

BEYOND 30%

FEMALE LEADERSHIP
IN SPORT

#BEYOND30

WOMEN
N
SPORT

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Comic Relief are the main funders of this work - without their support we would not be able to provide the transparency on gender diversity that the sport sector so desperately needs. Women in Sport is hugely grateful to Comic Relief for funding this study for three years.

We are delighted to have the support of **Sport Wales** for the first time. This has enabled us to expand our data collection to include National Governing Bodies (NGBs) of Wales.

We would also like to thank **Sport England** and **UK Sport** for their ongoing commitment to this audit.

Thank you to **everyone who agreed to be interviewed or participated in a focus group** for this research. Your experiences and opinions are vital to our work to ensure that women have a strong voice in sport.

Finally, we would like to thank **the NGBs** who took the time to complete our survey, giving us vital insight into the roles that women play in these organisations.

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Please note all views and content expressed are those of Women in Sport and not the funders.

A Note About Terminology

Chief Executive Officer (CEO): This individual leads the National Governing Body (NGB) and is a paid member of staff.

Senior Leadership role: Member of the Senior Leadership Team of the NGB, not the CEO. This is self-defined by each NGB and represents the most senior roles after the CEO. These are all paid members of staff.

Non-Executive Director: Member of the Board, either independent, or representative of the membership of the NGB. Includes the Chair unless otherwise stated. Some of these roles are entirely voluntary, others are paid a small fee - all are included together for the purposes of this analysis.

All Leadership: Includes the CEO, all other Senior Leadership roles and Non-Executive Directors

FOREWORD



There's good news in this report - and it starts with our new title: **Beyond 30%**.

For seven years Women in Sport has asked, via the title of our annual audit reports, are the women in leadership roles in sport just 'Trophy Women'? There to make up the numbers? There, heaven forbid, to tick a box?

Having secured a new Government commitment; that every publicly funded governing body of sport must have a minimum of 30% of one gender on their board, and for two years in a row seeing the make-up of the National Governing Body (NGB) boards being an

average of 30% female, Women in Sport is finally happy to stop asking whether or not women in leadership are 'Trophy Women'? No, they are not.

The sport sector now clearly understands its responsibility to the public that funds it; its responsibility to be representative of that public, (and just to remind you, that public is 51% female!). That gender diversity at leadership level is good for business.

However, that's where the good news ends - hence a new iteration of our campaign. It's no longer about a target, it's about how we make gender diversity at Board and organisational level sustainable. It's time to move **Beyond 30%**.

I mentioned that NGBs are achieving 30% board gender diversity - on average. 'On average' is a big statement - because beneath it lies three persistent problems:

1. Some of the positive action that has been taken by NGBs, such as bringing women in from outside sport to fill independent Board roles, has reached the limit of its ability to transform sport's leadership and governance.
2. There is a lack of attention being paid to the creation of a sustainable pipeline of female leadership talent within sport.
3. 'Life President' and honorary roles are blocking the way for true board diversity. The Fawcett Society notes, there is a "widespread belief (in the general population) that men in top jobs won't make room for women unless they have to."¹ Our observation of sports' governance is that this is certainly true.

Women in Sport is committed to ensuring sport develops and benefits from female leadership. We'll work with the whole sector; agitating, cajoling and supporting. It's time for long term, sustainable change. It's time to look beyond targets and at the working practices and culture of our organisations. And the time is coming for those who are blocking progress to move on. **It's time to go Beyond 30%** - join us and help us transform sport.

Ruth Holdaway
Chief Executive, Women in Sport

February 2017

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¹mentioned in Fawcett Society 2016, Sex Equality: State of the Nation

KEY FINDINGS FOR 2016

This is Women in Sport's seventh annual audit of the numbers and experiences of women on the board and in senior leadership roles within the National Governing Bodies (NGBs) of Sport in England and Wales, plus those NGBs which are UK wide and funded by UK Sport only. We had almost **100% response rate** to our survey. Only one Welsh NGB did not take part. The findings for 2016 show:

Sport England funded NGBs²:

- the percentage of women on the boards of NGBs remains static, with an average of 30% of board positions continuing to be held by women³
- there has been a fall in the percentage of women in Senior Leadership roles (see page 2 for definition) which now stands at 36% after a high of 42% in 2014
- there is no change in the percentage of women in all leadership roles which has remained at 30% for the past 3 years
- 24% of Chief Executives are women, an increase from 15% in 2009
- women continue to be under represented in the Performance Director role (24%)
- 44% of Development Directors are women, a slight fall since 2015

Sport England and UK Sport⁴ funded NGBs:

- just under half do not meet the new requirement that an NGB in receipt of public funds must have a Board comprising a minimum of 30% women
- nine of the 68 NGBs have no women at all in the Senior Leadership roles (excluding the CEO)
- one organisation has no woman in any leadership position

Sport Wales funds NGBs at two different levels: 27 organisations receive a higher level of funding and 16 receive a lower level of funding⁵. We have analysed these two groups separately at the request of Sport Wales as this will help them take action within each group.

For high-funded NGBs:

- women make up a third of Non-Executive Director roles (excluding the Chair) and a third of Chairs
- 25% of Chief Executives are women
- 32% of senior leadership roles (excluding the CEO) are filled by women
- just 16% of Performance Director roles are women
- 43% of Development Directors are women

For low-funded NGBs:

- 25% of Non-Executive Directors (excluding the Chair) are women
- 13% of Chairs are women

Throughout this report we have separated out Sport Wales funded NGBs from Sport England and UK Sport funded organisations to highlight themes and differences where relevant to do so.

²Includes NGBs that have joint Sport England and UK Sport funding

³Excludes the role of Chair and CEO which are analysed separately

⁴UK wide organisations funded solely by UK Sport

⁵One lower-funded organisation, Welsh Tug of War, did not complete the survey. The low funded data is therefore based on responses from 15 organisations.

BEYOND 30%: CHECKLIST FOR CHANGE

We believe NGBs must broaden their focus from simply improving the gender diversity of their board, to addressing diversity across their entire organisation. This will start to build a pipeline of women who can move into leadership roles, making gender diversity in the NGBs more sustainable, which in turn will make our NGBs more effective, successful organisations.

Bringing together recommendations we made in our 2015 report with the findings of this 2016 study, we now have one clear set of five recommendations for NGBs.

Women in Sport has the insight, skills and experience to work with the sport sector and achieve transformational change.

Together we can ensure that women are represented equally in all areas and at all levels in sport, for the benefit of everyone.

Signs of progress

Our previous research raised a concern that women on boards were selected from a small pool. It appeared that a small number of women were undertaking several roles – which was concerning because it meant the true extent of diversity within this group was poor. We have analysed this in more detail in 2016 and discovered, encouragingly, that this is no longer a problem. Only 4% of the women across all the leadership roles we analysed hold more than one position.



Beyond 30% Checklist for Change

- ✓ 1. Develop an effective **recruitment and retention** strategy which focuses on attracting diverse talent and nurtures it.
- ✓ 2. Promote a wide range of **flexible working** practices with the primary goal of attracting and retaining more women in the organisation, but which will, benefit everyone.
- ✓ 3. Involve both women and men in achieving the **shared goal of gender equality**.
- ✓ 4. **Challenge gender stereotypes.** They limit women to certain roles and exclude them from others.
- ✓ 5. **Modernise organisational structures and practices** to enable more women to rise up through the organisation. This includes reconsidering rigid elections by membership bodies.

INTRODUCTION

Women in Sport is committed to transforming sport for the benefit of every woman and girl in the UK. By drawing on our unique insight, we champion the right of every woman and girl to take part in and benefit from sport: from the field of play to the boardroom, from early years and throughout her life.

One of our strategic goals is for more women to work in sport and be fairly represented at the leadership level. Through this report we challenge and encourage the sport sector to take action to make this happen.

For this research we undertook an online survey of all National Governing Bodies of sport (NGBs) that are funded by Sport England, Sport Wales and/or UK Sport to understand how many women they have in Non-Executive Director roles, as Chief Executives and in their most Senior Leadership roles after the CEO (these roles were self-defined by the NGB as they differ across organisations).

We also conducted interviews with 11 senior leaders in the sector including CEOs, Chairs and Directors, as well as a focus group and interviews with women who have ambitions to become senior leaders.

This is the first time in seven years that our audit has covered the governing bodies of both England and Wales. Consequently, we are now providing a broader picture of the sport sector.



Since our last audit in November 2015, the topic of sports governance has received significant attention. A number of high-profile reports were published, including, (in date order):

- ‘Governance and Leadership Framework for Wales’ⁱ which promotes diverse boards, but does not include any specific targets
- ‘Sporting Future: A New Strategy for an Active Nation’ⁱⁱ highlighting the need for a strong governance code for the sport sector
- ‘Towards an Active Nation’ⁱⁱⁱ confirming a focus on strong governance for all organisations in receipt of public funds
- ‘A Code for Sports Governance’^{iv}, a new mandatory code for Sport England and UK Sport NGBs which comes into effect in April 2017 and includes, for the first time, a mandatory 30% gender diversity requirement for the board

We welcomed ‘A Code for Sports Governance’ which set out a mandatory 30% gender diversity requirement for boards of organisations seeking their funding. **This is something that Women in Sport has long campaigned for and we are delighted that our recommendation has now been adopted, representing a significant step forward for the sport sector.** We also welcome the code’s overall focus on diversity in governance within the sector, and we believe this must be addressed as a priority.

Our previous report, ‘Trophy Women 2015: No more board games’^v found that on average, 30% of board positions were filled by women. We uncovered the barriers women face and found that sustainable recruitment strategies for female leaders were severely lacking across sport. In order to explore these issues further, in our 2016 research we formed a focus group of women who are not yet senior leaders, but who have the ambition to be so in the future.

Low numbers of female Performance Directors was also highlighted as a concern in last year’s report, so this year we interviewed two women working in this position to help us understand their experiences, identify challenges they have faced and develop strategies to encourage more women to take on this important role.

Throughout this report, as well as analysing the data we have collected from the sport sector, we have also drawn on evidence from business. Within the corporate sector, a review by Sir Philip Hampton and Dame Helen Alexander recommended a 30% target for women on boards, but also highlighted the need to look beyond the board for female representation^{vi}. This chimes with the findings of our audit, but also demonstrates that sport is lagging behind the wider business sector, a situation Women in Sport feels must change urgently.

The evidence from business is clear: greater gender diversity at the leadership level of organisations makes for success^{vii}. As our quantitative and qualitative data and analysis reveals, there is still plenty of work to be done to improve gender diversity in the leadership of sport.

METHODOLOGY

An online survey was sent to every National Governing Body (NGB) funded by Sport England, Sport Wales and UK wide NGBs funded solely by UK Sport. Only one Welsh NGB, Welsh Tug of War, did not respond. At the request of Sport Wales, their NGBs have been divided into those that receive high levels of funding and those that receive low levels of funding. For the low-funded organisations, we have only included the board details as most do not have a paid senior leadership team or CEO.

In addition, 11 interviews were carried out with women and men in the sport sector in both England and Wales. This included a range of CEOs, Chairs, Board Members and Directors. The interviews lasted around 45-60 minutes and were recorded with the permission of the interviewee. To protect anonymity, we have only listed the organisations that our interviewees came from and the roles covered – the order has been randomised.

We also ran a focus group in London with eight women who were below senior leadership level and a further four telephone interviews with women in Wales working at the same level.

The data was collected between August and October 2016.

Roles covered across the interviews:

- Independent Board Member
- Director
- Chair
- CEO
- Performance Director.

Organisations covered across the interviews:

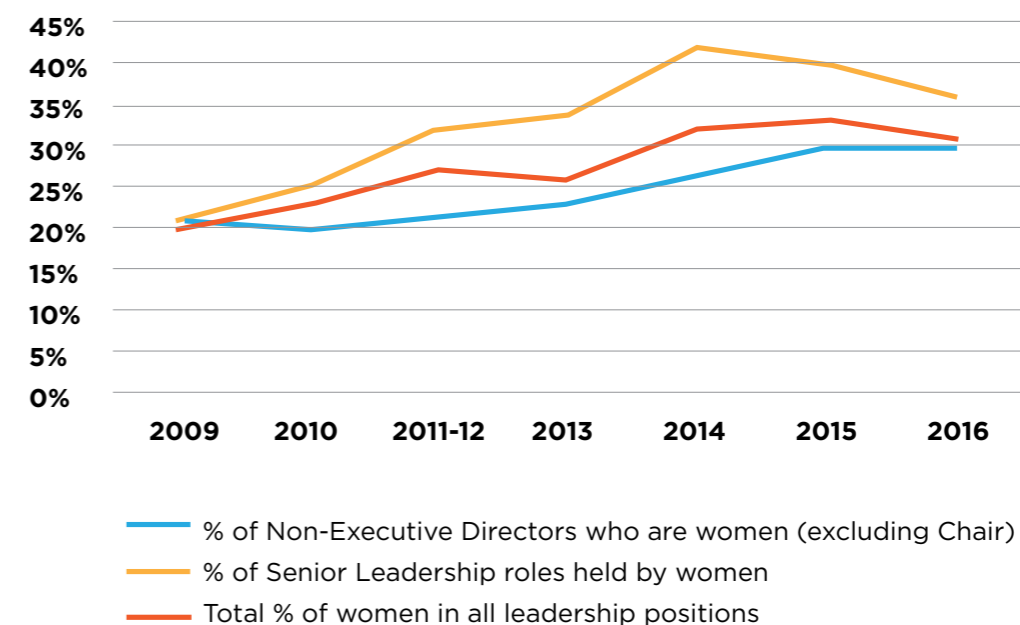
- Baseball
- Softball UK
- Basketball England
- British Cycling
- British Fencing
- British Rowing
- England Boxing
- Golf Union Wales
- Great Britain Wheelchair Basketball
- Welsh Cycling
- Welsh Rowing

FINDINGS AND ANALYSIS

Women in Sport has collected data annually on women in leadership roles for the last seven years⁶ for Sport England organisations. The results paint a disappointing picture, with the percentage of all leadership roles held by women falling due to a significant reduction in the number of women in senior leadership roles (see page 2 for definitions).

- the percentage of women on the boards of the NGBs remains static, with 30% of Non-Executive Director roles held by women⁷
- a fall in the percentage of women in Senior Leadership roles, which now stands at 36% after a high of 42% in 2014
- no change in the percentage of women in all leadership positions within sporting organisations, which has remained at around 30% for the past 3 years

Women in senior leadership roles in Sport England organisations 2009 - 2016

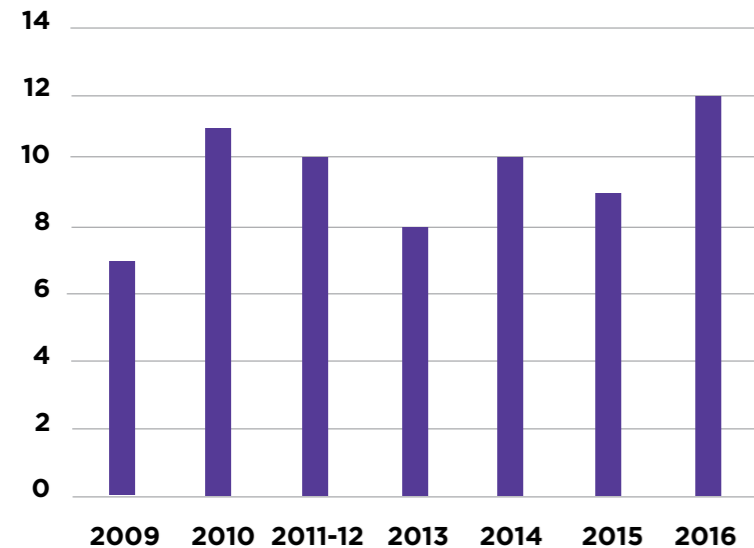


⁶ These figures are based on Sport England funded organisations as we have collected this data consistently since 2009. Some organisations that are classified as Sport England funded will also receive funding from UK Sport.

⁷ Board position excludes the role of Chair and CEO which are analysed separately

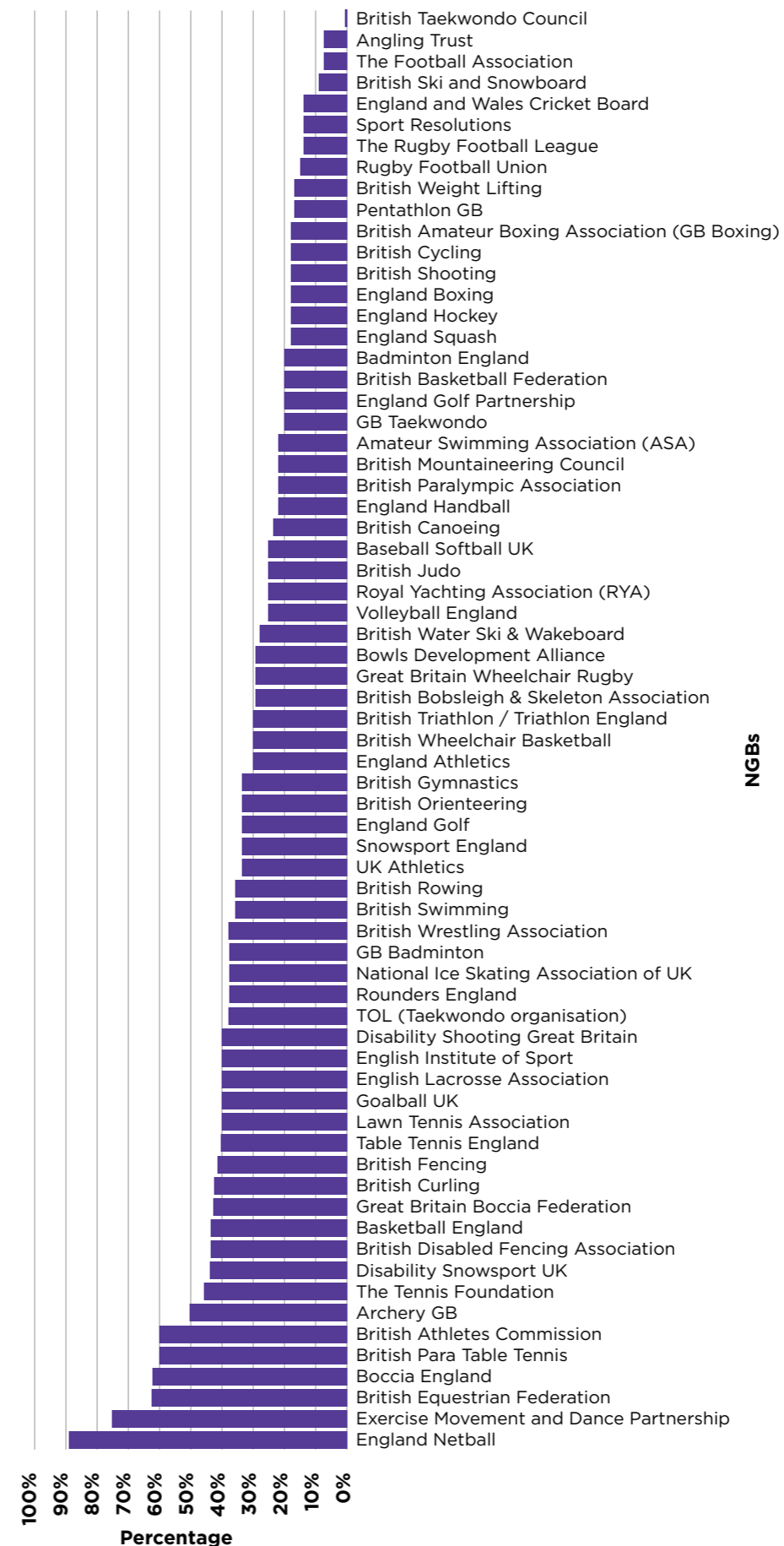
Sport England and UK Sport funded organisations⁹ 2016

Number of NGBs with female CEOs in Sport England funded organisations⁸



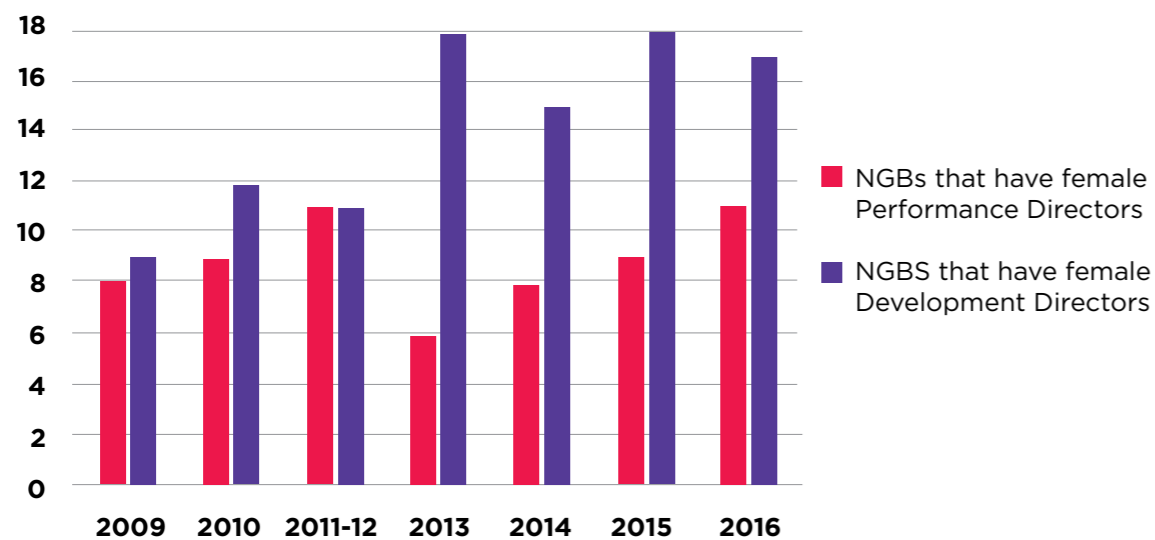
Our data reveals:
 • 12 Chief Executives (24%) are women, an increase from 15% in 2009

Percentage of female Non-Executive Directors



NGBs

Number of NGBs with female Performance and Development Directors in Sport England⁸ funded organisations



Our data reveals:
 • much lower numbers of women in Performance Director roles (24%)
 • a good number of women in Development Director roles (44%) despite a slight fall since 2015

The new Sport England and UK Sport Governance Code, which comes into effect in April 2017, requires a mandatory minimum of 30% gender diversity on the board¹⁰. We have therefore analysed the 2016 data for Sport England and UK Sport funded organisations separately to see how close to this requirement they are.

Of the 68 NGBs, just under half (33) do not currently meet the 30% target in terms of women on the board. One organisation has no women at all in a Non-Executive Director role.

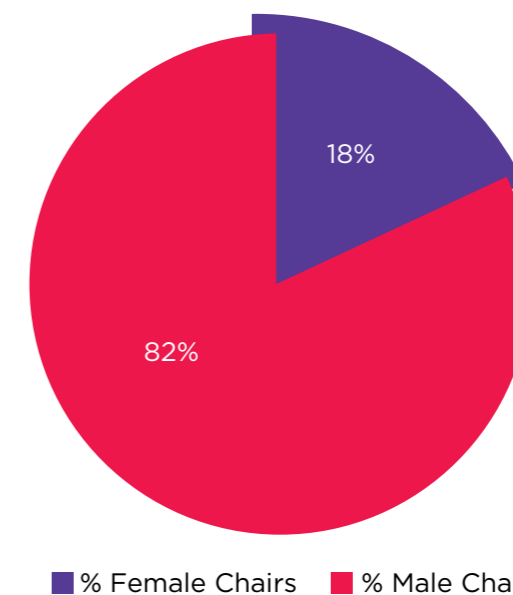
Sport England and UK Sport funded organisations 2016¹¹ Percentage of women in senior leadership roles, excluding CEO



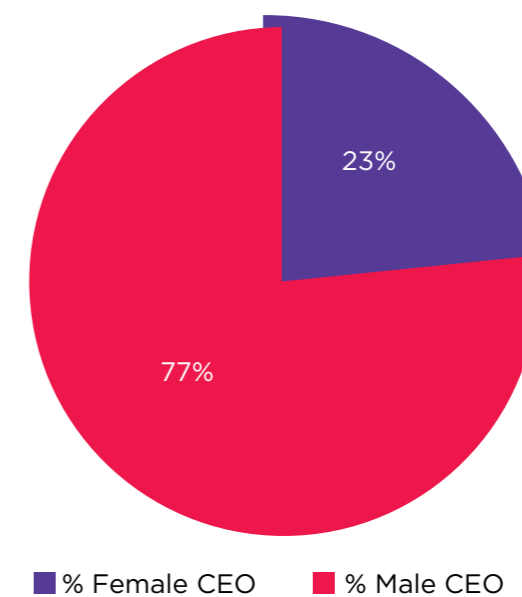
In 25 organisations (37% of Sport England NGBs) fewer than 30% of senior leaders (excluding CEOs) are women. Alarming, 9 have no female senior leaders (excluding CEOs) and one of these has no woman at all in any leadership position.

Looking specifically at the role of CEO and Chair, 18% of Chairs and 23% of CEOs are female.

Percentage of female Chairs



Percentage of female CEOs



Please see pages 34 to 40 for the full data set.

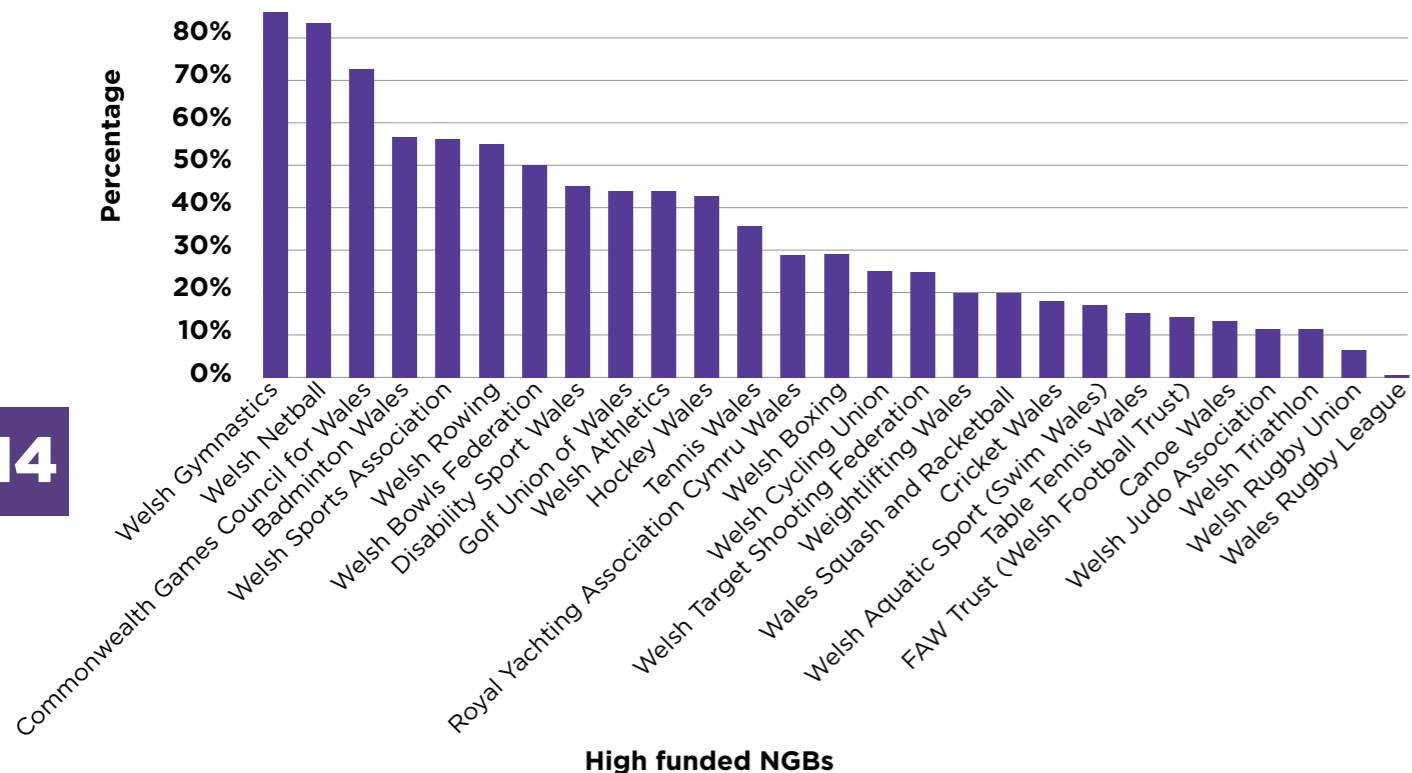
¹¹Some Sport England funded organisations also receive funding from UK Sport.

Sport Wales

2016 is the first year that we have collected data from National Governing Bodies (NGBs) in Wales. Sport Wales provides a high level of funding to 27 organisations and a lower level of funding to 16 organisations¹². These two groups are considered separately.

High-funded NGBs

Sport Wales high-funded organisations 2016
Percentage of female Non-Executive Directors



High funded NGBs

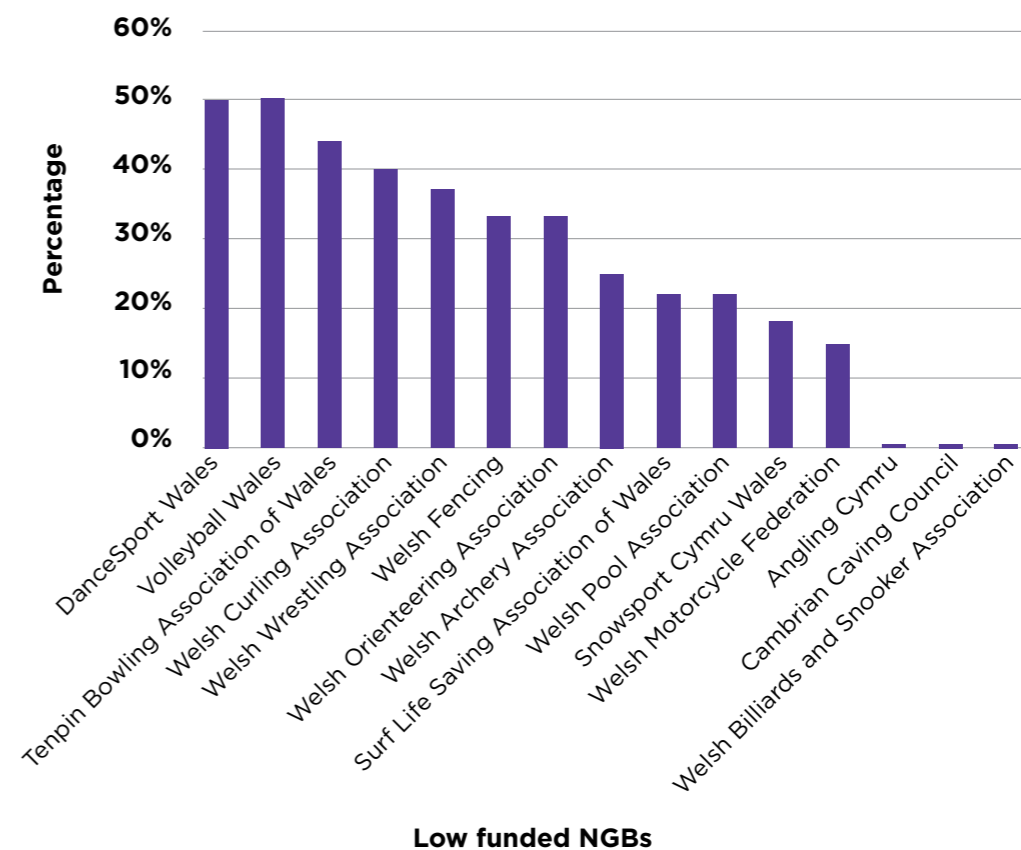
- a third of all Non-Executive Directors in the 'high-funded' NGBs are women. This hides a disparity with more than half of the NGBs having fewer than 30% of women in Non-Executive Director roles.
- one organisation has no women in Non-Executive Director roles
- 32% of Senior Leadership roles are filled by women

In addition:

- one third of Chairs are female
- a quarter of Chief Executive roles are filled by women
- only 16% of Performance Directors are female.
- over two fifths (43%), of Development Director roles are filled by women

Low-funded NGBs

Sport Wales low-funded organisations 2016
Percentage of female Non-Executive Directors



Low funded NGBs

As most of the low-funded NGBs have no paid senior leadership team, we have only analysed their Non-Executive Director information.

- a quarter of these roles are filled by women, but women account for just 13% of Chairs
- eight NGBs have fewer than 30% women in Non-Executive Director roles and three of these have no women at all on their board

¹²One lower-funded organisation, Welsh Tug of War, did not complete the survey. The low funded data is therefore based on responses from 15 organisations.

ACHIEVING GENDER DIVERSITY

Women in Sport is delighted that our demand for a mandatory requirement that NGB Boards must comprise 30% women has been adopted by Sport England and UK Sport in the new code of governance for sport. We acknowledge that for a limited period it will be acceptable for NGBs to show movement towards, and clear action planning to achieve, the 30% minimum. We believe this is a positive approach and we are keen to support NGBs in this work.

Progress towards this now mandatory 30% has been made over the past seven years of audits. However, when looking at the 2016 data it is clear that progress has been incredibly slow and many NGBs are still falling well below the 30% level. **Women in Sport believes that incremental change is no longer acceptable.** Those NGBs that are consistently falling below the 30% level will need to reflect on how this lack of gender diversity limits their organisation and take some bold steps towards more radical change.

16 It is no longer acceptable for Boards to wait for positions to become vacant, particularly in those NGBs where gender levels consistently fall below or border around the 30% level. It is now necessary for those NGBs to make changes to their constitution or governing articles to create a more gender diverse board. Some NGBs may need to bring the term of office of some of their longer standing board members to an end sooner than planned, and pro-actively recruit to these roles, making a concerted effort to ensure they have equal numbers of men and women on the shortlist for the roles.

One issue highlighted in this year's findings is the decrease in the number of women in Senior Leadership roles below board level. This implies that fewer women than men are being promoted or recruited. We do not believe this is because men are better at their jobs than women, but that this is indicative of a culture which sees leadership as the preserve of men. This may be a subtle cultural bias which many in the sector do not recognise in themselves. However, it is not the case that women in our sector are less capable than men. This problem is still prevalent after seven years of auditing leadership and our

conclusion is that something structural or cultural is giving women a disadvantage, with fewer opportunities to influence strategic decision making in the sport sector. We do not apportion blame here - cultures are deep-rooted and intangible. Women in Sport's purpose is to illuminate what we observe in the data over time so that change can follow.

We want to see NGBs take steps to redress the leadership imbalance by increasing the number of women at all levels in their organisations and supporting them so that sustainable change is achieved.

Qualitative findings from interviews with women and men in Non-Executive Director, Senior Leadership and CEO roles, as well as focus groups with women working below Senior Leadership level, have highlighted the challenges women face, along with some potential solutions to achieving greater gender diversity. Bringing together recommendations we made in our 2015 report, we now have one clear set of recommendations for NGBs across England and Wales.

BEYOND 30%: CHECKLIST FOR CHANGE

1. Recruitment and Retention

Creating a Pipeline

For NGBs to become high-performing, modern organisations, they must attract and retain the best people. A defining feature of any successful organisation is a diverse team which includes women at all levels, as both paid staff and volunteers¹³. ‘Trophy Women 2015: No More Board Games’ identified the need to support women who are working below senior leadership level to ensure that they can forge a pathway or pipeline to the highest positions in the organisation. The 2016 data reveals that the lack of a clear pathway continues to be a problem.

The Culture of Sport

Women interviewees said they perceive there to be a less defined career path for them in sport than in other sectors. They see limited opportunities at senior levels as people tend to stay in roles for a long time. Interestingly, most women interviewed who had moved into sport from another sector, said they feel that business and industry are ahead of sport in proactively encouraging women into senior leadership positions and onto boards. Part of this is due to business investing in proactive steps to address the issue, for example through providing mentoring schemes, training and networks. They are acutely aware that although some progress has been made in sport, but despite their male colleagues often being supportive, the sports world is still male dominated from middle management level upwards.

Exploring Opportunities

Our previous research raised a concern that women on boards were selected from a small pool. It appeared that a small number of women were undertaking several roles and the true extent of diversity within the group of women in leadership roles across the NGBs was poor. We have analysed this in more detail in 2016 and discovered, encouragingly, that this is no longer a problem. Only 4% of the women in leadership roles in sport in England and Wales hold more than one position. This includes Senior Leadership and Non-Executive roles. Perhaps unsurprisingly given the size of



the nation, women in Wales highlighted both the challenges and opportunities posed by the small, tight-knit nature of the sport sector in Wales. They spoke of a perception of there being greater opportunities for women to learn and progress in England while at the same time, they acknowledged that their smaller-scale NGBs may have made it easier for them to access board roles earlier than they might have done in England.

The Need for Confidence

A common theme from the research from women at all levels, ages and stages of experience was self-confidence. For some women at lower levels in an organisation, being in a male-dominated environment where men appear more confident in their decision making could at times feel ‘overpowering’. A lack of self-confidence even affected some experienced women who had progressed to senior levels:

“Women, including myself, are so much less likely to put themselves forward for roles – there’s not a natural inclination. I think many women talk themselves out of it and look for reasons why they couldn’t do it.”

The reasons for low self-confidence in the workplace include personal factors as well as organisational structures. However, the two are interlinked. Most women believed that development opportunities specifically aimed at women could help them develop and challenge male-dominated structures. Some NGBs lack the capacity or resources to provide a range of opportunities themselves, but as part of an effective development strategy, they should be directing talented women towards both formal and informal opportunities, initiatives, networks and programmes available in the wider sport sector.

Solutions

There are big differences between the NGBs of different sports in terms of size, funding and capacity, but there are steps that can be taken to achieve greater gender diversity regardless of these differences.

Proactive and Transparent Recruitment

Last year’s ‘Trophy Women’ report and ‘Checklist for Change’^{viii} guidance focused specifically on the need for proactive recruitment to ensure that organisations are reaching out to talented female candidates, both at board and Senior Leadership roles. It is clear that some organisations are working to make positive changes in this area: 74% of NGBs who responded to our survey told us that they have made changes to their recruitment processes to increase the diversity of their senior leadership team and/or board. These actions included:

- stating a commitment to gender diversity in job adverts
- changing the times of board meetings to make them compatible with family and personal commitments (which, of course, benefits men too)
- ensuring gender balance on interview panels

However, women at all levels said that there is still more that can be done to improve recruitment practices to ensure greater transparency in the process.

If an organisation can be seen to value and promote diversity through all of its internal and external communications, then this will also attract women to apply

“How do you create an environment that is conducive to anyone applying? It is about creating environments that are diverse. Full stop. That will naturally draw women in.”

¹³Analysis by McKinsey found “Companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians”. Hunt, V., Layton, D. and Prince, S. 2015. Why Diversity Matters. <http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters> Accessed 24 January 2016.

CASE STUDY: MENTORING AND NETWORKING



Helen Tan, Chief Executive Officer at Welsh Rowing since September 2014.

Helen's background is in Sport Development. She progressed through a variety of roles in local government and NGBs, before making the move to

Welsh Rowing. Helen acknowledges that key relationships have helped her get to where she is and continue to be important to her development and progression as a young CEO.

Mentors

During her career in the sport sector, Helen has spent a lot of time with strong women, who have been keen to support her and other women develop into leadership roles. Encouragement from one or two key supporters has helped to build the confidence she needed to make the transition to a CEO role. Although she had lots of experience, Helen faced challenges early on in her new role as CEO which led to her questioning her abilities. Having other people to turn to helped her to keep moving forward. In particular, support from a previous manager, who encouraged her to go for the role in the first place and now acts as an informal mentor, has been crucial. Helen's mentor gave her time and space to talk and helped her develop strategies for managing the challenges that the job brings. They still meet regularly.

Build your network

From early on in her career, Helen was encouraged to build a strong network, which she calls her 'personal boardroom'. Having a number of people that she can go to depending on what the issue is, has been invaluable:

"Everyone has a point where they are not convinced they can do it. Having a bank of people ready to help you makes all the difference."

Helen recently took on a new role on the committee of FAB Wales (Females Achieving Brilliance), which is a network of women in sport who hold leadership positions or aspire to them. Through this new role Helen supports other women who want to get into leadership roles in sport, something she already does with the female staff in her team. Helen believes that targeted promotion and proactive recruitment of women to these kinds of networks could really help to build the pipeline of women into senior roles:

"Women have their horizons lifted to what is achievable."

The time has come for NGBs to take a more radical step. Women in Sport recommends that NGBs that have consistently failed to reach the 30% Board target or struggle with sustainable female leadership, should consider bringing the term of office of elected and/or honorary board members to a premature end in order to facilitate gender diversity. NGBs should make a concerted effort to ensure they shortlist equal numbers of men and women for these Board vacancies in order to finally shift the gender balance.

This view is supported by The Fawcett Society's 2016 'State of the Nation' report into gender equality in Britain⁸. The report, formed from a survey of 8,000 people including 1,400 people who make recruitment decisions in their jobs, explains:

"One important segment of the population we polled were those with responsibility for recruitment decisions. In general this group are less likely to believe in equality of opportunity for women and men and are more likely to oppose feminism than the population overall."

Mentors and Networks

Interviewees spoke about the value of mentors and informal relationships in helping women develop at work. They said that different mentoring opportunities should be available for women at various points throughout their career. This includes helping them transition when taking on bigger responsibilities such as managing a team or as a way of providing guidance on how to work through problems or deal with difficult situations. The majority of women interviewed had either accessed mentoring opportunities themselves or mentored other women both formally and informally. It was also felt important not to limit mentoring to one gender or one sector.

One male interviewee we spoke to said:

"I mentor Executives outside of my normal role and for the first time I've been mentoring a woman Chief Executive. It has been an absolute eye-opener in terms of how she thinks about herself in a man's world. I would say that the benefits have been as great for me as they have for her and I have learned a great deal."

However, it was felt that mentoring opportunities were not always available or widely publicised. The business sector was seen to be well ahead in getting women into more senior roles through the use of structured and wide-reaching mentoring programmes.

Having a broad network of people to support you was also seen as important by the majority of research participants. Women need to be encouraged and guided to build up their own personal network of informal advisers.

Training for the Top

Many women in senior positions spoke about the benefits of taking part in formal leadership training programmes and the positive impact they had noticed in female members of their teams who had been encouraged to take part. However, the need for more leadership development programmes for women below CEO level was highlighted. As there are fewer women in leadership roles in sport, the women in junior positions are not so aware of what is possible for them. Giving them the opportunity to undertake more formal leadership training helps on a practical level, by developing their skills and confidence, but also shows them what they are capable of and what they can rightly aspire to in their career.

Some women said that the quality of leadership programmes used by the sport sector is variable. The criteria seen as important when developing a good quality syllabus, that will support women's development in particular, included:

- exposure to a range of management models
- conflict management
- learning from different sectors
- working through real-life examples
- developing strategic planning skills

Women in Sport wants to see Government invest specifically, via the Department for Culture, Media and Sport, Sport England and/or UK Sport, in the provision of formal leadership development opportunities for women, particularly for the smaller NGBs with limited budgets. Women in these NGBs should not be put at a disadvantage just because they are working for a smaller organisation.

Informal training is also seen as important. For example, the focus group and a CEO discussed using the sub-committees of boards as a mechanism to help women gain valuable and hands-on experience and confidence before applying for board roles. Work shadowing opportunities can also assist women to progress in their career by building confidence through experience. But interviewees felt that such opportunities were rare in the sport sector.

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Recommendations

Women in Sport recommends that all NGBs review their recruitment and development strategies to ensure that they are encouraging women as well as men to apply for roles. A simple audit of the gender of all applicants to the NGB over the last 24 months and the gender of those appointed will help the NGB uncover whether its recruitment practices might be biased towards men.

Actions the NGB can take include:

- ensuring a transparent recruitment process that reaches outside of existing networks to attract a diverse pool of candidates to apply
- provision of mentoring opportunities for women and supporting them to develop their networks
- encouragement of job shadowing to open women's eyes to their possible next move
- greater access to both formal and informal development opportunities
- removal of some longer-standing board members as a one-off action to provide the opportunity to achieve greater gender balance
- creation of sub-committees of the Board which comprise 50% women, to enable women to gain the experience they need to move up

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2. Flexible Working

All interviewees discussed the need for flexible working practices. The fact that sport can be a challenging working environment means that genuinely flexible working is needed.

Beyond the 9 to 5

It is widely acknowledged (for example in 'Trophy Women' 2015 report) that the sport sector can be a particularly challenging environment to work in, with some roles requiring frequent travel (often internationally), as well as evening and weekend work. This can mean some personal sacrifice and a particular mind-set is required:

"I choose to do the job I do and I love it. I think I am better for doing it and I'm being a positive role model. But you can't do everything in life and with that comes having to miss the nativity play, the sports day, the Christmas Fair."

Although not all women who took part in this research had children, most did or told us they planned to in the future. They spoke about the different ways this could affect their position in the workplace, such as:

- a loss of confidence after being on maternity leave
- being overlooked for promotions despite having the right skills and experience
- the impression that only full-time staff progress and are taken seriously by colleagues

Women who had been working in the sport sector for some time spoke about the positive changes they had seen, particularly in areas such as parental leave. There was a sense that there has been a positive shift in culture and a relaxation of attitudes. However, despite some progress, many felt that more change is needed, and that this would benefit the whole workforce, not just women. Some men may choose to work flexibly if the culture supports it and in many cases, genuinely flexible working is something people value in the workplace and it breeds loyalty.

Interviewees were supportive of flexible working options such as job sharing, but were aware it can be difficult for an organisation to put such arrangements in place. Indeed it was clear from the interviews that many people in the sports industry hold an assumption that flexible working won't work in their organisations. It is important that this is challenged and NGBs find ways to make it work.

Through trying a range of flexible working options, NGBs will find the right solutions for them and their staff, to ensure that more women achieve senior leadership roles.

Solutions

Role models

Many interviewees said that female role models are a helpful way to show how women with families can work flexibly at a high level in the sport sector.

"CEO is not one of the roles they think is possible with kids... I didn't know how you could make it work. I've done it by experience now and by trial and error. There weren't a lot of people who I could call up and say "how do you juggle it?"

NGBs also need to be aware of the wider role models they use to promote their sport as well as those in leadership roles. Everything women hear about the sport contributes to the opinion they form of it, and what it is like to work there. One of our interviewees described the potential negative impact of using a male role model to promote their sport:

"He's great and a good spokesperson but reinforces all the stereotypes: ex-athlete, alpha-male and he's the one banging the drum about getting under-represented groups into [our sport]."

Make flexible working work

With such a wide range of organisations making up the sport sector, a 'one size fits all' approach to flexible working is unhelpful, but in general, things like home working, long-term planning, job sharing and an appreciation of work/life balance were all seen to be important.

It is important for NGBs to recognise and promote the benefits of flexible working to all of their staff, both male and female.

Recommendations

It is vital that the sport sector works together to promote realistic female role models within a range of senior roles including Chair, Chief Executive, Performance Director and members of the Senior Leadership team. This will help to show both women and men what is possible. NGBs should promote a wide range of flexible working opportunities for all, to encourage women to join and stay within the NGB. This could include:

- job sharing – NGBS should consider job sharing for all their senior roles.
- allow home-working and flexible start and finish times.
- long-term planning – this will enable those with commitments such as childcare to make arrangements when travel, evening or weekend work is required.

CASE STUDY: FLEXIBLE WORKING

Jenny Fromer, Joint CEO of BaseballSoftballUK (BSUK).



Jenny shares the CEO role with John Boyd and in addition to the CEO responsibilities they each also take an operational role, Jenny is Head of Operations and John is Head of Development. Jenny and John have shared the CEO role since 2005 when the previous CEO stood down. Although the role is not technically a job share (they both work full-time), this kind of approach could be adapted to fit two part-time roles and serves as an example of a creative approach.

Jenny believes that sharing responsibility at a senior level benefits both the individuals themselves and the organisation:

1. It promotes an inclusive and collaborative way of working across the whole organisation: "There is a real culture of sharing information and getting feedback across the whole of BSUK which starts with us as joint CEOs."
2. A more considered approach leads to better outcomes in decision making: "There is something positive about having to have discussions when deciding something significant. You find out where the issues are and I genuinely think we reach stronger outcomes in the end."

3. Two people can bring different skills and qualities to the role which can complement and balance each other: "I'll often pull John back on things that I think haven't been thought through carefully enough on the risk side and he will take me into areas that I won't have considered and that are beneficial to BSUK,"

4. Sharing the responsibility of the most senior role in an organisation can make it more appealing to some potential candidates: "This way of working challenges the notion of having one person at the top, which can be quite lonely, particularly when there is no one to check decisions against. We have a real 'check and balance' to how we operate. We both have our own independent workloads but we also have the other person to sound against."

Challenges

When considering a job share it is important that areas of responsibility are clearly defined and steps are taken to avoid duplicating work.

Jenny is keen to encourage other organisations to consider job shares at a senior level:

"It is a great way of bringing new people in to senior management roles. For women who haven't had those roles before, it provides an opportunity to step up whilst also providing some safety nets. There is more and more thinking to be done by organisations and funding bodies along those lines."

3. Achieving equality together

Gender diversity at the senior level benefits everyone in an organisation, but it is often women who take on the task of trying to achieve it.

"When I first joined, any equality and diversity issues came straight to me because I was a woman. It was like, 'you're missing the point.'"

And even when a man leads the diversity work, it remains vital that support from across the organisation is secured, as this male CEO explained:

"I was the male champion of the women's strategy but I wasn't able to get enough followers. You can't do it alone; you need more champions."

Solutions and Recommendations

Both men and women need to work together to achieve equality and diversity within NGBs. It should not be seen as an issue for women only.

While it may be useful to appoint a gender diversity champion, it is also important to ensure that all members of staff and Non-Executive Directors are encouraged to see promoting diversity as part of their role. This can include training in the importance of gender diversity.

An earlier quote highlighted the positive impact of men mentoring women, through raising awareness of the issues women in particular face in leadership roles. Encouraging men to mentor women can also help to encourage men to take on this gender champion role.

4. Challenging Gender Stereotypes

Women are underrepresented both at the highest levels in the sport sector and in some areas. The data reveals far more women in senior roles on the Sports Development side of the NGBs than on the Performance side. In the Sport England NGBs only 24% of Performance Directors are women. More worryingly, this drops to 16% of Sport Wales-funded NGB Performance Directors and just 7% of UK Sport only funded Performance Directors.

Since 2009, there has been very little change in this situation. To understand this, we interviewed some female Performance Directors to hear about their experiences. We also asked our other interviewees for their perceptions of the lack of women in the Performance Director role.

The nature of the role

As highlighted in 'Trophy Women 2015' senior roles in performance sport can be uniquely challenging, requiring significant personal sacrifices and long periods of time spent away from home. This type of career does not appeal to everyone, regardless of gender:

"The biggest challenge, and we will never get away from it in performance sport, is the time commitment. It can be 24/7, 365 days a year."

However, many people are hugely motivated by this challenge and given the right circumstances, support and encouragement, women told us they want to take on this role, reaping the associated rewards.

Invisible Role Models

Women who work in performance sport are less visible than their male counterparts, as there are fewer of them and they tend to have lower profiles.

"There is still a lack of role models and visibility of women making it work in performance sport; they are out there but they're not so high profile. There are a lot more visible female role models working in sport development."

Assumptions and expectations

While the demands of a Performance Director's job could be a barrier for some women, expectations about ability are equally restrictive, with assumptions about women's skills limiting their ambition.

One male leader described his expectation that women have certain skills and are less likely to apply for certain roles:

"I would expect there to be some credible female candidates for the role of Communications Director... that is a role that a woman definitely could do and there would be a ready supply of women to do that."

There is also a sense that there is less inclination to take a risk on women in performance roles.

"There's this expectation that you will have children and go off and get another job."

However, some change has been observed with performance sport opening up to a wider range of candidates:

"It's not wholly changed, but there are now more Performance Directors who haven't been in post for so long, who are from different backgrounds and are not necessarily embedded from a particular sport. That has made a difference."

This change has helped to challenge the 'old boys network' of performance sport and open it up to more women.

Solutions and Recommendations

Role models

Female role models are important to help drive up female representation in sport generally, but specifically in performance sport. Successful, high-profile women help to demonstrate that gender diversity is both possible and beneficial to individuals and NGBs alike. NGBs need to consider how they can promote women who are in non-traditional roles, such as Performance Director, to the wider sports community.

Call it out

Prejudiced attitudes and assumptions about roles which are suitable for women need to be challenged. Current leaders of NGBs must proactively supporting the women in their organisations. Women should be encouraged to apply for a wider range of roles and promotions.

Women in High Performance Sport Network

Women in Sport has created a dedicated network in partnership with UK Sport for those working in High Performance Sport, which allows a space for the challenges specific to women in a performance environment to be shared and discussed. The network gives the opportunity to build personal networks which will give support to members outside of their own organisations. The discussions that happen at the Women's High Performance Sport Network events are a platform for beginning to change the culture and practices of elite sport.

5. Modernise structures and practices

Interviewees shared the view that NGBs need to modernise their Board structures if sustainable change is to be achieved. The recruitment of more independent board members outside of male-dominated election processes, who have a specific skill set is certainly a step in the right direction.

Only 38% of NGBs who responded to the survey said they had made organisational changes to increase the diversity of their board and senior leadership team.

Lack of support and information

Interviewees told us that many NGBs wanted structural change but were unsure of how to go about it:

"We have done everything we can to appoint more women to the board and in some cases have negatively discriminated against men, but a third of the board are elected and we cannot control whether they are men or women."

Challenge of being the first female voice

In relation to Non-Executive roles, some of the women said they can feel intimidated and put off applying for these roles due to the older age and male dominance of other members.

A female CEO highlighted the progress that has been made, but acknowledged that male dominance is still causing problems;

"When I first joined sport I was often the only woman sat in a room full of men. It doesn't really happen anymore because the face of sport is changing. However, there is still a stereotype, particularly in the bigger NGBs in England, that you must be male [to be in a senior leadership position]."

Women in Sport is concerned that our audits over the last seven years show such slow progress. It is clear from the interviews that there is a strong sense that sport lags behind other sectors of the economy, and for sport to remain credible and relevant we must tackle the issue.

Solutions and Recommendations

Every NGB should examine its constitution or articles to get serious about gender diversity – and indeed all aspects of diversity.

Changing the governance structures of an NGB can be difficult and controversial. As one leader highlighted:

“Unfortunately these organisations will not do it unless you tell them to do it... what you’re asking people to do is vote themselves off a board... they’re not going to do it.”

Examples of changes that can be considered, and are achievable, include:

- the introduction of fixed-term limits for board members
- removal of Honorary status
- recruitment to roles on the basis of the skills required, rather than appointment by popularity
- making changes at the regional level with clear accountability rather than what one interviewee described as “a volunteer culture where they can’t enforce standards”

In this difficult challenging area, Women in Sport would like to see best practice shared amongst NGBs, supporting each other to achieve the change required.

CASE STUDY: CULTURE OF CHANGE



**Val Franklin,
Chair of Golf
Union Wales
(GUW)**

In January 2007 the Welsh Ladies Golf Union and the Welsh Golfing Union (traditionally male) merged to become Golf Union Wales (GUW). Club membership is

still very male-dominated with women only making up 15%. However, GUW are working hard to increase female participation with Golf Development Wales initiatives and through inclusive and targeted social media campaigns. They have made it a priority to achieve good levels of gender diversity throughout the whole organisation by promoting inclusive practices and making lasting and sustainable changes to achieve this.

Achieving sustainable change

In 2015 GUW amended its articles and the decision was made to develop and then maintain as close to a gender balanced board as possible (including honorary roles).

As part of the merger, GUW has defined the requirements of board roles more clearly, reduced the time commitment and created two specialist roles to overcome any potential skills gaps. Reducing the time commitment was seen to be particularly important in attracting more women, who, due to caring responsibilities, often have less time available than men. Board positions include a requirement to attend at least four meetings a year with the option of doing more. Val said:

“It’s about creating sustainable, cultural change which will enable people to feel comfortable within an environment so that they can make a valuable contribution. It is a combination of having a good ethos and people being willing to change.”

By creating and promoting this culture throughout the organisation, GUW is working towards a balanced gender split at all levels within the organisation. Two of the five senior leadership roles (Performance Director and Development Director) are held by women. GUW also works hard to support people at lower levels to gain the skills they need to move up, through mentoring and by fostering a supportive environment. It has not always been an easy process to manage but it is one that they are committed to as part of the organisation’s ongoing development.

Val has this advice for other organisations going through change:

“Make things as flexible and clearly defined as possible for people to engage in a way that enables them to make the best contribution they can. Sometimes boards have this huge expectation of time that is unrealistic. Having things like shadowing so people can clearly see what the roles are like is also important.”

CONCLUSION

For the second year in a row, the percentage of women on boards across NGBs remains at an average of 30%. However, this hides huge disparity, with some organisations continuing to have no women at all on their boards and others making great progress.

It is encouraging to see good numbers of women in Development Director roles, but hugely disappointing to see so little change in the low numbers of female Performance Directors. While we have identified some important barriers and solutions in this area, we think that further research is required into this role specifically.

Women in Sport is also extremely concerned by the decrease in the number of women in Senior Leadership roles of NGBs. While organisations should continue to tackle the diversity of their boards, they also need to broaden their focus, addressing diversity within their organisations more generally. Action must now be taken to ensure women are encouraged to progress through an organisation into senior roles. This is the only way that gender diversity will become sustainable.

Women are not a minority group. Publicly funded sports organisations have a responsibility to represent the population they serve, at every level. It is time for transformational change and NGBs can achieve this with the right support.

- first it is essential that organisations develop a recruitment strategy to attract and retain the best talent across all genders. This includes supporting women at lower levels of organisations to develop the skills and confidence to apply for senior leadership roles.
- all NGBs need to adopt flexible working practices that will benefit everyone, but which women particularly increasingly need to be successful at work. NGBs should recognise the advantages of part-time working, job shares and flexible working times, not least for the ability it gives them to retain talented staff.

- both male and female champions are needed, along with the acknowledgement that gender equality is a shared responsibility.
- gender stereotyping must be challenged, particularly when it comes to the Performance Director role but at every level of NGBs, so that women can exercise influence in all parts of the sport sector.
- modernising organisational structures and practices will encourage more women to apply for both volunteer and paid roles. This is now critical to improving gender diversity and the excuse that it is difficult has run its course.

NGBs cannot achieve all of these changes on their own. Several organisations highlighted a need for support with diversifying the gender make up of their board, with help finding more female candidates, support for women with leadership aspirations and the sharing of best practice were all cited as key to the support required.

An encouraging 68% of respondents to the survey agreed that their understanding of the issues, challenges and opportunities relating to women in senior roles has increased as a result of Women in Sport's work in this area. We will continue to work hard to support NGBs, ensuring that all organisations are aware of the issues and opportunities that will enable them to make a positive and lasting change.

On International Women's Day 2017 we will host a series of events, for Chairs and CEOs, women and men from the High Performance sector, members of the Women's Sport Network and invited guests. We will gather their views on how we can work together across the entire sport sector to achieve the change we want and need to see.

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DATA

Summary data for Sport England and UK Sport funded organisations

	Sport England	UK Sport
	% of women	% of women
Chief Executives	24%	20%
Non-Executive Directors (excluding Chair)	30%	37%
Chairs	16%	24%
Senior Leadership	36%	46%
All Leadership	31%	37%
Development Directors	44%	N/A
Performance Directors	24%	7%

Summary data for Sport Wales funded organisations

	High funded	Low Funded
	% of women	% of women
Chief Executives	25%	N/A
Non-Executive Directors (excluding Chair)	33%	25%
Chairs	33%	13%
Senior Leadership	32%	N/A
Development Directors	43%	N/A
Performance Directors	16%	N/A

Sport England funded organisations¹⁴

2016 Governing Body	Female Chief Executive ¹⁵	Female Chair	Non-Executive Directors plus CEO - % women	Senior Leadership Roles (excluding CEO) - % women	All Leadership - % women	Female Development Director/Manager	Female Performance Director/Manager
Angling Trust			7	0	5		N/A
Archery GB			46	50	47		
Amateur Swimming Association	Yes		30	25	29	N/A	N/A
Badminton England			18	33	21	Yes	
Baseball Softball UK	Yes		29	0	24		N/A
Basketball England		Yes	40	50	44		
Boccia England		Yes	56	N/A	56	Yes	
Bowls Development Alliance	N/A		29	N/A	29	Yes	N/A
British Amateur Boxing Association (GB Boxing)			17	20	18	N/A	
British Basketball	N/A		20	N/A	20	N/A	N/A
British Canoeing			21	56	35	Yes	Yes
British Cycling			17	13	15		
British Equestrian Federation	Yes		67	71	69	N/A	Yes
British Fencing	Yes		46	100	56	Yes	Yes
British Gymnastics	Yes		38	33	38		Yes
British Judo			23	25	24		
British Mountaineering Council			20	20	20	N/A	N/A
British Orienteering		Yes	30	67	44		Yes
British Rowing		Yes	33	50	39		

¹⁴Some organisations are funded by both Sport England and UK Sport

¹⁵Or equivalent

2016 Governing Body	Female Chief Executive ¹⁶	Female Chair	Non-Executive Directors plus CEO - % women	Senior Leadership Roles (excluding CEO) - % women	All Leadership - % women	Female Development Director/Manager	Female Performance Director/Manager
British Shooting			17	67	27	Yes	
British Taekwondo Council			0	0	0	Yes	N/A
British Triathlon / Triathlon England			27	100	38	Yes	
British Water Ski & Wakeboard			25	0	23		
British Weight Lifting			15	25	18		
British Wheelchair Basketball			27	75	40	Yes	
British Wrestling Association			33	100	40	N/A	
England and Wales Cricket Board			13	17	15	N/A	N/A
England Athletics			27	17	24	N/A	N/A
England Boxing Limited			17	33	22		
England Golf			31	17	26		
England Golf Partnership			18	0	17		N/A
England Handball			20	50	33	Yes	
England Hockey	Yes		25	0	19		
England Netball	Yes		90	60	80	Yes	Yes
England Squash		Yes	17	25	19	N/A	
English Lacrosse Association			36	50	42		Yes
Exercise Movement and Dance Partnership		Yes	69	100	75	N/A	N/A

¹⁶Or equivalent

2016 Governing Body	Female Chief Executive ¹⁷	Female Chair	Non-Executive Directors plus CEO - % women	Senior Leadership Roles (excluding CEO) - % women	All Leadership - % women	Female Development Director/Manager	Female Performance Director/Manager
GB Taekwondo	N/A		20	0	17	N/A	Yes
Goalball UK			33	100	60	Yes	Yes
Great Britain Wheelchair Rugby			25	100	40	Yes	Yes
Lawn Tennis Association			36	14	28		
Pentathlon GB	Yes		23	40	28		
Rounders England	Yes		44	20	36		N/A
Rugby Football Union			14	20	16		
Royal Yachting Association	Yes		33	14	25	N/A	N/A
Snowsport England			29	100	44	N/A	N/A
Table Tennis England	Yes	Yes	45	17	35	Yes	
The Football Association			7	31	19	Yes	
The Rugby Football League			13	30	22	Yes	
Taekwondo Organisations Limited		Yes	38	N/A	38	N/A	
UK Athletics Limited			30	18	24		
Volleyball England	Yes		31	0	29	Yes	Yes

¹⁷Or equivalent

UK Sport funded organisations¹⁸

2016 Governing Body	Female Chief Executive ¹⁹	Female Chair	Non-Executive Directors plus CEO - % women	Senior Leadership Roles (excluding CEO) - % women	All Leadership - % women	Female Development Director/Manager	Female Performance Director/Manager
British Bobsleigh & Skeleton Association			25	0	20	N/A	
British Athletes Commission		Yes	50	N/A	50	N/A	N/A
British Curling			38	N/A	38	N/A	
British Disabled Fencing Association	N/A		44	N/A	44	N/A	
British Para Table Tennis		Yes	50	N/A	50	N/A	
British Paralympic Association			20	60	33	N/A	N/A
British Ski and Snowboard			8	50	14	N/A	
British Swimming			33	40	36	N/A	
Disability Shooting Great Britain			36	50	42	N/A	
Disability Snowsport UK	Yes	Yes	50	60	53	N/A	
English Institute of Sport			36	33	35	N/A	N/A
GB Badminton	N/A		38	N/A	38	N/A	N/A
Great Britain Boccia Federation			38	N/A	38	N/A	
National Ice Skating Association of Great Britain and Northern Ireland	Yes	Yes	44	N/A	44	N/A	
Sport Resolutions			13	33	17	N/A	N/A
The Tennis Foundation			43	40	42	N/A	N/A
UK Sport	Yes		36	75	47	N/A	Yes

Sport Wales - high-funded organisations

2016 Governing Body	Female Chief Executive ²⁰	Female Chair	Non-Executive Directors plus CEO - % women	Senior Leadership Roles (excluding CEO) - % women	All Leadership - % women	Female Development Director/Manager	Female Performance Director/Manager
Badminton Wales			50	N/A	50	N/A	
Canoe Wales			11	N/A	11	Yes	
Commonwealth Games Council for Wales		Yes	67	N/A	67	Yes	N/A
Cricket Wales			17	N/A	17		
Disability Sport Wales		Yes	42	0	38	Yes	
FAW Trust (Welsh Football Trust)			13	14	14		Yes
Golf Union of Wales		Yes	40	0	33	Yes	Yes
Hockey Wales			38	33	36	N/A	N/A
RYA Cymru Wales (Royal Yachting Association)			25	0	22	Yes	
Table Tennis Wales			14	N/A	14	N/A	
Tennis Wales			33	100	47	Yes	Yes
Wales Rugby League			0	N/A	0		N/A
Weightlifting Wales	N/A		20	N/A	20	N/A	
Welsh Aquatic Sport (Swim Wales)			14	50	27	Yes	
Welsh Athletics		Yes	40	0	33	Yes	
Welsh Bowls Federation	N/A	Yes	50	N/A	50	N/A	N/A
Welsh Boxing			25	N/A	25	N/A	
Welsh Cycling Union	Yes		33	40	36	Yes	
Welsh Gymnastics	Yes	Yes	88	100	90	yes	Yes
Welsh Judo Association			10	N/A	10	N/A	N/A

¹⁸UK wide organisations solely funded by UK Sport

¹⁹Or equivalent

²⁰Or equivalent

2016 Governing Body	Female Chief Executive ²¹	Female Chair	Non-Executive Directors plus CEO - % women	Senior Leadership Roles (excluding CEO) - % women	All Leadership - % women	Female Development Director/Manager	Female Performance Director/Manager
Welsh Netball	Yes	Yes	86	50	78		Yes
Welsh Rowing	Yes	Yes	60	N/A	60	N/A	N/A
Welsh Rugby Union			6	13	8	Yes	
Welsh Sports Association	Yes	Yes	63	100	67	Yes	
Welsh Target Shooting Federation	N/A		25	0	20		
Welsh Triathlon	Yes		20	N/A	20		
Wales Squash and Racketball			18	0	17		N/A

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Sport Wales - low-funded organisations

2016 Governing Body	Female chair	Non-Executive Directors - % women
Angling Cymru		0
Cambrian Caving Council		0
Dancesport Wales	Yes	50
Snowsport Cymru Wales		18
Surf Life Saving Association of Wales		22
Tenpin Bowling Association of Wales		43
Volleyball Wales	Yes	50
Welsh Archery Association		25
Welsh Billiards and Snooker Association		0
Welsh Curling Association		40
Welsh Fencing		33
Welsh Motorcycle Federation		15
Welsh Orienteering Association		33
Welsh Pool Association		22
Welsh Wrestling Association		38



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