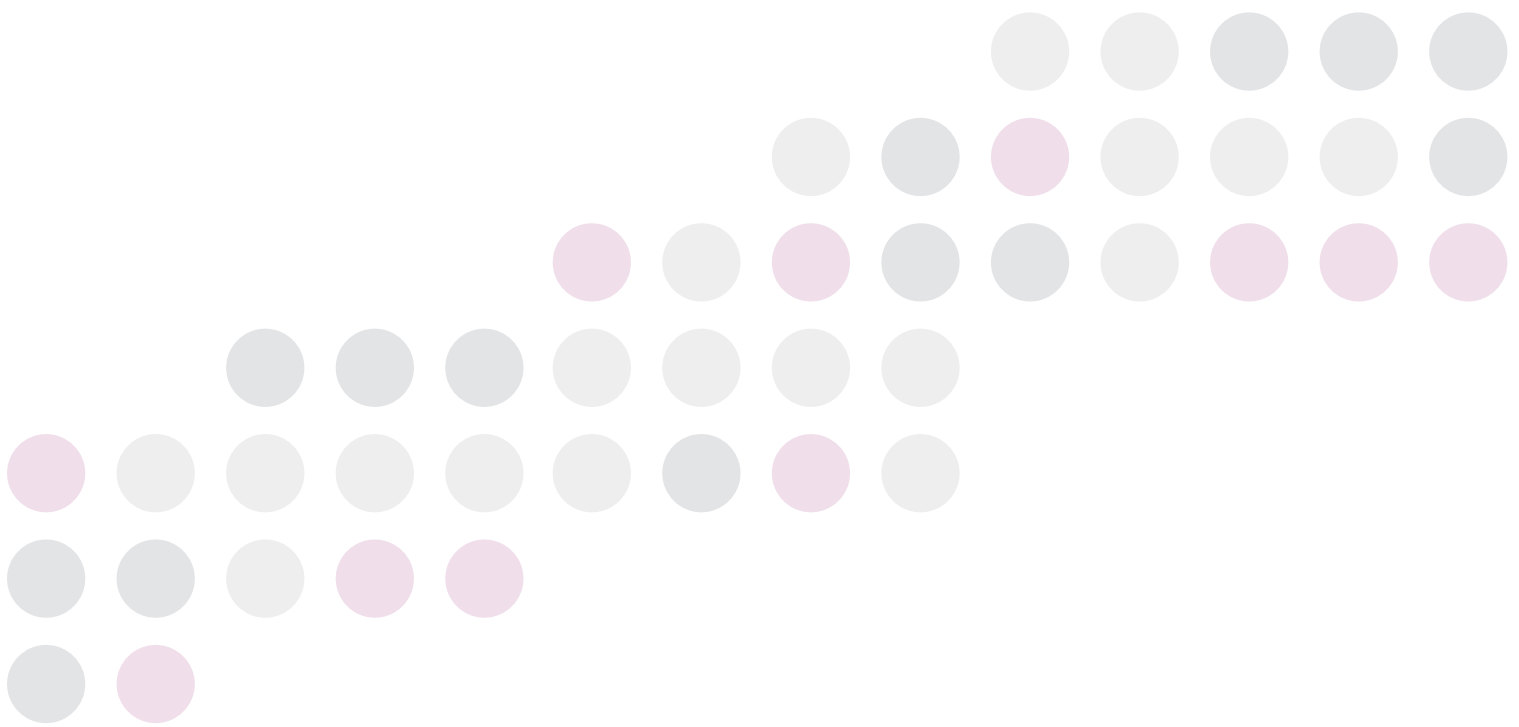


GENDER BALANCE IN GLOBAL SPORT REPORT



Women on Boards

JULY 2014



WITH THANKS TO

CASPIA CONSULTANCY LTD, WINDSOR JENNINGS LTD, JONES' CREATIVE SERVICES LTD
AND NEWINK FOR THEIR ASSISTANCE IN THE DESIGN AND PRINTING OF THIS REPORT

ABOUT WOMEN ON BOARDS

WoB 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. WoB 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.org.au or www.womenonboards.co.uk

contact@womenonboards.org.au

Disclaimer

The data on the number of men and women serving on sports governing bodies was collected between January and April 2014 from the websites of bodies responsible for sport at country level and internationally. This included national sporting organisations across countries participating in Commonwealth and 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: LOUISE MARTIN CBE

Louise Martin CBE, Chair of sportscotland

I am delighted to see this report published on the status of sports boards across the globe. It is of no coincidence that this report highlights the importance of good governance and with this the need to work towards a gender balance in sports boards. The case studies highlighted in this report will help to further inspire sports to diversify their boards.



Here in Scotland we take great pride in the work we do with Scottish Governing Bodies (SGBs) of Sport to improve governance. SGBs have access to a range of services, which together, aim to support better governed, more efficient and effective organisations. These include expert training and advice in the areas of finance, legal, HR, equality, safeguarding, membership data management, an extensive training and development programme, and a comprehensive development audit.

In line with developments at a UK level, sportscotland has developed a (draft) SGB Governance Framework. This sets out twelve core principles which will ensure consistency with our Investment Principles encouraging SGBs to improve their governance.

The overarching aim of the governance framework is: "to enhance governance in Scottish Governing Bodies of Sport (SGBs) ensuring they are well led; robust and legally compliant". The Governance Framework, the development audit and work on achieving against the Equality Standard for Sport, all highlight to SGBs, the importance of having a diverse board. The evidence is clear that a diverse board is good for business and that means a diverse board is good for Scottish sport.

sportscotland is committed to the Equality Standard for Sport, a process managed by all the home country sports councils, which supports governing bodies to develop an understanding for equality, and to promote positive change in their organisation. SGBs are working hard on their progress toward achieving a level of the Standard.

We continue to monitor the progress of gender balance on boards via the Sydney Scoreboard, a fantastic resource which highlights global statistics on the number of women on boards and the number of women in Chair and CEO roles. A Women in Sport working group has been set up with a remit to look at the efforts in Scotland around women in sport and make recommendations for action to Cabinet Secretary for Commonwealth Games, Sport, Equalities and Pensioners' Rights, Shona Robison.

Through our partnerships with governing bodies of sport, and our commitment to good governance, we can promote the benefits of balanced boards to SGBs, helping them with practical tools to diversify their board and help build a world class sporting system for Scotland.

FOREWORD: HELEN GRANT MP

Helen Grant MP, UK Minister for Sport, Tourism & Equalities

We are now seeing more women in senior positions and in the boardroom. Lord Davies' voluntary, business-led approach is having real impact in the identification and promotion of female talent. Sport England has followed Lord Davies' lead with the 'Sport England Governance Strategy 2013-2017: On board for better governance'. This strategy recognises that good governance is at the heart of delivering sporting outcomes. It states that the National Governing Bodies in sport, and the many regional and local sporting bodies, should aim for their Board to comprise at least 25% women (or men where they form the currently underrepresented grouping) by 2017.



It is right that publicly funded sporting bodies are making progress on ensuring diverse governance structures. Sport plays an important role in the economy and culture of the UK and female athletes are increasingly matching and surpassing their male colleagues in the medal counts. I want to see more women represented on the boards of governing bodies to help shape sport and to encourage more women to get involved.

The Women on Boards 'Gender Balance in Global Sport Report' is a welcome contribution to the transparency of information about the governance of sport across the Commonwealth in the run-up to the Commonwealth Games in Glasgow in July 2014. By providing insights into the leaders and laggards amongst sporting bodies in the Commonwealth nations, it will help maintain the momentum of change in the governance of sport, and ensure that improvements in the governance of sporting bodies keeps pace with the success of female athletes.

GENDER BALANCE IN GLOBAL SPORT REPORT

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PREFACE

The Gender Balance in Global Sport Report (the report) is authored by Women on Boards and delivers a baseline dataset on the participation of women on sports governing bodies in the lead up to the 2014 Commonwealth Games in Glasgow. The report is intended to:

1. Create the inaugural publicly available dataset on the number of women serving on sports governing bodies.
2. Set a benchmark from which to drive improvements in the number of women on sports governing bodies.
3. Highlight the importance of gender balance in improved governance and risk management practices for sports bodies.

The Commonwealth Games bodies form the core of the dataset, with the majority of Olympic countries and sports also included in the lead up to the Rio Olympic Games in 2016.

Gendered datasets in this report cover the governing bodies of:

- 128 of the 204 National Olympic Committees
- 54 Commonwealth Games Associations from the 71 participating members of the Commonwealth
- 30 Paralympic Committees for Commonwealth and Olympic Sports
- 34 International Sports Federations
- 14 Paralympic International Sports Federations
- Olympic and Commonwealth sports bodies in Australia, England, Scotland, Northern Ireland and Wales
- Paralympic sports bodies in Australia, England, Scotland, Northern Ireland and Wales

The data has been sourced principally from the websites of the above organisations. Where organisations are not included in the report we were unable to source 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. This has not been to 'name and shame' these organisations but rather, to focus attention onto 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 need to better support female athletes and the opportunities for women beyond their sports career. All case studies are from the United Kingdom and Australia. The former is hosting the 20th Commonwealth Games in 2014 and the latter had the highest medal tally at the 2010 games. In addition Women on Boards has the most detailed knowledge of these countries in terms of female participation in sport.

The report picks up on global themes of improved governance and risk mitigation strategies for the governing bodies of sports boards. This includes better election and selection processes, principally independent directors as drivers to improve gender balance on boards. Given the strong financial relationship between the global sports and business communities along with high levels of government funding for major sporting events, there are powerful reasons for greater transparency and governance in sport.

ACKNOWLEDGEMENTS

Report Author: Claire Braund, Executive Director WoB Australia, Director WoB UK

Claire co-founded Women on Boards in Australia in 2006 and in the UK in 2012 from an early career in journalism and public relations. A highly respected speaker on diversity and related business issues, Claire works with organisations to bring a more balanced perspective to discussions and decision making. She works across Government and the listed sector to bring about this change.

In 2012 Claire became a Churchill Fellow for her research into the effect of gender quotas on public listed company boards in Norway and the progress of the policy debate in the UK and France.



Report Contributors

- Helen Grant MP, UK Minister for Sport, Tourism and Equalities
- Louise Martin CBE, Chair sportscotland, Board member of UK Sport and Chair of the Scottish Sports Hall of Fame committee
- Hilary Milne, Head of Audit, Risk and Governance, Sport England.
- Catherine Ordway, Senior Lecturer and PhD candidate in Sports Management, University of Canberra, Australia
- Katherine Grainger MBE, former Olympic Rower, Board member of London Youth Rowing, the BOA Athlete's Commission, International Inspiration and the Mark Lees Foundation.
- Baroness Tanni Grey-Thompson DBE, former wheelchair paralympian, Director UK Athletics and member of the boards of London Marathon and Transport for London.
- Bridie O'Donnell, medical doctor and cyclist
- Sport NSW, peak body for sport in New South Wales, Australia
- British Cycling, national governing body for cycling
- Ruth Medd, Chair WoB Australia
- Fiona Hathorn, Managing Director WoB UK
- Rachel Tranter, Director WoB UK
- Rowena Ironside, Chair WoB UK
- Genevieve Carruthers, Carruthers IMS Consulting

EXECUTIVE SUMMARY

The multi-billion dollar global sports industry is driven by numbers, measurement and precision science. Elite athletes and their coaches and clubs set targets, achieve them and then set them again. This cycle of continuous improvement mirrors that of companies who spend millions on sports endorsements. Yet despite this best practice approach in many aspects of the sports industry there is scant attention paid to the reporting and performance of gender balance on national and international sports boards.

This report shows that women remain under-represented on the majority of sporting boards at international and national levels. There are few National Olympic or Commonwealth organising committees or sports federations where more than 30 per cent of board members are female, and the average is closer to, or below, 20 per cent. This is despite increasing levels of performance by females in all sporting arenas and the huge role sport plays in the economies and culture of many nations.

A number of sports bodies are attempting to address these issues as the report's organisational case studies show (Appendix A), while others have the task ahead of them. For many sportswomen the difficulty in securing funding to compete at elite levels remains a barrier to participation, while others have overcome seemingly insurmountable odds to achieve success (Appendix B).

As the business case for gender diversity is well documented in the literature (Appendix C), we need to look to other reasons why it is important to measure and track the number of women on sports' governing bodies with a view to seeing improved gender balance.

1. The power of sport to motivate – the role model effect

Sport increasingly touches our lives through the individual stories, the successes and the heart-wrenching moments experienced by athletes across all disciplines. No more is this evidenced than at the Olympic Summer Games when nations come together to laud their teams and their athletes for their performances. The 2012 London Olympics was a watershed for both the participation and success of female athletes and was celebrated as 'the female games'. Who can forget the success of Jessica Ennis in the heptathlon; Qatar's Noor Hussain Al-Malki, and Tahmina Kohistani from Afghanistan competing for the first time at the Olympics in the 100m sprint; Dutch wheelchair tennis player Esther Vergeer - who extended her nine-year unbeaten streak to 470 matches by winning the women's singles and the all-powerful American women who won 29 gold medals and topped their country's medal tally? As of 2012 every currently eligible country has sent a female competitor to at least one Olympic Games and, with the inclusion of women's boxing, the London Games became the first at which every sport had female competitors.

2. Sport as a metaphor for business culture

The close relationship between sport, business and government across the globe is well established. It is in evidence at every match on the backs of jerseys and uniforms, around venues, on the vast array of promotional materials many sports and clubs have and across the massive media coverage many team sports receive. Most global or country based companies sponsor a sports team – from the local junior football club through to the top level of sport. Individual athletes also attract significant sponsorship and a gold medal at an Olympic Games adds significantly to their marketability – as does their gender, physical appearance, ease with the media and other factors. It is well known that women find it more difficult to receive sponsorship in sport than men while the really large deals are typically signed by male footballers in premier leagues.

In countries such as Australia, New Zealand and Canada, the national culture takes its cues from sporting mythology and practice. These strong cultural, some would say tribal, influences are derived almost exclusively from team sports, such as football, rugby and ice hockey, played at the elite and highly-renumerated level by men. Women also play these sports, but do not attract the same media attention; consequently sponsorship dollars are slower to flow. Sportsmen are also paid more than sportswomen by organising bodies. For example, players in the Australian male cricket team receive a percentage of the total takings from Cricket Australia while the women receive a modest annual stipend. The women's team has been champions in 2020, one-day and test cricket over many years, while the men are only just coming back into form.

In the English speaking world, business parlance is heavily influenced by sports terminology as Shanthi Streat, in her blog, *English with a Twist*¹, shows with her 10 metaphors for connecting business and sport - kick off, on target, up to scratch, know the ropes, in pole position, jump the gun, ballpark figure, neck and neck, the ball in our court and take our eye off the ball. These are just a very small sample of the phrases where the competitive aspect of sport is used to outline a business activity or transaction.

3. The need for improved sports governance

A key issue in relation to the lack of gender balance on boards is how organisational and national cultures that are dominated by a male norm feed into complex board selection and election processes. This is usually voting by members or via nomination from a country or sports body. This raises questions about the governance of sports boards and whether this is indeed being taken seriously.

In his series of five blogs on sport and governance, Michael Pedersen², former Head of the World Economic Forum's Partnering Against Corruption Initiative, writes:

“Sport leaders face a critical yet long overdue strategic decision in properly equipping their sports for future development.”

Sport leaders face a critical yet long overdue strategic decision in properly equipping their sports for future development. How they decide to respond to the challenge will determine whether their teams will win or lose the future game. The most progressive secretary-generals, chief executives and chairs of boards have already started modernizing internal, athletic and event governance standards to bring a beautiful game into the future. However, surprisingly many sport leaders have yet to fully appreciate that continuing to play a game using the governance standards of yesterday will eventually put their teams on the track to foul play in the future.

Pedersen outlines three key reasons why governance is so important to sport:

1. Good governance builds trust by enabling strong relationships with key stakeholders of the game.
2. Good governance builds growth by facilitating increased participation and increased revenues.
3. Good governance builds performance by attracting and retaining people fit for the game, motivated and supported to perform to their full ability.

Women on Boards would add a fourth and a fifth:

4. Good governance is ensuring at least half the board, excluding the chairman, is comprised of independent non-executive directors, and that a smaller company should have at least two independent non-executive directors.
5. Good governance builds opportunities to increase transparency and independent oversight which will open up the prospect of improved gender balance on boards.

The goal of the Olympic movement is to contribute to building a peaceful and better world. In view of the International Olympic Committees approach to female participation in sport it is important for reports like this to shine a light on the data. Fewer female voices at the top levels in sport will perpetuate the situation of female athletes being second class citizens in relation to media coverage, sponsorship and salaries.

“The best professional athletes never stop innovating in their unrelenting endeavours to improve.”

As Pedersen says, sports governing bodies need to “lead the change of the game or be forced to adapt”.

The best professional athletes never stop innovating in their unrelenting endeavours to improve. They see opportunities more than risks when taking the game to the next level. Some sport leaders, however, have forgotten the winning attitude of the best professional athletes, and resist modernizing internal, athletic and event governance standards.

¹ Shanthi Streat, *English with a Twist*, 10 Games and Sports Idioms you can use in Business <http://englishwithatwist.com/2013/11/25/10-games-and-sports-idioms-you-can-use-in-business>, (accessed 8 April 2014)

² The Business Case for Good Governance in Sport (May 2013), Michael Pedersen, *isportconnect*, http://www.isportconnect.com/index.php?option=com_content&view=article&id=19353:the-business-case-for-good-governance-in-sport-michael-pedersen&catid=191:sport-governance&Itemid=490, (accessed 8 May 2014)

PERCENTAGE OF WOMEN ON GOVERNING BODIES

Olympic Committees

The **International Olympic Committee (IOC)** is the supreme authority of the Olympic movement. Steeped in history and tradition the IOC has taken major steps in the past two decades to reflect the increased number of women playing competitive sport and the important role it plays in the development of girls. Since 1991 any new events seeking to be included in the Olympic programme must include women's events, although it has been up to the sports federations to make the determination for other sports (eg boxing).

The Olympic charter states that - "*The IOC encourages and supports 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.*"³ The IOC website says it is "*engaged in activities including the advancement of women in sport at all levels and in all structures, with a view to achieving equality between men and women.*"

Following the recommendations of a study commission of the IOC Centennial Olympic Congress in 1994, a Women and Sport Working Group was established in 1995 to advise the Executive Board on suitable policies to be implemented in this field. It became a fully-fledged commission in March 2004 which meets once a year and is a consultative body. On the basis of its recommendations, an action programme was developed and implemented by the IOC through its International Cooperation and Development Department.

The London Olympics saw the highest participation by female athletes - 4,676 (44.2 per cent) of the 10,569 athletes who competed. Other statistics included⁴:

- 29 NOCs had women as chefs de mission (14.2%)
- 82 NOCs had women as flag bearers (40.2%)

Despite the encouraging rate of growth in the participation of women in Olympic sport, the number of women serving on governing boards and committees remains stubbornly below 30 per cent. The IOC Executive Board is comprised of 15 members of whom four are women (27 per cent). Of the 115 members of the IOC fewer than 25 per cent are female. Affiliated bodies such as the **National Olympic Committees (NOCs)** and **Association of National Olympic Committees (ANOC)** have fewer than 20 per cent women on their governing bodies. The 204 NOCs recognised by the IOC develop, promote and protect the Olympic Movement in their respective countries.

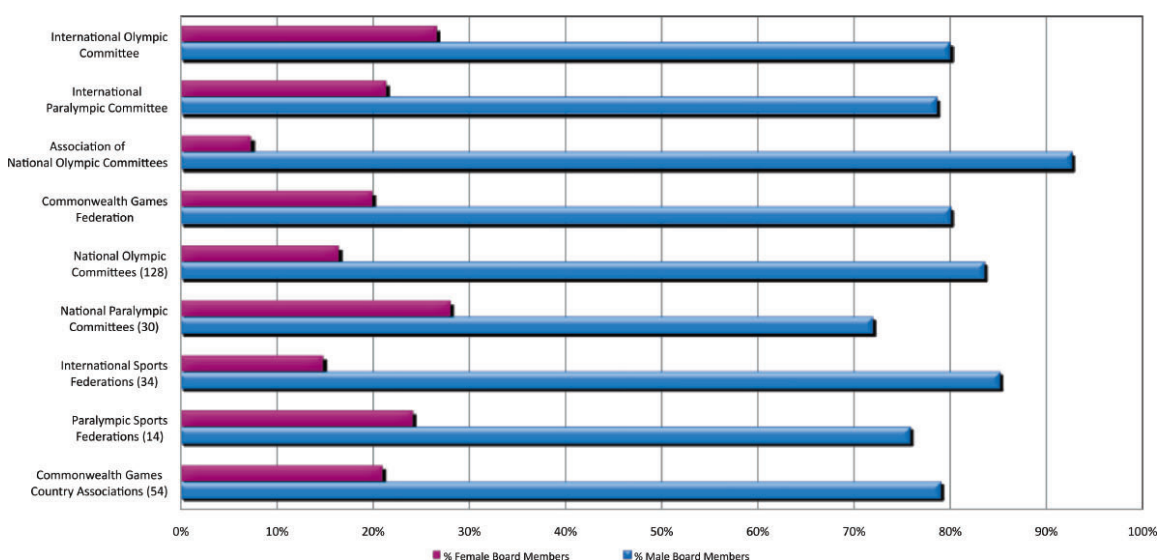


Figure 1: Percentage of male and female board members on sports governing bodies researched for this report. The number in brackets refers to the total number of bodies in the sample where multiple bodies are included.

³ Rule 2, paragraph 7, Olympic Charter in force as from 07.07.2007

⁴ IOC, 2013, Women in the Olympic Movement Key Figures:
http://www.olympic.org/Documents/women_participation_London.pdf (accessed 18 may 2014)

In the lead up to the Olympic Games in Sydney, the IOC set a target that a minimum of 20 per cent of all board members of NOCs must be female by 2005.⁵ This seemed reasonable given that women had been participating in the Olympic Games since 1900. As at 2000, only 6.1 per cent of NOC boards were women. Although noting that the 10 per cent target had not been reached by 2005 (despite stating a 20 per cent target previously), the IOC stated that it was; *“nevertheless aware that such an objective can be attained only in successive stages. A number of NOCs have already shown their willingness to work on achieving parity between men and women.”*

In 2013 the IOC obtained data from 93 NOCs that voluntarily participated in an NOC Review project. The data indicates female representation on NOC Executive Boards is closer to 18 per cent than the 16.5 per cent found in the review conducted for this report. This may be due to different collation methods, the variance in the sample sizes (93 versus 128) or the fact that the better performing NOCs may be more likely to report than those with fewer women. In making the data available to the Gender Balance in Global Sport Report, Joelle Simond, Head of NOC Information and Project Services at the IOC, outlined that the objective of gathering the data was to have an overview of the situation of NOCs throughout the world and to be able to identify areas in which improvement was made over the time, as well as those where there is still work to be done.

“The policy regarding the data provided by NOCs is to not disclose it at individual NOC level to avoid “name-and-shame,” which we think would only lead the ones concerned to stop sharing their data with us.”

NOCs are split across five continental associations; Association of the National Olympic Committees of Africa, Pan American Sports Organization, Olympic Council of Asia, European Olympic Committees and Oceania National Olympic Committees. The Oceania region has the highest percentage of women on both Executive Boards and General Assemblies.

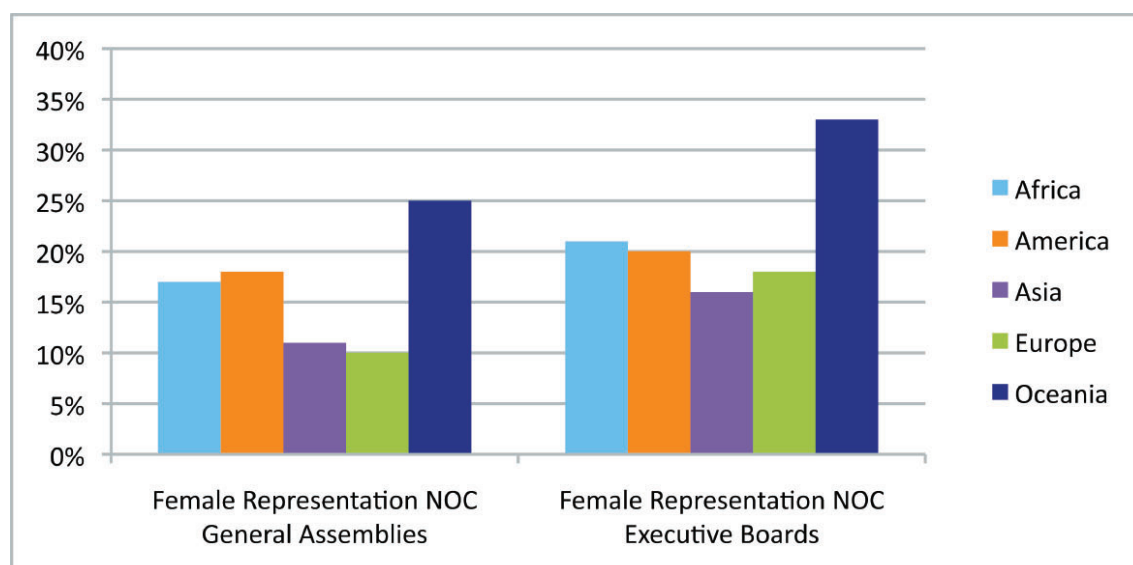


Figure 2: The percentage of male and female board members on NOCs by region.

⁵ The International Olympic Committee requirement was worded as follows: *“The NOCs, IFs, National Federations and sporting bodies belonging to the Olympic Movement must set the objective of reserving at least 20% of decision-making positions for women (particularly in all executive and legislative bodies).”* See for example the IOC Fact Sheet on Women in the Olympic Movement, July 2009, http://www.olympic.org/Documents/Reports/EN/en_report_846.pdf (accessed 19 April 2014)

Paralympic Committees

The **International Paralympic Committee (IPC)** is the global governing body of the Paralympic movement. Its purpose is to oversee the summer and winter Paralympic Games and act as the international federation for nine sports, supervising and coordinating world championships and other competitions. Three of its 14 board members are female (21.4 per cent).

Women are, on the whole, better represented on **National Paralympic Committees (NPCs)**, with 28.1 per cent of the board members of the 30 NPCs reviewed for this report being female. Four countries; India, Switzerland, Ecuador and Israel, do not have any women on the boards of their NPCs, while Swedish Sports Organization for the Disabled and Swedish Paralympic Committee has 66.7 per cent female representation on its board.

Table 1: Percentage of female board members on National Paralympic Committees.

Country/Region	Total Board Members	Male Board Members	Female Board Members	% Female Board Members
Sweden	9	3	6	66.7
San Marino	7	3	4	57.1
United States Of America	16	9	7	43.8
Bulgaria	10	5	5	50.0
Liechtenstein	8	4	4	50.0
Norway	13	7	6	46.2
Ireland	10	6	4	40.0
Romania	10	6	4	40.0
Kazakhstan	5	3	2	40.0
Germany	11	7	4	36.4
Canada	10	6	4	33.3
Costa Rica	9	6	3	33.3
Estonia	9	6	3	33.3
Finland	9	6	3	33.3
New Zealand	7	5	2	28.6
Singapore	9	7	2	22.2
Great Britain	9	7	2	22.2
Jamaica	10	8	2	20.0
Slovakia	10	8	2	20.0
Hong Kong, China	11	9	2	18.2
Croatia	11	9	2	18.2
Belgium	6	5	1	16.7
Nepal	14	12	2	14.3
Brazil	7	6	1	14.3
Australia	10	9	1	10.0
Thailand	25	23	2	8.0
India	12	12	0	0.0
Switzerland	6	6	0	0.0
Ecuador	4	4	0	0.0
Israel	3	3	0	0.0
Total	290	210	80	27.5

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. The national federations administering those 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.⁶

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.

IFs may develop proposals for the IOC concerning the Olympic Charter and the Olympic movement in general, including;

- the organising and holding of the Olympic Games,
- opinions concerning the candidatures for organising the Olympic Games, particularly concerning the technical capabilities of the candidate cities,
- collaborate in the preparation of the Olympic Congresses, and
- participate in the activities of the IOC commissions.

At the Commonwealth level, the recognised sports are very similar to those at Olympic level. For each Commonwealth Games, the candidate city must include a minimum of 10 core sports on the programme: Aquatics (Swimming), Athletics, Badminton, Boxing (Men), Hockey (Men & Women), Lawn Bowls, Netball (Women), Rugby Sevens (Men), Squash and Weightlifting. They can then include up to an additional seven from a list of optional sports, including the non-Olympic sports of Cricket, Softball and Tenpin Bowling.

The Commonwealth Games cannot include Beach Volleyball or Volleyball, Rugby (15 a side), BMX Cycling, Handball, Modern Pentathlon, Trampoline or any Equestrian events.

Only IFs representing Gymnastics, Squash, Hockey, Triathlon, Softball and Netball have more than 30 per cent women on their governing boards. IFs representing Boxing, Cricket, Handball, Judo, Rugby, Shooting and Tennis do not have any female representation on their governing bodies.

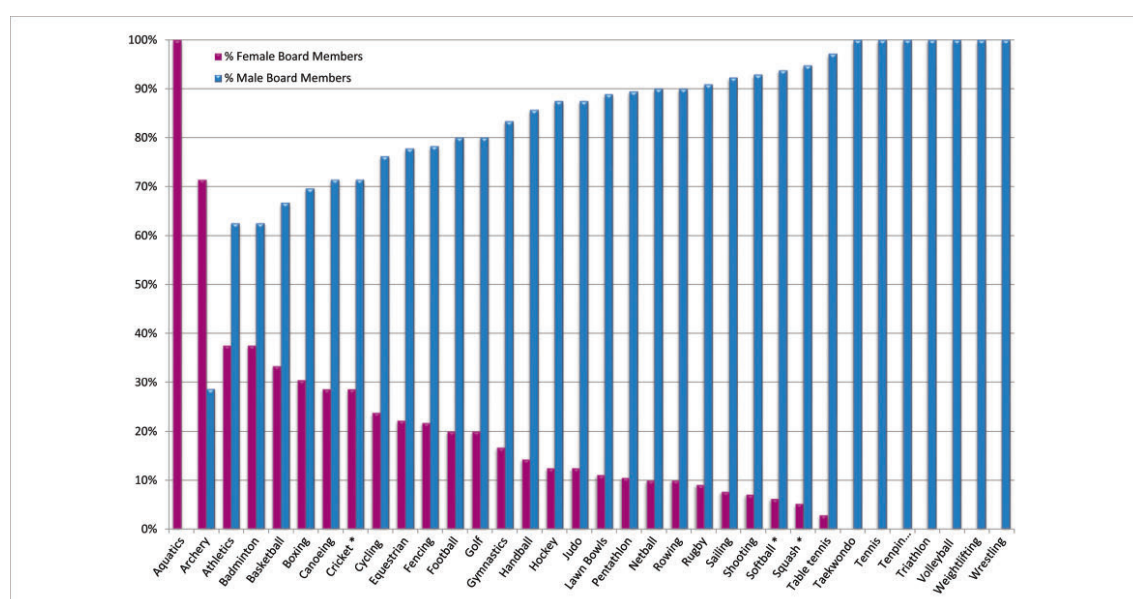


Figure 3: Percentage of male and female board members of the 34 International Sports Federations included in this report.

⁶ International Olympic Committee, <http://www.olympic.org/content/the-ioc/governance/international-federations/>, (accessed 8 April 2014)

The IPC recognises 14 IFs as the representatives of a Paralympic Sport. Their responsibilities include technical jurisdiction and guidance over the competition and training venues of their respective sports during the Paralympic Games.

It is interesting to note that there is almost 10 per cent fewer board positions held by women on the boards of able bodied IFs than those representing the paralympic sports. Explanations might include that the former are perceived as being 'less prestigious' or the latter have better governance or are more attractive to women.

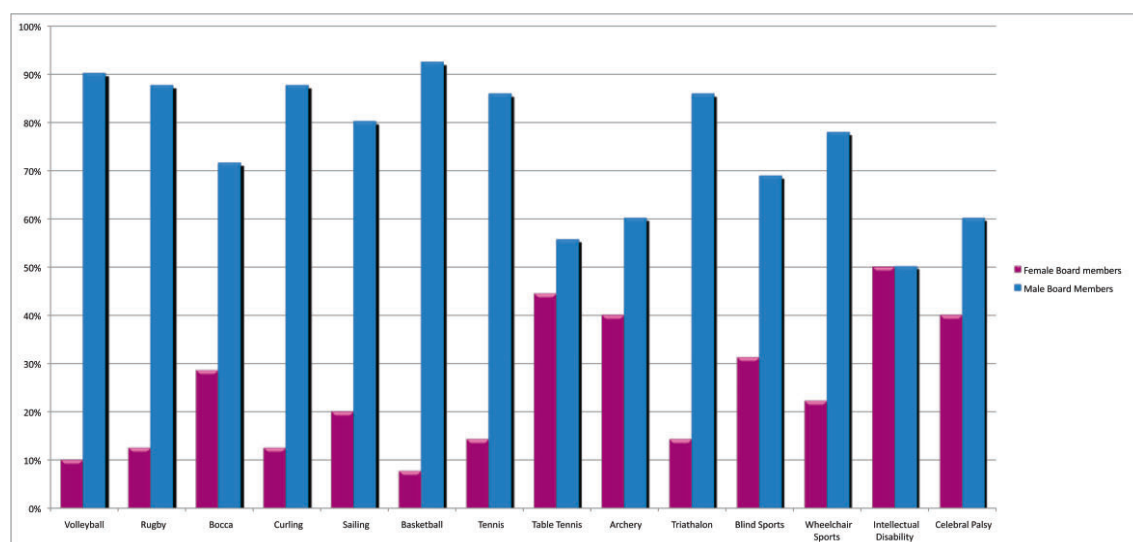


Figure 4: Percentage of male and female board members of the 14 IFs recognised as representative of a Paralympic sport included in this report.

Commonwealth Games Bodies

At the Commonwealth level, the **Commonwealth Games Federation (CGF)** is the organisation that is responsible for the direction and control of the Commonwealth Games. There are 71 country members of the CGF; data from 54 was able to be collated for this report. The percentage of women on boards at just over 20 per cent is similar to that of the Olympic bodies, which is unsurprising given the similar representative election processes for council and governing board members.

The 20th Commonwealth Games in Glasgow in 2014 is focussed on being a games of inclusion and diversity as the website states:

Before, during and after the Games, we're working to make sure under-represented groups can access Games related opportunities – from jobs and volunteering, to accessing tickets.

We want to use the power of the Games to change attitudes by celebrating diversity in everything we do and by delivering a truly inclusive sports programme – which already boasts the biggest-ever number of Para-Sports medal events in Commonwealth Games history!⁷

The Board of the Organising Committee for Glasgow 2014 has two representatives from each of the members of the Games partners, as well as an athlete representative and four independent directors. There are 12 directors in total (seven men and five women), achieving the global best practice target of more than 40 per cent female representation on the board.

⁷ Glasgow 2014, <https://www.glasgow2014.com/about-us/accessibility-diversity-and-inclusion> (accessed 8 May 2014)

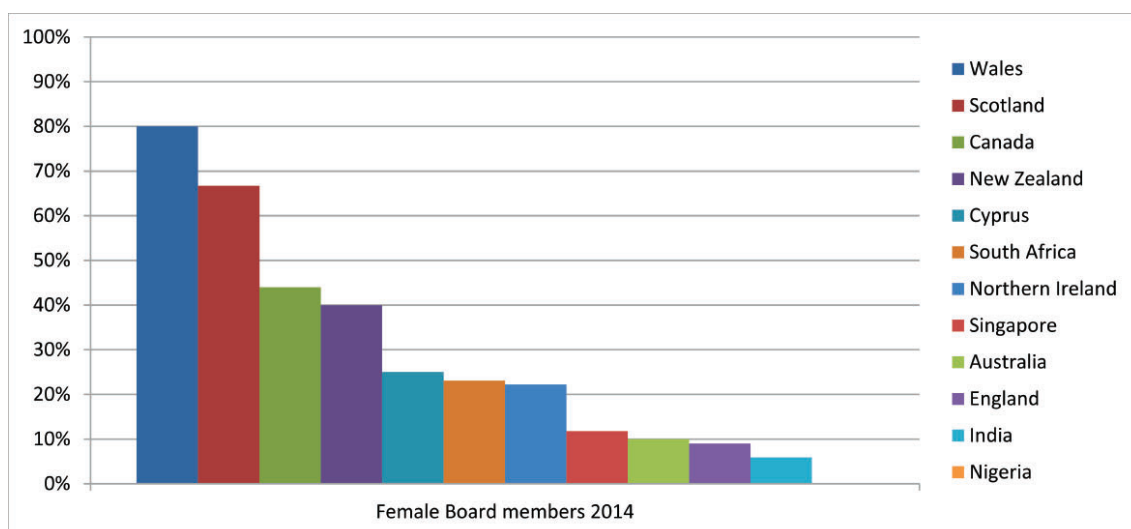


Figure 5: Percentage of female board members of the Commonwealth Games Country Associations for 12 of the top medal winning countries at the 2010 Commonwealth Games in Delhi, India.

The 20th Commonwealth Games in Glasgow 2014 gives us the opportunity to focus on a subset of the broader data in this report and consider the female representation on the governing bodies of the **Commonwealth Games Associations (CGAs)** for the top 14 medal winning countries at the 2010 Commonwealth Games in Delhi, India.

The percentage of women on the boards of governing bodies of the top 14 medal winning countries for the 19th Commonwealth Games in Delhi, India in 2010 varies from nought in Nigeria to 80 per cent in Wales. While Canada, Scotland, New Zealand and Wales have a high percentage of female representation on their CGA, the top three medal winners – Australia, England and India – have 10 per cent or fewer board seats held by women in 2014 (although the number was unknown in 2010). Some would draw the inference from this data that winning medals is not linked to the number of women on the board, however further research and a larger dataset across additional competitions and bodies would be required to establish any real causal links. What is more important is that female athletes are participating and winning medals at rates equal to, or higher than, their male counterparts, but continue not be appointed to executive board roles.

Using Australia as a case study, the 2012 Australian Olympic team consisted of 224 men and 186 women and the women won 57 per cent of the medals (20 medals out of 35) - even though there were more medals available to male athletes to win. The Australian Olympic Committee Board currently consists of 14 people of which five (35.7 per cent) are women. The Commonwealth Games Association only has two women from a board of 20.

Countries in focus

This report looked at the bodies responsible for administering sport in Australia, England, Scotland, Northern Ireland and Wales, for the 17 sports being contested at the Glasgow Commonwealth Games; Athletics, Badminton, Boxing, Cycling, Diving, Gymnastics, Hockey, Judo, Lawn Bowls, Netball, Rugby Sevens, Shooting, Swimming, Table Tennis, Triathlon, Weightlifting and Wrestling.

At the top level of the sports hierarchy in these countries the percentage of women on governing bodies is 32 per cent – ranging from 10 per cent in Northern Ireland to 45 per cent in Australia, where there has been a strong push for improving governance and diversity through the 55 National Sporting Organisations (Figure 6).

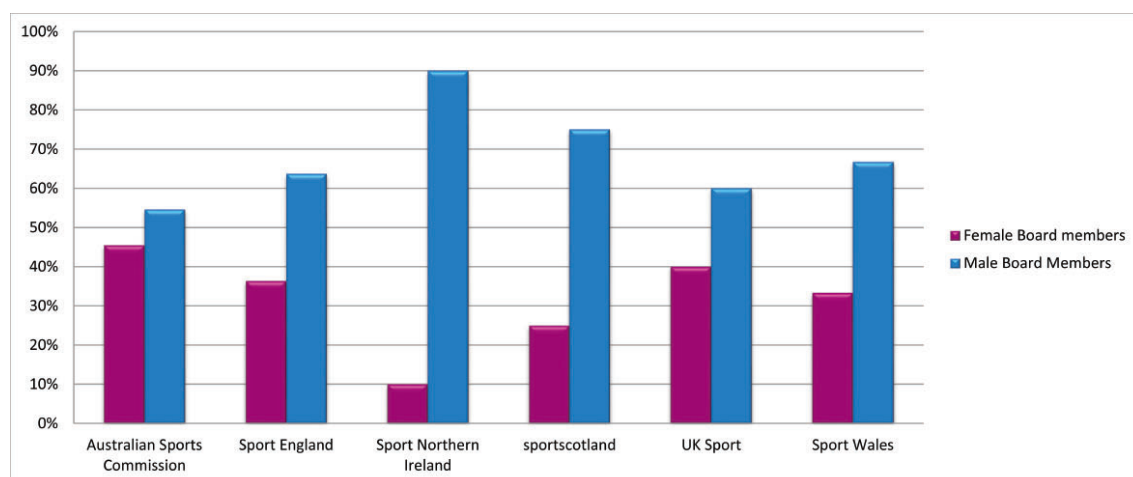


Figure 6: Percentage of male and female board members of the funding bodies for sport in Australia, England, Northern Ireland, Scotland, the UK and Wales.

At the level of individual sports within the focus countries, the number of women on the governing bodies varies substantially as Figure 7 shows. Again, Northern Ireland has the lowest percentage of women on the boards of its sports governing bodies and Australia has the highest.

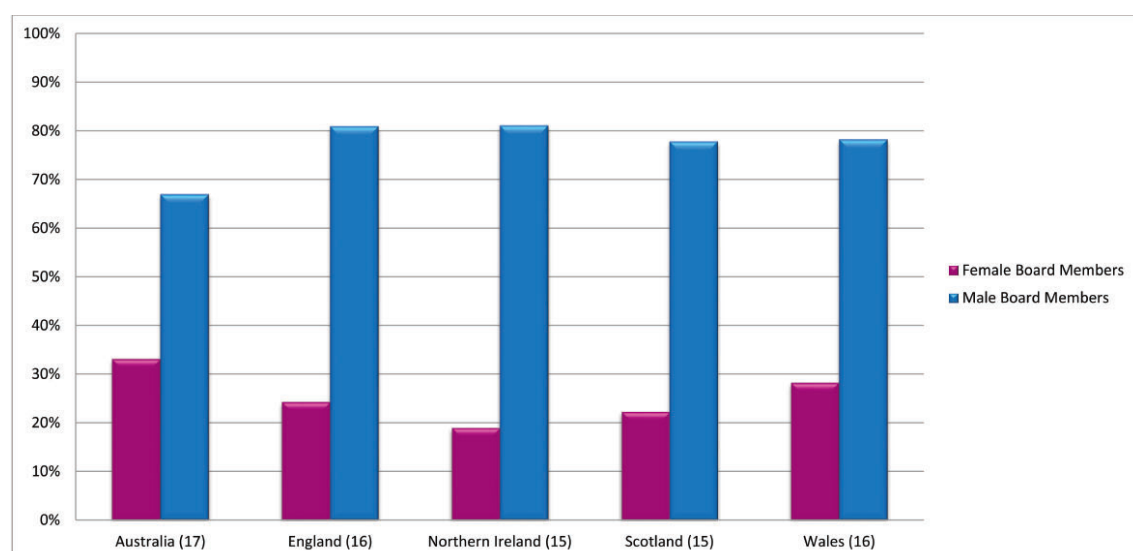


Figure 7: Percentage of men and women on the boards of National Governing Bodies (NGBs) in Australia, England, Northern Ireland, Scotland and Wales for sports being contested at the 20th Commonwealth Games in Glasgow in 2014. The number in brackets refers to the total number of NGBs in the sample.

When you break out at the individual sports level only 20 of the 76 sports bodies assessed had more than 30 per cent female directors on their boards. Aside from Netball (which is a highly feminised sport), Hockey was the next highest performer followed by Gymnastics.

Table 2: National Governing Bodies (NGBs) in Australia, England, Northern Ireland, Scotland and Wales for sports being contested at the 20th Commonwealth Games in Glasgow in 2014 with the highest percentage of women on the board.

Country	Sport	National Governing Body	No of Female Board Members	No of Male Board Members	Total Board Members	Percent Female directors
Australia	Netball	Netball Australia	8	0	8	100.0
Northern Ireland	Netball	Netball Northern Ireland	7	0	7	100.0
Scotland	Netball	Netball Scotland	7	1	8	87.5
England	Netball	England Netball	9	2	11	81.8
Wales	Hockey	Hockey Wales	6	2	8	75.0
Wales	Netball	Welsh Netball	6	2	8	75.0
Wales	Gymnastics	Welsh Gymnastics	3	2	5	60.0
Australia	Hockey	Hockey Australia	6	5	11	54.5
Australia	Table Tennis	Table Tennis Australia	4	4	8	50.0
Wales	Athletics	Welsh Athletics Ltd	3	4	7	42.9
Northern Ireland	Hockey	Ulster Hockey Union	6	8	14	42.9
Australia	Weightlifting	Australian Weightlifting Federation Inc.	3	4	7	42.9
England	Gymnastics	British Gymnastics	3	5	8	37.5
Wales	Wrestling	Welsh Wrestling Association	2	3	5	40.0
Scotland	Hockey	Scottish Hockey	3	5	8	37.5
Australia	Lawn Bowls	Bowls Australia Inc	3	5	8	37.5
Australia	Badminton	Badminton Australia	2	4	6	33.3
Wales	Cycling	Welsh Cycling	2	4	6	33.3
Northern Ireland	Gymnastics	British Gymnastics	4	8	12	33.3
Scotland	Table Tennis	Table Tennis Scotland	3	6	9	33.3
Scotland	Swimming & Diving	The Scottish Amateur Swimming Association Limited	3	7	10	30.0

There were 20 sports bodies with fewer than 10 per cent female directors. Boxing, Cycling, Rugby, Shooting, Wrestling and Lawn Bowls were the poorest performers.

Table 3: National Governing Bodies (NGBs) for sports being contested at the 20th Commonwealth Games in Glasgow in 2014 with the lowest percentage of women on the board.

Country	Sport	National Governing Body	No of Female Board Members	No of Male Board Members	Total Board Members	Percent Female directors
Scotland	Cycling	Scottish Cycling	1	10	11	9.1
Scotland	Rugby Sevens	Scottish Rugby Union	1	10	11	9.1
England	Rugby Sevens	Rugby Football Union (RFU)	1	14	15	6.7
Northern Ireland	Weightlifting	Weightlifting Association of Ulster and Northern Ireland	1	18	19	5.3
Wales	Badminton	Badminton Wales	0	5	5	0.0
Northern Ireland	Boxing	Irish Amateur Boxing Association	0	8	8	0.0
Scotland	Boxing	Boxing Scotland	0	5	5	0.0
Wales	Boxing	Welsh Amateur Boxing Association	0	7	7	0.0
Australia	Cycling	Cycling Australia	0	3	3	0.0
Northern Ireland	Cycling	Cycling Ireland (4 Provincial Federations, including Ulster)	0	7	7	0.0
Australia	Judo	Judo Federation of Australia inc	0	5	5	0.0
Northern Ireland	Lawn Bowls	Northern Ireland Bowling Association	0	9	9	0.0
Wales	Lawn Bowls	Welsh Bowls Association	0	8	8	0.0
Northern Ireland	Rugby Sevens	Irish Rugby Football Union	0	23	23	0.0
Wales	Rugby Sevens	Welsh Rugby Union	0	18	18	0.0
Scotland	Shooting	Scottish Target Shooting	0	4	4	0.0
Wales	Shooting	Welsh Target Shooting Federation	0	4	4	0.0
Scotland	Weightlifting	Weightlifting Scotland	0	6	6	0.0
England	Wrestling	British Wrestling	0	10	10	0.0
Northern Ireland	Wrestling	Northern Ireland Wrestling Association (NIWA)	0	4	4	0.0

SPORT AND GENDER

Board and committee appointment processes

Across these organisations making up the top level of governance in sport, the numbers of women on governing bodies are less than 20 per cent. This number is unlikely to increase if the current process for appointment for executive boards and councils remains in place. In the case of the IOC, all positions on the IOC are elected from within by secret ballot and a process not dissimilar from the complicated process for winning Olympic Games hosting rights.⁸ (Figure 8).

“A risk for any company is that there is insufficient breadth of skills on its board, a concern emphasised by the UK Corporate Governance Code”

The election process affirms Slaughter and May's Review of Governance for the Rugby Football Union⁹ of November 2011, in which they noted a key issue in the progress towards improved governance – namely member-elected positions on governing bodies.

“A significant number of the members of the Board have seats on the Board only by reason of their holding some other office (ignoring, for the purpose of this observation, the CEO and COO). Nearly all these offices are filled either by Council on its own initiative, or in relation to which Council can veto an appointment recommended by the Nominations Standing Committee (which is currently a committee of Council)...

“A risk for any company is that there is insufficient breadth of skills on its board, a concern emphasised by the UK Corporate Governance Code. It appears that at one stage, for example, the Board included six lawyers. Where the independent directors lack the knowledge, skills and experience to challenge the executive directors, the risk that bad decisions are made increases, however well-intentioned the directors may be.”

In its review of governance in 2012, the **Australian Sports Commission (ASC)** specified the following mandatory governance principles in the section on Board Composition and Operation:

- 2.1 A staggered rotation system for Board members with a maximum term in office.
- 2.2 A Nominations Committee that nominates Directors for vacancies upon which the members vote.
- 2.3 An Audit and Risk Committee, including at least one external and independent CPA or Chartered Accountant.
- 2.4 Chair elected by the Board.
- 2.5 Annual Board performance evaluation process involving external input.
- 2.6 Gender balance on Boards.
- 2.7 Board skills mix appropriate to meet the strategic goals of the NSO, including the ability for the Board to appoint a minority number of Directors to obtain an appropriate skills mix.

A NSO Board should have a clear process to determine the skills mix of Directors required to carry out its governance role at a point in time. The Board should determine the skills of elected Directors and map them to the skills mix required, thus identifying gaps. NSO Boards need to have the ability to appoint Independent Directors to address gaps. Independent appointees should be for the same terms as elected Directors (see 2.1 above).

- 2.8 CEO not to be appointed to Board after leaving role (for three years).
- 2.9 Conflict of interest register which is enforced.
- 2.10 Minimum five Board meetings per year.

These principles open the selection process for board members to a broader group and diversify the skills and experience of directors and council members.

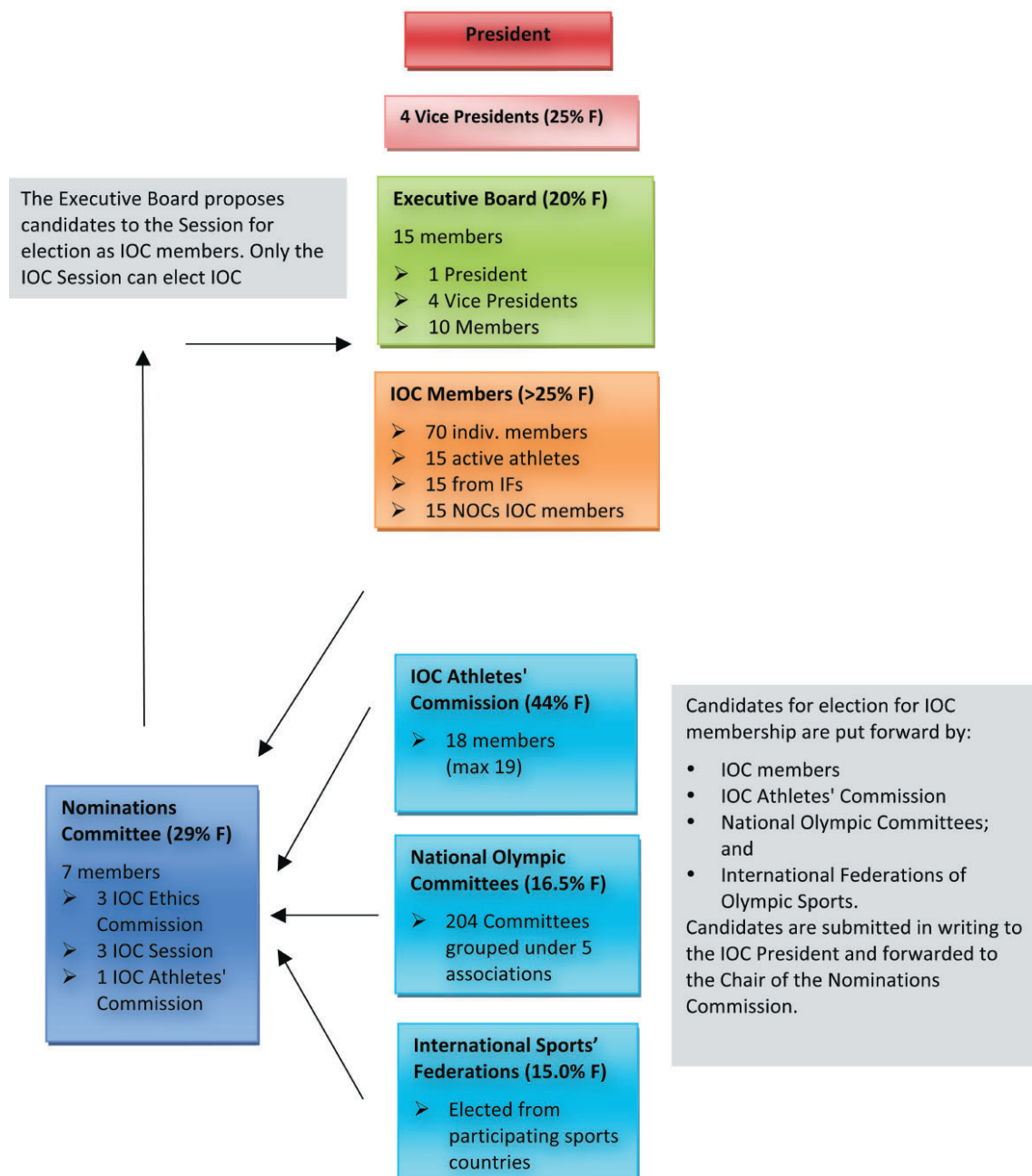
“A NSO Board should have a clear process to determine the skills mix of Directors required to carry out its governance role at a point in time”

⁸ The Guardian, 11 September 2013,

<http://www.theguardian.com/sport/2013/sep/10/thomas-bach-elected-ioc-president> (accessed 18 May 2014)

⁹ <http://www.rfu.com/abouttherfu/~media/files/2011/aboutrfu/mjmc162.ashx>, Accessed 15 June 2014

Nomination and election process for membership of the IOC



Voluntary codes or targets with teeth?

In 2011, in the lead up to the London 2012 Olympic Games and the 2014 Commonwealth Games in Glasgow, UK Sport strongly endorsed a voluntary code¹⁰, published by the Sport and Recreation Alliance, whose purpose was to:

"help sporting and recreational bodies aspire to and maintain good governance and assist those in senior management positions to run their organisations more efficiently."

The code identified key principles to achieving good governance, and covered areas such as;

- accountability and transparency,
- recommendation for board size with the right balance of skills and experience, and
- independent directors on boards and the desire for greater appreciation of diversity.

The report contained seven principles of good governance for the sports and recreation sector. The fourth principle details an objective, skilled, balanced and inclusive board.

"The Board should be made up of individuals with the right balance of skills and experience to meet the needs of the organisation. Included in this is a need for independent expertise and for representation of the diversity of the sport and the communities they serve. This included ensuring Board composition adequately reflects society and the communities they serve".¹¹

It was hoped that sporting organisations would voluntarily adopt these principles of best practice. Three years after this report was published it is clear that this is not the case for many of the sporting organisations in the UK. In May 2014 the Women's Sport and Fitness Foundation (WSFF) launched its fifth annual Trophy Women? report.¹² This report shows little progress in the number of women on Boards in sport. Nearly half (49%) of National Governing Bodies (NGBs) in sport have less than a quarter of women on their Boards. This is only a slight improvement on the 55% of NGBs with less than a quarter of women on their Boards in 2009.

The report, supported by Sport England and Hill Dickinson LLP, shows that the overall percentage of women on NGB Boards in the UK has risen from 23% last year to 27%. However, the fact remains that a huge proportion of NGBs are missing out on the proven benefits of having more gender-diverse Boards. The number of women in the most senior leadership roles also remains worrying low with little over 10% acting as Chairs and only a third in Chief Executive positions.

Interestingly the UK voluntary approach has achieved a very similar result to the more targeted approach taken by the Australian Sports Commission (ASC) which has seen female representation across the boards of the 55 Australian National Sporting Organisations reach 28 per cent in 2014.

In the Australian context, the idea that there may be a causal link between governance and integrity is being promoted by the ASC through the development of the 2013 Mandatory Sports Governance Principles¹³.

"The Board should be made up of individuals with the right balance of skills and experience to meet the needs of the organisation"

¹⁰ Voluntary code of good governance for the sport and recreation sector, http://www.sportandrecreation.org.uk/sites/sportandrecreation.org.uk/files/GovernanceCodeFINAL.PDF_.easyprint%20Version.pdf (accessed on 11 May 2014)

¹¹ Voluntary code of good governance for the sport and recreation sector, page 24 http://www.sportandrecreation.org.uk/sites/sportandrecreation.org.uk/files/GovernanceCodeFINAL.PDF_.easyprint%20Version.pdf

¹² Women's Sport and Fitness Foundation (WSFF), May 2014, Trophy Women? report, <http://www.wsff.org.uk/news-and-views/wsff-trophy-women>, (accessed on 12 May 2014)

¹³ Australian Sports Commission, Mandatory Sports Governance Principles, March 2013, http://www.ausport.gov.au/__data/assets/pdf_file/0003/531165/ASC_Mandatory_Sports_Governance_Principles.pdf (accessed 18 April 2014)

These Principles for larger partner sports receiving more than \$5 million per annum in ASC funding have financial implications for non-compliance. This is the first time that the ASC has tied funding to gender.

These Principles support Australia's Winning Edge - High Performance Strategy¹⁴ where it was noted that there was a compelling case for change in Australian sport. The key area outlined for improvement was governance.

"...the time is now here to raise the bar, recognising that organisations that are managing public investment and member interests must have structures in place that reflect a greater level of professionalism. This is true whether a national sporting organisation is focused on high performance or participation. Good governance is a necessary condition for success.

It is uncontested that governance structures significantly affect the performance of sporting organisations. Where they are present, ineffective governance practices not only impact on the sport, but also undermine confidence in the Australian sports industry as a whole."

"It is uncontested that governance structures significantly affect the performance of sporting organisations"

The previous Sports Governance Principles were promoted as guidelines and NSOs were encouraged to comply with them on an 'if not, why not' basis. The new Mandatory Principles establish a much stronger link between sports' performance and their funding - with a continued emphasis on participation.

The Mandatory Principles essentially cover the same principles as were set out in the 2012 Sports Governance Principles¹⁵ and form part of a suite of information, including a template constitution, Board evaluations and an organisational development framework. They are divided into three sections:

1. Structure for Sport
2. Board Composition and Operation
3. Sport Transparency, Reporting and Integrity

The ASC has set out a new requirement in Principle 2.6, related to gender balance on boards.

There is good evidence that diversity on Boards leads to better corporate performance. The Commonwealth Government has set a target of a minimum of 40 per cent of Commonwealth Boards being female by 2015. Similarly, the ASC's position is that each NSO should seek to achieve a target of 40 per cent female representation over a similar timeframe, which the ASC will review pending progress and the overall skills mix of boards. Sports' progress will be reported in the new annual Winning Edge: State of Sports Report. Reporting on gender representation for NSO executive management positions will also be required.

"There is good evidence that diversity on Boards leads to better corporate performance"

This is supported by Principle 2.7 which requires boards to recruit members with an appropriate skills mix to deliver on their strategic goals, using the independent board member mechanism. The ASC does not prescribe any particular skills that boards must include.

Although only the top seven sports funded by the ASC are required to comply with the Mandatory Principles, (including the 40 per cent representation of women on board), in the first Sports Tally Report released by the ASC on 3 April 2014¹⁶, the ASC 'named and shamed' all those sports funded by the ASC which have less than 20 per cent female representation on their boards. At the time these were; Archery Australia, Australian Paralympic Committee, Australian Rugby League Commission, Basketball Australia, Boxing Australia Limited, Confederation of Australian Motor Sport (none), Cricket Australia, Diving Australia, Judo Federation of Australia (none), Motorcycling Australia and Surf Life Saving Australia.

In the case of Basketball Australia, the ASC Mandatory Principles led to a major review of the nomination and election process for the board in 2014 (see Appendix B).

¹⁴ Australian Sports Commission, 2012, http://www.ausport.gov.au/ais/australias_winning_edge/our_game_plan (accessed 12 May 2014)

¹⁵ With the exception that there was no specific reference to gender equity in 2012. Principle 1.8 merely stated that the board must: "have a sufficient blend of expertise, skills and diversity necessary to effectively carry out its role." Australian Sports Commission, Sports Governance Principles, March 2012, http://www.ausport.gov.au/_data/assets/pdf_file/0004/563629/ASC_Governance_Principles.pdf (accessed 18 April 2014)

¹⁶ ASC, Sports Tally 2014: Australia's Winning Edge, 3 April 2014 http://www.ausport.gov.au/_data/assets/pdf_file/0010/576172/Sports_Tally.pdf (last accessed 19 April 2014)

Supporting female athletes

The importance of supporting female athletes goes beyond their success in winning medals. There is significant evidence of the importance of sport in ensuring women have successful careers and are able to participate in community leadership roles.

The International Platform on Sport & Development is a website supported by a range of leading organisations including UK Sport, the Australian Sports Commission and the Commonwealth Secretariat. The purpose of the platform is to provide a hub for sharing knowledge, building good practice, facilitating coordination and fostering partnerships between and within different stakeholder groups with an interest in the field of sport and development.

A key topic area is sport and gender which looks at both the role of sport in addressing gender issues and promoting gender equity through sport.

In recent years, there has been a significant shift from advocating for 'gender equity in sport' towards using 'sport for gender equity and personal development'.¹⁷

The website reports that research indicates that sport and physical activity has a positive impact on the following:

- Women and girls' health and well-being.
- Reproductive health and illegal drug use.
- Gender-specific disorders.
- Women's and girls' self-esteem and self-empowerment.
- Social inclusion and social integration of women and girls.
- Challenging and transforming gender norms.
- Opportunities for women's and girls' leadership and achievement.

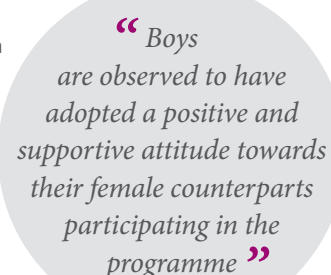
The section on gender norms referred to a case study on the Mathare Youth Sport Association (MYSA) programme that shows girls' participation in the MYSA football programme appears related to the way male football players perceive their roles.

Boys are observed to have adopted a positive and supportive attitude towards their female counterparts participating in the programme. Participation in the programme has become synonymous with being aware of gendered roles and norms.¹⁸

The Women and Leadership Development Programme (WLDP) run by UK Sport in partnership with the British Olympic Foundation and the Central Council of Physical Recreation was established to address the low level of women in senior administrative positions in sport and to create a level playing field for women in a competitive environment such as the sport industry. It involves periods of intense training and continuous support to build leadership skills and enable the participants to maximise their potential.

The first programme ran from 2006-2009 and involved 15 women. The main findings of the evaluation report¹⁸ included.

- Development of leadership skills, competencies and confidence by the 15 participants.
- Changes in participants' aspirations/ circumstances/ sphere of influence.
- Increased/more effective networking by participants.



“ Boys
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programme ”

¹⁷ International Platform on Sport & Development, http://www.sportanddev.org/en/learnmore/sport_and_gender/the_role_of_sport_in_addressing_gender_issues/ (accessed 11 May 2014)

¹⁸ UK Sport, Women and Leadership Development Program Evaluation Report, <http://www.uk sport.gov.uk/pages/women-and-leadership-development-programme/> (accessed 11 May 2014)

UK Sport also formed the UK Co-ordinating Group on Women and Sport in 2001. This group was tasked with developing a strategy framework for Women and Sport with three main objectives:

- Participation: Increase participation by women and girls in a wide variety of sports, physical recreation activities and in physical education: Target – five per cent.
- Performance and Excellence: Enable women and girls with sporting ability to achieve excellence in the sport of their choice: Target - an additional 10 women per year performing in the World top 20.
- Leadership: Increase the number of women leaders at all levels and in all capacities in sport and physical recreation. Target - at least 30% representation by women on strategic sports boards and committees.

“There was strong agreement among female respondents that engagement in sports has a positive impact on the workplace”

An overall strategy report was produced, along with subsequent monitoring reports.¹⁹

The value of sport in a woman's career can be seen in a 2013 study by EY that teased out some of the links between women's participation in sports at a personal level and their success in the corporate environment.

The report was based on a global online survey of 821 senior managers and executives, of whom 40 per cent were female, from companies with annual revenues in excess of US\$250m. Approximately 54 percent of male respondents and 44 percent of female respondents were C-level, or board-level executives. Ninety percent of the women sampled had played sport either at primary and secondary school, or during university or other tertiary education. Among women currently holding a C-suite position, this proportion rose to 96 percent.

When comparing C-level female respondents to other female managers, a far higher proportion had participated in sports at a higher level, especially at university or as a working adult. For example, nearly seven in ten (67 per cent) women occupying a C-level position had participated in sports as a working adult, compared with 55 per cent of other female managers, while 55 percent of the C-suite women had played sports at a university level, compared with 39 per cent of other female managers.

There was strong agreement among female respondents that engagement in sports has a positive impact on the workplace. Among respondents, 72% of women agree that individuals who engage in sports at some level, or have done so, participate more effectively within teams than those who have not had this experience.

The report's conclusion was that while correlation doesn't immediately imply causality, "it is clear that sport can play a positive role in developing the leadership skills of female executives and, especially, in helping to coordinate performance across a team. As organizations increasingly seek to rely on greater team collaboration to deliver upon their goals, and to improve the performance of their teams, these findings suggest that a sports-oriented background can be a useful tool for those women seeking to climb to the top. Additionally, they indicate that inclusive leadership is an effective way of improving team performance."²⁰

“Elite female athletes are an incredible pool of talent with amazing leadership traits and entrepreneurial skills learned through sport”

EY has created a Women Athletes Business Network, using its experience to harness the often untapped leadership potential of elite women athletes. The network connects accomplished women with the EY network of business leaders and entrepreneurs to mentor, open doors and create career opportunities beyond sport.

“Elite female athletes are an incredible pool of talent with amazing leadership traits and entrepreneurial skills learned through sport. We recognized the need for an initiative that would enable them to pivot to succeed across other sectors.”²¹

¹⁹ UK Sport, UK Strategy Framework for Women in Sport, <http://www.uk sport.gov.uk/pages/women/>

²⁰ EY, 2013, Elite female athletes to exceptional leaders, [http://www.ey.com/Publication/vwLUAssets/Elite_female_athletes_to_exceptional_leaders/\\$FILE/Elite%20female%20athletes%20and%20exceptional%20leaders%20Rio%20event.pdf](http://www.ey.com/Publication/vwLUAssets/Elite_female_athletes_to_exceptional_leaders/$FILE/Elite%20female%20athletes%20and%20exceptional%20leaders%20Rio%20event.pdf)

²¹ Beth Brooke, Global Vice Chair, Public Policy, EY

Tips for gaining a role on a sports board

Sports boards can be rewarding places to serve as a board member. For many women, these boards appear out of reach, but with some due diligence and homework you can target boards at a relevant level to your skill and experience. Many sporting organisations require membership at a club or similar level in order to stand for election rather than appointing independent directors. This usually reduces opportunities for diversity and women as nominations and election processes are tightly controlled. Below is a list of Women on Boards top tips for women seeking election to sports boards.

1. Decide you want to target sport as a sector and do an inventory of what you have to offer.
2. Understand sports governance models and (if you are not a sports star) target those with independent directors.
3. Select a few target sports bodies and seek to get to know the community, staff and board members. This may mean volunteering. Consider who in your network can help you build your own sports network.
4. Know your value proposition and what you need to offer. For a woman to be selected for a profile sports board they need:
 - a. An interest/involvement in sport - preferably in the particular sport whose governing body you are seeking to be a board member on.
 - b. An excellent well-credentialed pitch and a solid board-style resume.
 - c. Clarity around what you bring to the table in terms of professional and transferrable skills, experiences and funding networks.
 - d. An understanding of contemporary issues facing sports and the new business models expected by governments. These include; strong management, a good website, member engagement strategies, a strategic rather than operational plan, good policies and procedures for athletes, officials and coaches, better processes for selecting directors (Nominations Committees).
 - e. A good sports network (see point three).
5. If you are applying for a role, always make three points of contact with the appropriate person (phone, email and in person if possible) to ensure your interest is 'known' and seek to network with the interview panel members/ chair if this is possible.
6. If you make it to the interview stage;
 - a. Know what you want to say – remember it's about solving their problem of selecting suitable directors not necessarily about meeting selection criteria. A short presentation pack does not hurt and means you have something to leave behind (bring enough copies for everyone).
 - b. Avoid doing a telephone interview, particularly if you are not well known, as despite best efforts, you are disadvantaged.
 - c. Ensure you ask them questions about the organisation to indicate interest, knowledge and intelligence!
7. Develop a thick skin for knock backs. They will come and you simply have to shake it off, learn from the experience and try again.
8. Become a member of WoB to be supported with practical advice, networks and access to roles as you undertake your journey.

CONCLUSION

The Gender Balance in Global Sport Report highlights the need for urgent action in the multi-billion dollar world of sport to address the twin issues of better governance and gender imbalance on governing boards. Increasing levels of participation and success by females in all sporting arenas is 'raising the bar' when it comes to acceptable numbers of women in key decision making roles on sports boards.

There appears to be a disconnection between stated objectives and ensuing actions related to sports boards and female participation in sport. The uptake of programs for women is not commensurate with the low number of women in leadership roles in sports bodies. The pipeline argument that there are no suitable or interested women available to take on board roles has not been sustainable for many years. The business case for women on boards is well understood and often cited. The 'merit mantra' – the idea that some candidates possess a set of objective characteristics that give them precedence over others who are equally qualified and experienced – is a feeble argument when the evidence comes in the form of gold medals. For numbers to increase, cultural change in organisations and individual attitudes is needed.

The successful careers of leading sports women showcased in this report (Appendix B) outline that women are not only succeeding without the same level of funding as sportsmen, but are going on to make significant contributions to community and business. The impact of participating in sport for elite athlete Baroness Tanni Grey-Thompson or Tahmina Kohistani from Afghanistan, who ran the Olympic 100m in 14 seconds, is equally powerful. For both it is an enabler for success in many fields of endeavour.

However without outside influence and improved governance, sports bodies will continue to rely on member election for directors, where those who have participated in elite sport and served time with the sports' governing bodies tend to be rewarded with the top jobs. This is one of the reasons men predominate on the boards of sports bodies and adds credence to the push for improved governance across the sector.

Measurement, reporting and accountability for the metrics need to be as important in the boardrooms of sports governing bodies as they are on the track or in the ring. It is as important for the world's aspiring female athletes to see role models in the corporate boxes and the boardrooms as it is representing their country. Sport acts as a unifying force at community, regional and country level and, through global competitions such as the Commonwealth and Olympic Games, is a clarion call for humans to endeavour to be "faster, higher and stronger" than ever before. These words apply equally to our sports institutions as they do to our male and female athletes, so it is time they stepped up to the mark to address the current gender imbalance on their governing bodies so we can all strive equally together.

Recommendations

The following recommendations are intended for the Olympic and sports movements as whole:

- Mandate governance processes and tie compliance to funding outcomes where appropriate.
- Pay particular attention to the composition and operation of the board, including:
 - mandated terms of office;
 - at least two independent board members; and
 - an independent chair of the audit committee
- Require transparency in disclosing the gender balance on the boards of all National Olympic Committees (NOCs) and related member groups, and collect and publish the data.
- Lead by example – the IOC, CGF, ANOC, IPC and other top level bodies should set voluntary gender targets for their boards and committees for others to follow.
- Disclose the funding provided to male and female athletes.
- Disclose the gender composition of teams at the Commonwealth and Olympic Games.
- Review the process for election for the IOC to include independent nominations. In the first instance include the IOC Women's Commission as one of these.

APPENDIX A: Case studies of sports organisations

Basketball Australia

Basketball Australia (BA) is the governing and controlling body for basketball. Australia as a nation is currently ranked fifth out of 213 basketball nations in the world by FIBA, the world governing body for basketball. In 2013-14 BA received \$6,635,905 in funding from the ASC²².

Board renewal process

At the end of 2013, five positions on the Basketball Australia Board were due for renewal. The previous BA board had one female director. To achieve a 40 per cent target, the Board required three female directors. In order to comply with the new ASC Mandatory Sports Governance Principles the organisation was required to establish a Nominations Committee for the upcoming recruitment process and show progress that BA was moving towards a target of 40 per cent female directors by 2015. Further, the Board was required to have a skills mix appropriate to meet the strategic goals of the NSO.

The journey

BA established a Nominations Committee in December 2013. The role of the Committee was to recommend candidates to the Board for consideration and nomination for election by BA members at their AGM in March 2014.

Ruth Medd, chair of Women on Boards was asked to chair the committee, and to recommend two additional independent members. These were sourced through the professional network of senior Women on Boards members with a particular interest in sport, and with experience in governance and board recruitment.

To provide a full complement for the committee, the State Associations nominated two members of the committee.

The recruitment process

To ensure proper process, the Nominations Committee with some assistance from the BA Board:

- Provided a full set of publically available documents regarding the recruitment of board members on the BA website
- Advertised the roles across Australia with Women on Boards and the Australian Institute of Company Directors. Both organisations offer free advertising of board vacancies and have an impressive reach of current and aspiring directors on their books.
- Asked the BA Chair to personally write to State Associations inviting nominations.
- Approached suitably qualified individuals utilising professional networks.
- Assessed applications against a pre-determined skills matrix to ensure that the organisation had a skills mix capable of meeting its strategic goals.
- Determined a short list of candidates for interview by the Nominations Committee.
- Maintained open lines of communication with all candidates updating them on timelines and the recruitment process.



Australian Women's Basketball Team

²² Australian Sports Commission, 26 February 2014

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- Provided all short-listed candidates with an information document about the interview process and topics to be covered.
 - Presented a report to the BA board that outlined the process and recommended nine candidates as suitable to be put to the voters.

Outcomes

The Nominations Committee received 37 expressions of interest of which nine were recommended to the Board as suitable for the election process.

The election process resulted in four new directors - three men and one woman. Two of the men were nominees of State Associations, one was an existing director who had re-nominated and the final candidate was a female who responded via the Women on Boards advertising process. The skill set represented by the new Board included commercialisation, marketing, risk management, financial and legal expertise, and grassroots game development – all vital to the success of the sport.

The process produced a good outcome with high quality individuals bringing new skills that will assist the sport in the medium term. The downside was that only one female was elected and BA needs three females to achieve the 40 percent target. This may improve when the BA board appoint one further director.

British Cycling

In order to access 2013-17 funding Sport England is setting a number of key criteria for effective governance which it will require core funded NGBs to have in place. If these standards are not in place, applicants will be required to demonstrate a determination to meet them by October 2014. These requirements are for NGBs funded by Sport England but we understand that Sport England is actively encouraging NGBs to promote the requirements at both county and regional level.

Two requirements that are of particular relevance to this report are:

1. The Board is effective. At least 25 per cent of the Board – and ideally one third – are independent and the Board have an appropriate balance of skills.
2. Appointments to the Board for the independent posts are via an open recruitment process. The Board actively works to attract a diverse range of candidates representative of the community that it serves or seeks to engage. In line with the Davies report, NGBs should aim for their Board to comprise at least 25 percent women (or men where they form the currently underrepresented grouping) by 2017 as part of a journey to improve the diversity of Boards.



Great Britain Cycling Team at the
2014 UCI Track Cycling World Championships

In March 2013, British Cycling launched its women's strategy which set out an ambition to get one million more women cycling by 2020. The sport's governing body recognised that the key to achieving this target was a need to ensure that women are involved in running the sport at all levels.

In November 2013, British Cycling's National Council approved changes to the make-up of British Cycling's board to allow the governing body to appoint non-executive directors in order to maximise opportunities for growth, while bringing in expertise on public affairs, finance and risk management.

Historically, all of British Cycling's national board members have been elected from its membership, normally through its regional and home country structures. As the organisation grew and diversified over the past few years it was more challenging to ensure the Board had the breadth of skills needed to govern the size and scale of the organisation that British Cycling became.

In April 2014, after a rigorous appointment process, British Cycling appointed two female board members – Alex Russell and Marian Lauder MBE.

Women were actively encouraged to apply for the Board positions. The appointment strategy included using a number of different outlets to advertise for the positions, including websites such as Women on Boards UK. Although the advert actively encouraged applications from women, British Cycling wanted to make these appointments based on merit and were by no means simply seeking to address the gender imbalance. A quarter of the applicants were female and – of the 11 shortlisted for an interview – five were women.

"Considering we are a sport that historically has been male dominated – and that four times as many men cycle as women – we were really pleased to see so many applications from women" says Bob Howden, President of British Cycling.

"I think it would be doing Alex Russell and Marian Lauder a disservice to say we appointed them because they were women. They were without doubt the strongest candidates. We hope that this is a catalyst for women to identify British Cycling as a body where volunteers can progress from working at grass roots level right through to its Board of Directors by identification of their ability, not their gender" added Howden.

Angela Thompson, British Cycling's HR Manager, is delighted with the appointments which she says "demonstrate that if more women are encouraged to apply, sports boards should be able to achieve better balance through merit based appointments".

Sport NSW

Sporting bodies are increasingly realising the benefit of skills-based independent directors in addition to member-elected board members. In March 2014 three Women on Boards members were appointed to the Board of Sport NSW in Australia.

Background and structure

Sport NSW is the peak body for sport in New South Wales, Australia operating as an independent not-for-profit organisation. It was established in 1991 to provide a collective voice for sport to enhance its capacity to provide access to and deliver quality experiences for participants and volunteers. The Federation represents the interests of more than 80 State Sporting Organisations and 20 industry bodies.



Board appointments

Sport NSW has a board of 10 directors. Seven of these directors are elected by the membership and hold senior leadership positions in state sporting organisations. Three directors are independent and appointed by the board. This process is outlined by the organisation's Constitution.

The journey

With the 12 month term of the three independent directors coming to an end and increasing interest in the positions, newly appointed CEO Cheryl Battaerd along with Chairperson, Aaron Bloomfield, identified the opportunity to align the roles with the strategic priorities of the organisation. The Sport NSW Board also supported advertising the positions whereas in the past, appointments were made through networks.

The process

The process involved:

- Evaluating the organisation's strategic plan and priorities over the next two years to identify the skills needed by the Board to achieve the goals.
- Creating a skills matrix against which to assess applicants.
- Creating a nominations panel which included the Board Chair, and Director and an independent member whose role it was to assess the applicants and make recommendations to the Board.
- Advertising the roles (not previously done).

Advertising was done through Women on Boards, Pro Bono Australia and Sport NSW communication channels. Women on Boards was known to the CEO as a source of high quality candidates and an organisation with an outstanding long term reputation for its work in the gender diversity space.

Results

Twenty two very high quality applications were received, with three appointments made from Women on Boards applicants. Sport NSW had identified critical skills for its board, including advocacy to work with state and local governments, experience in running a large peak body, legal and workplace health and safety skills. The appointments ensured these skill gaps were filled.

The three independent directors appointed in March 2014 were Ms Fay Calderone, Ms Megan Lavender and Ms Katherine O'Regan.

Gender diversity

Sport NSW has not set gender diversity targets for board or executive positions. The organisation previously had 30 per cent female directors. The new appointments have increased the numbers to 60 per cent. The decision to advertise with Women on Boards was to give women the opportunity to put themselves forward for the roles, outside of the traditional communication channels of the sports organisation.

Sport NSW Chairperson, Mr Aaron Bloomfield, said the recruitment process for independent Directors was focused on specific skills and experience. "We were overwhelmed with the quantity and quality of nominations." He welcomed the new Directors saying; " The appointment of three independent Directors is in line with the not-for-profit organisation's constitution and strategic plan, bringing diversity of perspectives and high level business skills to further support quality decision making and organisational value."

Sport NSW Chief Executive Officer, Cheryl Battaerd said the appointments were in line with Sport NSW's strategies to grow the organisation, advocate the value of sport for healthy communities, provide quality services for the sport sector, assist sporting organisations to build their capability and capacity as well as recognise the achievements of athletes, officials and the contribution made by volunteers. "We are delighted with the calibre of our new Directors and that 60 percent of our Board of Directors are women is a significant bonus."

Womensport NSW President, Susan Horwitz said: "National Sporting Organisations in Australia have so far only achieved 28% Women Board Directors in 2013 to 2014. So Sport NSW 's recruitment process for a diverse Board is to be congratulated and hopefully emulated by other sporting groups state-wide and nationally."

APPENDIX B: Case studies of women in sport

Dr Bridie O'Donnell: Australian cyclist

Bridie O'Donnell is an elite cyclist and medical professional. She works as a doctor at Epworth Hospital and teaches at Deakin University Medical School, both in Melbourne, Australia.

I was late to the world of competitive, elite sport. I'd been an active child and teenager at school, but not talented at the common team sports on offer in Brisbane in 1980s and 90s like netball, touch football and hockey.

It wasn't until my 2nd year at University of QLD Medical School that I entered a triathlon because a friend was racing. I loved it.

Over the next 5 years, I focussed a lot of my time, energy and money into training and competing in Olympic Distance triathlon (1.5km swim / 40km bike / 10km run), and then I turned to Ironman Triathlon (3.8km swim / 180km bike / 42.2km run).

In 2000, I took a break from triathlon to take up rowing. I had not sculled at school or university, but was motivated to develop this skill. I spent five years training and racing in the single scull and won a State Championship and seven National Titles.

In 2006, I returned to triathlon to race Ironman Austria and then qualified for the Hawaii Ironman Triathlon World Championships in Kona. However, it was during my training for these events that I realised I could be competitive at an elite and, hopefully, international, level in road cycling.

In 2007, I was part of a Talent ID program to develop time trial cyclists, and after a year of focussing specifically on this event, I won the National Championships in an Olympic year, 2008.

Unfortunately for me, there were significant funding and scholarship differences between the men and women's road cycling programs. I had to quit my job to travel overseas and try to qualify for the Olympics, and do so on very little funding.

For the following 4 years, I raced in 'professional' European cycling teams, but as there is no minimum wage for women's cycling, I could barely cover my costs of living.

I represented Australia in three World Championships in the women's road cycling team, including Australia's first home world road world titles in Geelong in 2010.

As I had a mortgage back home, and had worked for 10 years as a Doctor before I took a significant life turn, I could use my savings to support myself.

Again, a lack of corporate sponsorship often resulted from bare minimum coverage of women's cycling in mainstream media. Companies were reluctant to provide corporate or even product endorsement when a male cyclist would be a more visible benefactor. I would return home to Australia at the end of each season in October, and work part time or attempt to muster any financial sponsorship I could.

By the end of 2012, I had two challenges: no savings left to fund my ventures, and a discriminatory age average law that precluded me from finding another Professional team contract.

I returned home to Melbourne to re-start my career in Medicine in 2013, and begin paying off the debt I had accrued.

I still race domestically in the women's National Road Series, and I work at the Epworth Hospital in Melbourne and teach at Deakin University Medical School.

<http://www.bridie.com.au/>



Bridie O'Donnell.
Photograph ©jxpphotography

Katherine Grainger CBE: British Olympic Rower

Katherine is an Olympian, public speaker and non executive director in London, UK

I was born in Glasgow, Scotland and was lucky to come from a family of very strong women. I think role models are important and they can come in all forms from all kinds of places. I was lucky that my first role models were right there at home with me. My Mum was the first in her family to go to University and my Aunt left Scotland to start a new life in the US. My Gran volunteered throughout her life for charity and showed how to run a household and to be strong but gentle with a heart of gold. My big sister was a trailblazer for me throughout our childhood, trying things, travelling, taking risks and generally bursting open doors first that I could then follow through. So without really realising it at the time I grew up with the message that anything was possible for a woman.



Katherine Grainger CBE

I studied law at Edinburgh University, then went on to get an MPhil in Medical Law and Medical Ethics from Glasgow University and in May 2013 graduated with a PhD in the sentencing of homicide at King's College, University of London.

I took up rowing by chance while at Edinburgh University. It had never been the career plan but I soon fell in love with the sport and the wonderful characters who inhabited it. In the four years I rowed for the University there were three female Captains of the Boat Club, so again I was surrounded by the notion that women could be successful in any role.

The Sydney Olympics was my first experience of rowing at the Olympic Games and it was the first medal ever won by the British women's rowing team. I hadn't realised how much of a minority sport we had been until after we won the first ever medal someone came up to me and said "Congratulations, that was amazing. We didn't even know women could row." After Sydney there was a huge increase in the participation numbers because of a greater awareness and excitement about girls and women being involved in the sport.

After the Sydney Olympics the GB women's rowing team continued to win Olympic medals in 2004, 2008 and in 2012. The popularity and inspiration of the sport just grew and grew. This ability for athletes to be role models and inspire others is incredible. In 1996 8% of the British medals were won by women, in the 2012 Olympics that number was 42%. The spinoff is this brilliant, empowering thing: girls can feel there are no limits and that they can aim for whatever they want. Being the best at something is now a realistic aim. Another amazing thing about the 2012 Olympics is that it was the first time every single nation sent a female representative and every sport had a female category.

I decided to use this experience and become involved in some fantastic organisations where I feel I can make a difference. I am a Patron of Netball Scotland and if I can help to raise awareness of the events and opportunities around the sport, then I will be delighted. I hold a variety of board positions, including London Youth Rowing, the British Olympic Associations' Athlete's Commission and International Inspiration. I am proud of the opportunity that serving on these boards provides to use my experience as an athlete to shape the direction of sport and provide inspiration for others.

Sport has enriched my life in so many ways and I would love to see more young people getting involved and getting active. For that reason I continue to visit schools and sports clubs where I can tell my story to keep the legacy of 2012 alive. In what little spare time I found last year I wrote my autobiography 'Dreams Do Come True' in the hope that it might help to inspire others.

<http://katherinegrainger.com/>

Baroness Tanni Grey-Thompson DBE, DL: British Paralympian

Tanni Grey-Thompson is a member of the House of Lords, where she serves as a non party political crossbench peer. She is also a non executive director.

I was born with a condition called Spina Bifida. I could walk until I was about seven, and then over a year I became paralysed. From the outset, my parents were supportive and encouraged my independent streak. Teachers at Birchgrove Primary School remember me as a little girl determined to find out for myself what I could and couldn't do.

The biggest barriers I've faced have been from people who make assumptions about what I can't do, who assume that because I'm in a wheelchair I can't be an athlete or I won't be competitive. That's ok because I'm focused, single-minded and good at blocking those people. Anything is possible. Part of it is how much you want to do it. Some people achieve success very easily, but that's a tiny percentage of people. For the majority of people it's about working hard. When I was competing I trained twice a day, six days a week, 50 weeks a year.

Being in a chair has never stopped me doing anything I've ever wanted to do, and so much of it is about the belief you have within yourself. The only difference is I'm three foot tall instead of being 5'10; I'll do things on four wheels rather than on two legs. It's about going out there and doing what you want. It's believing that you can. My grandfather always used to say to me 'Aim high, even if you only hit a cabbage.' You might not be able to do things in exactly the same way, you might have to find a different entrance to a building or find a different solution, but it's about finding those solutions and not looking at problems.

From about the age of 11 or 12 I dreamt about representing Great Britain, but always thought it would be on a basketball court, so when it actually happened in athletics I was quite surprised! I knew from a really young age that I wanted to be involved in sport because I'm very, very competitive. Actually, for a whole number of years I wanted to play basketball. I was rubbish at it, but I tried really hard, and just through luck I found wheelchair racing. I tried and tried loads of different sports and eventually just found something that I liked and then started working at that. I think that's one of the most important things; if you want to be good at it you have to find something you like doing, because you're going to have to spend an awful lot of time practicing it.

My total Paralympic Medal tally is 11 gold, four silver and one bronze. I also have a degree in Politics and a lot of honorary degrees. In 2008 I was appointed as a member of Transport for London, where I chair the Surface Transport and the Remuneration Committee.

I have now been appointed to the House of Lords and I find I am fighting for things in a different way, mostly around Disability Discrimination and support for disabled people. I worked extensively on the Welfare Reform Bill and the Legal Aid Bill. With everything it is about learning the rules around you and then working to those strengths. It sometimes feels a bit like school, partly because of the rules, and the food is a bit like school as well, but if you learn something every day you get better and better and then you can have a more effective chance of changing it.

I took on my first board role on a national governing sports body in 2007, when I became a non-executive director of UK Athletics. Prior to this, I had been on the board of UK Sport, Sport Wales and Sport England Lottery. More recently I have been involved with a number of committees and commissions providing leadership and inspiration through sport. For example I have joined the Board of Trustees of the Tennis Foundation, where I hope to play a leading role in grassroots and disability tennis.

<http://www.tanni.co.uk/>



Baroness Tanni Grey-Thompson DBE, DL

APPENDIX C: The business case for diversity

The following list of references was developed by the Guidelines for Gender Balance Performance and Reporting Australia Guidelines Development Committee²³. It is not intended to be exhaustive; only indicative as even a cursory search will yield many similar references. Earlier references, though superseded by more recent data, have been included to demonstrate trends over the past two decades.

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²³ Guidelines for Gender Balance Performance and Reporting Australia Guidelines Development Committee, September 2013, <http://www.womenonboards.org.au/pubs/guidelines/> (accessed 13 May 2014)

APPENDIX D: Glossary of terms

ANOC	Association of the National Olympic Committees
ANOCA	Association of the National Olympic Committees of Africa
ASC	Australian Sports Commission
BA	Basketball Australia
CGA	Commonwealth Games Association
CGF	Commonwealth Games Federation
EOC	European Olympic Committees
Ifs	International Sports Federations
IOC	International Olympic Committee
IPC	International Paralympic Committee
NGB	National Governing Body
NOC	National Olympic Committee
NPCs	National Paralympic Committees
OCA	Olympic Council of Asia
ONOC	Oceania National Olympic Committees
PASO	Pan American Sports Organization



“In an ideal world there would be no need for quotas because you’d have well-functioning, merit-based systems providing equal opportunities. But quotas are useful if you think that those systems are not working or not working quickly enough to ensure outcomes.”

MOYNA DODD, BOARD MEMBER FIFA

