



WORLD
SAILING
TRUST

*Women
in Sailing*
Strategic Review

December 2019



*Gender equality is
the responsibility
of all people*

UN Secretary Ban Ki-Moon, Sept 2014

Contents

1. Foreword	4	6. The Wider Playing Field	39
• <i>Dee Caffari</i>	5	• <i>Learning from other sports</i>	40
• <i>Andrew Pindar</i>	6	• <i>Global best practice</i>	41
2. The Case for Change	7	• <i>The Value of Investing in Women's Sport</i>	45
• <i>Executive Summary</i>	9	• <i>Embracing best practice</i>	46
• <i>Reflections from World Sailing</i>	10	• <i>IOC Gender Equality Report</i>	47
• <i>Summary of Recommendations</i>	11	7. Recommendations	48
3. World Sailing Trust	12	• <i>Influencing the Future: Creating change</i>	49
4. Scope and Approach	13	• <i>Summary of Recommendations</i>	50
• <i>Survey Overview</i>	14	1. <i>Diversity and Inclusion Working Group</i>	51
• <i>Respondents at a Glance</i>	15	2. <i>Gender Charter</i>	52
• <i>Looking to other sports</i>	17	3. <i>Equality Policy</i>	53
• <i>Making Sailing future fit</i>	18	4. <i>Increasing participation and creating space to women to compete</i>	54
• <i>Gender: Definition & Context</i>	19	5. <i>Gender equality for officials</i>	55
5. Key Findings	20	6. <i>Gender Design project</i>	56
• <i>Overview of trends</i>	21	7. <i>Female coaching programme</i>	57
• <i>Does Gender Discrimination exist?</i>	22	8. <i>Fast track leadership programme</i>	58
• <i>Experiences of Discrimination</i>	25	9. <i>Women's mentoring programme</i>	59
• <i>Discrimination across Classes</i>	29	8. Conclusion	60
• <i>The Equal Olympics</i>	30	9. Thank you	62
• <i>Gender Diversity in Key Events</i>	31	10. Appendix	63
• <i>Offshore - Focus on The Ocean Race</i>	32	• <i>Appendix A: List of interviewees</i>	64
• <i>Mandating Mixed Crews</i>	34	• <i>Appendix B: List of references</i>	65
• <i>Discrimination for non-athletes</i>	35	• <i>Appendix C: Image credits</i>	67



WORLD
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Strategic Review

Foreword

A woman with her hair in a bun, wearing a bright yellow sailing jacket, is seen from the side, looking out over a body of water at sunset. The sky is a mix of orange, pink, and blue. The boat's rigging and a spool are visible in the foreground.

Foreword

The term 'gender equality' is well documented and we are all too aware that there is still much work to be done to achieve this. However, as a female professional athlete active in our sport, gender parity is most eagerly sought after and an important indicator when looking at whether women are being treated fairly. Men and women are different but the opportunities available to us shouldn't be.

In general, women's sport has been an addition to its male counterpart and often then been compared unfavourably. Fortunately in sailing we already have a head start on many sports with so many of our events and competitions allowing men and women to compete on a level field. This is something the sport of sailing can be extremely proud of and now build on as we move forward with ensuring there is inclusivity and diversity in all areas of sailing across the globe.

With this independent review of our sport, it is vitally important that we take onboard the results of this research and push hard to make the recommended changes needed. This report is a snapshot of where we are now, not our final destination. I know that we are all committed to working collaboratively to address the key issues and bring about the changes needed.

On behalf of the World Sailing Trust, I would like to take this opportunity to offer my sincere thanks to Andrew Pindar OBE DL for providing the funding to support this strategic review. Andrew has always been a stalwart supporter and champion of women in sailing and very much leads by example when it comes to gender equality. We are also extremely grateful to Qualtrics/SAP for providing the digital platform for the survey.

Dee Caffari MBE

Foreword

By the time you get to my age, reflection becomes an increasing pastime, not that I'm one for looking behind me or hanging on to the past; after all no farmer ploughed a straight furrow by constantly peering over their shoulder, or did a sailor steer a straight course. However, the World Sailing Annual Conference in Sarasota last year provided a seminal moment for me. Whilst attending the women's session at Conference I couldn't help but wonder what had really changed regarding the role of women in this sport over my lifetime. Had the achievements of Claire Francis, Naomi James, Isabelle Autissier, Ellen MacArthur, Sam Davies, Dee Caffari and many others done anything beyond making headlines?

The timing of this women's meeting late in an afternoon, it's location in a back room, the lack of a sound system, the clash with a well promoted drinks party, all combined to make it feel, at best, an after-thought, perhaps a bit of a nuisance or even a necessary evil.

It left me with a sense, that despite much positive change elsewhere in world society regarding gender equality, surprisingly scant progress had been made in this sport we so love. And certainly the contributions from those who were in attendance at this session described a sport painfully slow in addressing any shortcomings.

I left Florida somewhat frustrated by what I was seeing, hearing and feeling, wondering whether these views were truly representative of the status of women in sailing around the globe, and to what extent the executive and council of World Sailing recognised that a problem might exist. So I approached World Sailing Trust and, in a nutshell, it was agreed that to decide how and where to go, a proper understanding of where things are, was needed. And the only way to move this from the views and opinions of a select few, was to conduct a full on survey. The only problem being that no budget existed to do this so funding needed to be found.

Rather than risk wasting anymore time in getting underway with, what became known as a Strategic Review, I decided that I should underwrite the project and hence here we are today.

The results of the work carried out by Victoria Low, with the guidance of a steering group made up of Laura Dillon, Dee Caffari, Hannah Hoare, and myself, do not make for the easiest reading; confirming and more what we were hearing in Sarasota and various voices had been protesting for quite a while.

It is my great hope, not only for the sake of women in sailing, but in the widest interests of the sport itself, that you will join me in receiving the report along with its early ideas and recommendations. If we are able to seize this moment and embrace change, there is so much good to follow.

Andrew Pindar OBE DL





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The Case for Change

The Case for Change

Women's sport is in its ascendancy.

To ensure that sailing is not left behind the time is right, culturally and economically, to capitalise on the existing momentum and drive for greater inclusivity within the sport, at all levels.

Women in sport, and women in sailing in particular, has historically been a minefield of entrenched opinions.

Over the years many attempts have been made to address the issue of gender balance in sailing, but no in-depth research or review has been carried out at a global level, that would look to develop a plan of action for the sport as a whole.

It was in this environment that, on International Women's Day in 2019, the World Sailing Trust announced it had received funding to carry out a Strategic Review to explore gender balance across the sport and within the wider sailing industry, with the ultimate aim of supporting the growth of women and girls in sailing.

The ambition of the Strategic Review has been relatively simple: identify disparities across the sport, understand why they exist, and consider what might be done to improve the balance, learning from examples within sailing and other sports.

The overriding ambition with this report has been for complete independence, with the objective of giving an overview of the current status.

We are mindful that there are strong views and opinions within the sport on gender diversity, but this Review gives the sport the opportunity to tackle this issue head-on, take into account this wide range of and offer a way forward for our sport and our industry.

The following pages outline the key findings, looks at these in comparison to other sports and makes a series of recommendations that will aim to start addressing the disparities identified.



The Case for Change

Executive summary

When we launched this Review, we understood anecdotally and through observation that there are fewer women and girls in sailing than men and boys, and that discrimination exists. However we couldn't find any robust global research or analysis on which to base work in this space.

We therefore started by launching an international survey, inviting men and women from across the sport to share their views. The survey was run by Qualtrix and supported by SAP, and offered in five languages – English, French, Spanish, Portuguese and Japanese.

The Survey received over 4,500 responses from 75 countries, from people aged 11-83 and with roles and experience across the sport – dinghies and keelboats sailing on and offshore, representatives from MNAs* and Class Associations, and race officials, umpires and event organisers.

To supplement the survey we undertook nearly 40 1:1 interviews, and also looked to other international sports to learn from our colleagues and peers in Badminton, Golf, Cycling, Rowing, Rugby League and Union and Football.

This research formed a base in which to develop a series of recommendations and initiatives to really address the issue of gender balance in sailing.

Our survey respondents told us that **80% of female respondents and 56% of male respondents believe that gender balance is an issue in our sport**. This belief intensifies with age, and exists across the world – we found no real geographical variations. Respondents told us about a number of key trends: issues around a lack of female participation causing and demonstrating discrimination; a lack of support for women and girls; lack of representation; poor perceptions about women in sailing and issues around the politics of racing.

Respondents also shared their experiences of discrimination: **59% of female respondents and 14% of men say they have experienced discrimination**. We were told about experiences of isolation and harassment, being treated as less competent and experiencing slights on board, a lack of opportunities for women and girls, being stereotyped by gender and receiving less support than male counterparts.

Our report brings together these findings, supplemented by our discussions and interviews with individuals across sailing and sport more widely, and suggests a number of key recommendations to take forward. Making these changes will need us all to come together: World Sailing Trust, World Sailing, and partners around the world.

What is clear is that levelling the playing field for women and girls, and increasing their participation in sailing, will require all of us to make the changes we can. The report is published with a brief Starter Toolkit with prompts, suggestions and ideas – we can all play a part in this, and we invite you to **consider what you can do now**.

*Member National Authorities: country members of World Sailing.

The Case for Change

Reflections from World Sailing

World Sailing, as the international governing body for sailing worldwide, welcomes this ground-breaking report by the World Sailing Trust.

As a sport that has 70 million global participants, World Sailing is committed to achieving gender equality and ensuring equity of opportunity for men and women, boys and girls across our sport, both on and off the water. We know, from our partnerships with Special Events, Member Nations as well as Class Associations, our observations at World Sailing Events, and through the stories, reports and experiences among our networks, that women and girls are not participating as much as men and boys in our sport. As we look to reverse the sport's decline, this is an issue for all of us, and supporting, empowering and welcoming women and girls into sailing has to be a crucial part of our strategy going forward.

We welcome this Review's Recommendations, and will support and work with the World Sailing Trust and partners across the sailing community to take action in 2020 and beyond. As the sport's senior body we will take the lead in protecting and promoting women and girls in our sport, and creating the right policy, participation and performance environment.

We will also look to work with our partners and stakeholders: making change across our sport will require all of our community to do their part. We look forward to joining with you all in collaboration, and we're excited to take our sport into this new phase.

Summary of Recommendations

<i>Policy and best practice</i>	<i>Increasing female participation</i>	<i>Developing female leadership</i>
<p>1. Diversity and Inclusion Working Group Establishing a group of key policymakers, leaders and influencers, led by World Sailing Trust and with support from World Sailing and strategic partners, to oversee the initiatives below and drive progress for women and girls in sailing.</p>	<p>4. Increasing participation and creating space for women to compete World Sailing to work across all sailing events and lobby for increased female participation and improved opportunities for women in World Sailing Special Events, and remove Red Diamond requirements for open events, and demonstrate to other events how to be more equal.</p>	<p>7. Female coaching programme World Sailing Trust to work with World Sailing, MNAs and other partners to develop a comprehensive female coach training programme.</p>
<p>2. Gender Charter Diversity and Inclusion Working Group, with support from WST/WS Executive develop a charter for World Sailing, its events, partners and supporters to enhance gender equity across the sport.</p>	<p>5. Gender equality for officials World Sailing to develop policies to support gender equality at WS events, work with World Sailing Trust to develop a blueprint for sailing clubs and race organisers, and develop a training pathway for female officials.</p>	<p>8. Fast Track leadership programme World Sailing Trust to work with World Sailing and other partners to develop a programme to grow a pipeline of female leaders across the sport.</p>
<p>3. Equality Policy World Sailing to develop a policy to promote equality and protect individuals from harassment and discrimination for everyone participating in sailing.</p>	<p>6. Gender Design project Bring together key designers, brands and manufacturers to develop best practice guidance for gender equal design and design which supports women and girls' participation in sailing.</p>	<p>9. Women's mentoring programme World Sailing Trust to work with World Sailing and other partners to develop a mentoring programme for women building their careers in sailing.</p>

The World Sailing Trust is a global charity established by World Sailing in June 2018. The Trust has three areas of work, which aim to support the development of sailing and protect the waters our sport depends on:

- **Marine Health**, empowering the sailing community to protect our planet's waters
- **Access to Sailing**, enhancing diversity and removing barriers to participation
- **Youth Pathways**, developing young athletes and their careers particularly in countries where access to top-level coaching and competition is less available

The Trust's goals are closely aligned with the United Nations' Sustainable Development Goals and World Sailing's Sustainability Agenda 2030, and we take a partnership approach with those who share our mission.

This Strategic Review is part of the Trust's Access programme. We believe that sailing is for everyone, whatever their gender, capacity, wealth, age or nationality. Sailing as a sport benefits when a diverse range of people are able to participate, and we know that the opportunity to sail benefits individuals too.

We are proud to present this report, which takes an independent and overarching view of the experiences of women and girls in our sport, and proposes clear recommendations to create change.

Working in partnership with organisations, events, teams and individuals across the world we believe we can welcome more women and girls, increasing participation and enhancing our sport for all.



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Strategic Review

Scope and approach

Scope and Approach: Survey Overview

This Review looked to original and existing data sources on which to base its analysis.

First, we built a new global database through an online survey. As well as providing unique and crucial insight, this will act as a base line for future work. Then we built on this through 1-to-1 interviews and reviews of sailing initiatives and best practice.

Finally, we looked to other sports to learn from our peers and build a wider picture.

BACKGROUND

At the start of this Review there was no quantitative or comprehensive data on women's experiences in sailing and how they vary. We therefore carried out a survey to gather input from as many individuals (men and women) as possible.

The survey aimed to achieve a better understanding of the trends amongst women and girls in sailing: what attracts them, what puts them off, why they drop out, the perceived and real barriers to participation that they might face and how this varies across countries, ages, classes and competition and different elements of the sport.

This was developed using SAP's sister company Qualtrics. The Qualtrics platform allowed us to have multidimensional access to the data, and an in-depth analysis and a flexible analytics structure, while also providing a turnkey service that supported the project team throughout the process.

A GLOBAL SURVEY

The survey was launched on 8 July 2019 and distributed across the World Sailing network, including MNAs, national federations, sailing clubs, partners, manufacturers and sailors.

Further distribution was made by key stakeholders around the world.

To ensure as wide an international spread as possible the survey was available in five languages - Spanish, French, Portuguese, Japanese and English.

Alongside, press releases were issued in Japanese, Spanish, French and English to further support the international distribution.

Responses were received from 4529 individuals (73% women, 27% men) from 75 countries so that, for the first time, we were able to build a global picture of gender equality and where discrimination exists in sailing.

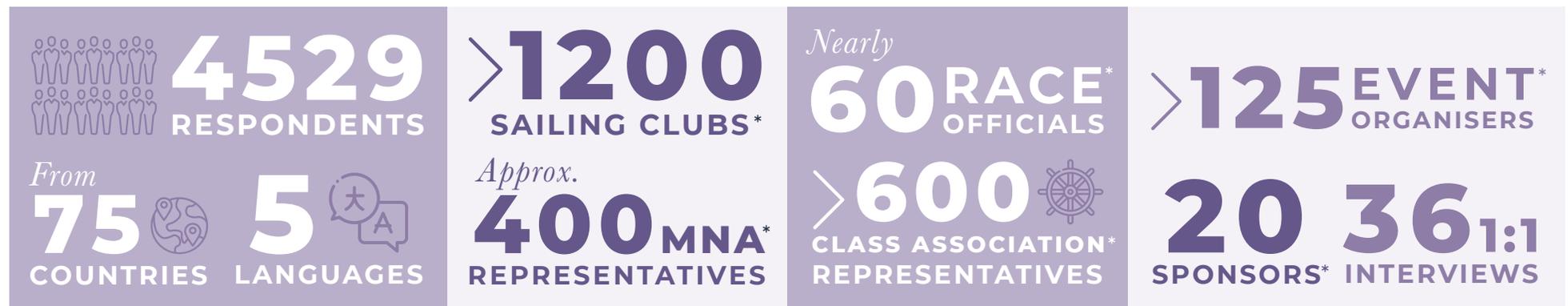
BUILDING A BETTER PICTURE

We very much hope that the results of the survey will encourage MNA's, clubs and associations to develop complementary sets of data within their specific areas using the same methodology and structure as the Global Review. The intention is that in the future, we will have the opportunity to carry out a similar exercise to assess how the picture has changed.

In addition to the Survey, the team carried out an extensive number of interviews with key stakeholders, both in sailing, business and the wider sporting arena. The team was also able to access a wide range of reference materials to ensure a fuller understanding of the trends amongst women and girls across all areas of society. These resources are detailed in the Appendix.

Scope and Approach: Respondents at a Glance

The survey received a high number of responses from across our sport - many countries, all ages, and a range of roles.



This provides us with a sound basis on which to draw findings and conclusions.

* As identified by respondents in answer to the question:
Are you a member, employee or official of the following?

WE RECEIVED RESPONSES FROM OVER 75 COUNTRIES



Painting a global picture

Scope and Approach: Looking to other sports

In addition to the bespoke survey, a cross-sport analysis was also carried out, looking at best practice in sports that have already analysed, researched and put into practice an all-embracing gender diversity programme and process.

Amongst the sports studied were Badminton, Golf, Cycling, Rowing, Rugby League, Rugby Union and Football.

This analysis provided a reference for the changes that have been made in other sports from International Federations to grass roots engagement.

The majority of Federations contacted started their strategic analysis into gender equality well before 2016. This offers sailing the opportunity to learn from other sports that have already gone through this process.

The landscape over the past few years, has changed and attitudes are also shifting towards female athletes. Now some 70% of sports offer the same amount of prize money for men and women, and yet only 0.4% of the total commercial investment in sport goes into women's sport.¹

Sports such as cycling, football, cricket and rugby have all seen increases in female participation, often following the success of individual female athletes. Relevant to sailing, our survey showed that female respondents were far more likely to be involved in paddle boarding, canoeing and kayaking than their male counterparts. This shows that there are active women out there, who we need to get involved.



¹The Gender Equality Debate: A Boost for Women in Sport / Lahnee Pavlovich, Athlete Assessments

Scope and Approach: Making Sailing future fit

Through the survey we wanted to understand whether experiences varied between people of different ages. In general there was very little difference across age groups, although the 25-30 year old age group felt the most adversely affected by perceived discrimination than any other age group.

Therefore to ensure we made observations based on contemporary experiences, we focused particularly on respondents in the 11-30 year old age group.

In this way we are able to ensure that the recommendations put forward target young people at this critical stage of their involvement. The decision to concentrate on this age group was further strengthened when the results showed that women who stopped sailing tended to do so between the ages of 17 and 25.

However, with respondents aged from ten years old to 83 years old, we also closely reviewed if the experiences of respondents outside this group was significantly different. It was not.

The recommendations identified in this Review will benefit everyone, including those outside this focus age group, and will ensure that the sport is future fit.

For clarity, where relevant, we reference where data is from a specific age group.



Scope and Approach: Gender: Definition & Context



For the purposes of this review we have viewed issues related to 'gender' as follows:

- **Gender identification** is defined as that related to the gender identity assigned at birth. While outside the scope of this work, we are conscious that the experience and participation of transgender people participating in sailing should be given future consideration
- **Gender discrimination** is defined as a situation where someone is treated differently or marginalised because of their sex
- **Gender equality** describes equal opportunities for men and women, and equal access to resources and opportunities regardless of gender
- **Gender equity** refers to fairness of treatment for women and men, according to their respective needs. This report is trying to get to a position as close as possible to Gender Equity

I do not feel like there is an even ratio of gender representation, and that the sport is still governed by men. I feel also that it is unfortunate that there is extremely low representation from gender neutral or transgender people in the sport.

19 year old female



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Strategic Review

Key Findings

Key findings: Overview of trends

Our survey found that **80% of women and 56% of men believe that gender balance is an issue** in the sport.

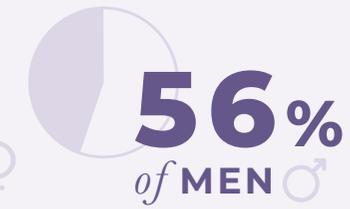
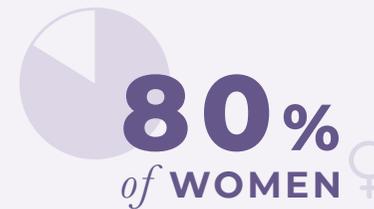
Further analysis shows that this belief intensifies with age: 80% girls aged 11-18, 84% of women aged 19-25 and 86% of women aged 26-30 believe that gender balance is an issue, so the sense of lack of gender balance increases as sailors progress through the sport.

The survey also showed **59% of women and 14% of men have experienced gender-based discrimination**.

In some cases initiatives proactively targeting women and girls can be seen as discriminatory by boys and young men. While this is uncomfortable, in the longer term if we can achieve gender equity, then discrimination should disappear for everyone.

Experience of gender-based discrimination worsens with age: 43% of girls aged 11-18 state that they had experienced discrimination, 59% of 19-25 year old women and a staggering 71% of 26-30 year old women.

There was no statistically significant relationship between countries and gender discrimination; instead **discrimination was found to be global**. However, established sailing nations all posted a higher incidence of gender discrimination. **In all countries with over 100 respondents, at least 85% of respondents reported experiencing gender discrimination.**



*believe that gender balance
is an issue in the sport*



have experienced gender-based discrimination

Discrimination worsens with age



In countries with over



100
RESPONDENTS



at least

85%

have experienced gender-based discrimination

Key findings: Does Gender Discrimination exist?

The Survey asked for comment on two key questions: whether respondents believed that gender discrimination was an issue in the sport and whether respondents had experienced gender discrimination. In short, whether they had observed it and/or whether they had experienced it.

If the answer to either of these was affirmative, respondents were given the opportunity to comment further.

Of the 4,529 respondents, over 42% of respondents gave their views on why they believe gender discrimination exists in the sport and over 30% of respondents gave examples of where they had experienced incidences of gender discrimination.

Each of these responses was analysed based on guidance from the 2017 Pew Research study on gender discrimination² to allow us to analyse and develop a coding analysis based on this respected research document.



²A Changing World: Gender Equality, Family Life and the Importance of Religion, Jacob Poushter, Janell Fetterolf and Christine Tamir, Pew Research Centre, 22 April 2019

Key findings: Does Gender Discrimination exist?

All the 818 written answers on this topic by respondents aged 11-30 were coded into five categories, each with a subcategory to ensure that we captured as much of the information as possible.

The resulting analysis highlighted a number of key issues:

Participation - limited number of women in sailing

Support - lack of facilities and training, and limited support from yacht clubs and the wider sailing community

Representation - lack of role models and diversity of roles

Perceptions - perceived lack of interest, talent and strength

Racing Politics - limited opportunities and negativity around selection of women

PARTICIPATION

This could be seen as both cause and effect of discrimination: limited participation demonstrates that discrimination is at work (effect). Concurrently, the lack of female participation can perpetuate discriminatory situations (cause) and unequal opportunities, putting women and girls off from participating. 45% of girls aged 18 and under felt limited female participation and general lack of women in sailing was a major factor in gender discrimination. This is nearly double that of any other age group.

SUPPORT

Lack of support was highlighted as a key issue: Some 30% of respondents aged 25-30 reported that the lack of facilities, training opportunities, and support from sailing clubs was a major factor, alongside associated issues such as remuneration and equipment, particularly clothing. Lack of support was the most common issue highlighted by respondents in this age group.

REPRESENTATION

There is a strong finding across the whole 11-30 age group that the sport lacks female role models. Our analysis highlights the impact of the lack of representation of women in events such as the America's Cup as well as the negligible numbers of female coaches and race officials, a marked lack of breadth in female roles (more female crew than female skippers) and the limited depiction of women in the sailing media.

PERCEPTIONS

The trend of negative perceptions experienced by women in sailing peaks amongst the 25-30 age group. Comments cited common misconceptions based around strength, talent and strategic ability, as well as a very narrow view on roles for suitable for women in sailing – chef, hostess, etc.

RACING POLITICS

The under 18 age group felt most strongly in this area and there were responses from both boys and girls, in particular regarding quotas and the perceived limited opportunities quotas can create for boys. This was balanced by the girls viewing quotas as a positive thing, as it gave them the opportunity to be part of a team or squad.

The ambition is to ensure that this perception amongst boys desists.

Key findings: Does Gender Discrimination exist?

Conclusion

Overall respondents believed that girls and women do not receive good support, and they lack opportunities to continue to develop beyond their late teens. The data suggests this is causing young women to give up the sport from the age of 17 with dropout peaking at 25.

The lack of female coaches and mentors as well as female role models was also cited as an issue.

Gender imbalance is something I have experienced many times and something other girls I sail with have experienced. It is never just a one-time thing or just mistreatment from one person. It happens many times and not only from people I sail with that are my age, but also from people older than me and from coaches.

16 year old, female

I think that lack of women participating in the sport doesn't make it seem legitimate when some do. This mindset in turn discourages participation, and continues the cycle.

15 year old, female

Lack of female participation leads to the girls portion of a team not being as strong as we get in on quotas, which makes the boys look down on us as they don't think we are as good.

15 year old, female

I am an assistant instructor and see families only encouraging boys to do sports but when there are girls they are often shunned and forgotten about because they lack confidence and don't speak up.

17 year old, male

Key findings: Experiences of Discrimination

Respondents were asked if they had personal experiences of gender discrimination. If they confirmed that they had, they then had the opportunity to give more details.

While we are concentrating this analysis on the experiences of gender discrimination in the 18-30 age group, we must also acknowledge the statements of gender discrimination amongst respondents aged over 30.

These cover a wide range of different categories from inappropriate comments to, in over 35 entries, alleged sexual harassment. A handful of these appear to have been dealt with by the relevant authorities, but most of these incidences do not appear to have been reported.

I have been sexually harassed and assaulted by male bosses and crew mates in the sailing industry.

21 year old, female

I dropped out of my high school sailing team due to a pervasive culture of sexual harassment targeted at me.

24 year old, female

An athlete that was starting to coach me said he wanted to have sexual relations with me. He is 30 and I am 15 – this is a kind of abuse that keeps girls from coming to sail.

15 year old, female

Key findings: Experiences of Discrimination

The responses to this question were analysed across four main categories:

Enjoyment - issues that limit enjoyment and participation

Barriers - challenges or obstacles to progress in sailing

Trends - gender stereotyping and opportunities

Positivity - acknowledgement of slow change

ENJOYMENT

This area was sub-coded into four main areas: Isolation, Competency, Sights and Harassment.

Isolation – examples such as being the only female at the club, on a team or being the only female boat owner. Women aged between 18-25 felt the most isolated and singled out because of their gender. The under-18 age group cited having a female red diamond ‘identifier’ in dinghy fleet racing as a negative aspect.

Competency – over 23% felt that they were not treated as competent and were shown a lack of respect for their abilities.

Sights – over 27% had experienced assumptions about their role onboard a boat, been the target of race protests, which they perceive to be due to their gender and had race protests not acknowledged.

Harassment – this includes incidences of inappropriate comments and unwanted sexual advances and harassment.

Incidences of harassment increased the older the respondent, however over 2% of under 18s described instances of harassment, increasing to 15% in the 25-30 age group and plateauing at 20% beyond that. Based on the number of respondents, this is some 900 cases.

These will be considered by World Sailing as part of their work to develop new Safeguarding Procedures.

Key findings: Experiences of Discrimination

BARRIERS

Opportunities - the lack of opportunities in sailing is felt most strongly by women in the 18-25 age group. They are three times more likely to identify this as a barrier to participation than any other age group.

Some male respondents said they believed that it was easier for women, citing that in some cases girls were only onboard because they were female.

Women said that there were very limited opportunities for female-only racing.

Support – 6% of female respondents under 18 said that girls received less support from senior leaders and their club/sailing organisation than their male counterparts

This lack of encouragement and support increased nearly three-fold by the time female respondents reached 20-25 years.

Representation – there is a fairly equal sense across the age group of lack of representation through media coverage, coaching, role models and lack of women in leadership positions.

TRENDS

Lack of opportunities is a major issue with female respondents aged 18-30, with the analysis showing that over 50% in this age group believed that they had been denied opportunities due to their gender.

32% of women in the 18-25 age group felt that they were unfairly stereotyped and even 4% of girls aged under 18 felt that they were regarded in the same way.

POSITIVITY

However, analysis showed that small numbers of respondents (under 4%) believed that changes were happening, albeit at a very slow rate.

Having to label my sail with a red diamond to show I'm a girl when it is completely unnecessary and irrelevant knowledge on the water. It's as if we have to stand out and be different whilst boys don't have to change their sails because "they're normal".

15 year old, female

I have to put a diamond on my sail because I am a girl.

12 year old, female

Key findings: Experiences of Discrimination

Conclusion

While acknowledging that small positive progress has been made, the overall trends show that, the lack of opportunities, role models and women in key positions in the sport are seen as barriers to participation and further progression in the sport.

And again, the peak of women leaving the sport in their late teens and early twenties, can be attributed, in part, to these issues.

Need for fairer opportunities for women in the sport, especially in the push towards high performance sailing (example SailGP).

More female Nacra 15 skippers and females in youth sailing, I sail 29ers and there is a huge shortage of competitive female teams.

16 year old, female

Female and male sailors should get paid the same and receive the same opportunities.

16 year old, male

At the top level, especially in yachting and keelboats, women have less opportunities and are still excluded. In dinghies the men's titles are still seen as more prestigious and are often the ones expected to give speeches after their awards, rather than the women. It's very rare to find female coaches and on the senior Laser Radial circuit almost every single coach is male.

20 year old, female

Women are often left without confidence in themselves due to training/learning/sailing in male-dominated crews where they have not necessarily been given the same opportunities or responsibilities on board.

23 year old, female

Key findings: Discrimination across Classes

In the survey we asked respondents to state the type of boat that they currently sail.

We cross referenced with the women that stated that they had experienced gender discrimination and **the results showed that discrimination occurs across all classes, although that female respondents had a slightly better experience in dinghy sailing.**



EXPERIENCED GENDER DISCRIMINATION

REPORTED INCIDENCES OF DISCRIMINATION AGAINST WOMEN IN KEELBOAT SAILING

Gender discrimination is an issue across the three main classes analysed. However in the keelboat class, the incidence of gender discrimination worsens with age.

Interestingly, 73% of women and 59% of men who sail competitively on a keelboat agreed with events mandating mixed teams.

By further analysing the data we can establish that the experience of gender discrimination relates directly to the regularity with which women sail as part of a mixed crew. Those women who regularly sail as part of a mixed crew are 25% less likely to be discriminated against because of their gender, than those that rarely sail as part of a mixed crew.



EXPERIENCED GENDER DISCRIMINATION WHEN SAILING A KEELBOAT



Key findings: The Equal Olympics

Sport in general is a reflection of its most high profile event – the Olympics.

In 2018 the IOC published the results of its Gender Equality and Review mandating that by 2024, the Olympics had to be gender equal.

Aligning with this aim, there are equal places for men and women at the Hempel World Cup Series, the Sailing World Championships and Youth Sailing World Championships.

Data shows female places aren't always filled, but there has been a gradual increase in women's participation in the period to 2018, with the World Cup Series showing an 11% increase, and the Youth Worlds a 10.6% increase in female participants over the period 2014 - 2018.

The figures from the Beijing Olympics in 2008 to the Tokyo Olympics in 2020 show that number of female places have increased from 33% to 50%. For Paris 2024 it will also be 50% but with added equality in number of events (three men's, three women's and four mixed events). Tokyo will have equal numbers of places for men and women, but these will be divided over with five men's, four women's and two mixed events.

While this is a positive step forward for women's sport, it is imperative that the 'flow' of competitive and well-trained female athletes coming up through the sport is prioritised. Currently figures suggest that, in some cases, the female quota remains unfilled due to lack of qualified female sailors in the system.

Key findings: Gender Diversity in Key Events

Outside of the Olympics, some of the most prestigious events in the sailing calendar have a negligible number of women participating. The following shows percentages of female sailors at some of these leading events:

2016/2017	2017/2018	2019	2021
Louis Vuitton Cup and America's Cup 0%	The Ocean Race 24%	RORC Caribbean 600 12%	Vendee Globe* 21%
		52 Super Series 1.4%	
		Rolex Fastnet 10%	
		Transat Jacques Vabre 7%	
		Route du Rhum 4%	

* Registered entries in the 2021 Vendee Globe in October 2019.

Change is difficult for everybody and it has to happen over a period of time. The key thing that no-one is getting pushed out. It should not be about taking opportunities away but creating opportunities for all.

Ian Williams,
World Match Racing Champion

In competitions such as the Americas Cup...women are involved within the team,[but] the sailors on the boat are almost always Male (apart from a select few). As this is often seen as a pinnacle event in our sailing community (and one which has one of the largest monetary rewards) without equal representation of women, what example is this setting for the future generation of sailors?

26 year old, female

Key findings: Offshore - Focus on The Ocean Race



89.4% of female offshore sailors stated that they have been subjected to gender discrimination.

As the most prestigious offshore team race, we have focused on The Ocean Race to examine how this event is moving towards greater gender equity.

The Volvo Ocean Race, now The Ocean Race, in its last iteration saw rule changes to encourage skippers to include female sailors in their crews⁴, embracing the global movement for more women to participate in elite sport.

While this was not mandatory, it was a positive step to ensure that skippers considered choosing women in their crew line-up and by the start of the race, every team included at least one female crew member.

While increasing female participation and gaining media exposure, a number of issues arose, primarily the sense that the

female sailors were just 'making up numbers' and that opportunities to 'learn by doing' were few and far between. However, despite these experiences, 22 women still had the opportunity to sail around the world, the largest number in any edition of the race.

It is worth noting that opportunities for female crew after the race were limited and while male crew members went straight onto other roles, very few women had the same opportunity within the professional sailing arena.

However, to ensure that the momentum gained in 2017/18 is maintained, the new race organisers have taken another step forward for the 2021/22 edition.

The race rules now mandate for mixed teams in both the VO65 and the IMOCA classes, so there will be women onboard every boat in the race.

"The 2017/18 Volvo Ocean Race changed the rules to allow teams to have additional crew if the additional crew members were women. All seven boats in the race chose to add women to their teams."

Key findings: Offshore - Focus on The Ocean Race

In The Ocean Race we work relentlessly on diversity issues and to evolve people's perceptions about what is possible. The next edition of The Ocean Race will again provide great opportunities for female sailors who want to go racing, especially for those who took part in the last edition. The new Rules mandate that women will again be part of the crew on every boat - whether the foiling IMOCA 60s or the one-design VO65s, where in the last race, women were spread across each boat in the fleet in critical roles such as skipper, navigator, and boat captain.

The IMOCA 60 provides a new challenge, with smaller crew size and a different style of sailing. But each team will have at least one woman on board out of the five person crew, or two women if the boat is crewed by six sailors.

Richard Brisius, Chairman
The Ocean Race

Use the past as a building block for the future.

Annemieke Bes
Olympian and crew on Scallywag

We need to encourage more boats to give young women opportunities to race offshore so that there is talent coming into the Ocean Race. But it can't just be in this race, it has to be in all.

Annalise Murphy
Silver Medallist in 470 and crew on Turn The Tide on Plastic

Change the culture from top down...understand the advantages of diversity and promote that culturally.

Abby Ehler
Boat captain on Team Brunel

Key findings: Mandating Mixed Crews

Sailing is unique. It is one of very few sports where men and women can compete together and since 1988, the Olympics has had mixed crew events.

Our results show that respondents overwhelmingly agree with mixed crews - 70% of women and 60% of men. And of those that have sailed as a part of a mixed crew, 83% of women felt that it was, generally, a positive experience.

When asked about the make up of crews, women were 20% more likely to sail regularly as part of a mixed crew however, of these, the majority sailed on crews where women were in the minority.

30% of the women that sailed in a mixed crew where women were in the minority had experienced gender discrimination.

MIDSUMMER MATCH CUP

Classified as a Grade 1 event with a mandate for 50/50 mixed teams, the event held in June 2019 was the first Match racing competition in the world where the rules stipulated that each team should be mixed with at least two men and two women onboard. The event was successful with both male and female sailors embracing the concept.

As a sailor who has always sailed mixed classes I would say that this [Midsummer Match Cup] is one of the most sustainable and successful formats for women's sailing at the top level.

Having sailed the mixed Nacra 17, the Volvo Ocean Race as part of a mixed crew and as the sole female sailor on many race boats and professional crews, the mixed match racing was actually the best format for women to perform, and win, at the top level on a level playing field.

Hannah Diamond, Offshore and Olympic sailor

Key findings: Discrimination for non-athletes

The Review was also keen to discover the trends for men and women involved in the non-athlete side of the sport, from event organisers, to sailing club management and volunteers.

Over 50% of women in each of the five categories analysed had experienced gender discrimination demonstrating that the issue is as pervasive both on and off the water.

The highest incidence of discrimination was amongst women in on-water roles e.g. coaching, umpiring and race management.

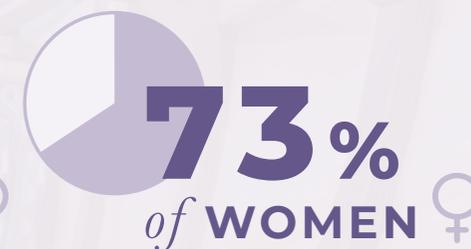
As a girl, I've not been taken seriously in protests and in races. Specifically in practice, I had a coach who made it blatant he thought girls weren't as good at sailing.

15 year old, female

RACE MANAGEMENT AND UMPIRES



From 167 women
involved in **RACE
MANAGEMENT**



From 33 female
UMPIRES

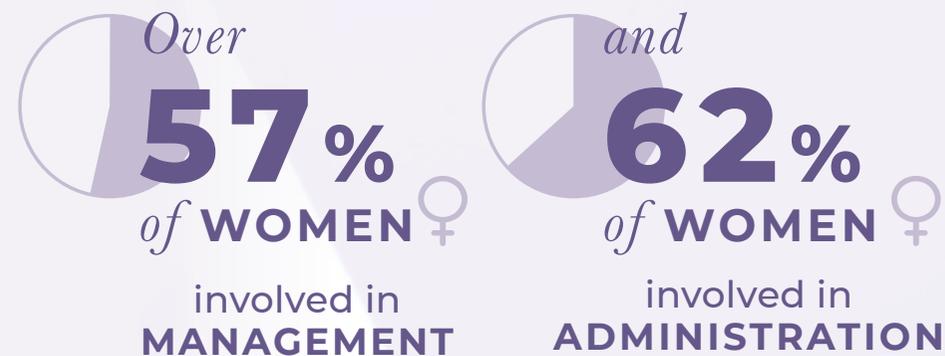
*have experienced
gender-based discrimination*

Key findings: Discrimination for non-athletes

SAILING CLUBS

With the majority of respondents stating that they learnt to sail at a sailing club, the importance of these institutions to ensure that there are equitable opportunities for both men and women should not be understated.

However, on analysing the running of these clubs



cited experiencing incidences of gender discrimination

Key findings: Discrimination for non-athletes

OTHER AREAS

This trend is echoed in other areas of the sport, such as event management and organisation and even amongst volunteers.

61% of the 200 female event organisers that took part in the survey stated that they have experienced gender discrimination.

Of the 600 volunteers that took part in the survey, 62% stated that they had experienced gender discrimination while carrying out their role.

The results show that the trend is as pervasive in non-athlete roles as it is for sailors on the water, further contributing to an atmosphere of discrimination within the sport.



SPIRIT & YAHTS

Key findings: Discrimination for non-athletes

COACHING

On examining the global picture of sport in general, a key emerging trend is the lack of female coaches and mentors.

In sailing it is no different and there are very low numbers of female sailing coaches. Of those that took part in this survey, over 56% had experienced gender discrimination.

Dr Nicole la Voi, Co-Director of the Tucker Centre for Girls and Women in Sport (University of Minnesota), and a pivotal force in the women's coaching movement comments:

“Women coaches matter for a variety of reasons. Research shows that same sex role models positively influence self-perceptions. They challenge stereotypes about gender and leadership and offer diverse perspectives, insight and advice to their athletes. Gender diversity in role models is important because it challenges outdated gender stereotypes about women in leadership.”

Research by Girl Guiding and Girl Scouting⁵ established that girls want and need female role models. We can also learn lessons from the business sector where international companies with more women on their corporate boards regularly outperform the average company return on financial and organisational performance, underlining the evidence that women offer a different perspective and impact the bottom line.

⁵Gender and Leadership in Girl Guiding and Girl Scouting by World Association of Girl Guides and Girl Scouts, Europe Region, 2016.

The big discussion point is around female coaches and the lack of female coaches is a problem all over the world and across most sports. It would be better for everyone if there were more female coaches, especially for female athletes. There are negligible numbers of female team coaches and the majority of personal coaches are men. We need to showcase the female coaches that are at a high level but the solution is still some 4-5 years out, in my opinion.

Stefan Holm, Swedish Olympic medallist and member of the IOC Women in Sport Commission



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Strategic Review

The Wider Playing Field

The Wider Playing Field: Learning from other sports

Sailing is in a unique position in the sporting world. Unlike many other sports, girls and boys from a young age learn to sail together, and as they develop through the sport there are no defined men's and women's leagues, as in the majority of other sports.

In this regard, sailing is often held up by other sports as an epitome of gender equality.

However, opportunities are not being offered to women and, as we have seen, where women do have the opportunity, they are often met with prejudice and discrimination.

We have looked at a number of other sports that have gone through this process, examining best practice and establishing the synergies with sailing and where we can develop our own solutions.

A closer analysis of other sports allows us to understand how best practice has worked to positively create greater gender equality. Adhering to the principle of 'influencing the future, but not changing the past'⁶, these sports have seen significant shifts in female participation.

⁶Steve Grainer, Rugby Development Director, England Rugby



WORLD ROWING

World Governing body for Rowing

In 2014 World Rowing carried out a detailed analysis and created a Women's Rowing Development Strategy for the lead up to the 2016 Rio Olympic games.

A number of strategic areas for improvement were identified including encouraging and developing pathways for more women to become coaches and umpires and take on general management roles in the sport.

This was developed in parallel with a specific athlete careers programme to increase the number of women rowers, raise the standard of women's crews around the world, and thereby increase the overall presence of women in all aspects of rowing.

The resulting strategic plan and set of Key Performance Indicators were based around four main goals: to Develop, Promote, Present and Govern & Finance Rowing.

The launch of the Olympic Solidarity Scholarships in 2014 saw the numbers of female participants more than double during the 2012-2016 Olympic cycle, and the creation of a Women's Sport Leadership Academy. As a result of the success of this programme, World Rowing was chosen as one of six International Federations to take part in the IOC and Olympic Solidarity programme for high performance coaches. The 14-month programme started in early November with the first pilot project taking place from 3-8 November 2019.

National federations also looked at initiatives to increase female participation at recreational level. For example British Rowing saw an increase of more than 50% in women inspired to take up rowing following the 2012 Olympic Games⁷. In addition, initiatives such as the British Rowing Inclusive Club Guide have continued to support this growth.



⁷Sport England Active People Survey, December 2016

UNION CYCLISTE INTERNATIONALE

World Governing body for sports cycling and overseas international competitive cycling events

The conversation around gender equality in cycling started after the Beijing Olympic Games in 2008, when competitors started to voice their concerns over perceived disparities in the sport.

By 2012, UCI had become aware that this was an emerging issue and created an internal role within their organisation. This triggered an analysis of everything associated with the development of the women's circuit, especially road cycling, which in turn led to the development of a women's department within UCI, and the creation of a new structure for women's professional cycling, including developing a new model for professional women's racing.

The 17 national federations took part in further data study, and these results were used to produce a toolkit and set up a buddy/mentoring system amongst the national bodies to share best practice and support those federations where change was more difficult to establish.

A Women's Commission, co-headed by a Northern and Southern Hemisphere Commissaire was also established with experts from areas of Brand, Manufacturing, Racing, Team and Asset Management.

Gender equality is one of the pillars of the UCI 2022 agenda, and the organisation has put in place two charters, one covering policies around women at Awards Ceremonies, and a second around its Administration Policy, both of which are aligned to their Gender Equality Charter.

In addition, a Women in Cycling Guide has been created to help the National Federations develop actions and strategies for the development of women's cycling in their countries.

The resulting efforts of UCI and each of the global federations has seen a substantial increase in the numbers of women in the sport, both professionally and recreationally, completely outstripping the targets set in 2014.



The Wider Playing Field: Global best practice

RUGBY UNION

Rugby Union has proactively worked to deliver gender equality. Globally the sport has worked on the basis that unless interventions were made and ambitious targets set, change would not happen at the pace that sport was after.

As part of a transformational governance reform of the World Rugby Council earlier this year, its 17 unions were given an extra seat on their governance boards, on the condition it was given to a women. The result is 25-30% female board members globally.

The establishment of a World Rugby women's development action plan 2017-2025 saw a 28% increase in the total number of registered female players in 2018 and women accounting for more than a quarter of the total players globally.

The latest playing figures revealed by World Rugby show that with 9.6 million players recorded globally, female players account for 2.7 million, equating in to an increase of 10% since 2017.

This success is matched off the field with an increased engagement level from female fans - a 38% increase in videos viewed by women and the growth of the World Rugby and Rugby World Cup female audience on Twitter by more than 30%⁸.



⁸World Rugby Year in Review 2018 report

The Wider Playing Field: Global best practice

MOTOR SPORT

There have only ever been five female drivers in Formula One, three of whom failed to qualify for a race, but equally all five drove comparably bad cars compared to their male counterparts. So, in 2017, W Series was created in response to this lack of female drivers progressing to the highest levels of the sport. The first six-event series was held across Europe in 2019.

The event came in for criticism from some areas of the sport, asserting that segregating female drivers rather than including them in the established series would be detrimental to their progression. However, the Series is able to offer much better accessibility: it does not charge its drivers to participate, drivers are selected on ability rather than financial considerations, and all cars are mechanically identical and capable of identical performance, so races will be won by the most talented driver, rather than the driver with the deepest pockets.

In its inaugural year the free-to-enter competition, featured 18 female drivers given the opportunity to race for a total prize fund of \$1.5million.

A growing grass roots and STEM education programme encourage a much wider audience than would normally be associated with motorsport. And such has been the surge of interest and widening of the fanbase sport, that its 'older brother' in Formula One is beginning to take notice.

If you want to have a fundamental change of the outcome, you have to change the process fundamentally. We knew that W Series would be controversial because of course it is. Ultimately what it is, is positive discrimination - and there are always people that sit on the two sides of that debate.

Catherine Bond Muir
CEO W Series

The Wider Playing Field: The Value of Investing in Women's sport



What cannot be debated or questioned is the increasing amount of sponsorship that is being invested in women's sport.

Increasingly sponsors and commercial partnerships are pulling away from monochromatic partnerships. They are positively embracing partnerships where they can support a wider, sustainable and more gender diverse platform.

Key partner stakeholders are increasingly investing into sport where they are able to tick more CSR boxes, such as sponsoring women's sport and building on the value of those partnerships.

Sponsors are actively choosing to sponsor women's leagues – Iberdrola's six-year title sponsorship deal with the first and second division of domestic Spanish football, is based entirely on Spain's women's football programme.

Leading brands in sport such as Adidas have launched specific channels and areas for women – recognising the strength of female consumer power. Other brands are now following suit and moving their investment to women's sport.

The Football Association, the governing body for football in the UK, believes that if teams and clubs solely look to find sponsors for their male teams, partners will not come forward in the same way. Mastercard's recent sponsorship of Arsenal was based entirely on the club's women's team and associated grass roots programme.

Where these big corporates go, others will follow and sailing needs to be cognisant of this wind of change and develop a strategy to proactively target sponsors and partners, including existing partners, with female-driven initiatives and programmes.

The Wider Playing Field: Embracing best practice

By examining the results of the survey, taking into account the comments and feedback from key individuals in the sport, and embracing best practice from other sports, sailing has a golden opportunity to positively advance the creation of gender equity.

To achieve this the sport needs to look at embracing an agenda for change, aligned with existing IOC and World Sailing initiatives, and ensure that the process moves forward at a pace that resonates with the global drive for greater gender diversity. We also need to ensure that the resulting initiatives are collaborative, flexible, transparent, proactive, inclusive and have longevity.

Creating equity is not about taking away sailing slots and opportunities from male colleagues and athletes, but about learning best practice from other sports and reflecting wider society.

By widening access and participation, sailing will have a stronger, surer footing financially and globally. This can only strengthen the sport for the future.

By reducing discrimination, the environment is improved for everyone.



The Wider Playing Field: IOC Gender Equality Report



This Review has looked to the IOC Gender Equality Report as a guideline for its recommendations, recognising its leadership in advocating in this space.

Like other sports, we have looked at each of the recommendation areas that form the IOC Report and adapted them so that they are equally relevant outside of an Olympic Games framework.



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Recommendations

Recommendations for the Future: Creating change

This piece of work has highlighted major issues of gender discrimination within the sport of sailing.

This isn't acceptable and damages both our sport as a whole and those that compete and work within it.

World Sailing Trust is committed to creating change, but this will require all of us to take responsibility and action to improve the sport for all.

The following recommendations set out to drive this agenda forward as quickly as possible. They are based on our research, findings, feedback and learnings from across sailing and other sports and will require further exploration.

These recommendations were considered at the Women's Forum at the recent World Sailing Annual Conference in Bermuda. We have prioritised these recommendations based on the results of the discussions and workshops held during that meeting.

The recommendations follow the structure of the IOC Gender Equality Report, while also supporting the goals of World Sailing's Sustainability Agenda 2030.

Is it so difficult to understand that I'm there because I love to sail - even though I'm female?

58 year old, female



World Sailing

2019 Annual Conference Bermuda



Summary of Recommendations

<i>Policy and best practice</i>	<i>Increasing female participation</i>	<i>Developing female leadership</i>
<p>1. Diversity and Inclusion Working Group Establishing a group of key policymakers, leaders and influencers, led by World Sailing Trust and with support from World Sailing and strategic partners, to oversee the initiatives below and drive progress for women and girls in sailing.</p> <p>2. Gender Charter Diversity and Inclusion Working Group, with support from WST/WS Executive develop a charter for World Sailing, its events, partners and supporters to enhance gender equity across the sport.</p> <p>3. Equality Policy World Sailing to develop a policy to promote equality and protect individuals from harassment and discrimination for everyone participating in sailing.</p>	<p>4. Increasing participation and creating space for women to compete World Sailing to work across all sailing events and lobby for increased female participation and improved opportunities for women in World Sailing Special Events, and remove Red Diamond requirements for open events, and demonstrate to other events how to be more equal.</p> <p>5. Gender equality for officials World Sailing to develop policies to support gender equality at WS events, work with World Sailing Trust to develop a blueprint for sailing clubs and race organisers, and develop a training pathway for female officials.</p> <p>6. Gender Design project Bring together key designers, brands and manufacturers to develop best practice guidance for gender equal design and design which supports women and girls' participation in sailing.</p>	<p>7. Female coaching programme World Sailing Trust to work with World Sailing, MNAs and other partners to develop a comprehensive female coach training programme.</p> <p>8. Fast Track leadership programme World Sailing Trust to work with World Sailing and other partners to develop a programme to grow a pipeline of female leaders across the sport.</p> <p>9. Women's mentoring programme World Sailing Trust to work with World Sailing and other partners to develop a mentoring programme for women building their careers in sailing.</p>

Recommendations

1. Diversity and Inclusion Working Group

Taking this work forward and building on the research and analysis in this report requires clear leadership from across the sailing community. A Working Group will bring together those with the mandate and influence to lead change.

What?	A group of key policymakers, leaders and influencers, led by World Sailing Trust and with support from World Sailing and strategic partners, tasked with overseeing the recommendations in this report, driving progress for women and girls in sailing. The Working Group to be established with immediate effect.
Why?	Creating change requires leadership and commitment from those with the power and mandate to change policy, practice and activities. This group will have authority and a mandate to drive change and lead work on gender diversity, working with World Sailing to create change at the top, and with World Sailing Trust to develop impactful projects and programmes, as well as with MNAs, classes, events and partners to enhance gender diversity in sailing.
How?	<p>World Sailing Trust will lead this group with key members of World Sailing and other strategic partners including MNAs, Classes and Events. The group's work will include:</p> <ul style="list-style-type: none">• World Sailing should identify champions for this work, both within the Executive and the Board, to be responsible for driving inclusion and diversity, and implementing key recommendations• World Sailing should consider appointing a Diversity & Inclusion manager to focus on promoting and advancing this work• Developing a Gender Charter (Recommendation 2) to be signed by World Sailing, its Special Events, partners and supporters• Working with World Sailing to develop an Equality Policy, which can be adopted by MNAs and other orgs• Alongside the Equality Policy (Recommendation 3), produce guidance on language and culture, seeking to create a positive environment for women and girls within the sailing community• Look to work with MNAs to support projects around diversity, gathering and sharing best practice across the sport

If some of these issues can be dealt with, I believe that a lot of women will find sailing more attractive and enjoy it as an activity, whether to relax, to explore or to compete.

32 year old, male

Recommendations

2. Gender Charter

We want everyone in the sailing community to be clear that women and girls are supported in our sport. A new Gender Charter will provide a guideline and be a mark of commitment for events and organisations to support women and girls in our sport.

What?	A charter to support gender balance and equity of opportunity for women and girls in sailing, based on the IOC gender standards and recommendations, and looking to exceed the targets set by World Sailing's Sustainability Agenda 2030. The Charter to be drawn up in collaboration with the Ethics Commission to ensure coordinated best practice.
Why?	The Gender Charter will provide a statement of intent and opportunity for World Sailing, its partners and events and organisations across the sailing community, providing an anchor for everyone across the sport for their commitment to women and girls.
How?	<p>Developing the Gender Charter will be one of the first pieces of work for the Diversity and Inclusion Working Group, offering partners across the sailing community a means to signal their commitment to achieving gender equity.</p> <p>The Charter will cover four areas:</p> <ul style="list-style-type: none">• Commitment to equality for women and girls, aiming to reduce and eliminate discrimination and increase participation through policy and practice• Promotion and support of projects that provide enhanced space and opportunity for women and girls across the sport, both on and off the water• Setting guidelines to establish better overall culture around the sport• Enhancing representation of women and girls in communications and marketing highlighting opportunities, achievements and benefits of increased participation for women and girls <p>World Sailing and World Sailing Trust will lead the signing of the Charter, with World Sailing Special Events, members and partners encouraged to sign to demonstrate their commitment to this agenda.</p>

I want to see better representation of badass women in the media. No more bikini shots of barely-legal girls holding fruity drinks. I want to see women wearing foulies, drenched, and tired, taking on sailing feats that most people can only dream of. I want to see representation for women of color, who often find the sailing world even more isolating and discriminatory than white women do. I want everyone to be able to pick up a sailing magazine and read about heroines, not just the same heroes we've been talking about for decades.

24 year old, female

Recommendations

3. Equality Policy

Everyone deserves equal opportunity and treatment in sailing. A policy held by World Sailing, which can be referenced and adopted by MNAs, Classes and other organisations in the sailing community, will state the principle and practice of equality for all.

What?	A wide-ranging policy, that is in line with the IOC charter and promotes equality for all – people of all genders as well as all sexualities, races, religions, abilities and other characteristics – and sits alongside the Code of Ethics and within the governance of World Sailing and can be adopted or referenced by others across the sport.
Why?	A clear policy of protection and support for everyone in and around sailing will support better experiences and opportunities for everyone, increasing participation across our sport. It will represent a clear commitment to inclusion and anti-discrimination, raising awareness and creating a clear expectation that everyone is welcome and can expect equal treatment in our sport. This will widen diversity, enhance representation and promote diverse role models, which are all key actions to promote inclusion within sailing.
How?	<p>The policy will be developed by World Sailing, with support from the Diversity and Inclusion Working Group, and will include a number of key sentiments:</p> <ul style="list-style-type: none">• Sailing is for everyone; it belongs to, and should be enjoyed by, anyone who wants to participate in it• Everyone should be treated fairly and with respect and that sailing and roles in sailing are equally accessible for all• Sailing does not tolerate harassment or discrimination, including sexual harassment, bullying, abuse of victimisation of an individual, whether physical or verbal <p>The policy will consider how to respond to any such behaviour, including how it can be investigated and what sanctions could be applied.</p> <p>World Sailing will also work with MNAs, Classes and Special Events to encourage them to adopt or develop a similar policy.</p>

The gender-based discrimination I personally witnessed and also experienced in sailing is the key reason I decided to give up my professional sailing career as I decided it was a battle I could not win.

26 year old, female

4. Increasing participation and creating space for women to compete

Many female sailors find it difficult to identify and access opportunities to sail in races and regattas, from local to national and international events. Increasing participation and creating places for women to compete will increase participation, and could take many forms – mandating or incentivising mixed teams, adding extra boats, providing resource support, or creating women’s races and events alongside those for men.

What?	Increasing participation across all types of sailing for women and girls, creating more space for women to compete and to gain sailing experience on the water. This sits alongside the Sustainability charter for Special Events where events are expected to promote gender equity across their operations.
Why?	The current lack of pathways and opportunities for women is a major barrier to participation and progression for women in sailing. Creating space for girls and women to compete both provides opportunities but also incentives and encouragement for women and girls continue to participate in the sport.
How?	This work will be led by World Sailing with World Sailing Trust support and will encompass a number of varying elements, recognising the variety existing in our sport: <ul style="list-style-type: none">• World Sailing Special Events will be encouraged to create space for women to compete, which could be by introducing parallel women’s competitions alongside men’s competitions, adding women’s teams, or creating spaces within teams for women• Events and class competitions across the sailing calendar will be encouraged to ensure that there is space for women to compete, and thereby increase participation. Simple infrastructures such as creches at regattas and events would make it easier for women with children to compete

I think Olympic sailing is the best representation for women since there seems to be a lot of balance. But the yacht racing circuit especially, in bigger boats and larger races - women are not given the same opportunity as men because of physical differences.

29 year old, female

5. Gender equality for officials

It is really important to support and encourage gender diversity among officials as well as athletes. Supporting women to build these skills, and creating pathways at events to gain experience, will ensure that our sport becomes diverse both on and off the water.

What?	Working towards gender equality among officials at World Sailing events, Special Events and other events across the sailing calendar, through policies and support for women's training and development for these roles.
Why?	The lack of women around the sport's management adds to the inequality seen generally across the sport. Women need to be encouraged and enabled to build the skillset required, and barriers to participation and development removed to increase the number of women taking up these roles. This will support Recommendation 26 of World Sailing's Sustainability Agenda 2030 and is in line with the IOC Gender Equality requirements for 2024.
How?	Two elements of work underpin this recommendation: <ul style="list-style-type: none">• Working towards gender equality across race officials at World Sailing events, and World Sailing Special Events, with other events across the sailing calendar encouraged to support and adopt this approach through guidance and sharing of best practice. This will include ensuring that the right infrastructure exists in clubs and venues and onboard boats to enable women to become more involved in these roles• Creating a pathway to encourage more women to become race officials, whether that be on the on-water race management, umpires or jury members. World Sailing should work with partners to develop a women's training programme to establish a pathway for greater gender diversity

Women race officers should have a verbal leading role during races. I've been on race committees where only men were given the privilege of verbally saying countdown or the announcing the finishers and the finisher time. More female race officers, more female judges, more female sailing coaches and committee chairs.

74 year old, female

Recommendations

6. Gender Design Project

The design of clothing, facilities and equipment can inhibit participation. We want to bring together a group of experts and influencers to address this important area.

What?	A group of experts and influencers – designers, manufacturers, classes and World Sailing technical representatives to look at the design of equipment and products across all areas of the sport.
Why?	The project will establish where changes can be made to ensure that equipment and facilities are designed and developed to meet the physical requirements of both genders.
How?	<p>The project will have a broad brief addressing all areas of the sport from safety equipment and clothing to sailing club facilities and racing equipment.</p> <p>The project's leadership group will work in collaboration with leading educational institutional and industry organisations to ensure the highest level of Research & Development and look to establish a series of initiatives, which could include scholarships, apprenticeships and design challenges, to encourage innovation and development in this area.</p> <p>This project will look to involve female sailors and participants from across the sailing community to test and develop gender-appropriate and gender-diverse equipment in real-life sailing situations, as well as bringing women into the design process and allied professions.</p>

There are fewer roles and opportunities in professional sailing and as the boats are increasing in size, the need for strength becomes more important. Therefore, the amount of women continuing into these classes will continue to drop.

15 year old, female

7. Female coaching programme

Increasing the number of female coaches will support a number of positive impacts: female coaches provide leadership and inspiration for young female sailors, they bring additional skills and styles to coaching, and will develop career longevity for female sailors post-racing, in particular ex-Olympians.

What?	A comprehensive coaching programme to increase the number of female coaches across sailing, encouraging and enabling women to become coaches and establishing a pathway for gender equity in coaching.
Why?	Research shows that same sex role models positively influence self-perceptions and challenge stereotypes around gender and leadership. They also offer diverse perspectives, insight and advice to their athletes.
How?	World Sailing Trust with World Sailing and partners should develop a comprehensive coaching training programme based on the following criteria: <ul style="list-style-type: none">• Proactively supporting MNAs to actively target women with coaching skills• Establish a co-coaching format to develop and encourage female coaches• Align with global coaching programmes from other sports to learn best practice and identify potential overlaps or partnerships• Ensure a good fit with the mentoring programme proposed in Recommendation 9

When the most successful female coaches stand up and say, I'm not being respected, you can one hundred percent guarantee that every female coach that's not as prominent has also experienced that.

Nicole La Voi, Director Tucker Centre for Research on Girls and Women in Sport, University of Minnesota

In December 2016, the Australian Sports Commission and the Office for Women in Sport grants would be expanded to include a 12-month intensive leadership opportunity for 18 women identified by their sports as future leaders. The programme helps 92 projects, including 78 individuals and 14 organisations, reaching more than 350 females across 42 different sports.

Recommendations

8. Fast track leadership programme

It is widely recognised that diverse representation within senior governance structures is as important and advantageous in sport as it is in other sectors. Creating a programme to support women to develop leadership skills and take up key opportunities will enhance diversity in the sport's governance.

What?	Designing a women's executive leadership programme to fast-track talented women into leadership positions.
Why?	<p>Lack of female role models and women in positions of leadership is substantially impacting on female participation in sailing. Improving women's representation within the sport's governance will raise women's voices at decision-making tables and encourage better consideration of women's needs, their ambitions and the barriers they face.</p> <p>The IOC has led in this space, outlining an objective to have equal representation of men and women on its Executive Board and in the composition of its vice-presidents by 2024.</p>
How?	<p>World Sailing Trust with World Sailing and partners to develop a Fast Track Talent Programme to ensure women in sailing are given the required support to stay in the sport and take on leadership positions.</p> <p>These women will be the catalyst for positive movements in their own organisations and help facilitate the advance of more women into leadership roles at regional, national and international level.</p>

With equal representation across all genders, not only will there be a broader network of underrepresented gender minorities in the sailing world, but youths will have role models available to them who look like them.

27 year old, female

2 years ago I tried to submit a motion to the club I sail at - for the club's Board to reach 30% female representation by 2020. I instead became the least liked person of the club.

31 year old, female

9. Women's Mentoring programme

Developing mentoring programmes for women will support, coach and encourage female sailors to shape their ambitions, fulfil their potential and achieve success in the sailing careers - both on the water and in the industry.

What?	Develop a global mentoring programme in line with existing best practice (eg The flagship Women Ahead mentoring programme and, in sailing, initiatives such as The Magenta Project Mentoring Programme).
Why?	Women respond well to having role models and mentors to support their career development and help achieve their potential. A mentoring scheme should look to link aspiring female sailors with mentors across the industry for the purpose of supporting their sporting development, while also looking to encourage parallel opportunities for women with an interest in on-shore roles.
How?	World Sailing Trust to work with World Sailing and partners to develop a mentoring programme based on the following elements: <ul style="list-style-type: none">• Select mentors to work with sailors to help plan their career development, overcome hurdles, find industry sponsors and opportunities and inspire them to succeed at the highest possible level• Run annual mentoring programmes aligned with MNAs, clubs and classes to develop a 'matching' service to link mentors and mentees• Look to set up mentorship programmes for specific disciplines in the sport (Olympic, dinghy, offshore and inshore) as well as other areas of the sport including coaching, race management, on-water officials etc

I was told by friends in school that sailing was a boy sport and was bullied for doing sailing

14 year old, female

There is a stereotype that's some sports are only for men or only for women. This really exists.

15 year old, male



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Conclusion

Conclusion

This review has highlighted fundamental changes that need to be made to ensure that the barriers to participation and pathways into the sport are clear and without gender bias.

Both the Sustainability Agenda 2030 and the World Sailing Governance Consultation go some way to endorsing these initiatives, however the Recommendations from this Strategic Review seek to take these gender-related initiatives further and to speed up the process so that the young female sailor of today stays in the sport and has a pathway of opportunities, both on and off the water, that will span a lifetime.

The ambition is to see more women competing in key events as a matter of course, rather than an oddity, and it is realistic and achievable. But it requires conviction and commitment from some of the more established areas of the sport to embrace this change. A snapshot of our sport's leading events show negligible numbers of women competing.

Discrimination in all its forms is endemic in sailing, and the trends show that it starts at a very young age.

There are, of course, some incredible women who are exceptions to the rule but, sadly, these are few and far between. Reducing discrimination in our sport is ultimately good for everyone.

This report attempts to show that that we have to start somewhere: increasing the profiles and opportunities for women in sailing and ensuring that there is a pathway will lead to increased female participation.

Very simply – by making changes together today, we can make a real difference tomorrow.

Victoria Low, November 2019

Thank You

The deepest appreciation and respect to all 4529 respondents to the survey as well as the interviewees. Thank you for your trust and sharing your views and stories with us.

Heartfelt gratitude is also due to the Steering Committee that supported this Strategic Review: Andrew Pindar, Dee Caffari, Laura Dillon and Hannah Hoare. Thank you for your support and trust.

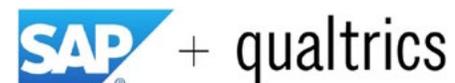
With special thanks to Danielle C. Stacey, a developmental scientist, who worked and supported us on the analysis of the data in particular the coding analysis for Q33 and Q64, going through just under 5000 responses.

Many thanks to SAP and Qualtrix for providing us with the tools to run a global, dynamic survey. The data collected through this brilliant tool was crucial to this work.

A debt of gratitude to Vonda Davis, Innovation Architect at SAP Global Sponsorships for her support in managing the Qualtrics software.

Finally, to Vicky Low, for taking on this review – thank you for your passion, enthusiasm and commitment to this work and this issue.

Partners in this report



Andrew Pindar OBE DL





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Appendix

Appendix A: List of interviewees

Ola Astradsson

Mariangela Barbato

Sofia Bekatorou

Catherine Bond-Muir

Richard Brisius

Tanya Brookfield

Russell Coutts

Hannah Diamond

Alice Driscoll

Bruno Dubois

Abby Ehler

Victoria Evans

Mary Ewenson

Frank Fletcher

Manuel Fraga

Michelle Gent

Jo Grindley

Carmen Hidalgo

Stefan Holm

Julia Hutchinson

Marly Isler

Clemency Ives

Leyanne Jenkins

Fiona Kidd

Nicole La Voi

Linda Lindquist

Helena Lucas

Annie Lush

Lucy MacGregor

Louise Makin

Kate Mardell-Ferreira

Richard Mason

Andrew McIrvine

Sara Morgan Watters

Louise Morton

Jeni Mundy

Anne O'Sullivan

Elena Papadopulus

Elaine Penhaul

Helen Porter

Jill Putnam

Dawn Riley

Shirley Robertson

Helen Rowbotham

Liz Rushall

Kirsten Sibbit-Johnston

Danielle Stacey

Chris Stafford

Sara Stone

Tim Thubron

Suzi Tomson

Duncan Tresswell

Alejandro Varela

Ian Walker

Emma Westmacott

Ian Williams

Pip Woods

Theresa Zabell

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Appendix C: Image credits

Page 2 - Volvo Ocean Race
Page 5 - Volvo Ocean Race
Page 6 - Andrew Pindar OBE DL
Page 8 - Jesus Renedo / Sailing Energy / World Sailing
Page 17 - Team Malizia
Page 18 - RS Sailing
Page 19 - Sailing Energy
Page 22 - Dee Caffari / Oman Sail
Page 24 - Rolex Pressroom / Fastnet
Page 28 - Santiago Vidal Vallejo / World Sailing
Page 30 - Sailing Energy / World Sailing
Page 32 - Volvo Ocean Race
Page 33 - Volvo Ocean Race
Page 34 - Midsummer Match Cup
Page 35 - Spirit Yachts / Mike Bowden
Page 36 - Pedro Martinez / Sailing Energy / World Sailing
Page 37 - Spirit Yachts / Mike Bowden
Page 40 - RS Sailing
Page 45 - 38 Copa del Rey / María Muiña
Page 46 - 2019 Miguel Paez / World Sailing
Page 47 - Santiago Vidal Vallejo / World Sailing
Page 49 - Tom Roberts / World Sailing
Page 61 - 38 Copa del Rey / María Muiña



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