

Benefits of Gender Equity

Board and Leadership

- Gender diverse organizations report improved financial performance on key indicators such as cash flow in investment, earnings and profitability, market performance, market value, revenue and return on assets, equity, and sales.ⁱ
- Organizations with two or more women on the board of directors performed stronger on evaluations of strategy, reputation, and culture than those with all-male boards.ⁱⁱ
- A balanced number of women and men on boards expands innovation by ensuring that multiple perspectives are considered, particularly when faced with complex decisions.ⁱⁱⁱ
- Greater diversity of perspectives, knowledge, experience, skills, and backgrounds, adds richness to boardroom discussions and increases creativity and innovation in problem solving.^{iv,v,vi}
- Gender equity signals a commitment to diversity to stakeholders.^{vii}

Coaches and Officials

Gender equity

- Improves recruitment and retention of sport participants, coaches, and volunteers and leads to a higher level of satisfaction.^{viii,ix,x}
- Increases willingness to recruit more women and creates a broader base of participants from which to draw candidates to fulfil organizational activities or functions.^{8,9,10}
- Leads to new and innovative approaches to coaching, training, management, and refereeing.^{xi}
- Retains coaches by reducing the additional emotional toll that the role places on women.^{xii}

Workplace

Gender equity

- Increases the odds of adopting LGBTQ2S+-friendly policies and creates a more supportive and inclusive workplace environment where homophobic comments and humor are discouraged and discrimination against LGBTQ2S+ individuals is reduced.^{xiii}
- Decreases turnover.^{xv}
- Increases respect for differences.^{xvi}
- Promotes nonfinancial performance measures such as customer satisfaction and employee satisfaction and commitment, reduces workplace stress, improves innovation and corporate social responsibility.^{13,xvii}
- Improves organizational effectiveness and overall performance.^{7,xviii}

Participation

Gender equity

- Generates a positive environment for participation of women.¹³
- Decreases the high drop-out rate of girls and women, via gender friendly guidance and coaching, avoiding sexist gender stereotypes and creates a positive and social atmosphere.¹³
- Is increasing sensitivity to a wider range of potential participants, some of whom may have been excluded in the past.^{6,13}

ⁱ Catalyst, *Why Diversity and Inclusion Matter: Financial Performance (August 1, 2018)*. available at: <https://www.catalyst.org/research/why-diversity-and-inclusion-matter-financial-performance/>

ⁱⁱ Conference Board of Canada: available at <https://utsc.utoronto.ca/~phanira/WebResearchMethods/women-bod&fp-conference%20board.pdf>

ⁱⁱⁱ *Directors' Playbook*. Canadian Gender and Good Governance Alliance. p. 6.

^{iv} Deloitte, *Women in the boardroom: A global perspective, 2015*,

^v Kakabadse NK, Figueira C, Nicolopoulou K, Yang JH, Kakabadse AP, Özbilgin MF. *Gender Diversity and Board Performance: Women's Experiences and Perspectives*. *Hum.Resour.Manage.* 2015 Mar–Apr 2015;54(2):265–281

^{vi} Adriaanse JA, Claringbould I. *Gender equality in sport leadership: From the Brighton Declaration to the Sydney Scoreboard*. *International Review for the Sociology of Sport* 2016 Aug 2016;51(5):547–566

^{vii} NA YOUNG AHN, CUNNINGHAM GB. *Cultural Values and Gender Equity on National Olympic Committee Boards*. *International Journal of Exercise Science* 2017 11;10(6):857–874

^{viii} Wicker, P., & Breuer, C. (2013). *Understanding the importance of organizational resources to explain organizational problems: Evidence from nonprofit sport clubs in Germany*. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 24(2), 461–484

^{ix} Cook A, Glass C. *Do women advance equity? The effect of gender leadership composition on LGBT-friendly policies in American firms*. *Human Relations* 2016;69(7):1431–1456

^x European Commission. *Gender Equality in Sport Proposal for Strategic Actions 2014 – 2020*. Approved by the Group of Experts 'Gender Equality in Sport' at its meeting in Brussels on 18 February 2014. 1–53

^{xi} *Official Journal of the European Union* 14.6.2014 C 183/39. Council Conclusions of 21 May 2014 on Gender Equality in Sport (2014/C 183/09)

^{xii} Norman L, Rankin-Wright A. *Surviving rather than thriving: Understanding the experiences of women coaches using a theory of gendered social well-being*. *International Review for the Sociology of Sport* 2018 06;53(4):424–450

^{xiii} Wicker, P., & Breuer, C. (2013). *Understanding the importance of organizational resources to explain organizational problems: Evidence from nonprofit sport clubs in Germany*. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 24(2), 461–484

^{xiv} Cook A, Glass C. *Do women advance equity? The effect of gender leadership composition on LGBT-friendly policies in American firms*. *Human Relations* 2016;69(7):1431–1456

^{xv} Taylor EA, Wells JE. *Institutionalized Barriers and Supports of Female Athletic Directors: A Multilevel Perspective*. *Journal of Intercollegiate Sport* 2017 12;10(2):157–183

^{xvi} Taylor EA, Wells JE. *Institutionalized Barriers and Supports of Female Athletic Directors: A Multilevel Perspective*. *Journal of Intercollegiate Sport* 2017 12;10(2):157–183

^{xvii} Adriaanse JA, Claringbould I. *Gender equality in sport leadership: From the Brighton Declaration to the Sydney Scoreboard*. *International Review for the Sociology of Sport* 2016 Aug 2016;51(5):547–566

^{xviii} Ali M (2016) *Impact of gender-focused human resource management on performance: The mediating effects of gender diversity*. *Australian Journal of Management* 41: 376–397