2022

WINNING PLAYS

THE GENDER EQUITY PLAYBOOK REPORT

CANADIAN WOMEN & SPORT

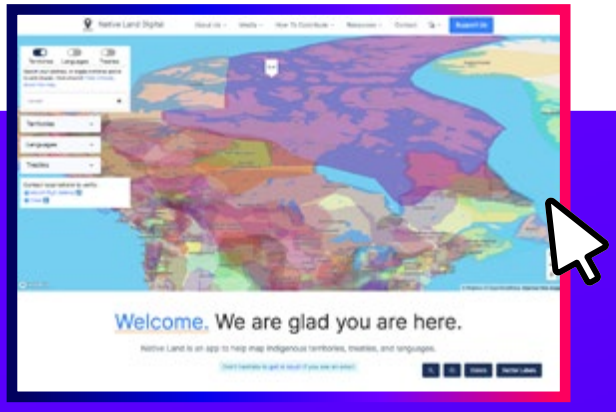
Funded by the Government of Canada | Canada

LAND ACKNOWLEDGEMENT

From coast to coast to coast, we acknowledge the ancestral, unceded, and unsurrendered territory of all the Inuit, Métis, and First Nations Peoples that call this land home. We also acknowledge the deep-rooted grief, trauma, and loss caused by Canada's colonial systems and policies. As we take part in sport and physical activity across Turtle Island, we need to recognize the caretakers of the land where we live, work and play. We encourage you to learn about the original caretakers and inhabitants of the land where you reside. Think about how you may benefit from the land and its resources. Above all, we must recognize and respect Indigenous Peoples' connection and kinship to the land. **Ask yourself, how do I be a good guest here?**

We must commit to make changes in and through our work in the sport system, starting with the five calls to action related to sport in the report published by the Truth and Reconciliation Commission of Canada:

1. We call upon all levels of government, in collaboration with Aboriginal Peoples, sports halls of fame and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.
2. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.
3. We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sport participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive to Aboriginal Peoples.
4. We call upon the federal government to ensure that national sports policies, programs and initiatives are inclusive of Aboriginal Peoples, including, but not limited to, establishing:
   i. In collaboration with provincial and territorial governments, stable funding for, and access to, community sports programs that reflect the diverse cultures and traditional sporting activities of Aboriginal Peoples.
   ii. An elite athlete development program for Aboriginal athletes.
   iii. Programs for coaches, trainers and sports officials that are culturally relevant for Aboriginal Peoples.
   iv. Anti-racism awareness and training programs.
5. We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am and Commonwealth Games to ensure that Indigenous Peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events.



Visit **native-land.ca** to learn more about the territory on which you live, work and play.

DOCUMENT ACKNOWLEDGEMENTS

We thank the 18 organizations who took part in the Playbook program, completing the process between March 2021 and December 2021, for inviting us into their organizations and for their participation and engagement in this important work. These 18 organizations make up the bulk of data presented in Winning Plays 2022. We show extreme gratitude to these organizations for giving us permission to use their organizational insights and Playbook experiences to create this report to benefit others. Their commitment to continuous learning in and beyond their organizations is incredibly inspiring and appreciated.

We also thank our 14 Winning Plays 2021 organizations who completed the Playbook between January 2020 and March 2021; a special thank you to the organizations who provided evidence of impact data found in the Impact section of this report.

Completing an internal review on gender equity can be challenging and eye-opening. The 32 organizations who completed the Playbook recognize the importance of gender equity and demonstrate great leadership in the sport sector. We appreciate their honesty in this process and their willingness to make change.

Dr. Alison Doherty and Abigail Perfetti (Western University) provided expert stewardship in the data analysis and content writing for the project. Their expertise and commitment were instrumental to its realization. We are grateful to the Department of Canadian Heritage for their support in the development and delivery of the Gender Equity Playbook and of this report. And to Ryerson University's* Dr. Cheri Bradish (Future of Sport Lab) and Dr. Wendy Cukier (Diversity Institute) for their role in the development of the Gender Equity Assessment.

Canadian Women & Sport Knowledge Translation Team
Danielle Cyr
Stephanie Talsma

*In August 2021, Ryerson University announced that it would begin a renaming process for a more inclusive future.

EXECUTIVE SUMMARY

"We know there is much more to do to make sport accessible to all Canadians. Along with the Canadian sport community, we will work together to tackle the many challenges we face, such as improving diversity and inclusion in sport in Canada and building a safe and healthy sport environment."

— The Honourable Pascale St-Onge, Minister of Sport and Minister

INTRODUCTION

Canadians continue to want and strive for safe, equitable, diverse and inclusive sport. Canadian Women & Sport's Gender Equity Playbook ("the Playbook") is the leading program in the sport sector to expedite this call to action. This second edition of the Winning Plays report provides sport leaders, funders and partners an inside look at the Playbook process and the state of gender equity within a cross-section of Canadian national sport (NSO) and multi-sport (MSO) organizations (the Playbook organizations).

This report explores key learnings, triumphs, challenges and visions for growth that can be used to inform policies, investments, and actions broadly in the sport system. It is also an opportunity to celebrate the commitment to real and impactful change by the Playbook organizations.

THE PLAYBOOK PROCESS

The Playbook is a three-stage learning, assessment and action planning process that helps sport organizations examine their policies, processes and programs using an intersectional gender lens. The Playbook process is grounded on principles of continuous learning – a critical aspect to building sport leaders' competence and confidence to sustain this work.

PARTICIPANTS

This report presents landscape information from 32 NSOs and MSOs with a specific focus on the most recent 18 organizations to complete the Playbook. As gender equity must be a true team effort, organizations are asked to assemble a group of key decision makers to learn, contribute to the data gathering and collaborate on solutions during the Playbook process.

Participants include staff, board members, senior leaders, volunteers, athletes, national team coaches and officials. Positively, a majority of organizations had senior leaders and board involved in all phases of the Playbook, a key factor in ensuring sustainable success.

TOP INSIGHTS

> Before organizations set out on their Playbook journey, participants identified a lack of women and members of other equity-deserving groups in leadership and participant roles as an important organizational issue. A lack of intentionality and strategic effort for gender equity and diversity was another common issue identified by participants.

> 38% percent of Playbook participants believe that men continue to have more opportunities to advance than women in their organization while 57% believe the opportunities are equal, however several indicated that roles continue to be filled by men due to the "old boys club", gender bias against women and male-dominated decision making. Organizations may be providing the same opportunities for everyone, however, women may not access or benefit from them because of unaddressed barriers.

> Most common changes organizations want to see in themselves over the next 5-10 years (% of organizations that reported):

- (61%) Increased representation of girls, women, and people from other equity-deserving groups, in all roles, and especially women in coaching.
- (50%) Strong(er) culture and environment of equity, diversity and inclusion, and a system/plans that align with that.

EXECUTIVE SUMMARY

KEY THEMES

Across the 18 2022 Playbook organizations, two themes emerged in terms of gaps, issues and limitations, desired changes for the future, and recommendations and planning priorities.

1. **The underrepresentation of girls, women and people from other equity-deserving groups as participants, technical leaders and decision makers must be addressed.**
    - The underrepresentation – limited engagement – of these groups was noted, even when it was perceived that more equal opportunities are available. Despite some progress and improvements with culture, policies, and programs, girls, women and equity-deserving groups still face barriers as participants and leaders in sport.
2. **Intentional gender equity and diversity efforts are required.**
    - While some progress has been made in valuing an inclusive culture that supports gender equity and diversity, real change will not happen without intentional efforts (e.g., implementation plans that build on policies or committees that are mandated to drive and achieve targets of equity and diversity).
    - Intentional efforts must be informed by data-driven insights to demographics, needs, and perceived barriers.

IMPACT

Six months or more after completing the Playbook process, 10 organizations provided an update on gender equity actions they have taken, and any supports or barriers experienced.

As a result of participating in the Playbook, organizations indicated that they stopped relying on the status quo and informal (including unwritten) practices around gender equity and diversity. Organizations reported a wide array of behaviours they started doing because of the Playbook including prioritizing equity, diversity and inclusion in all aspects of the organization.

Overall, 84% of the 111 action plan priorities across the organizations were either in progress or completed. This progress is exciting considering the COVID-19 pandemic challenges organizations have faced. Organizations identified board and senior leaders' support for gender equity/diversity and change as critical to taking action. A dedicated staff person to lead the action and change was also indicated as fundamental to effective efforts across the organizations. Organizational capacity, especially human resource/staff capacity, was the most common barrier to implementation. These findings highlight the importance of senior leader and board commitment, as well as the continued need for prioritization, funding and support for gender equity.

CONCLUSION

Advancing gender equity within the sport system is an ongoing process and requires strong, continued government and partner support to ensure deep and lasting change. The commitment shown by the participating Playbook organizations and their leaders is evidence of tremendous progress toward creating the conditions required for gender equitable, diverse and inclusive sport. The data and feedback gathered from the Playbook process highlights the positive impact the program plays in helping organizations make sustainable change.

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THIS REPORT HAS BEEN DEVELOPED FOR:

1. **SPORT LEADERS & DECISION MAKERS** – learn from experiences and best practices of others in the sector and gain actionable tools no matter where you are in your gender equity journey.
2. **FUNDERS & PARTNERS** –discover opportunities for continued investment, policy and support to enable real and long-lasting change.

INTRODUCTION

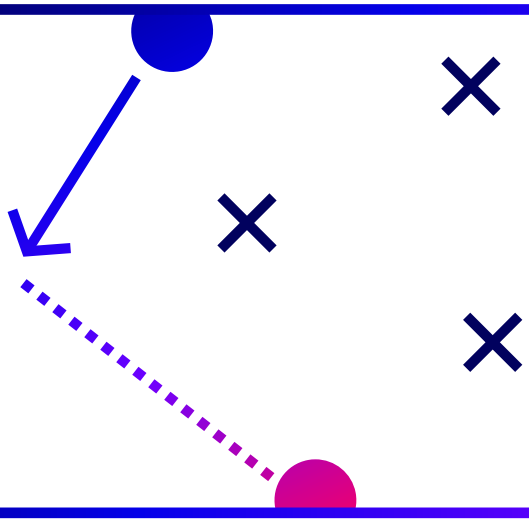
THE CHALLENGE:

Due to systems of oppression including colonialism and cisheteropatriarchy, sport has historically excluded or restricted access and safety for girls, women, and other equity-deserving groups. These systems of oppression continue to drive many of the policies, processes, and program decisions today.

Although many sport leaders and organizations are keen to change this system, sport organizations:

- Struggle to understand their gender equity gaps and to identify the root causes
- Lack clarity and confidence in what to prioritize and what steps to take to create real change
- Find it difficult to independently review, interpret and apply the available guidance to their organization

Without the know-how, efforts toward inclusion do not go deep enough and often focus on supporting women and girls rather than addressing the systems and structures that uphold and continue inequity.



Visit our glossary to learn more about **colonialism** and **cisheteropatriarchy**.

womenandsport.ca/glossary

THE SOLUTION:

The Gender Equity Playbook helps organizations identify and address the inequitable structures that girls, women, and equity-deserving groups experience.

By developing a deep understanding of gender equity gaps and solutions, sport organizations can improve conditions and capacity to create meaningful and lasting change by:

- Developing their understanding of gender equity for women and girls in sport
- Deepening their commitment and broadening buy-in to change
- Understanding areas for action tailored to their organization
- Creating a specific and measurable plan for moving forward

INTRODUCTION

The Gender Equity Playbook ("The Playbook") was designed and piloted in 2019-2020 as a program to advance systemic change in and across Canadian sport organizations. Collaborating with Ryerson University's* Diversity Institute and Future of Sport Lab, Canadian Women & Sport launched the Playbook in 2019.

The Playbook is a collaborative program that aims to build capacity and confidence with organizational leaders, supporting them to implement tangible and meaningful gender equity action.

As of December 2021, 32 national level sport and multisport organizations have completed the Playbook process. This report provides aggregated data from the 18 Playbook organizations that completed the process between March 2021 and December 2021 – we have named this cohort Winning Plays 2022.

The Winning Plays 2021 organizations completed the Playbook between January 2020 and March 2021. We revisit this group in the Impact section of the report, providing a progress check for those organizations that were at least 6 months out since completing the Playbook. As Canadian Women & Sport continue to work with additional organizations and follow the journey of previous participating organizations, we look forward to building on the data gathered to date to help understand the long-term impact of the Playbook.

This report explores key learnings, triumphs, challenges and visions for growth that can be used to inform policies, investments, and actions broadly in the sport system. It is also an opportunity to celebrate the commitment to real and impactful change by the Playbook organizations.

"The growth of [the sport] in Canada is very much tied to how successful we will be in gender equity."

— Winning Plays 2022 Playbook Organization

**In August 2021, Ryerson University announced that it would begin a renaming process for a more inclusive future.*

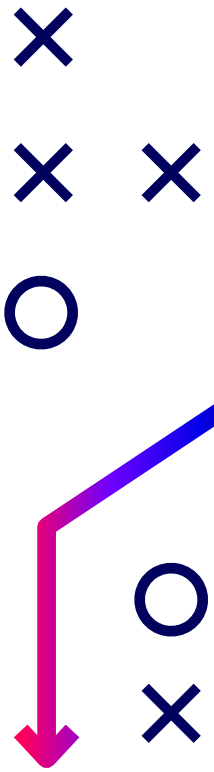
THE PLAYBOOK PROCESS

The Playbook is made up of three elements that build on each other, helping sport leaders and organizations take on deep gender equity work. The Playbook process is grounded on principles of continuous learning – a critical aspect to building sport leaders' competence and confidence to sustain this work. To learn more about the Playbook process please visit Appendix 1.

1. GENDER EQUITY LENS E-LEARNING MODULE:

Building playbook participants' competence to apply a gender lens in day-to-day decisions

> The Gender Equity LENS e-learning module builds understanding of gender equity and develops skills to apply a gender equity lens in day-to-day decisions; a key activity to engage effectively in the subsequent phases of the Playbook.



2. ORGANIZATION ASSESSMENT:

Identifying gender inequities through multiple data sources to develop a recommendation report

> **Pre-assessment Survey** - Playbook organizations share their perceptions about the organization's gender equity gaps.

> **Gender Equity Assessment & Consultation** - With Canadian Women & Sport, Playbook organizations use a tool that assesses organization processes, practices, and policies to identify growth areas. Learn more about the assessment tool in Appendix 2.

> **Recommendation Report** - Canadian Women & Sport summarizes and analyzes the information gathered and offers evidence-based solutions tailored to each organization.

3. ACTION PLANNING:

Evidence-based course of action for measurable change

> **Pre-action plan survey and consultation** - Organizations reflect on important changes they would like to see and how gender equity could help their organization.

> **Action planning with follow-up support** - Playbook organizations prioritize the provided recommendations and identify the top three areas to focus on for action planning.

PARTICIPATING ORGANIZATIONS

This report presents landscape information from 32 National Sport and Multi-Sport Service Organizations including Canadian Sport Institutes (NSOs/MSOs/CSIs). We have separated these organizations into two cohorts: Winning Plays 2022 and Winning Plays 2021.

WINNING PLAYS 2022 ORGANIZATIONS

Finished Playbook process between March 2021 and December 2021

4 MSOs/ CSIs

WINNING PLAYS 2021 ORGANIZATIONS

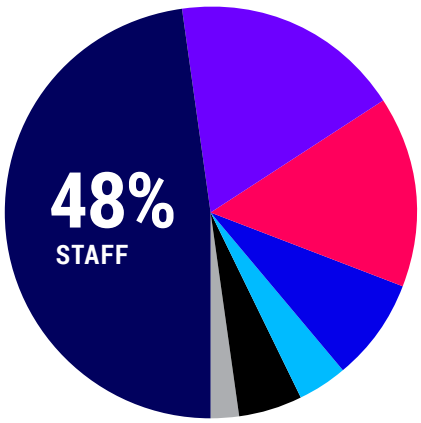
Finished Playbook process between January 2020 and March 2021

3 MSOs/ CSIs

The bulk of this report focuses on the Winning Plays 2022 organizations. We will specify when Winning Plays 2021 data is included in a particular section. For additional insight and fulsome aggregated data from Winning Plays 2021 organizations, please see the Winning Plays 2021 report here. Data in the reports are aggregated across the organizations.

Participating Playbook organizations are asked to assemble a group of key decision makers to learn, contribute to the data gathering, and collaborate on solutions during the Playbook process.

WINNING PLAYS 2022 PLAYBOOK PARTICIPANT PROFILE



- **18%** BOARD MEMBERS
- **15%** SENIOR LEADERS
- **8%** VOLUNTEERS
- **4%** ATHLETES
- **5%** NATIONAL TEAM COACHES
- **2%** OFFICIALS

ADVANCING GENDER EQUITY IS A TEAM EFFORT WHICH IS REFLECTED IN THE VARIETY OF ROLES ENGAGED IN THE PLAYBOOK PROCESS.

100% of organizations had staff involved...

78% of organizations had senior leaders involved...

56% of organizations had board members involved...

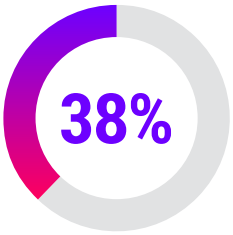
... IN ALL CONSULTIVE PHASES OF THE PLAYBOOK PROCESS (two assessment and two action planning sessions)

When reflecting on progress in implementing their action plans, Playbook organizations identified board and senior leaders' support for gender equity and change was critical to success - it is encouraging to see that many organizations had decision makers at the table. **To advance sustainable gender equity change, it is imperative organizations have decision makers involved. Engaged leadership provides the direction, commitment and accountability needed to drive gender equity, diversity and inclusion in organizations.**

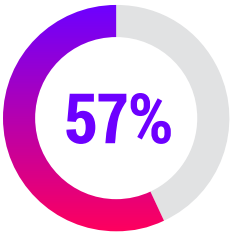
WHAT YOU CAN LEARN

TOP INSIGHTS

1. OF THE PLAYBOOK ORGANIZATIONS



of participants believe men continue to have more opportunities to advance than women



of participants believe opportunities are equal, however several indicated that roles continue to be filled by men due to: the "old boys" club, gender bias against women, male-dominated decision making, and perception that the pool of qualified women is too small. Organizations may be providing the same opportunities for everyone, however, women may not access or benefit from them because of unaddressed barriers. **This is an example of equality, not equity.**

BUT WHAT IS THE DIFFERENCE BETWEEN EQUALITY AND EQUITY?

EQUALITY

Equality is giving everybody the same tools and resources – the same starting line.

VS.

EQUITY

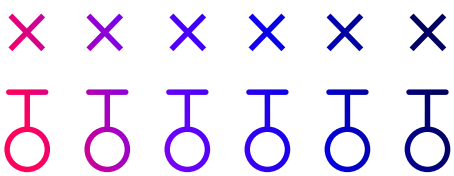
Equity ensures fair access for all based on their needs – a focus on getting people to the finish line.

Concept adapted from: Robert Wood Johnson Foundation

The Playbook participants reported a perceived balance in opportunities for advancement was attributed to: organizations being aware and intentional with their gender equity focus, including a culture of support and unbiased structures and policies. **This is equity in action – organizations are intentionally addressing historical imbalances.**

2. THE WINNING PLAYS 2022 PLAYBOOK ORGANIZATIONS

had a larger focus for equity, diversity and inclusion work beyond gender equity compared to 2021. This shift signals the awareness of organizations to approach equity, diversity and inclusion work holistically, recognizing systems of oppression are interconnected.



3. NSOs AND MSOs RECOGNIZED THEIR ROLES AS LEADERS IN THE SPORT SYSTEM TO ENACT CHANGE:

"I believe the most important change will be in setting the example and becoming a leader in diversity, equity and inclusion, and in turn, influencing the member associations and clubs to become more diverse and inclusive. Using our platform to better the system will be critical in the next few years."

— Winning Plays 2022 Playbook Organization Participant

TOP INSIGHTS CONTINUED

4. MOST COMMON CHANGES ORGANIZATIONS WANT TO SEE IN THEMSELVES OVER THE NEXT 5-10 YEARS (% OF ORGANIZATIONS THAT REPORTED):

61% Increased representation of girls, women, and people from equity-deserving groups, in all roles, and especially women in coaching.

50% Strong(er) culture and environment of equity, diversity and inclusion, and a system/plans that align with that.

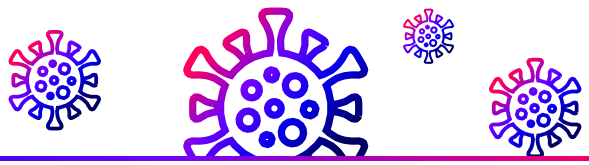
28% Removal of barriers to equal opportunities

22% Become a national leader in equity and diversity in the sport

5. MOST ORGANIZATIONS BELIEVE THAT GENDER EQUITY AND DIVERSITY WILL HELP TO STRENGTHEN THEIR ORGANIZATION because of the new, additional and balanced perspectives that will improve decision making. They believe they will be in a better position to serve their members, with more equitable and accessible opportunities, which will help to grow the sport.

6. WINNING PLAYS 2022 PLAYBOOK ORGANIZATIONS NOTED PERSONNEL, FINANCIAL CAPACITY and a culture not supportive of gender equity and change as barriers to implementing action plans

7. THE COVID-19 PANDEMIC WAS THE MOST COMMON CHALLENGE Winning Plays 2021 Playbook organizations faced to implementing action plans, due to reduced capacity and pivoting to address other challenges.



Gender equity work gets sidelined due to organizational challenges and competing priorities, stressing the need for specific dedicated funding and support as well as embedding gender equity, diversity and inclusion priorities into organizational strategy and planning.

KEY THEMES

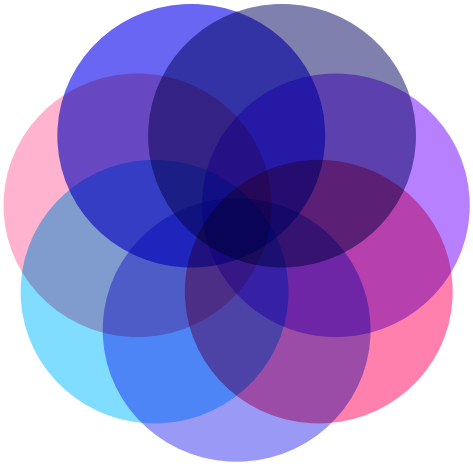
Across the 18 Winning Plays 2022 organizations, two general themes emerged in terms of gaps, issues and limitations, desired changes for the future, and recommendations and planning priorities:

1. THE UNDERREPRESENTATION OF GIRLS, WOMEN AND PEOPLE FROM OTHER EQUITY-DESERVING GROUPS AS PARTICIPANTS, TECHNICAL LEADERS AND DECISION MAKERS MUST BE ADDRESSED.

- The underrepresentation – limited engagement – of these groups was noted, even when it was perceived that more equal opportunities are available.
- Despite some progress and improvements with culture, policies, and programs, there are still barriers to engagement for women and people from other equity-deserving groups.

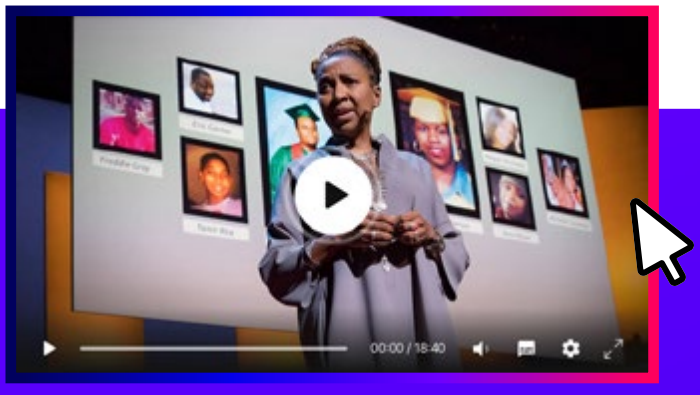
2. INTENTIONAL GENDER EQUITY AND DIVERSITY EFFORTS ARE REQUIRED.

- While some progress has been made in valuing an inclusive culture that supports gender equity and diversity, real change will not happen without intentional efforts –such as implementation plans that build on policies or committees that are mandated to drive and achieve targets of equity and diversity.
- Intentional efforts must be informed by data-driven insights to demographics, needs, and perceived barriers.



INTERSECTIONALITY AND ADDRESSING EQUITY, DIVERSITY AND INCLUSION BEYOND GENDER EQUITY WERE STRONG INTENTIONS ACROSS THE 18 PLAYBOOK ORGANIZATIONS.

Intersectionality considers the diverse systems of oppression and layers of a person's identity, and how these layers interact to create different experiences for different people. The term intersectionality was coined by Dr. Kimberlé Crenshaw and is used to express the interconnected, overlapping, and interdependent systems of discrimination and oppression that create disadvantage based on identities including gender, sexuality, class, (dis) ability, race, and indigeneity.



To learn more about intersectionality, checkout **Dr. Crenshaw's TedTalk** or **Canadian Women & Sports Intersectionality resources.**

KEY THEMES

AS ORGANIZATIONS SET OUT ON THEIR PLAYBOOK JOURNEY, THEY IDENTIFIED THE FOLLOWING GAPS:

- lack of gender balance and fewer women high performance coaches and officials, board members, and organizational leaders
- lack of diversity in board and senior leadership roles
- underrepresentation of girls, women, and people from other equity-deserving groups as participants in sport
- lack of intentionality and strategic effort for gender equity and diversity

This initial self-assessment was further supported by organizational data gathered through the assessment phase. To learn more and see key findings from the Playbook assessment across organizations, visit Appendix 2.

HIGHLIGHTS OF THE ASSESSMENT PHASE

100%

ALL ORGANIZATIONS HAD AT LEAST ONE BOARD MEMBER
or senior staff leader who is a woman or member of another equity-deserving group.

↓ 33%

HOWEVER LESS THAN A THIRD OF ORGANIZATIONS
have a policy in support of Board equity and diversity.

50%

HALF OF THE ORGANIZATIONS HAVE SPECIFIC GOALS
in their strategic plan for improving equity for girls and women, and people from equity-deserving groups, and half have explicit policies and implementation plans.

↓ 50%

LESS THAN HALF HAVE A GENDER EQUITY AND DIVERSITY COMMITTEE
or senior leader responsible for such efforts.

33%

WHILE MOST ORGANIZATIONS HAVE GENDER EQUITY AND DIVERSITY POLICIES, ONLY ABOUT A THIRD HAVE IMPLEMENTATION PLANS FOR THEM.

Without an implementation plan, it becomes very difficult to create or take tangible and meaningful actions.

Policies help to formalize culture and values. Implementation plans operationalize an organization's policies and commitment to gender equity and diversity. Without implementation plans, policies are ineffective at creating conditions for equity. Without having a senior leader or equity, diversity and inclusion committee responsible for such efforts, organizations are left with goals and targets without a means to implement.

KEY THEMES

- The organizations exercise open and accessible recruitment practices, however very few strategically target women or members of equity-deserving groups as board, staff or technical leaders.
- Selection processes are generally not well-executed: less than half have a diverse selection committee, nor do they use bias-free interviewing processes.
- Promotion practices within the organizations are inconsistent, including very few considering gender or diversity targets in succession planning.

To achieve balanced representation, organizations must take equitable action.

- Most organizations report offering the same number and quality of program choices to women and men, and a third specifically promote opportunities for girls, women, and people from other equity-deserving groups.
- However, very few organizations track, report and act on equity/diversity data, or evaluate activities and programs intended to promote equitable access.
- Less than a quarter of organizations consult with girls/women and people from equity-deserving groups to develop programs and services to meet their needs, interests, and experiences.

Although organizations may have an equal number of programs for different genders or equity-deserving groups, the programs may not be meeting the needs of these participants. Using the Gender Equity LENS process can help you create more equitable programs by making inclusive decisions and questioning how things have always been done.

The Gender Equity LENS framework is a four-step process developed to help sport leaders make more equitable decisions by taking stock of relevant issues and barriers, challenging assumptions, prioritizing ideas, and making an action plan for equity. Some of the key questions to consider when using the LENS framework include:

1. Have I considered gender equity in these decisions in the past?
2. What gender and diversity gaps am I aware of?
3. What data can I collect or review to check my assumptions?
4. Who can I engage to learn about their experiences, their supports and barriers, and their suggestions for improvement?
5. What actions can I take with available resources/capacity to make the most impact?

KEY THEMES

- Most organizations ensure there is inclusive language and images in communications and promotional materials, and profile girls and women and their contributions in various sport roles. **As a result, girls and women are more likely to "see it to be it".**
- However, only about half ensure that stereotypes about gender and people from other equity-deserving groups have been eliminated in all organizational and promotional material, or have a policy about inclusive language and images. **As a result, efforts may not be sustained and are vulnerable to staffing changes.**

RECOMMENDATIONS

From the data gathered throughout the Playbook process, the most common recommendations for Playbook organizations continued to align with the themes of addressing the underrepresentation of girls, women, and people from other equity-deserving groups as participants, technical leaders, and decision makers and the need for intentional gender equity and diversity efforts.

THE TOP 5 MOST COMMON RECOMMENDATIONS INCLUDED:

1. Communicate the core values of gender equity and diversity to organizational stakeholders.
2. Develop implementation plans to accompany gender equity and diversity policies, outlining focus areas, targets and strategies.
3. Mitigate (unconscious) bias through formalized gender equity and diversity training, and use of a skills matrix, to help recognize and manage bias in hiring decisions. Learn more about unconscious bias here.
4. Create a dashboard of gender and diversity data, and ensure continuous tracking and regular progress updates, including exit from the organization or the sport.
5. Develop, and regularly review and update, policy on the use of inclusive language and images in all recruitment and marketing materials.

KEY THEMES

ACTION PLAN PRIORITIES

Each organization's action plan priorities stem from the recommendations Canadian Women & Sport provides. The action plan priorities represent what areas of growth the organization has identified to focus on immediately, and how they will go about addressing them. The range of priority plans reflects the different needs of the organizations. There is not a one size fits all strategy for gender equity and diversity in sport.

THE ACTIONS TAKEN ADDRESS THE ORGANIZATIONAL GAPS IDENTIFIED.

To address the underrepresentation of women, girls, and people from other equity-deserving groups, organizations plan to:

- Increase board diversity (with targets)
- Increase the diversity of voices in strategic planning
- Ensure diverse hiring committees
- Identify, recruit, train, mentor and retain women coaches and officials
- Extend recruitment (and expand the pool) with outreach to untapped individuals and groups
- Use data to know and track participants and sport leaders, at all levels of the sport, and thereby identify particular gaps in participation and leadership

To address the requirement for more intentional gender equity and diversity efforts, organizations plan to:

- Establish a gender equity, diversity, and inclusion committee that serves an advisory and accountability role to the board, the organization, and partners
- Establish board and committee terms of reference with regard to diverse composition
- Ensure gender equity, diversity, sensitivity and bias-free training throughout the organization, from orientation/on-boarding
- Establish a business case for gender equity and diversity
- Use skills matrices in nomination and selection processes
- Review job posting language and unconscious biases and barriers
- Lead the way by sharing gender equity, diversity and inclusion policies, and promote training, among PTSOs and clubs
- Generate data and insights to understand the experiences (including motives and barriers to engagement) of women and people from other equity-deserving groups as participants, coaches, and officials, and revised/develop programming accordingly
- Apply a critical gender equity/diversity lens to coaches and officials development programs
- Increase the meaningful visibility of women in sport

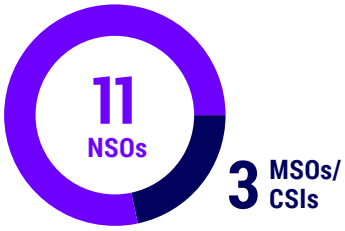
IMPACT

Commendable progress has been made by Playbook organizations to champion change. As a result of completing the Playbook, immediate steps were reported by participants to change day-to-day behaviour while a large majority of action plan priorities are in progress or have been completed (84%). This is an extremely positive sign given the COVID-19 pandemic conditions organizations have faced during their Playbook process.

THE IMPACT SECTION HIGHLIGHTS PROGRESS FROM THE WINNING PLAYS 2022 ORGANIZATIONS AND WINNING PLAYS 2021 ORGANIZATIONS.

Completed Playbook March - December 2021 [Winning Plays 2022]

Completed Playbook January 2020 - March 2021 [Winning Plays 2021]



Six months or more after completing the Playbook process, organizations are asked to complete a survey describing actions they have taken and supports and barriers experienced. Four of the Winning Plays 2022 organizations and six of the Winning Plays 2021 organizations provided progress updates. The progress of these 10 organizations is reported in this section. Visit Appendix 3 for a breakdown of progress specific to the Winning Plays 2022 cohort and Winning Plays 2021 cohort.

The most common organizational practice that was stopped as a result of participating in the Playbook was a reliance on the status quo and informal (including unwritten) practices around gender equity and diversity.

IMMEDIATE CHANGES BECAUSE OF THE PLAYBOOK...

Prioritizing equity, diversity and inclusion in all aspects of the organization, including more open discussions, and initiating and financially supporting a number of tangible actions were immediate changes Playbook organizations made. Organizations also started applying gender equity and diversity lenses to their hiring practices.

CRITICAL TO TAKING ACTION...

Organizations identified board and senior leaders' support for gender equity/diversity and change was critical to taking action. A dedicated staff person to lead the action and change was also indicated as fundamental to effective efforts across the organizations.

BARRIERS TO TAKING ACTION...

Organizational capacity, especially human resource/staff capacity, was the most common barrier to taking action. For the Winning Plays 2021 organizations, that capacity was particularly diminished with the COVID-19 pandemic and the need to pivot to address the consequent challenges facing their sport.

As a result, continued prioritization, funding and support are imperative to ensure positive change for gender equity, diversity and inclusion are actioned and sustained.

IMPACT

ACTION PLAN PROGRESS

111 GENDER EQUITY PLAYBOOK ACTIONS WERE IDENTIFIED ACROSS THE TEN ORGANIZATIONS' ACTION PLANS. OF THESE 111 ACTIONS, ORGANIZATIONS REPORTED:

18%
COMPLETE

16%
NOT STARTED

SIMILAR PERCENTAGES OF ACTIONS HAVE BEEN COMPLETED ACROSS THE TWO COHORTS OF ORGANIZATIONS, WITH THE MORE RECENT GROUP NOT YET STARTING A GREATER PROPORTION OF ACTIVITIES, AS TO BE EXPECTED. THE ACTIONS THAT BOTH GROUPS OF ORGANIZATIONS MOST COMMONLY ENGAGED IN RIGHT AWAY INCLUDED:

- Ensuring relevant policies and practices are in place, including those specific to recruitment and selection.
- Organization-specific initiatives, such as using a gender equity and diversity lens for a sport forum and establishment of a women in coaching fund.

Notably, organizations are focused internally and externally on strengthening gender equity and diversity. This combination is important as setting a solid internal foundation through policies and practices is critical to ensure external promotion through initiatives and events are sustainable.

THE ACTIONS BOTH COHORTS MOST COMMONLY HAD NOT STARTED INCLUDED:

- Implementation of surveys and collection of baseline data
- Establishment of recruitment strategies and programs for women coaches/officials and new sport participants.

These and other actions had not yet been started largely because of pandemic challenges and staff capacity. A few organizations also noted that a continued biased culture and lack of commitment to equity, diversity, and inclusion were barriers to getting some tasks started.

Although each organization has its own unique journey, strong internal leadership prioritization, support and accountability are crucial. External supports including dedicated funding and expert guidance are also necessary to ensure progress is sustainable at the systems change level.

To explore the impact of the Playbook program and progress of action plan priorities for the Winning Plays 2022 organizations and Winning Plays 2021 organizations more fully visit Appendix 3.

SUMMARY

The level of motivation and commitment shown by the participating Playbook organizations and their leaders is evidence of tremendous progress toward creating the conditions required for real and meaningful change to happen. The data and feedback gathered from the Playbook process highlights the positive impact the program plays in helping organizations make sustainable change.

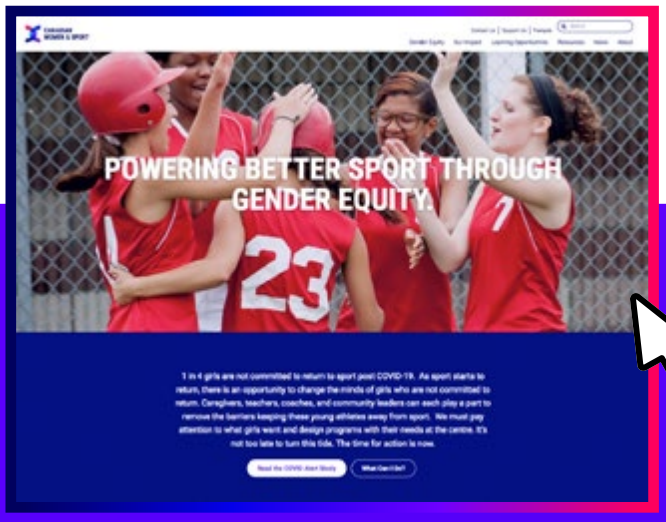
ALTHOUGH WORK IS UNDERWAY BROADLY TO ADDRESS ORGANIZATIONAL AND SOCIOCULTURAL BARRIERS TO GENDER EQUITY, DIVERSITY AND INCLUSION, THE TWO MAJOR AREAS FOR IMPROVEMENT AMONG THE PLAYBOOK ORGANIZATIONS INCLUDE:

1. **the underrepresentation of girls, women, and people from equity-deserving groups as participants, technical leaders, and decision makers**
2. **the need for intentional gender equity and diversity efforts**

These issues and their solutions are systemic and interconnected. The data gathered identifies that gender equity, diversity and inclusion efforts need to be embedded within individual and organizational values, actions and structures. Intentional strategies and conditions must be required to ensure girls, women and people from other equity-deserving are valued and supported.

Gender equity, diversity and inclusion are ongoing processes and require a commitment from all individuals in our sport system in all roles and at all levels. Advancing gender equity within the sport system requires strong, continued government and partner support to ensure deep and lasting change. We must act now and persist over time to realize the intended results.

The Playbook's progressive phases and activities with expert support strives to expedite progress on achieving this important call to action by promoting engaged voices, continual learning, and collective responsibility. It helps to empower organizations and leaders with the knowledge, motivation, competence and strategy to create safe, welcoming, and inclusive opportunities. We are encouraged by the outcomes of this program, value the opportunity to use this data to continue to improve it and look forward to working with more organizations to support them in their gender equity, diversity, and inclusion journeys.



To learn more about the Gender Equity Playbook or Canadian Women & Sport's tools and customized gender equity solutions visit www.womenandsport.ca or contact us at info@womenandsport.ca

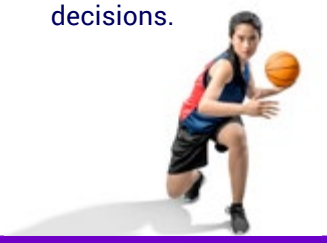
APPENDIX 1

THE GENDER EQUITY PLAYBOOK

The Gender Equity Playbook is a comprehensive service offered by Canadian Women & Sport to educate, assess and create tangible action to improve the quality and effectiveness of sport and physical activity organization's policies, programs, and processes in advancing gender equity, diversity and inclusion. It involves three continuous and progressive phases:

1 SETTING THE FOUNDATION: THE GENDER EQUITY LENS

To build Playbook participants' understanding and competence to apply a gender lens in day-to-day decisions.



2 CREATING A SHARED UNDERSTANDING: ORGANIZATIONAL ASSESSMENT

To provide Playbook organizations the opportunity to identify gender inequities, informed by multiple sources of data, leading to a recommendation report.

KEY STEPS INCLUDE:

- **Pre-assessment Survey**
- **Gender Equity Assessment & Consultation**
- **Recommendation Report**

3 IDENTIFYING THE PATH FORWARD: ACTION PLANNING

To provide organizations with tools and expert support to create an evidence-based course of action for measurable change.

KEY STEPS INCLUDE:

- **Pre-Action Plan Survey & Consultation**
- **Action Planning with follow-up support**

PHASE 1 SETTING THE FOUNDATION: THE GENDER EQUITY LENS

During this phase, participants from sport organizations that are engaged with the Playbook complete the Gender Equity LENS e-learning Module*. Based on Gender-Based Analysis+, the module assesses and builds individual understanding about gender considerations and how to apply an intersectional gender lens in the creation of policies and programming, and in the leadership and delivery of sport. A post-module survey tracks learning and perceptions across participants. Canadian Women & Sport encourage organizations to offer the training to those individuals involved in the Playbook and up to 50% of the organization's key stakeholders (e.g., board members, staff, coaches, volunteers, etc.)

PHASE 2 CREATING A SHARED UNDERSTANDING: ORGANIZATIONAL ASSESSMENT

In this next phase, the current landscape of gender equity, diversity and inclusion in the organization is assessed through several activities, and supported by a collaborative consultation process with Canadian Women & Sport. A team of organization stakeholders, including two point people, representing the board, senior leadership, staff, coaches, officials, athletes, and volunteers is expected and encouraged to be engaged in this and each phase of the Playbook. Canadian Women & Sport offer guidance as to who should be involved. This ensures active voices throughout the process representing a variety of perspectives and levels of the organization.

THE DATA COLLECTION PROCESSES INCLUDE:

- **Organization background data -** The organization's background and context is outlined as a starting point for change through the Playbook process, with information collected from the organization and from publicly available data.
- **Pre-Assessment -** A "pre-assessment survey" is completed by the organization's stakeholders, who share perceptions about the context of gender equity, diversity and inclusion in their sport.

APPENDIX 1

> **The GESAT -** The Gender Equity in Sport Assessment Tool[8] (GESAT©)* is also completed by organization stakeholders, in consultation with Canadian Women & Sport during two half-day sessions. The GESAT provides a robust measure of strengths and gaps across six dimensions that are fundamental to meaningful equity, diversity and inclusion (Governance, Leadership and Strategy; Recruitment, Selection and Promotion; Values and Culture; Measurement and Tracking; Gender Equity and Diversity Across Organization Activities; Expanding the Pool and Outreach). Organizations are encouraged to identify "leads" who then consult and seek support from others in the organization to ensure accuracy of information across the different sections of the GESAT.

With these three sets of insights, and in collaboration with the organization, Canadian Women & Sport generates a Recommendations Report that outlines next steps for change tailored to each organization to address their gender equity, diversity and inclusion gaps.

PHASE 3 IDENTIFYING THE PATH FORWARD: ACTION PLAN

During this final phase of the Playbook, the organization engages in evidence-based planning, outlining a course of action to create measurable change. Collaboration with Canadian Women & Sport means continued guidance and support, and opportunity for discussion and feedback with experts outside the organization. This includes a facilitated workshop session with the key leaders and stakeholders who make up the organization's Playbook team.

The phase begins with a pre-action planning activity that helps to focus the organization on its vision for gender equity, diversity and inclusion. This is followed by identifying strategic priorities, and related critical steps, drawing from the recommendations for change provided by Canadian Women & Sport. The result is a tailored, evidence-based action plan for meaningful change that has a high degree of consensus and commitment behind it, and which continues to be supported by Canadian Women & Sport for any follow-up needs.

OVERVIEW OF ACTIVITIES & TIMELINES

Setting the Foundation: The Gender Equity LENS

> Gender Equity LENS e-learning Module
  - 1 hour to complete, individually
  - Playbook team members to complete within 30 days of initiation

Creating a Shared Understanding: Organizational Assessment

> Background research
  - Completed by each organization's Playbook team and Canadian Women & Sport consultant, with discussion

> Pre-Assessment Survey
  - Completed by Playbook organization team members within a week

> GESAT and Recommendations Consultation
  - Completed by Playbook organization team (up to 3 weeks)
  - Followed by two half-day consultation sessions with Canadian Women & Sport

> Recommendation Report

Identifying the Path Forward: Action Plan

> Pre-Action Plan Survey and Consultation
  - Completed by Playbook organization team members at outset of action planning sessions held over two half-days with Canadian Women & Sport

> Action Planning
  - Developed during the two half-day consultation sessions, finalized on own (with any feedback provided, as requested, from Canadian Women & Sport)

> Follow-up Consultation
  - 30 to 60 minute call with Canadian Women & Sport

MEASUREMENT & EVALUATION

One month and six months following the completion of all Playbook phases, participants complete online evaluations to assess the impact of the Playbook on their knowledge, skills, attitude, motivation and confidence to advance gender equity, diversity and inclusion. They are also asked about their organization's commitment to the process at those points post-Playbook. Canadian Women & Sport plans to continue collecting information from Playbook organizations to assess the long-term impacts of the initiative.

APPENDIX 2

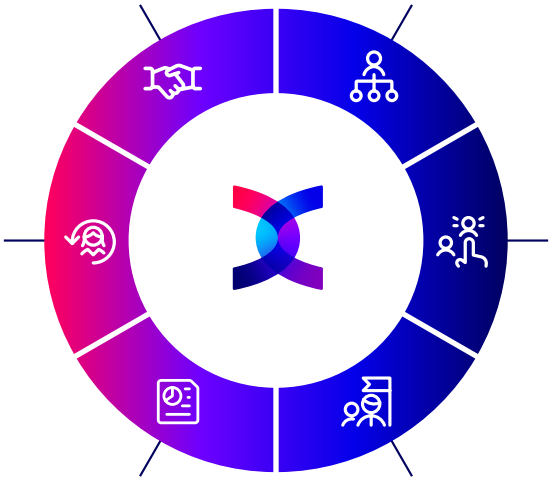
THE GENDER EQUITY IN SPORT ASSESSMENT TOOL (GESAT)

During the assessment phase of the Playbook, Canadian Women & Sport uses the GESAT to help assess the current landscape of gender equity, diversity, and inclusion in the organization. Canadian Women & Sport partnered with the Diversity Institute (Dr. Wendy Cukier) and the Future of Sport Lab (Dr. Cheri Bradish) at Ryerson University* to develop the tool from the Institute's foundational Diversity Assessment Tool (DAT).

The GESAT guides a comprehensive and systematic assessment of organizational processes, practices, and policies to identify the areas that could be improved from a gender equity, diversity and inclusion perspective. The GESAT measures multiple organizational aspects within six dimensions that are considered critical to equity, diversity and inclusion:

EXPANDING THE POOL & OUTREACH
refers to outreach strategies to connect and engage with (future) stakeholders and partners.

GOVERNANCE, LEADERSHIP & STRATEGY
focuses on "tone at the top," which is critical to signaling the importance of equity, diversity and inclusion.



GENDER EQUITY & DIVERSITY ACROSS ORGANIZATIONAL ACTIVITIES
focuses on the principles and practices of equity, diversity and inclusion in the fundamental activities of an organization.

RECRUITMENT, SELECTION, TRAINING & RETENTION, PROMOTION, TERMINATION
focuses on equitable and inclusive human resource practices, as well as the system for ensuring a pipeline for diverse representation.

MEASUREMENT & TRACKING EQUITY & DIVERSITY
refers to the important activities and systems that support understanding an organization's ecosystem, and monitoring, evaluating and acting on any shifts (or inertia) over time

VALUES, CULTURE, FLEXIBILITY & SUPPORT
refers to the values, and related policies and practices, of equity, diversity and inclusion in an organization

Appendix 2 provides aggregated data across the six GESAT dimensions for the 2022 Winning Plays organizations.

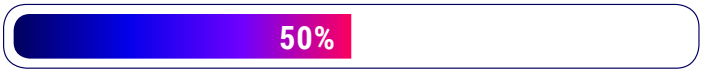
APPENDIX 2

GOVERNANCE, LEADERSHIP & STRATEGY

- All organizations reported having at least one board member or senior staff leader who is a woman or member of a diverse group (100%), however only 61% of the organizations have a policy(s) in support of gender equity and diversity for the board of directors.
- Organization uses a skills matrix when selecting board members

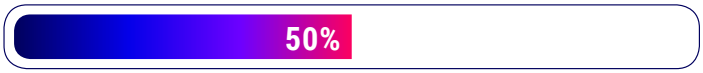
- Organization considers gender equity and diversity in that matrix.

- Organization decision makers (board members and senior staff) reflect the diversity of the stakeholders in the sport's ecosystem in Canada



- Several characteristics speak to the organizations' intentionality regarding gender equity and diversity:
  - Organization has specific goals in their strategic plan for improving equity for girls and women and people from other equity-deserving groups

  - Organization has explicit gender equity and diversity policies and corresponding implementation plans



  - Organization has a gender equity and diversity committee as part of the board of directors, or a senior staff member responsible for a gender equity/diversity portfolio.

Governance, leadership and strategy provide the direction and commitment needed to drive gender equity, diversity and inclusion in organizations. These elements also set out the accountabilities and resourcing to deliver on them.

APPENDIX 2

RECRUITMENT, SELECTION, TRAINING/RETENTION, PROMOTION, & TERMINATION

THE PLAYBOOK ORGANIZATIONS EXERCISE OPEN AND ACCESSIBLE RECRUITMENT PRACTICES, HOWEVER VERY FEW STRATEGICALLY TARGET:

- women or members of other equity-deserving groups as board members or staff

- and coaches/officials

- Only one organization has gender equity and diversity targets for internship, co-op and placement programs.

SELECTION PROCESSES ARE GENERALLY NOT WELL EXECUTED:

- organization has a gender equitable and diverse selection committee

- organization uses bias-free interviewing processes to mitigate unconscious bias

- individuals involved in the hiring process receive specialized training on bias-free selection

EQUITY AND DIVERSITY TRAINING IS LIMITED ACROSS THE ORGANIZATIONS

- A third of organizations (33%) have mandatory equity, diversity and inclusion training for all employees, team personnel, managers, contractors, board and committee members;
- less than a fifth (17%) train program leaders and coaches on how to engage women and people from equity-deserving groups.

PROMOTION PRACTICES ARE INCONSISTENT ACROSS THE ORGANIZATIONS:

- About a third (31%) of organizations ensures opportunities and the processes for promotion are communicated clearly to all personnel;
- a third (33%) have career planning systems in place to support personnel, with a third (39%) offering mentorship opportunities for women and people from other equity-deserving groups;
- two-thirds (64%) give high-potential women or people from other equity-deserving groups access to specialized training and professional development to enhance their ability to succeed;
- however, in only a few organizations (22%) does succession planning take into account gender and diversity targets.

Finally, exit interviews are conducted by most organizations (78%) and the results acted upon (73%); however, no organizations include gender and diversity considerations in the exit interview questions (a third were unsure), and only one organization tracks gender and diversity in employee separations.

Fair and equitable Human Resource (HR) processes that are transparent and include bias-mitigating mechanisms are critical to improving diverse representation. Diverse representation leads to better and more innovative decisions, a better understanding of the target audience and improved organizational reputation.

APPENDIX 2

VALUES & CULTURE (Policies, Culture, Flexibility & Support)

POLICIES

Playbook organizations had the following policies:

- Gender Equity and Diversity

- Safe Sport

- Harassment and Abuse prevention

- Code of Conduct and Ethics

However, only 1/3 of organizations have an implementation plan for these policies

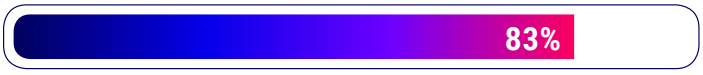
CULTURE

Gender equity and diversity is embedded in organization:

- Mission and core values, in the narratives and stories, and in their brand

- Workplace, programs and facilities are inclusive environments that are respectful of gender, race, ethnicity, culture, ability, body size, and sexual preference.
- Workplace

- Programs



- Facilities

FLEXIBILITY & SUPPORT

Playbook organizations provide:

- Flexible working arrangements

- On-site and emergency child-care

- Employees with access to coaching and counselling to manage workload/stress

- Tools, technologies, and processes to accommodate persons with disabilities

- Pay equity

- Caregiver arrangements for the daily workplace or travelling for competitions

- Role sharing

Values and culture drive the day-to-day interactions that support true inclusion for women and other equity-deserving groups. Culture includes the taken-for-granted assumptions and ways of doing in an organization - “how we do things around here”. Putting an intersectional gender equity lens on organizational values and culture helps ensure an inclusive environment that allows employees and members to do their best work.

APPENDIX 2

MEASUREMENT & TRACKING EQUITY & DIVERSITY

- A majority of Playbook organizations (84%) indicate they allocate funds equitable to men's and women's competitive teams
- Most of the organizations are performing well with regard to regular employee engagement surveys with self-reported demographic data (88%), and
- tracking and reviewing the number of girls/women and people from other equity-deserving groups who are involved as participants, coaches, officials, board members, staff, and volunteers (66%)

Collecting these data can be very helpful to assessing goal achievement, and adjusting goals and targets as necessary. However, very few organizations (16%) evaluate activities and programs to promote equitable access (33% are unsure), and only one tracks equity/ diversity and reports and acts on the results

Equity and diversity measurement and tracking provide important support and insight about an organization's ecosystem for decision making. Through these activities and systems of tracking, decision makers can understand, monitor, evaluate and act on gender equity dynamics over time.

APPENDIX 2

GENDER EQUITY & DIVERSITY ACROSS ORGANIZATIONAL ACTIVITIES

RESEARCH & DEVELOPMENT

> organizations apply a gender equity and diversity lens to their research and development (R&D) activities

> organizations collaborate and support research and evaluation aimed at promoting effective gender equity and diversity interventions

PROGRAM DELIVERY

> Organizations consider gender equity and diversity in the design and development of programs and services

> Organizations offer the same number and quality of program choices to women and men

> Organizations specifically promote opportunities for women and girls and other equity-deserving groups to be involved with all aspects of the sport

> These proportions are notable because a key issue/gap identified from the pre-assessment survey was that females and people from other equity-deserving groups are particularly underrepresentation as participants.

Embedding principles and practices of gender equity, diversity and inclusion across organizational activities ensures women and other equity-deserving groups are welcome, safe and included in sport organizations.

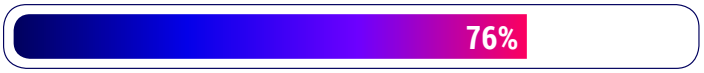
COMMUNICATIONS

> While only a few organizations communicate the importance of gender equity and diversity in all publications (internal and external) (29%), and relatively more communicate the importance of gender equity and diversity in media buys and social media strategies (55%) most ensure that:

- there is inclusive language and images in all communications and promotional material

- the material is accessible, easy to use and in languages the community will understand

- women (and girl) athletes, coaches, officials, board members, etc. are profiled as role models, focusing on their skills, achievements, and contributions



- the contributions, skills and expertise of diverse women (and girl) athletes and leaders are recognized in award and recognition programs

> Nonetheless, only about half ensure that stereotypes about gender and other equity-deserving groups have been eliminated in all organizational and promotional literature (56%), and have a policy requiring inclusive language and images in such literature (50%).

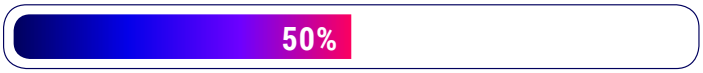
> Very few organizations (22%) distribute resources to staff to assist with the execution and monitoring of a gender equity and diversity policy and implementation plan. Only half the organizations indicated having such a plan (Governance), and its implementation was identified as a key issue/gap in the pre-assessment survey, perhaps in part because of the lack of resources.

APPENDIX 2

EXPANDING THE POOL & OUTREACH

ABOUT HALF THE ORGANIZATIONS CONSIDER GENDER EQUITY AND DIVERSITY IN:

- outreach and selection of potential clients and partners



- philanthropic or sponsorship opportunities

- and government relations

These outreach activities can be an important mechanism for organizations to communicate and reinforce their commitment to gender equity and diversity.

- organization aligns with associations and professional organizations in programs to promote their commitment to gender equity and diversity

HOWEVER, AT THE LEVEL OF OUTREACH TO ENGAGE PARTICIPANTS;

- about a third of organizations (39%) have programs or strategies for staff/coaches focused on recruiting and retaining athletes who are women and from other equity-deserving groups
- less than a quarter (22%) consult women/girls and other equity-deserving groups in the community to develop programs and services that meet their needs, interests, and experiences
- One Playbook organization participant identified the need to understand what its (sport) community needs as a key issue/gap

Women and other equity-deserving groups face different individual, organizational, and sociocultural barriers to participation and leadership in sport. Gender equitable outreach strategies that aim to actively connect and engage with diverse stakeholders and partners can help lessen access and inclusion barriers.

APPENDIX 3

IMPACT INSIGHTS

Appendix 3 provides a breakdown of impact by cohort of Playbook organization based on completion timeline. Of the 32 organizations that completed the Playbook by December 2021, 18 organizations were reported in Winning Plays 2022 and 14 organizations were reported in Winning Plays 2021.

WINNING PLAYS 2022

Completed Playbook
March - December 2021

4 MSOs/ CSIs

WINNING PLAYS 2021

Completed Playbook
January 2020 - March 2021

3 MSOs/ CSIs

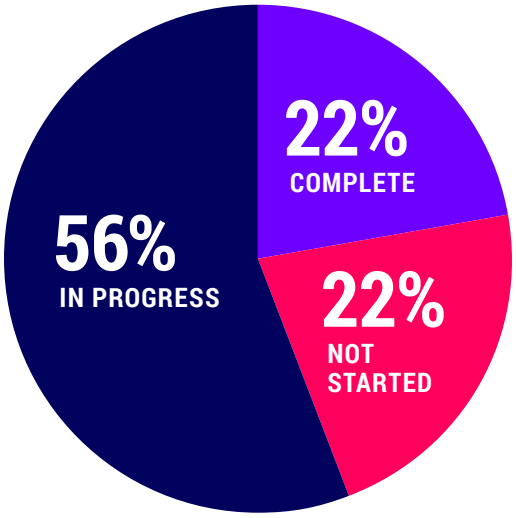
IMPACT: WINNING PLAYS 2022 ORGANIZATIONS

At the time of this report, five of the eighteen 2022 Winning Plays Playbook organizations were at the 6-month post-Playbook timeline. Four of these five organizations provided a status check on action planning.

A variety of gender equity priority areas were indicated across the four organizations, reinforcing that addressing gender equity and diversity is not a one-dimensional process. The most common gender equity priority areas are:

1. **Inclusive Organizational Culture**
2. **Expanding the Pool and Outreach**
3. **Marketing, Media and Communications**

46 GENDER EQUITY PLAYBOOK ACTIONS WERE IDENTIFIED ACROSS THE FOUR ORGANIZATIONS ACTION PLANS. OF THESE 46 ACTIONS, ORGANIZATIONS REPORTED:



Completed tasks focused on:

- Establishing and renewing gender equity and diversity policies, and aligning existing policies with an equity and diversity lens
- Increasing diversity of board applicants (via recruitment, applying diversity matrix)
- Increasing the promotion/awareness of women in the sport
- Establishing a women in coaching grant

Tasks that had not yet started focused on:

- Implementing an organizational culture survey
- Recruitment strategy and programming for women and girls with targets
- Extending the LENS module to others in the organization
- Creating a more transparent international team coaches policy
- Aligning equity objectives with international federation

APPENDIX 3

IMPACT: WINNING PLAYS 2022 ORGANIZATIONS CONTINUED

CONDITIONS THAT ENABLED ACTION ON PRIORITY AREAS:

- ✓ Support and prioritization of gender equity, diversity and inclusion by leadership (board, senior leaders)
- ✓ Dedicated staff and funding to implement plan

CONDITIONS THAT CREATED BARRIERS TO IMMEDIATE ACTION ON PRIORITY AREAS:

- × Personnel and financial capacity
- × Culture that was not supportive of gender equity or change
- × Communication gaps with PTSOs

WHAT ORGANIZATIONS STOPPED DOING AS A RESULT OF PARTICIPATING IN THE PLAYBOOK:

- > Informal or "unwritten" checklists for gender equity and diversity metrics
- > Status quo
- > Using a one size fits all approach
- > Trying to do too much too soon (i.e. using one pilot province versus trying to implement in all 10 provinces)

WHAT ORGANIZATIONS STARTED DOING AS A RESULT OF PARTICIPATING IN THE PLAYBOOK:

- > Incorporating concrete plans to communicate gender equity and diversity targets, action plans, and commitments publicly
- > Leadership in this space by creating awareness around our efforts and achievements
- > More creative in outreach strategies to recruit diverse applicants
- > Training, onboarding and orientation more robust
- > More opportunities for women's voices
- > Increase capacity to work with contractors and partners to implement plan and deliver initiatives

None of the four organizations noted changes in action plan priorities.

There is early evidence to suggest that systems change is happening however, as demonstrated by the organizations, this work takes time and intention to ensure efforts are sustainable. This intentional effort works to change the culture which is key to enabling and sustaining progress.

APPENDIX 3

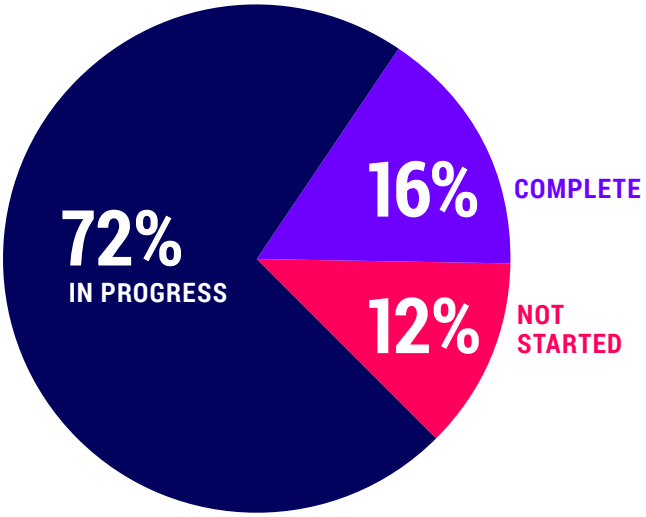
IMPACT: WINNING PLAYS 2021 ORGANIZATIONS

Seven of the 14 organizations from Winning Plays 2021 provided a status check on action planning. One of these organizations identified their actions would not be implemented until 2022-23 so did not have any updates to provide and therefore has not been included in the following data.

The six organizations included were between 9- and 18-months post-Playbook. A variety of gender equity priority areas were indicated across the six organizations, again reinforcing that addressing gender equity and diversity is not a one-dimensional process. The most common gender equity priority areas across the six organizations included::

1. **Governance, Leadership and Strategy**
2. **Gender Equity & Diversity Metrics and Tracking**
3. **Recruitment, Selection, Training, Promotion, Retention**
4. **Women as Coaches**

64 GENDER EQUITY PLAYBOOK ACTIONS WERE IDENTIFIED ACROSS THE SIX ORGANIZATIONS' ACTION PLANS. OF THESE 64 ACTIONS, ORGANIZATIONS REPORTED:



Completed tasks focused on:

- Safe Sport
- Equity, diversity and inclusion strategy, policies, KPIs
- HR committee with equity, diversity and inclusion mandate
- Diversity matrix for recruitment and selection
- Create greater awareness for females in sport, leadership and administration

Not started actions focused on:

- Understanding experiences of women coaches and officials, and creating strategy to recruit
- Creating equitable and inclusive hiring guide
- Creating communications plan for gender equity, diversity and inclusion
- Collecting and reporting on baseline data

APPENDIX 3

IMPACT: WINNING PLAYS 2021 ORGANIZATIONS CONTINUED

CONDITIONS THAT ENABLED ACTION ON THESE PRIORITY AREAS:

- ✓ Support, prioritization and commitment of equity, diversity and inclusion by leadership (board, senior leaders) and staff
- ✓ Having a lead person, committee, or working group designated as responsible for change
- ✓ Sport Canada Gender Equity in Sport grant (hired SafeSport/EDI Manager, implemented mentorship program)
- ✓ Additional support from Canadian Women & Sport and consultants

CONDITIONS THAT CREATED BARRIERS TO IMMEDIATE ACTION ON PRIORITY AREAS:

- × COVID-19 pandemic reduced capacity and organizations had to pivot to address the resulting challenges in their sport.
- × Lack of leadership commitment/ direction
- × Competing priorities (I.e. Olympics)
- × Staff capacity
- × Lack of collaboration and alignment within NSO departments (ex: grassroots and high performance) and between NSO and Canada-wide grassroots level

WHAT ORGANIZATIONS STOPPED DOING AS A RESULT OF PARTICIPATING IN THE PLAYBOOK:

- > Deferring to status quo for practices, programs, policies and hiring
- > Relying on informal mechanisms
- > Having gender equity, diversity and inclusion on “one desk” - more organizationally driven now

WHAT ORGANIZATIONS STARTED DOING AS A RESULT OF PARTICIPATING IN THE PLAYBOOK:

- > Prioritizing gender equity, diversity and inclusion in all aspects of work
- > Applying diversity lens for hiring
- > Seeking and acquiring funding to support initiatives
- > Enhancing data collection and analysis
- > Formalizing gender equity, diversity and inclusion through working groups, strategic plan and staff accountability

None of the six organizations noted changes in action plan priorities however some deliverables have evolved as new insights have been gathered. As the Winning Plays 2021 cohort of Playbook organizations move towards and beyond the 1 and 2-year completion marks, it is evident that gender equity and broader equity, diversity and inclusion work is truly a team effort. Although each organization has its own unique journey, strong internal leadership prioritization, support and accountability are crucial. External supports including dedicated funding and expert guidance are also necessary to ensure progress is sustainable at the systems change level.