015 following a shake-up which had left it with an all-male board. There were several vacancies on the board of which three were for independent non-executive-directors. It was an unusual situation for any sports' governing body to be in since relatively new Articles of Association had been drawn up to allow the appointment of independents using an open recruitment process with full role descriptions.

"I didn't feel under any compulsion to appoint women but wanted to have people on my board who could do the job and I wanted an inclusive board.," Lawson said.

There were still no women on the board at the time that the recruitment process started early 2016. There are now three taking the body to a 38 per cent female representation. Key to success was Lawson's determination to have a thorough and complete process with full role descriptions drawn up and advertisements in several places, including Sport England, UK Sport, Women in Sport and Women on Boards.

"I was very impressed with the quality of the applicants both men and women. The interview process led to three women being appointed who were absolutely the right people for the positions. They have attended two board meetings so far and are able people. They are currently going through a process of induction."

All three new directors have sporting backgrounds but not at professional level or working directly within sport itself. Elizabeth Riley has been appointed for her business and legal background, Shaherah Jordan is a marketing and communications expert and Daniela Bauch brings finance expertise.

To date there has been no criticism of the fact that all three appointments were women. Perhaps a broader challenge lies within the fact that Lawson and the three new independents do not have any background in the sport of wrestling at a time when the greatest challenge will come from trying to ensure the financial sustainability of the sport.

Wrestling is a small sport by national standards and all funding comes from Sport England. The focus for the new board will be on protecting British Wrestling's status as a national governing body and making wrestling, as a sport, more sustainable. The board is still subject to change but it now has some young, vibrant and able people who see collaboration with other sports organisations as key to success.

British Wrestling is located in the North of England and don't be surprised to see it at the heart of a Northern sporting hub. What is certain is the bold appointment of three female independent non-executive-directors has pushed wrestling to the forefront in terms of a national governing body looking to diversify the experience and skillset of its board.

Case study II: British Rowing

British Rowing is the national governing body responsible for the training and development of rowers from grass roots participants to high performance Olympic and Paralympic athletes. Following the heroics of the Great Britain rowing team in 2012, membership of the governing body has grown to 32,000 and an unprecedented number of people have signed up to “Learn to Row” courses across the country. This is a sport that has many well-known female role models with three of the nine Olympic rowing medals won in 2012 won by women.

In terms of gender balance from membership through to governance, British Rowing is performing well.

- 33 per cent of the main board is comprised of women
- 44 per cent of members are women
- 50 per cent of the senior leadership team is female



Annamarie Phelps

Annamarie Phelps was appointed Chairman of British Rowing in 2013. She has been involved in the sport for more than 30 years, having rowed at the 1996 Olympic Games and won several World Championships medals. Out of the boat, Phelps has been involved in the governance of the sport for many years and received a CBE in the 2016 New Years’ Honours list. Driven by her passion and dedication to sport, Phelps is seen by many as an asset, not just to rowing but to the greater sporting arena, as she sits on the British Paralympic Association and British Olympic Association boards.

Phelps spoke with Women on Boards and explained that to see how boards have really changed in terms of their size and gender balance, you have to take into account Olympic cycles. It may be unrealistic to expect too many board moves in the short term when most appointments are made on a four-year tenure. Typically, national and international sports governing bodies will seek to get the right board in place to govern in the run-up to the next Olympic Games.

British Rowing, for example, has evolved its constitution over a number of years to reduce the size of its board from 22 to 12 in 2013. *“A lot of the positions that were lost were Committee Chairs, many of which were held by women. Rowing has always been a safe and positive environment for women who have been able to run organising committees for events and progress through the ‘sport’ side. The alternative and often lengthy route to the board via regional elections to the national Council has not been historically favoured by women,”* Phelps said.

The Board of British Rowing is made up of both appointed and elected members. Four of the current board are independently appointed members, recruited on skills-based criteria. Two of these independents are women. Two of the board are elected from grassroots via the Council of British Rowing and in 2013 the first woman was appointed to the board via this route.

Phelps feels strongly that both independent and elected appointments to the governing body are vital to the continued success of British Rowing. *“Bringing in people with corporate skills matters but equally so does knowledge of running a local rowing club. The elected route to the board takes time and is sometimes overlooked, but it is a key pathway for sustainable change. With the types of issues facing international sport, doping being an obvious one, having people on your board who know about sport matters.”*

There is no doubt that British Rowing faces some real challenges as Phelps seeks to be re-elected to serve a second period as chair. *“Sport is not really any different to the corporate arena. It is far easier to “fix” boards by parachuting diversity in than to get a steady flow of diverse talent through the pipeline from the local clubs all the way to national leadership. Rowing won’t be for everyone but the real challenge is to generate genuine inclusion so everyone feels welcome. People with responsibility at all levels should strive to have people alongside them that truly reflect their community. The problem is that locally people often do not recognise the lack of diversity. We have amazing committed volunteers but we also need to be more proactive as a sport: not just open the door but get out there and drag a few people in to show that we can be truly inclusive.”*

“For sport inclusion is not just about gender; it is not a tick box exercise on percentages; it is about embracing all types of diversity bringing a great balance of skills and ideas, to allow us to challenge the way we do things and continually grow and improve.”

Australia

Targets set but not always met

The Australian Sports Commission (ASC) has focussed on improving the governance of National Sporting Organisation (NSOs) since 2012 when it released a report titled 'Australia's Winning Edge'.³⁶ This report identified changes to governance practices as an important element of improved performances on and off the sports field and resulted ultimately in the development of Mandatory Sports Governance Principles³⁷ (See below) that have progressively required NSOs to implement changes to their governance arrangements.

In 2013, the seven sports that received highest levels of ASC funding - Swimming, Yachting, Rowing, Cycling, Athletics, Hockey and Basketball - were required to meet the Mandatory Sports Governance Principles, including 40 per cent of women on boards. The intention was that the seven sports' compliance was assessed and subsequent funding levels were aligned to reflect the sports' individual reforms. We note that in 2016 of this target group, only Hockey has met the 40 per cent target.

From 2014 the number of sports subject to the mandatory principles increased from seven to 15. Interestingly, 15 is the number of sports that have a minimum of 40 per cent women on their board, however few of them are on the ASC target list. There is however a six per cent increase in the number of women on governing bodies between 2014 (28 per cent) and 2016 (34 per cent). Sports such as judo have made significant efforts to increase female representation in the sport and now have a gender balanced board.

National Governing Organisations (NGOs) in Australia with the percentage of women on the board in 2016 and 2014.

National Sporting Organisation	2016 Total Board Members	2016 Female Board Members	2016 % Female Board Members	2014 % Female Board Members
Archery Australia Inc	6	1	16.7%	16.70%
Athletics Australia	8	3	37.5%	28.60%
Australian Baseball Federation	6	1	16.7%	12.50%
Australian Canoeing	8	3	37.5%	42.90%
Australian Fencing Federation Inc	6	1	16.7%	0
Australian Football League	9	2	22.2%	25%
Australian Ice Racing Inc	7	3	42.9%	42.90%
Australian International Shooting Ltd	6	3	50.0%	25%
Australian Karate Federation Inc	10	2	20.0%	0
Australian Lacrosse Association Ltd	7	2	28.6%	33.30%
Australian Paralympic Committee	7	2	28.6%	12.50%
Australian Rugby League Commission	8	1	12.5%	12.50%
Australian Rugby Union	9	1	11.1%	11.10%
Australian University Sport	9	3	33.3%	44.40%
Australian Waterski and Wakeboard Federation	10	2	20.0%	10%
Australian Weightlifting Federation Inc	7	4	57.1%	42.90%
Badminton Australia	6	3	50.0%	33.30%
Basketball Australia	6	1	16.7%	16.70%
Bicycle Motocross Australia Inc	6	2	33.3%	28.60%
Bocce Federation of Australia	2	1	50.0%	50%

³⁶ http://www.ausport.gov.au/ais/australias_winning_edge/sports_tally/2015/governance

³⁷ http://www.ausport.gov.au/ais/australias_winning_edge/mandatory_sports_governance_principle

(ctd): National Governing Organisations (NGOs) in Australia with the percentage of women on the board in 2016 and 2014.

National Sporting Organisation	2016 Total Board Members	2016 Female Board Members	2016 % Female Board Members	2014 % Female Board Members
Bowls Australia Inc	7	4	57.1%	37.50%
Boxing Australia Inc	7	1	14.3%	14.30%
Confederation of AMSL (CAMS)	10	0	0.0%	0
Cricket Australia	6	1	16.7%	11.10%
Cycling Australia	7	2	28.6%	0
Diving Australia Inc	7	2	28.6%	14.30%
Equestrian Australia	8	3	37.5%	50%
Football Federation Australia	9	3	33.3%	25%
Golf Australia	9	2	22.2%	33.30%
Gymnastics Australia Ltd	7	5	71.4%	28.60%
Hockey Australia	10	6	60.0%	54.50%
Judo Federation of Australia inc	6	3	50.0%	0
Modern Pentathlon	6	2	33.3%	NA
Motorcycling Australia Ltd	6	2	33.3%	20%
Netball Australia	8	6	75.0%	100%
Olympic Winter Institute of Australia	9	3	33.3%	22.20%
Orienteering Australia	8	1	12.5%	0
Polocrosse Association of Australia	6	2	33.3%	16.70%
Pony Club Australia	7	7	100.0%	85.70%
Rowing Australia Ltd	9	3	33.3%	33.30%
Skate Australia Inc	5	4	80.0%	60%
Ski and Snowboard Australia	8	2	25.0%	37.50%
Softball Australia	8	4	50.0%	57.10%
Squash Australia Ltd	6	2	33.3%	40%
Surf Lifesaving Australia	13	5	38.5%	15.40%
Surfing Australia	7	2	28.6%	25%
Swimming Australia Ltd	9	3	33.3%	22.20%
Table Tennis Australia	9	4	44.4%	50%
Taekwondo	7	1	14.3%	11.10%
Tennis Australia	8	2	25.0%	12.50%
Tenpin Bowling Australia Ltd	5	1	20.0%	40%
Touch Football Australia	6	2	33.3%	28.60%
Triathlon Australia	6	4	66.7%	14.30%
Volleyball Australia	9	3	33.3%	42.90%
Water Polo Australia Ltd	8	3	37.5%	20%
Wrestling Australia Inc	4	1	25.0%	33.30%
Yachting Australia	8	3	37.5%	NA
Total	421	145	34.4%	28.2%

More Aussie sportswomen go to Rio

In an Olympic first for Australia, more women than men will contest events at the summer games in Rio. Of the 419 athletes competing in Rio in August 2016, 212 (50.6%) are women. The same milestone was reached in the winter games in 2010 with 31 women and 29 men in the team.

Australia's first female chef de mission, Kitty Chiller, said *"gender balance has been something that has been incredibly important in the Olympic movement, and particularly to Australia...it's a very strong statement [and] it shows that women's sport is genuine sport. It is elite competition just as much as the male has been over time."*³⁹

Australia also has its first Secretary General of the Australian Olympic Committee, with Fiona de Jong appointed in 2014, and a female CEO of the Australian Paralympic Committee, Lynne Anderson.

Gender balance in Australian Summer Olympic teams

Games	Team size	No. of men	No. of women	% of women
Rio 2016	419	207	212	50.6%
London 2012	410	224	186	45.4%
Beijing 2008	436	236	200	45.9%
Athens 2004	482	274	208	43.2%
Sydney 2000	632	349	283	44.8%
Atlanta 1996	425	255	170	40%

Non-traditional sports move ahead

Australia is also appointing more women to boards in the traditional male sports of:

- National Rugby League (NRL) – 16 women across 16 clubs plus the NRL Commission (15 per cent)
- Australian Football League (AFL)– 29 women across 18 clubs plus the AFL Commission (19 per cent)

In addition, the AFL has announced a national women's league will commence in 2017 with eight of the 18 AFL clubs participating. Making the announcement in June 2016, AFL commission chairman Mike Fitzpatrick, noted that the number of women and girls playing football has doubled over the past five years.

*"On behalf of the AFL Commission, I want to express our deep gratitude to those who continue to help grow and develop women's football at all levels. The establishment of a national women's league will provide a platform to inspire young girls to reach for the stars and provide another avenue for Australian Rules fans to enjoy. Our game will never be the same."*⁴⁰

Some of the women's games will be broadcast live by Channel 7 – one of Australia's three major commercial stations - following trial success in 2015 when a Round 20 exhibition match between two teams of women affiliated with the Western Bulldogs and the Melbourne Demons was broadcast on free-to-air television. The match out-rated the previous day's men's match between Adelaide and Essendon, and suddenly women's AFL was in the headlines.

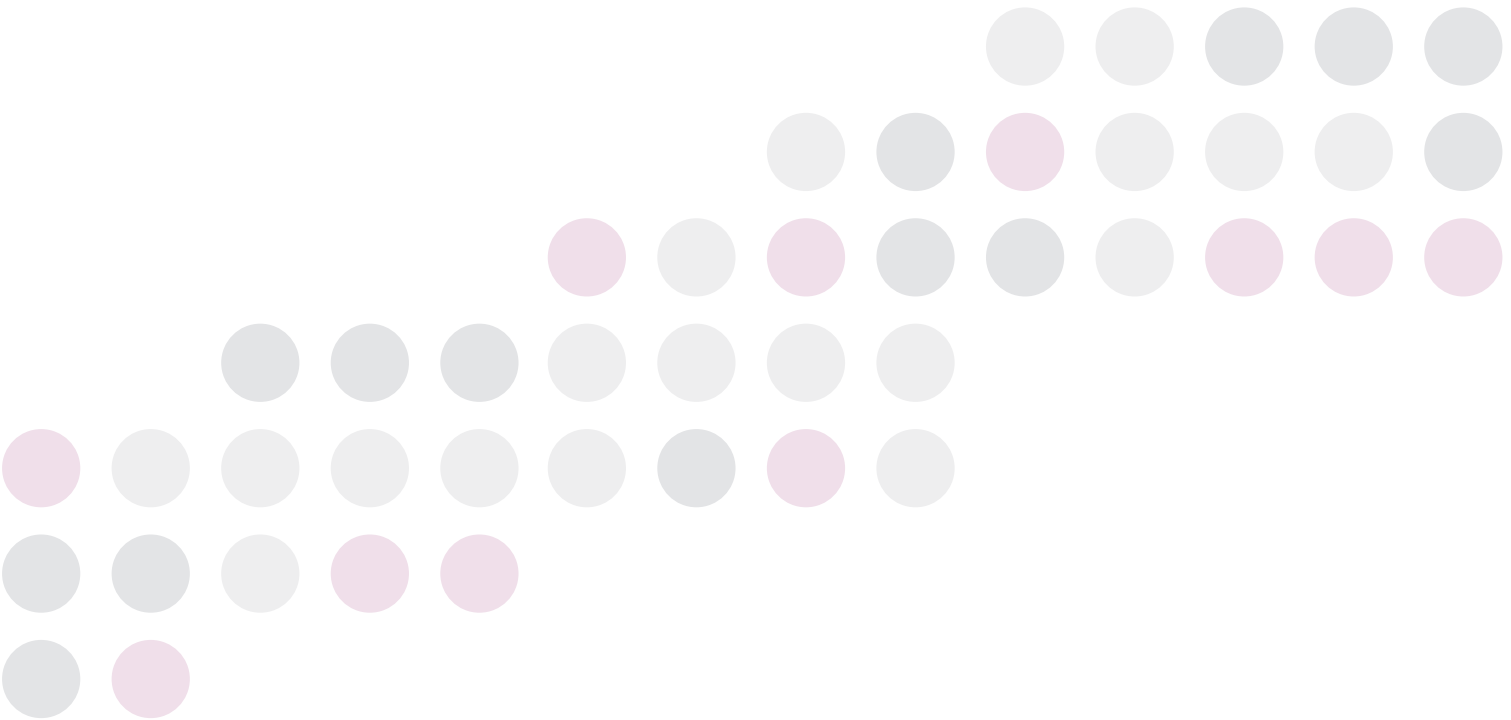
Some of the activity around improvements for women's sports can be traced back to August 2015 when the Chair of the Australian Sports Commission, John Wiley, wrote to all the companies in the ASX 100 urging them to provide more sponsorship and support for women's sport. The letter revealed just how lacking support for female athletes is among the biggest companies in Australia, citing ASC research that found only an estimated eight per cent of corporate sponsorship dollars are invested in women's sport.⁴¹

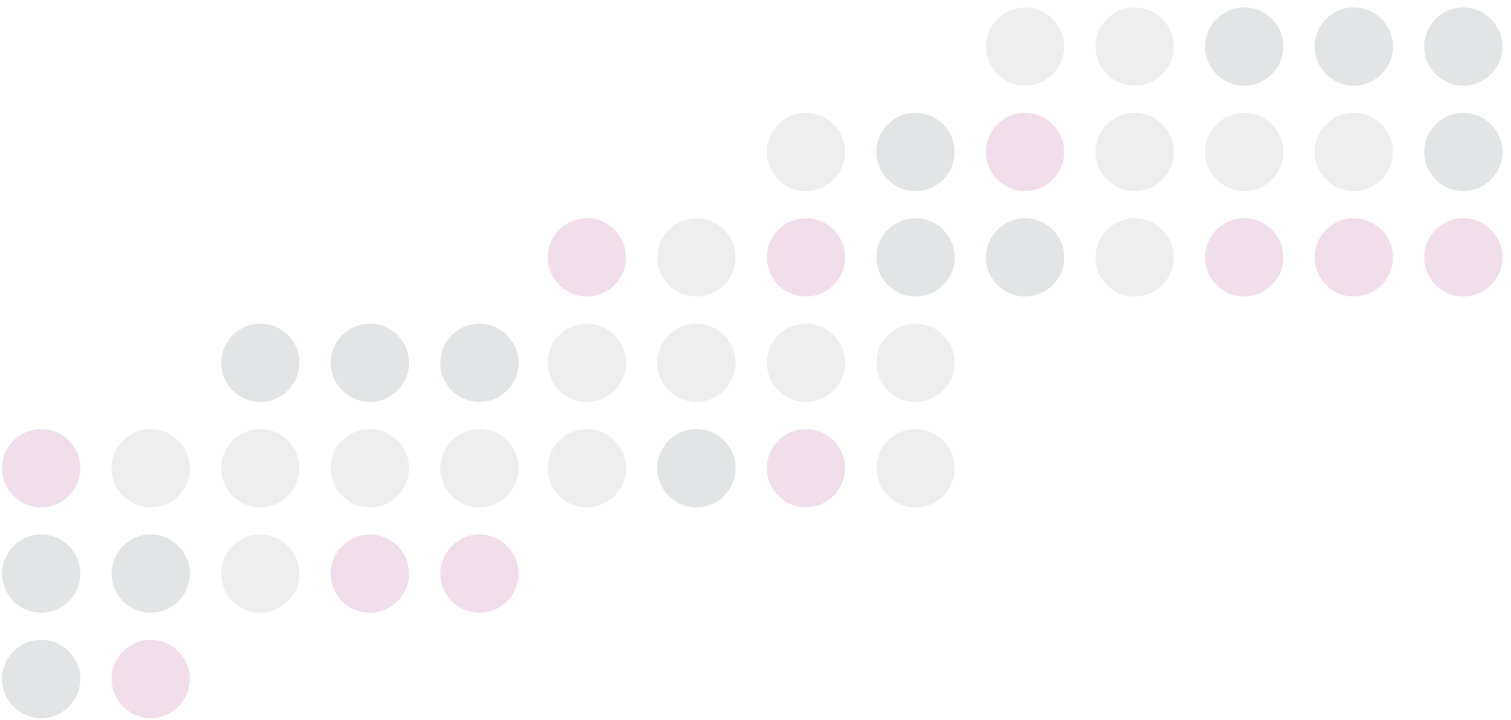
Wiley was quoted as saying: *"It's been great to see the response from corporate Australia. Female athletes are excellent ambassadors and they are half the population, so it makes sense for companies to sign these sponsorship deals."*

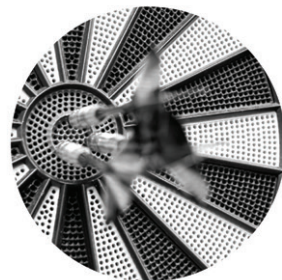
³⁹ <http://www.abc.net.au/news/2016-07-27/rio-2016-australian-team-more-women-than-men-for-first-time/7665932>

⁴⁰ AFL Website: <http://www.afl.com.au/news/2016-06-15/eight-teams-named-for-inaugural-womens-league>

⁴¹ <http://www.afr.com/business/sport/big-corporates-finally-pouring-money-into-womens-sport-20160616-gpl7uk#ixzz4GqAyT6vN>







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www.womenonboards.net