

Trophy Women?

NGB Leadership Audit 2014

Supported by

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Introduction



Welcome to the Women's Sport & Fitness Foundation's fifth annual *Trophy Women?* report.

The issue of a lack of women in leadership positions across sport has gained prominence over recent years. At a WSFF **Women's Sport Network** event in January 2014, Debbie Jevans, CEO of England Rugby 2015, spoke passionately about opportunities in sport. She emphasised the need for more women to find their way to the top in sport, to improve and diversify decision-making, so as to impact sport positively. It is great to have such outstanding role models speaking out and it's important to understand the context of women's leadership in sport.

This year's *Trophy Women?* report, supported by Sport England and Hill Dickinson LLP, shows there has been a small increase in female representation on average across National Governing Body (NGB) Boards and senior management teams. However, that increase is not significant enough to create balance or to have a genuine and sustainable impact on sport.

The overall percentage of women on NGB Boards in England has risen from 23% in 2013 to 27%. However, almost half (49%) of NGBs have less than a quarter of their Board membership made up of women and, shockingly, three still have no female representation at all.

Last year, in order to accelerate progress towards making NGB Boards more gender-diverse, Sport England included an expectation in their governance guidelines for NGBs that their Boards should comprise at least 25% women by 2017. Only half (23) of the 45 NGBs who responded currently meet this target.

It is our view that while Sport England's guideline is a step in the right direction, at least 30% female representation is needed in order to lead to genuine sustained change. This view is reflected in research conducted by McKinsey, 2007, which states that: "Performance increases significantly once a certain critical mass is attained: namely at least three women on management committees for an average membership of 10 people... Below this threshold, no significant difference in company performance is observed."

Reaching a 30% diversity threshold by 2017 is entirely possible. There is a wide and varied pool of talented women open to and actively seeking leadership roles in sport. It simply requires committed leadership which places a priority on achieving gender diversity at all levels of the organisation. WSFF will continue to champion women in leadership positions and support NGBs through our Insight programmes and **Women's Sport Network**, to achieve and exceed our goal of 30% by 2017.

Ruth Holdaway

Chief Executive

Board representation

Just over half (24) of the NGBs surveyed recorded an increase in the percentage of women on their Boards compared to 2013. However, despite Sport England's target of 25% female representation on Boards by 2017, over a quarter of NGBs reported a lower percentage of women on their Boards this year compared to 2013 and there has been no movement in the number of female Chairs.

On a more positive note however, our analysis shows that there are now 123 women on the Boards of NGBs, an increase of 19% since 2013.

Ian Drake, CEO for British Cycling, an NGB which has appointed female Board members since the data was collected, said: "The appointment of two women to our Board marks the start of a hugely exciting chapter for British Cycling. We know that our ambition to get one million more women cycling requires a transformation across all levels of the sport, and that includes ensuring that more women are running our sport. Alex and Marian are accomplished experts in their respective fields and will help us to ensure we grow and develop cycling as a sport that appeals to people of all ages and backgrounds. We hope that these appointments will inspire more women to apply for senior positions in the sport at a national level. We'd also like to see more women volunteer to sit on our regional Boards to influence and grow the sport locally."

Women in top jobs

Whilst a slim majority of NGBs have increased the number of women on their Boards, and ten of the 45 NGBs responding to this audit now have female Chief Executives, up from eight in 2013, the percentage of women across senior leadership roles remains worryingly low. Across the four senior roles surveyed, an average of just 21% of these are held by women. Only 15 NGBs have a female Development Director (down from 18 last year) while eight now employ a female Performance Director.

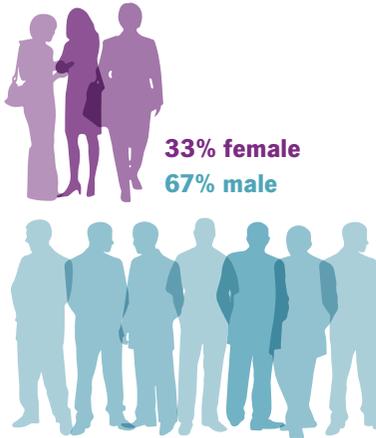
NGB Chief Executives



NGB Chairs of Board



NGB Development Directors*



NGB Performance Directors*



*These figures represent the NGBs that employ at least one male/female in this role. They may therefore employ more than one female or male in this role.



The case for gender diversity

WSFF believes that more women in organisations' senior teams is important for sport because getting a balance of skills and perspectives helps generate more creative and innovative ways of doing things. It's not just that it is the right thing to do, it's the smart thing to do: a diverse Board is good for business, whatever the business. Research has shown that organisations with a significant proportion of women on the Board and in senior management positions outperform those who do not. In addition, research by McKinsey and Co suggests that the issue of a better gender balance in senior decision-making roles is one that transcends the corporate world and is pertinent in any sector, including sport, where a senior team is required to make strategic decisions to add value to an organisation.

"I was appointed to the Board of Triathlon England in 2013 with the portfolio for Marketing and Communications.

Triathlon is a dynamic and growing sport, but when I joined the Board, we didn't have a dedicated strategy for female participation or marketing. Evidence from independent research showed our sport is significantly male dominated – 74% male to 26% female.

As a female, who has never competed in a triathlon, I brought a different perspective to the Board and therefore a different debate. It was important to place female participation on the boardroom agenda. As part of our new strategy we now have driving female participation as an integral part of our overall strategy and marketing.

There is no good reason why there is such a gender disparity in our sport. It makes business sense to achieve parity in our sport, to drive commercial opportunities and new revenue streams. I hope in years to come, it will not be necessary to have this debate and that gender balance, both in the boardroom and in sports participation will be the norm".

Sally Lockyer, Board Director, Triathlon England

"I joined the Goalball UK Board in December 2013 to bring my expertise as a barrister to the table. I have long been interested in pursuing a role within the sport industry and was encouraged by another female Board director to consider applying for a Board position. I was aware of Sport England's aim to have 25% women in Board positions in NGBs so I saw this as a great opportunity and approached Goalball UK directly. I knew they had no women on their Board so I've no doubt that being female was an advantage. I don't think being conscious of that is anything to be embarrassed about; the issue needs to be addressed."

Leanne Woods, Board Director, Goalball UK





Just over half (24) of the NGBs who responded recorded an increase in the percentage of women on their Boards compared with 2013.



However ... despite Sport England's target of 25% female representation on Boards by 2017, over a quarter of NGBs reported a lower percentage of women on their Boards this year compared with 2013.

What are we doing about it?

Increasing the number of women in leadership positions in sport will involve further co-operation from the Department for Culture, Media and Sport (DCMS), Sport England, UK Sport and the NGBs themselves. To achieve our aim of having at least 30% female representation on Boards by 2017, NGBs need to prioritise achieving an improved gender balance across their organisations and continue to look beyond their existing networks when filling leadership positions.

WSFF will continue to support this through our **Women's Sport Network** which provides opportunities for women working in sport or interested in sport to meet, share experiences and learn from each other. Our network exists to enable peer support for women currently in leadership positions in sport; to bring experience from outside of sport into the sector; and to support the next generation of female leaders in sport. Network events offer the chance to hear from high profile women, successful in sport and further afield, who serve to inspire and stimulate debate. WSFF also provides support by promoting Board vacancies to members of the **Women's Sport Network**.

For more information on the **Women's Sport Network**, [click here](#).

Acknowledgements

WSFF would like to thank Sport England for their support and Hill Dickinson LLP for their generous sponsorship of this report. Hill Dickinson is committed to supporting diversity in the workplace and were the first law firm to be awarded the highly sought-after Investors in Diversity Award.

WSFF would also like to thank the Department for Culture, Media and Sport for facilitating the launch of this publication; and Aberdeen Asset Management for their support in our work with the **Women's Sport Network**.



2014 Leadership Audit by NGB

Methodology

In 2013-14 Sport England carried out a short survey of its funded NGBs to establish the levels of representation in senior leadership positions by women, people from a Black and Minority Ethnicity (BME) background and disabled people. They were asked to identify the number of positions held both on their Boards and Senior Management Teams and where key roles, such as the Chair or CEO, are held by individuals from these groups. The survey was conducted using an online survey tool with 45 NGBs responding between the period from December 2013 to March 2014. This data provides a snapshot of NGB Leadership, however it should be noted that changes in personnel may have occurred since the data was captured.

Figures for Rugby Football Union and Amateur Boxing Association are unavailable in 2014 and are not included in comparisons with 2013.

NGB	Female Chief Executive ¹	Female Chair	% Women Board members ²	Change since 2013	% Women in executive leadership positions ³	% Women in ALL leadership positions	Female Development Director ⁴	Female Performance Director ⁴
Angling Trust			8	=	0	5		
Archery GB			20	↓	50	31	YES	YES
ASA			10	↓	20	13		-
Badminton England			20	↑	0	15		
Baseball Softball UK	YES		25	↑	25	25		
Boccia England		YES	50	↑	50	50	YES	
Bowls Development Alliance ⁵	N/A		25	↓	0	25		
British Canoe Union			18	↑	63	37	YES	
British Cycling			0	=	22	11		
British Equestrian Federation			63	↑	86	73		
British Fencing			30	↑	75	43	YES	YES
British Gymnastics	YES		42	↑	67	47		
British Judo			17	↑	20	18		
British Mountaineering Council			25	↑	29	27		
British Orienteering			20	↓	67	38		YES
British Rowing	YES	YES	36	↑	100	50	YES	
British Shooting			18	↓	67	29	YES	
British Triathlon	YES		30	↑	67	38		
British Water Ski & Wakeboard			25	↑	50	30	YES	
British Weight Lifting			22	↑	20	21		
British Wheelchair Basketball			36	=	50	38	YES	
British Wheelchair Rugby			0	=	100	18	YES	YES
British Wrestling			0	=	0	0		
England and Wales Cricket Board			14	=	9	12		
England Athletics			30	-	80	47		
England Basketball			30	↑	67	38		
England Golf Partnership			30	↓	38	33		
England Handball			22	↓	40	29	YES	

This year's data relates to English NGBs only, so does not include 10 UK Sport funded NGBs included in last year's *Trophy Women?* report. However, where comparisons are made with 2013, we have used only Sport England funded NGB figures for comparability. Figures from Rugby Football Union and Amateur Boxing Association are unavailable in 2014, so have been removed from any 2013 comparisons.

1 Chief Executive or equivalent role.

2 All who sit on the top tier of governance including executive positions (such as Chief Executive) and non-executive positions (trustee positions). Voting rights vary by NGB.

3 For the purpose of this report, these figures include the senior management and heads of committees and excludes the Chief Executive.

4 Some NGBs may have a number of Performance and Development Directors. If they have more than one and at least one is female, it has been acknowledged here in the list.

5 This NGB does not have a Chief Executive.

6 At time of publication the Chief Executive post is vacant, but the interim Chief Executive is female.

7 Please note the figures for this year will differ from those given in previous years to WSFF. The figure for leadership team is based on the FA Senior Management Team and not its Extended Management Team, which has been accounted for and combined in previous years. The FA's Extended Management Team will not be a formal part of its management structure going forward.

N/A Not applicable

- Unknown

↑ Increase since 2013

↓ Decrease since 2013

= No change

NGB

	<i>Female Chief Executive¹</i>	<i>Female Chair</i>	<i>% Women Board members²</i>	<i>Change since 2013</i>	<i>% Women in executive leadership positions³</i>	<i>% Women in ALL leadership positions</i>	<i>Female Development Director⁴</i>	<i>Female Performance Director⁴</i>
England Hockey	YES		36	↓	25	33		
England Netball		YES	91	↑	100	93	YES	YES
England Squash & Racketball⁶	YES		33	↑	17	27		
English Lacrosse		YES	50	=	43	47		YES
English Table Tennis Association	YES		33	↑	33	33	YES	
Exercise, Movement & Dance Partnership		YES	70	↑	50	63	YES	
The FA⁷			8	↑	13	10		
GB Taekwondo			20	↑	0	17		
Goalball UK			17	↑	50	30		YES
Lawn Tennis Association			9	↓	40	19		
Pentathlon GB			8	↓	100	21	YES	
Rounders England	YES		63	↑	100	70		
Royal Yachting Association	YES		22	↑	29	25		
RFL			17	↓	33	25		
Snowsport England			14	↓	100	25	YES	
UK Athletics			25	=	43	33		
Volleyball England	YES		42	↑	67	47		YES
2014	10	5	27		42	32	15	8
%	22.7%	11.1%					33%	18%

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