



# INTERNATIONAL WOMEN'S DAY

INSPIRE INCLUSION 2024 WHITE PAPER



## EXECUTIVE SUMMARY

International Women's Day (IWD) has been observed since the early 1900's, stemming from women's oppression and inequality. This annual campaign galvanises organisations and women's groups to celebrate and highlight the achievements of women, while continuing the call to action for accelerating gender parity.

The growth of women's sport in the UK continues to rise and 2024 brought more visibility of women in sport including the UEFA Euro (Football), The Hundred & T20 World Cup (Cricket), Wimbledon (Tennis) and the pinnacle of any sports person's career, the Summer Olympic & Paralympic Games in Paris.

# 44.7 MILLION

## THE NUMBER OF PEOPLE WHO WATCHED WOMEN'S SPORT IN THE UK IN 2024

**Source: Women in Sport**

The theme for International Women's Day 2024 was **INSPIRE INCLUSION** which aimed 'to inspire others to understand and value women's inclusion, and to create a society where women feel a sense of belonging, relevance, and empowerment.'

For the first time in the Professional Cricketers' Association existence, an equality, diversity and inclusion (EDI) event was delivered to mark International Women's Day 2024 at the Kia Oval, London.

Donna Fraser OBE, the People & EDI Director at the Professional Cricketers' Association has written this paper based on the invaluable conversations captured at the event. Much of what has been captured in this paper, isn't anything new, but highlights the need to continue driving for gender equality and the accountability of the decision makers in sport, sports media and sports sponsors.

In the forever changing global landscape, equity, diversity and inclusion is always being challenged, politically, socially and economically; meanwhile thought leaders in sport continue to see barriers and are frustrated by the slow progress for women in sport. This paper outlines the call to action for decision makers who are involved in sport to take positive action for women in sport and drive change.

## OVERVIEW

The Professional Cricketers' Association (PCA) in collaboration with Surrey County Cricket Club delivered its first International Women's Day event on 7 March 2024 which focussed on the nationwide theme of #InspireInclusion. The PCA's EDI and Events team made a conscious effort to ensure that the panel discussions involved different sports to allow diverse experiences and wide-ranging perspectives to be shared with attendees to be captivated and inspired.

The event was a huge success with 160 attendees from various sports and corporate sectors including British Swimming, Sport England, ECB, Loddors, UK Athletics, BBC Sport, RFU, Manchester City. It gave the PCA the opportunity to showcase its commitment to EDI and give attendees the chance to 'come and try' cricket session, led by former England players Alex Tudor and Fran Wilson.

## PROBLEM

Every year, International Women's Day gives organisations the opportunity to celebrate women and girls and address inequality based on various themes. In 2024 the theme was Inspire Inclusion 'to inspire others to understand and value women's inclusion, and to create a society where women feel a sense of belonging, relevance, and empowerment.'

In recent years, women's sport has seen growth globally, which has been driven by increased investment, media coverage and the emergence of new sportswomen as role models. "The 2023 Women's World Cup final attracted 13.21 million viewers in the UK alone (FIFA)" [Forbes](#). Despite these encouraging figures, sportswomen and women working in sport administration continue to be under represented. "18% of companies in the sport and physical activity sector are run by women, whilst 28% of directors of companies in the sector are female." [Chartered Institute for the Management of Sport and Physical Activity \[CIMSPA\]](#). A 2023 survey by the [Sport Integrity Global Alliance \[SIGA\]](#) found that only 26.9% of executive position in international sports federations are held by women.

## MAKING CHANGE

The Professional Cricketers' Association (PCA), founded in 1967, is the representative body of past and present professional cricketers in England and Wales.

In 2022, the PCA employed its first EDI Director; a woman of colour to lead on the agenda for the organisation.

### The key priorities for the department are:

1. Embed EDI in everything we do so everyone is treated **fairly**.
2. Independently following due process to manage personal expectations of our members while acting as a conduit to **challenge** the status quo.
3. Obtain insights and personal data for a diversity profile of our membership and workforce.
4. **Empower** and support our players to make informed personal choices through education.
5. Inspire our players, PCA workforce and stakeholders to make cricket an inclusive environment.

With these priorities in mind, the PCA IWD 2024 event had clear objectives of what the event wanted to achieve:

1. **Showcase women from different sports** - create a safe space for women leaders in sport and sportswomen to speak their truth and share their personal challenges and experiences.
2. **Empower the audience** – creating the opportunity for our members and guests to be in a different environment, network with new people and be exposed to the game of cricket by participating in the 'come and try' cricket session.
3. **Thought leadership** – an opportunity to showcase the game of cricket and the PCA's EDI plans while encouraging cross collaboration, inspiring and equipping the audience with tools to help them to become leaders in sport.

The format of the day was two panels and a 'come and try' cricket session which addressed the stigma of cricket being an exclusive game. The two panels were:

**Panel 1 – Women Leaders in Sport; Leadership and Inspiring Future Female Leader**

- Rimla Aktar OBE – Inclusion & Diversity Specialist in Sport
- Sue Anstiss MBE – Author & Pioneer in Women's Sport
- Simone Pound – Director of EDI, Professional Football Association
- Katie Sadleir – CEO Commonwealth Games Federation

**Panel 2 – Women in Sport; Challenges & Allyship**

- Fran Wilson – Professional Cricketer and Cricket Coach
- Shaunagh Brown – former Professional Rugby Player and Change Maker
- Helen Ward – Former Watford AC football player now, Head of Women's Football at Watford FC

**The key themes that transpired from the panel conversations were:**

- Allyship
- Change Management
- Leadership
- Faith & Religion
- Longevity of Women in Sport

The main takeaways from those in attendance, were 'inspiration and connection' as well as the benefit of networking with like-minded people and engaging with the panel members. One thing that was prevalent, was that attendees expressed the need for more time to expand on meaningful conversations.

**“Inspiring to hear how both men and women can facilitate change.”**

**“Loved the diversity of the panels.”**

**“Had a great time meeting new faces, there we're a lot of interesting people in the room.”**

Subsequently and by demand, the PCA delivered an #InspireInclusion Part 2 – Continuing the Conversation in November 2024, where the themes were revisited utilising a 'speed carousel' format whereby panel members from the March event hosted roundtable discussions on the said themes. Each host had a different approach to engage and encourage people to speak openly about the topics. For continuity, this was a closed event and those invited were people who attended the March event.

## FINDINGS - DISCUSSION OUTPUTS IN BRIEF

The conversations on each table were extensive and thought provoking. Although the conversations were separate, they were very much interlinked in terms of the outputs. In summary:

- **Allyship discussion led by Shaunagh Brown, former Professional Rugby Player and Elliot Rousen, Surrey County Cricket Club EDI Lead:** Being an ally involves stepping up and being brave to have those uncomfortable conversations.
- **Change Management discussion led by Donna Fraser OBE OLY, PCA People & EDI Director and Simone Pound, Professional Football Association (PFA) EDI Director:** Change often comes with resistance, so those leading change can find the process quite exhausting. Changemakers need to create a team of allies to support and empower each other to drive the change collectively.
- **Leadership discussion led by Emma Reid, PCA Director of Women's Game and Player Rights and Emily Foster, CEO Third Culture:** Leaders have the power of influence to create change and disrupt the status quo. Educate on inclusive leadership skills which are imperative.
- **Faith & Religion discussion led by Rimla Aktar OBE, Inclusion & Diversity Specialist in Sport and Canon Dr Andrew Smith, Director of Interfaith Relations for the Bishop of Birmingham:** The conversation identified that education is key to embedding and understanding religion and faith in sport at all levels led by leaders in sport.
- **Longevity in women's sport discussion led by Sue Anstiss MBE – Author & Pioneer in Women's Sport and Fran Wilson, Professional Cricketer and Cricket Coach:** There are many factors involved when we are considering the longevity of women's sport. Conversations stemmed around understanding and addressing the barriers that exist for women in sport i.e. misogyny, policy, transition, opportunities.

**NOTE:** Full notes captured can be found at the end of this document.

## SOLUTIONS

### 1. ALLYSHIP

**Leadership:** Leaders are responsible for creating a culture where people can be brave to put their head above the parapet and feel comfortable to 'get it wrong' then acknowledge and learn from it.

**Accountability:** Anyone can be an ally without it being a formal status. If an individual is in a privileged situation, they have the opportunity to speak up for those who may not have a voice. "Diversity is inviting someone to the party, inclusion is asking them to dance." Be the ally who asks someone to dance.

### 2. CHANGE MANAGEMENT

**Culture:** There were a number of strands under the culture theme:

- **Values** - The culture of an organisation should be led by its values which drives the behaviours of those within the organisation. Values underpins policy and processes.
- **Recruitment** - In order to diversify an organisation, end to end recruitment processes may require a complete review to identify any systemic practices which have become normal practice, for example advertising on the same job boards. Therefore will only attract the same demographic of candidates.
- **Communication** - Being proactive by creating a safe space to listen different voices across the organisation for leaders to 'temperature check' and understand the current status i.e. challenges of

the organisation then take positive action to make change. To be listened to and getting views from all perspectives, will help leaders get the buy in for the change. Regular feedback is part of the process at all levels of an organisation to ensure clarity of the change journey. "I&D - Inclusion is in everyone's gift."

**Leadership:** Leaders are accountable to drive change; their vision and mission won't change, but how they achieve it may change. Leaders are responsible for communicating changes with clarity to ensure people fully understand the impact and the rationale for the change.

- Succession planning - leaders are responsible for identifying and nurturing future leaders, by creating opportunities for internal talent to develop and progress.
- EDI Objectives are leader led to embed across the organisation so everyone is accountable for driving change.

### 3. LEADERSHIP

**We have to understand the levers of power to create change (and to do it efficiently).**

- Fighting for space/recognition/an authentic voice is draining for the underrepresented. The more senior one is, the higher the expectation and the bigger the target to fail (Abi Tierney WRU CEO was cited as an example).
- Power dynamics vary depending on the type of work and organisation. Rank and file structures can be limiting (policing, military, etc). In cricket specifically, roots in colonialism mean there are systemic issues that still permeate (not supportive of different races or women).
- Groupthink, cultural and social norms of existing dominant groups still pose barriers for progression 'when you don't join at the pub you miss out on the decision making', you need to 'follow directors into the toilet'.

**It requires a more nuanced conversation about gender.**

- There is a difference between industries on how the gender conversation is being approached – i.e. corporate vs sport. 'Why is it just about women's sport?'. Can the mission for equity/equality be 'demilitarised' and less combative so that men can be taken on the journey?
- Can we start to consider the different pressures that men have vs women? – i.e. pressures on playing gender roles across the board.
- In sport there are still strong feelings around women doing coaching for women vs men for women and women for men.
- In sport, women still feel they have to change because they don't fit in (e.g. behave more aggressively, be more bullish so suit the culture/environment). Playing to a 'character' is common.
- The leadership conversation needs to be across all genders. 'Don't just talk to women'.
- More work could be done to acknowledge women's circumstances or needs. Examples include: flexible working for return to work, helping build skills to progress, celebrating and boosting confidence.

**There is a battle to step out of 'traditional' traits of leadership, but varying views on what this looks like.**

- The assumption that female leaders must reflect the behaviour of men is changing. But there are variations across industries. 'Can women lead the way for a different form of leadership for men?'
- Adaptivity is key – think psychometrics, insights on personalities and profiles.
- Culture and cultivating the right culture or environment is key. 'Leadership has always been about the bottom line. Can leaders focus more on cultivation?'
- People are walking away from organisations where they do not like the culture now.
- 'Courageous' leadership is needed. But we need to define this more clearly, it's not necessarily 'alpha' – it can be more about vulnerability. However, this is incongruous to the need for women to step out of the systemic by being 'brave' in a more vocal way.
- In cricket – leadership is about not being afraid to change and make difficult decisions.
- A great leader is an inclusive leader. And this looks like someone that: Hears all the voices in the room, builds psychologically safe spaces, gives people credit where credit is due and is an accomplice and not just an ally (i.e. disrupts the status quo to fight oppression).
- Sees potential in individuals and provide a level of support to nurture, evolve and develop that potential.

**Representation in sport has made some strides but the extreme of lack of representation at leadership level is held back by cultural issues. i.e. Diversity needs to be an outcome of inclusion.**

- Here is diversity at board level due to more aggressive target efforts. But leadership levels have not improved (i.e. CEO and Exec level).
- Daily inclusive practices and embedding inclusive behaviours are not being implemented which pose a barrier (e.g. meeting times are not inclusive).
- Microaggressions are still dominant. Women are still expected to play 'helping' roles.
- Culture and culture change is key. People don't know what they don't know but if people can have good experiences of inclusion this can be influential. Nobody wins with quick wins or tick box exercises. 'We drive diversity for all the right reasons, then the above happens'.
- Where representation has improved for women, it has only been for white women and not women of global majority.
- There is a feeling that most organisations do not have a real plan to tackle this- the devil is in the detail (e.g. succession planning and promotions processes often not transparent or clear).
- There is a question around whether people are really prepared to have something different at a senior level 'if the whole of the existing leadership team were to go, what would they be replaced with?'
- Bias on expectations of what is needed for leadership positions needs to be removed 'to be on a cricket board, you need to know cricket?'



#### 4. FAITH & RELIGION

##### **How do we make our sporting events (players, staff, fans etc) spaces where all faiths are valued?**

- Culture - The importance of creating a culture where people can ask, but people can also answer. Recognising we can't accommodate everything, but it is moving forward.
- Education - Education is so important, there is always more to do.
- Leadership - Have to be realistic about what is really happening, especially on the levels below.

#### 5. LONGEVITY OF WOMEN IN SPORT

- Culture - As the landscape of women's sport is changing, so does the language and behaviours towards women and girls. Tackling misogyny and sexism is a catalyst for change from grassroots (reference ICEC report).
- Normalising conversations and addressing topics such as pregnancy and menopause is key to help educate those involved in sport.
- Leadership - Creating an environment for women to be safe and supported; taking time to listen and understand the differences between men and women's needs. Creating opportunities through a fair and transparent process to retain talent i.e. mentoring programmes for potential women leaders in transition.
- Commercial - The visibility of positive sports women is key to longevity of women in sport at all levels. Lived experiences shared is a powerful tool to inspire the next generation and those women in sport to progress as a player, coach, Board member, or sports administrator.

#### CONCLUSION

The events delivered by the PCA in March and November 2024 provided a platform for women and men to hear first-hand the challenges and frustrations women in sport experience on a daily basis, but also identified what action can be taken to shift the dial towards gender equity in sport. Throughout this process it was clear that change needs to happen at a much quicker pace. All groups identified one common denominator – **Leadership**.

##### **Women's sport needs:**

- **LEADERS** who disrupt by putting their heads above the parapet and do something different to make a positive difference for women in sport;
- **LEADERS** who recognise that women have the skills and ability to deliver at the highest level on and off the field of play and;
- **LEADERS** who are allies and leverage their power of influence to make change.



## RECOMMENDATIONS

1. In order for women's sport to continue growing, leaders must consider the lived experiences of women in sport to truly understand what inequalities exist; and be accountable by:
  - Setting the vision for change – define the direction of the change.
  - Developing an effective strategy to maximise impact.
  - Committing and being consistent with their messaging because change brings resistance.
  - Empowering others to contribute to the journey.
  - Leading implementation through visibility and power of influence.

### **Leadership Accountability to #AccelerateAction\*:**

Vision + Strategy + Commitment + Empowerment + Implementation

2. Groups such as the PCA's Equity In Women's Group (EiWG) and the Women in Cricket Network play a critical role in how change can happen within women's cricket. Both have direct connections with players and personal, so have the opportunity to hear first-hand what is happening on the ground therefore a mechanism should be put in place to allow clear communication channels upwards to the leaders who make the decisions.

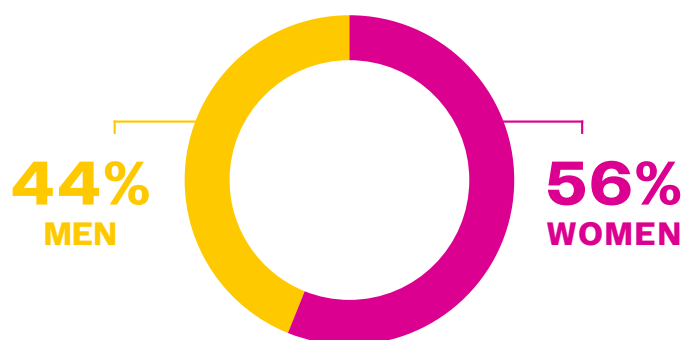
Organisational Women's Employee Networks are vital for fostering an inclusive workplace. They provide a platform for sharing experiences, supporting colleagues, while discussing important issues that impact women in the workplace. Such networks are a catalyst for change and improves the performance of the organisation through informed decision making.

3. Although the Code for Sports Governance, led by Sport England is for those who seek and are in receipt of UK Government and National Lottery funding, Sport England or UK Sport, it offers a guide for any organisation to check and challenge themselves, as it 'sets out the levels of transparency, diversity and inclusion, accountability and integrity.'

## WHAT IS THE PCA DOING?

- In 2020 the PCA set up the EDI Working Group following the murder of George Floyd to give our current and former members and cricket personnel the platform to share concerns and be proactive in addressing racism in the dressing room.
- Our Board made significant changes to the gender demographic in 2021 to ensure there was gender parity at Board level. As of March 2025, the Board now has more women than men.

### PCA NON-EXECUTIVE BOARD DIRECTORS



- In 2022, the PCA employed its first EDI Director to lead the EDI strategy. This role is held by a woman.
- In December 2024 a Player Panel was established made up of current players to address inequalities within the professional game. The remit of this group is to inform the refreshed EDI Working Group with an evidence based approach and develop a case for change presented to the PCA Board. This new format aims to be up and running in Q2 2025.
- In 2025, the PCA will be conducting an internal Gender Pay Gap review. This has never been done at the PCA.
- The PCA Events Team will continue delivering events such as IWD, to provide a platform for discussions addressing inequalities in cricket.
- An Impact Report was released at IWD 2025 to demonstrate the progress that has been made in both the development of the women's game as well as improving the employment terms of our women's membership. Five years ago, the only way to be a professional female cricketer in England and Wales was to hold one of 18 England central contracts; in 2025 we now have 150 female members all with minimum employment terms aligned to our men's professionals. [PCA release groundbreaking Women's Impact Report - The PCA.](#)
- In 2025, the PCA will introduce a mentoring programme for its members and staff. The aim is to achieve a 50:50 gender split for 20 individuals to participate in the 12 month programme.

## CONTRIBUTORS

**Rimla Aktar OBE** – Inclusion & Diversity Specialist in Sport

**Canon Dr Andrew Smith** – Director of Interfaith Relations for the Bishop of Birmingham

**Sue Anstiss MBE** – Author & Pioneer in Women's Sport

**Fran Wilson** – Professional Cricketer and Cricket Coach

**Simone Pound** – Director of EDI, Professional Football Association

**Donna Fraser OBE** – People & EDI Director, Professional Cricketers' Association

**Shaunagh Brown** – former Professional Rugby Player and Change Maker



**Elliott Rousen** – EDI Lead, Surrey County Cricket Club

**Emily Foster** – Culture Diversity & Inclusion Consultant and Founder, The Third Culture

**Emma Reid** – Director of Women's Game and Player Rights, Professional Cricketers' Association

**Forbes** - [Investors Have Their Eyes On Women's Sports As Profitability Soars](#)

[Women in Sport](#)

[CIMSPA - chartered professional body](#)

## ROUNDTABLE DISCUSSION POINTS & NOTES

### THEME: ALLYSHIP

- The notion of giving up social capital, having to lose a point of social status to speak up.
- Allyship isn't an add-on its part of leadership. It's about bringing your team member up, however that looks for their needs.
- Having or encouraging a safe space to get it wrong and a space to tell people who have got it wrong.
- Being brave to have uncomfortable conversations.
- Understanding you can't stand for everything and its ok to concentrate on your cause while appreciating others.
- Everyone has some form of privilege, what is yours, how can you use it to other people's benefit?  
Understanding your privilege is the start of your journey in becoming an ally.
- The term ally can be scary and it doesn't have to be a formal presented role. It could just be seen as having someone else back. Thinking about someone else in that moment in time particularly when they aren't in the room to speak for themselves.
- "Diversity is inviting someone to the party, inclusion is asking them to dance."

### THEME: CHANGE MANAGEMENT

- **Discussion:** Changing perceptions of inequality in sport and work can take time, what do you recommend as starting points/ immediate steps we can take to influence others? The November roundtable focused on the following:
  - 1) Share challenges you have experienced when trying to implement change?
  - 2) How should we tackle change?
- Diversifying an organisation - How are we attracting diverse candidates - senior leaders lead. Utilising people's views to actively change the perception of recruitment processes. Recruitment falling at attraction stage. Getting people to feedback. Investment and support once the diversity is in the organisation.
- Listening, understanding what their hopes and fears what the change might bring.
- Onus on the person to adapt - change the business.
- Bring different voices to make change.
- Iterate or disrupt - iterate is convenient and takes time. Do we need disruptors to create change? How can we get the buy in from people who do not want change?
- Analyse where the organisation is. What is working? What isn't to identify what needs to change and why - ethos and values.
- Understanding, being open to education. You have to understand where you want to be as a leader. Proactive rather than reactive when things go wrong.
- Getting the right people to drive the change with different views.
- Mutal understanding - what does it mean for me. Assumptions of how people are feeling - listening (emotional intelligence)

- Understanding the challenges - psychological safety. It doesn't need to be a catastrophe for a change to happen."
- "Inequality exists. Panels to change the perception of inequality (external/independent voice) to discuss inequalities around fairness. Communicate - build confidence for share their experiences.
- Policies and processes in place
- Leadership roles - old white male - starting to understand but don't know what to do about it - Education and make sure they are excluded. Acknowledging they have the expertise. Bring them with us.
- Listening circles to hear different voices - giving them to space to hear and understand that change is coming. Safe space - psychological safety.
- Things can go wrong when you overlook issues - catalyst for friction.
- What does an inclusive roadmap - working with different people within cricket - develop a basics (minimum standards). Activate with videos - bringing it to life the stories where change is good and everyone is included. Bitesize approach. No one wins if you drive a wedge in - sometimes creates anger and then ignored.
- There are people who want to change. Need a hook that will bring those who don't understand along the journey.
- "I&D - Inclusion is in everyone's gift" - Rather than D&I. Relatable - basic human need.
- Inclusion is practicable relatable. Everyone wants to be included.
- "Difficult to speak up. Be persistent and not give up when implementing change. Change can be draining. Find tools to manage yourself as it can take its toll. It starts with culture - if you have leaders to welcome open and honest feedback.
- Allow people to openly say when things are not working and leaders are open to that. Create a culture when people (multiple stakeholders) in the organisation have a safe space to be open (everyone has a voice).
- If you have too many voices - opening up can sometimes take longer to get to implement change.
- Values of the organisation in order to show and tell the behaviours of the culture. Data driven can be can objective, but it is evidence based. Lived experience of stakeholders to help that change.
- Resistance comes from lack of understanding from in/outside organisation. "I don't understand it so I don't buy into it" Tick box exercise.
- Do it as we've always done it or come with something disruptive and innovative. In the UK fearful unlike the US. Changes failure - no accountability, no vision and mission and not cascaded across the organisation.
- What's in it for me - to get buy in. What's the benefits?
- Leader led - ensuring the business case is considered.
- Modifying messaging to identify with different people.
- Policy into practice - no risk appetite. Risk averse.
- Governance - intent is there but the implementation takes long.
- "Knocking too many doors to access to decision makers. Take on board resources to create change. Policy barriers makes decisions take long.

- How much time do you take to connecting with decision makers?
- Showing up - tell the story in a different way. We are all responsible to make change - accountability.
- Take control of your own narrative to pave the way for change.
- Need people to help and support - allyship.
- Starts with leadership - cannot be a tokenistic approach. True investment, enablers - collaboration/ connecting. Seen to be doing the right thing.
- Succession planning - no one is coming through. Where are the current leaders going for smaller organisations. Pathways - progression A.
- "Change stagnates" when not action is taken - governance.
- Leaders need to believe - Infrastructure, capacity resilience and intentional, contingency. If not would question ability to change. "Can't expect to do the same thing and expect a different result."
- Values review - behaviours that underpin the values. What do they mean?
- Change is being open minded. Education from leaders - do I see the vision of the leaders. Bringing people with you.
- Consistency with change - push that narrative."

## **THEME: LEADERSHIP**

### **Highlights from IWD event in March that inspired the conversation:**

- How can we get more (male) leaders to adopt the traits commonly seen as "female" rather than seeing them as weaknesses?
- Changing perceptions of inequality in sport and work can take time, what do you recommend as starting points/ immediate steps we can take to influence others?
- How hopeful do you feel about sport's progress driving better representation in leadership? What motivates you in frustrating moments when progress seems slow?
- You are all extremely inspirational female leaders from knowing you all of 10 minutes. Sorry for the boring question, but who are your female role models?
- Have you heard any derogatory comments at board level and how have you handled this? (edited)
- How do you support people who want to grow in the leadership and sports world?
- Any advice on how someone can get themselves into non-exec board/committee positions? (x2)

**THEME: FAITH & RELIGION**

How do we make our sporting events (players, staff, fans etc) spaces where all faiths are valued?

- Have people that represent everyone in different sections. To see someone you can relate to is so important - 'you can't be what you can't see.'
- How to protect these role models as well.
- Commercial part of sports- having things available such as halal food, prayer facilities- commercial issues blocking these things happening- will spaces make concessions commercially to allow for new spaces to be created - flip side of this- even if you make these spaces, how do you get people to show up and know they are welcome before they go?
- You have to speak to the communities you want to engage with, ask them what the barriers for engagement are.
- Recognising but also valuing different faiths, can all faiths be equally expressed in the same space.
- Create a culture that allows you to have these conversations.

**THEME: LONGEVITY OF WOMEN IN SPORT**

- Trap doors. There are many points which present as trap doors in a woman's lifespan. The aim is to shut as many of these as possible.
- Barriers at grassroots (ie. first experiences with sport) will influence longevity through 'love of the game' for life. Clothing choices for kids!
- Coaches, are we creating an environment where females feel listened to and like they belong. Promoting female coaches and other roles in sport. Leadership roles.
- The sustainability of elite woman's sport. How are we making it commercially viable and sustainable so it's not a 'flash in the pan.'
- With elite female athletes how are we supporting their transitions within their sporting career. For example, in to the sport and out of the sport. Are we retaining female athletes in the sport through roles off the pitch.
- What language are we using for females in sport. Are females seen as 'old' sooner? Promotes earlier retirement.
- Maternity policies, are we supporting women to have children and return to sport? Elite and recreational and in roles off the pitch.
- Menopause, are we supporting women to play sport throughout this and after?
- Knowing why women play sport and providing for all. Community, fun, learning, competitive.
- Female leadership – the importance of having better representation of women in leadership of sport that then impacts the whole ecosystem.
- Apprenticeships – can sports do more to offer career path for young women.
- Instil a love of the game – ensure that women and girls love 'sport' and not 'a sport.'