



# MALE CHAMPIONS OF CHANGE SPORT



PROGRESS REPORT 2016

# Our Progress Report

Sport is part of the fabric of our society. It is how we play, how we compete, and how we learn. It provides society with vivid examples of excellence – excellence that should only require ability and commitment. Whether in the administration or playing of sport, equality should apply. There should be no limits, no glass ceilings. Yet we all know there are.

Despite the fact that women are significant consumers of and participants in sports across the country, the administration of sport is not shared equally between men and women, particularly at the leadership and governance level in most of our organisations.

We, the Male Champions of Change Sport, are a group of leaders in the sport industry. Our purpose is to step up beside women and take action to increase women's representation in leadership positions in our organisations and across sport. We are in a unique position to influence the discourse on the issue of gender equality in sport and across the nation.

We were inspired by the Founding Male Champions of Change to recognise our role, as senior male leaders, to influence and lead change. We came together to increase women in leadership positions in sport and foster a more inclusive sport culture - and to do so as soon as possible.

We know that to change the game, men must step up beside women and champion gender equality, most importantly within our own organisations, but also across sport and the community more broadly.

Over the last 18 months, we have deepened our understanding of gender inequality within our organisations by listening to and learning from our staff, our female peers and experts.

We have also started concrete action to drive change across the following four Action groups.

## 1. **50:50 If Not, Why Not?: Gender balance through the pipeline**

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## 2. **All Careers Flex**

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## 3. **Break the Mould**

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## 4. **Lead on Gender Reporting**

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This, our first report, describes what we have learned to date and what actions we have taken so far.

We look forward to sharing our progress and delivering on our commitment

“ While it is early days for the group, it is clear that we must champion gender equality in our organisations if we are to see a visible and lasting increase of women in leadership positions.

**Bill Pulver**, CEO, Australian Rugby Union



**Mark Anderson**  
CEO, Swimming Australia



**Elizabeth Broderick AO**  
Non-Executive Director  
Convenor, Male Champions of  
Change Sport



**Clint Cooper**  
CEO, Melbourne Stars



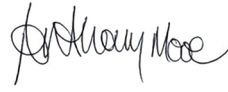
**Matt Favier**  
Acting CEO, Australian Sports  
Commission



**Matt Finnis**  
CEO, St Kilda Football Club



**Brendon Gale**  
CEO, Richmond Football Club



**Anthony Moore**  
CEO, Basketball Australia



**Gary Pert**  
CEO, Collingwood Football Club



**Bill Pulver**  
CEO, Australian Rugby Union



**Dominic Remond**  
CEO, Sydney Sixers



**Bernard Saundry**  
CEO, Racing Victoria



**Craig Tiley**  
CEO, Tennis Australia

The Male Champions of Change (MCC) aim to achieve a significant and sustainable increase in the representation of women in leadership in Australia. The Male Champions of Change believe gender equality is one of the nation's most significant societal and economic issues.

Established in 2010, by then Australian Sex Discrimination Commissioner Elizabeth Broderick, our mission is to step up beside women to help achieve a significant and sustainable increase in the representation of women in leadership. The Male Champions of Change strategy is a disruptive initiative focused on men stepping up beside women and taking accountability for progressing women in leadership.

For more information, visit  
[www.malechampionsofchange.com](http://www.malechampionsofchange.com)

# What we heard

As part of our 'listening and learning' journey, we held 22 focus groups across our organisations to deepen our understanding of the barriers we must tackle to address the unacceptably low levels of women in leadership positions. We thank everyone who participated and helped us build our understanding.

THEMES	WHAT WE HEARD
1. <b>Accountability</b>	"Change will only occur if we know the baseline metrics, measure them, track progress and hold individuals accountable."
2. <b>Culture</b>	"It's hard to put your finger on it. The "old school" way makes you feel like you are left out or thin skinned."  "You have not played football so you can't do a role."  "Our working model is 24/7. It doesn't work for men or women. But that's what we seem to believe is high performance."
3. <b>Promotion of female role models</b>	"Women's involvement in senior positions in sport today is seen as an anomaly. Women stand out."
4. <b>Fostering development pathways</b>	"So much of our development opportunities are informal, this leaves women out."
5. <b>Normalising caring</b>	"Our CEO taking parental leave sends a strong message that it is okay to have flexible work arrangements and that family is important for men and women."
6. <b>Attraction and recruitment of talent</b>	"We are not attracting and recruiting female talent. How do we ensure our recruitment processes are capturing the best male and female talent?"

“ Just as we expect in the pool, talent, hard work and values-driven leadership should be the determinants of success in our organisations and not gender.

**Mark Anderson**, CEO, Swimming Australia

# Our Action Groups

Informed by the 'listening and learning', we aim to have impact through the following four Action Groups.

## 1. 50:50 If Not, Why Not?

### OBJECTIVE

Improve the gender diversity of sport administration's talent pool and pipeline by attracting and retaining women and progressing talent into positions of leadership – with a view to ultimately reaching 50% at all levels of the recruitment and promotion cycles

### WHAT WE HAVE DONE

- Used baseline gender recruitment metrics to identify priority areas to target
- Investigated how we recruit (e.g., qualification requirements, recruitment policies and approaches) to identify opportunities to increase the recruitment of women
- Developed a 'Recruitment Toolkit' of innovative strategies and committed to implement at least 1-2 strategies
- Leveraged connections both within our sporting networks and more broadly to identify best practice sponsorship
- Launched a sponsorship program involving over 40 pairs of sponsees and sponsors across sport

### WHAT WE WILL DO

- Track and report back on implementation of strategies from the 'Recruitment Toolkit'
- Continue sponsorship program and capture best practice approaches to sponsorship and promote across industry
- Review recruitment, performance appraisal and promotion processes to surface barriers to women's advancement (e.g. bias for elite sport playing experience in management roles) and recommend interventions that are proven to deliver balance

## 2. All Careers Flex

### OBJECTIVES

Normalise flexible working and caring responsibilities across our organisations and the sports industry

### WHAT WE HAVE DONE

- Reviewed best practice approaches to flexibility
- Implemented 'all roles flex' (i.e. the default position is that all roles can be done on a flexible work arrangement) across several MCC Sport organisations and reported back on learnings

### WHAT WE WILL DO

- Leverage insights from piloting of 'all-roles flex' and expand 'all-roles flex' across MCC Sport organisations
- Develop best practice measurement and tracking on retention, promotion and remuneration of flexible workers and carers/parental leavers and use this data to identify intervention points
- Identify personal leadership opportunities to:
  - o Sponsor flexible workers and carers/parental leavers
  - o Increase the number of flexible workers and carer/parental leavers in top teams
  - o Build profile of high performing, senior flexible workers and carers/parental leavers
- Explore best practice support structures and innovative incentives, including for targeting men's participation

# Our Action Groups

## 3. Break the Mould

### OBJECTIVE

Disrupt the status quo and build an inclusive sports culture through visible and authentic leadership

### WHAT WE HAVE DONE

- Invited feedback from colleagues on our leadership using 'The Leadership Shadow' model ('what I say', 'how I act', 'what I prioritise', 'how I measure')
- Developed 2-3 personal leadership goals
- Reported back to the group on our personal commitments
- Launched #RioRoleModels to increase the public profile of our current and future female senior leaders, particularly those in non-traditional roles
- Committed to the 'Panel Pledge' whereby we will not speak on all male panels

### WHAT WE WILL DO

- Reflect and share progress on the implementation of our Leadership Action Plans
- Challenge each other to continually improve our Leadership Shadow
- Track implementation of the 'Panel Pledge'
- Listen, observe and learn where the exclusionary boys' club culture exists within our own organisations and across sport more broadly including by auditing the 'face' of the organisation in terms of marketing collateral and spokespeople, and identify 2-3 opportunities for improvement

## 4. Lead on Gender Reporting

### OBJECTIVES

Ensure each MCC Sport organisation understands their diversity metrics and paths to improvement

### WHAT WE HAVE DONE

- Agreed on external and internal reporting metrics
- Compiled and reported on metrics in September 2016 meeting

### WHAT WE WILL DO

- Report publicly on an annual basis on women's representation data (see summary table in this report)
- Report annually to MCC Sport group against best practice gender diversity reporting framework
- Commit to conduct a gender pay equity review at least every 2 years (using an externally verified methodology)



Sporting organisations need to recognise the significant opportunities that a gender diverse environment creates. We need to do more to address gender equality, particularly at the leadership and governance level.

**Brendon Gale**, CEO, Richmond Football Club

# Our baseline data:

## Women's Representation in Leadership Roles (FY 2016)<sup>1</sup> Male Champions of Change Sport Organisations

### WOMEN'S REPRESENTATION (%)

Organisation	Key Mgt Personnel	Senior Managers	Other Managers	Non-managers	Board (pinnacle body)	Board (member associations)
Australian Rugby Union	0.0 <sup>2</sup>	20.0	29.0	39.0	33.0	n/a
Australian Sports Commission	33.0	11.0	31.0	48.0	44.0	n/a
Basketball Australia	50.0	25.0	13.0	22.0	33.0	34.0
Collingwood Football Club	30.0	60.0	n/a	55.0	29.0	n/a
Cricket NSW <sup>3</sup>	11.0	32.0	n/a	38.0	11.0	n/a
Cricket Victoria <sup>4</sup>	11.1	37.5	n/a	28.3	22.2	14.3
Racing Victoria	20.0	13.0	25.0	25.0	20.0	n/a
Richmond Football Club	14.3	29.2	14.3	37.5	20.0	n/a
St Kilda Football Club	43.0	32.0	n/a	24.0	29.0	n/a
Swimming Australia	33.0	40.0	n/a	71.0	33.0	37.0
Tennis Australia <sup>5</sup>	44.4	45.2	52.3	47.0	33.3	29.2

### Key<sup>6</sup>

■ Balance achieved (40-60% women)
 ■ 20-40% or 60-80%
 ■ 0-20% or 80-100%

1. Figures as at 30 June 2016. Figures based on Workplace Gender Equality Agency's (WGEA) (an Australian Government statutory agency created by the Workplace Gender Equality Act 2012) Workplace Profile Definitions, see page 15, [https://www.wgea.gov.au/sites/default/files/20131220Guidelines\\_document\\_Final\\_Version\\_Website.pdf](https://www.wgea.gov.au/sites/default/files/20131220Guidelines_document_Final_Version_Website.pdf). Note, despite every effort to follow the WGEA Workplace Profile Definitions, each organisation may classify roles slightly differently. Classification may not be consistent across MCC Sport organisations. 2. ARU underwent an organisational restructure in August 2016 and now have 22% female Key Management Personnel. 3. Represented in the MCC Sport group by the Sydney Sixers. 4. Represented in the MCC Sport group by the Melbourne Stars. 5. Tennis Australia data includes National and State employees. 6. 'Balance Achieved' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female).



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