



GolfAustralia



**Vision 2025:
The future of women
and girls in golf**

About this blueprint



This blueprint sets out how golf in Australia can become a sport where women and girls are inspired to participate, welcomed and nurtured throughout, and developed to achieve their goals.

Whilst implementation will be led by Golf Australia, transforming our sport into one that is highly engaging and fully inclusive for women and girls by 2025 requires the full support and commitment of all key industry bodies.

This document enables us to collectively and collaboratively make a commitment to achieving this – as one sport.

It sets out our vision, our goal and strategic focus areas, underneath which we have described the significant packages of work that need to be delivered and how success will be measured.

This is an important and exciting project, which can make a significant impact on our sport, our clubs and facilities, our communities and our country.

We look forward to the journey ahead and working collaboratively to achieve our vision.

John Hopkins
Chair
Golf Australia

Stephen Pitt
Chief Executive Officer
Golf Australia



The future of women and girls in golf: 2025



Vision for golf in Australia:

A sport where women and girls are inspired to participate, feel welcomed and nurtured throughout, and empowered to achieve their goals

Our goal: Transform the sport of golf into one that is highly engaging, accessible, and fully inclusive for women and girls

Driven by: Culture and leadership

A

Set and role model the example and standards by which our sport will be led

B

Empower clubs and facilities around Australia to be more welcoming, inclusive and accessible for women and girls

1. Grassroots

A

Embed brands, programs, resources and products for women and girls in the national 'introduction to golf' digital platform

B

Introduce and retain more women and girls in golf through innovative, inspiring, needs based, and age and gender appropriate programs and pathways, and access to quality coaching

2. High performance and coaching

A

Produce more female golfers with the potential to compete on the international stage

B

Strengthen the workforce of ALPG members, female PGA members, teaching professionals, coaches and community instructors

C

Provide high quality local events for emerging and elite female players

3. Marketing and positioning

A

Enhance perceptions of golf as accessible and inclusive among women and girls

B

Position golf as the sport of choice for girls, and emphasise golf's holistic health benefits across the lifespan

Enabled by: A whole of sport approach; change management capability and an innovative and transformational mind-set; appropriate resource, workforce and funding commitments; supporting technology and data capability

Culture and leadership



As a sport, we are aligned around this shared vision and plan for women and girls.

We will act collaboratively in all areas and at all levels.

Our leadership will role model best practice.

We will consult and make well informed decisions about women and girls in our sport.

We will all behave in a way that demonstrates that we are always unified as one sport, inclusive and respectful of others.

Culture and leadership (cont.)



A. Set and role model the example and standards by which our sport will be led

- Develop and implement a progressive diversity and inclusion policy, and with buy-in from all key stakeholders, enable all golf bodies, clubs and facilities to adopt it through robust and empowering training programs
- Align with the R&A's 'Women in Golf' charter, with Golf Australia pledging to promote gender balance by:
 - Having one senior management team member responsible and accountable for gender balance and inclusion
 - Developing and implementing internal strategies with gender balance targets at every level
 - Publishing targets and reporting on progress annually
 - Working with all committees, members and stakeholders to embed a culture of inclusivity at a global level
- Increase the number of women serving on boards and in senior management positions across the industry:
 - Amend constitutions to increase the minimum number of female directors on boards and committees to be consistent with government requirements
 - Review senior management teams and organisational structures and appointment processes to improve gender balance
 - Invest in women with leadership capacity, by pipelining them through high quality professional development and workplace leadership growth opportunities
 - Profile and celebrate role models within the industry
 - Ensure industry awards include criteria on gender balance and diversity practices
- Develop a club accreditation system that includes criteria on diversity and inclusion and rewards clubs and facilities for achieving excellence
- Play a prominent role in the Male Champions of Change in Sport (MCCS) group
- Understand female engagement benchmarks and their implications across the industry





B. Empower clubs and facilities around Australia to be more welcoming, inclusive and accessible for women and girls

- Ensure clubs and facilities understand and respond to the Equal Opportunity in Golf guidelines publication that has been endorsed by the relevant Equal Opportunity and Human Rights Commission, as well as The R&A, Golf Australia and Member Associations
- Ensure equality of course access, to competitions and membership rights – including greater flexibility for non-competition and recreational play
- Ensure equitable access to competitions and weekend course usage
- Develop and roll out ‘female friendly club and facility guidelines’ to transform the customer experiences of women and girls
- Identify, showcase and reward the best performing clubs and facilities and support those committed to change
- Develop and deliver education and training empowering all staff and key stakeholders to understand the important role they play in creating positive change through addressing the needs of women and girls and how they relate to golf



Culture and leadership (cont.)



Key deliverables:

- Commitment by Golf Australia and other golfing bodies to pledge support to the R&A 'Women in Golf' charter
- Golf industry roadshow – The future of women and girls in golf: 2025
- A diversity and inclusion policy framework and training program for golfing bodies
- A club accreditation system and rewards scheme that is aligned to the national diversity and inclusion policy framework
- Club female friendly and equal opportunity in golf guidelines, resources and training
- Membership and active participation of Male Champions of Change in Sport group
- Recruitment of female and male club members as champions of change at club level
- National Equal Opportunity guidelines for clubs established and implemented across Australia

How we will measure success:

- Number of clubs that have adopted and implemented diversity and inclusion policies and practices
- Number of women serving on boards and appointed to senior management positions in golf organisations
- Number of women serving on boards and appointed to senior management positions in clubs and facilities
- Number of female and male club members recruited as champions of change at club level



1. Grassroots



A. Embed brands, programs, resources and products for women and girls in the national 'introduction to golf' digital platform

- Ensure women and girls have great and inclusive experiences whenever and wherever they take their first steps in golf in Australia
 - Embed the 'Get Me Started' program principles (e.g. pricing, deliverer approach, delivery environments, learning approach, accessibility of equipment, etc)
 - Make taster programs available throughout Australia ('try before you buy')
 - Make 'introduction to golf' sessions available around the country to equip women with the skills, knowledge and motivation to further engage with the sport
- Ensure there are innovative and best practice programs and initiatives in place to empower women and girls to feel comfortable on Australia's golf courses and in club environments
 - Develop and implement an age appropriate female community participation pathway across the life span that is socially, culturally, financially, geographically and competitively accessible
 - Make transition to course programs available nationally
 - Drive the design and take-up of a suite of national initiatives to make golf relaxed and fun for beginners (relaxed rules, forward tees, shorter formats, courses set up to match players' abilities)
 - Identify and promote beginner, female and family friendly venues i.e. public access courses and clubs, clubs with flexible family memberships, mini-golf and pitch and putt courses, driving ranges
 - Create social golf networks for women that provide pathways and opportunities to participate at a level that suits their needs and supports accessible transition to club membership
 - Explore diverse club membership offerings that provide greater flexibility, accessibility and options for beginners and families



1. Grassroots (cont.)



B. Introduce and retain more women and girls in golf through innovative, inspiring, needs based, and, age and gender appropriate programs, pathways, and access to quality coaching

- Introduce girls to golf through the MyGolf Sporting Schools program (target girls-only schools initially)
- Provide options for girls to participate in girls-only MyGolf programs at clubs and facilities
- Expand and cluster girls golf hubs starting in areas with existing successful girls' programs
- Create 'money can't buy' prizes to incentivise golfers and PGA and ALPG Members to introduce women and girls to the game
- Build alliances and partnerships with third parties to extend women and girls' fun, social experiences of golf e.g. with driving ranges, Topgolf, mini-golf, short courses and pitch & putt facilities
- Ensure easily accessible, age and experience appropriate introductory and competitive opportunities for women and girls across the lifespan
- Enhance the accessibility of female golf professionals and community instructors

1. Grassroots (cont.)



Key deliverables:

- A national introduction to golf digital platform that includes women's and girls brands, programs, resources and products
- MyGolf girls-only program options at schools, clubs and facilities
- Girls golf hubs and clusters
- Third party alliances and partnerships to extend fun and social experiences of golf for girls and women
- Incentive schemes for golfers and golf professionals to introduce girls and women to the game
- A National comprehensive age and developmentally appropriate female participation pathway across the lifespan
- Delivery of education and training for club managers and golf professionals to empower them as advocates for the needs of women and girls in grassroots golf experiences
- Implement strategies to increase female club and golf bodies board representation to at least 40 percent

How we will measure success:

- Number of female club and junior members, and female cadets/sub-juniors
- Number of female participants across the different participation offerings including schools and introductory, competition and club membership transition programs
- Number of third party alliances and partnerships
- Number of golfers, golf professionals participating in incentive schemes to introduce girls and women to the game
- Number of clubs, club managers and golf professionals engaged in education/training, and number of training sessions delivered
- Number of clubs exploring diverse membership offerings



2. High performance and coaching



A. Produce more female golfers with the potential to compete on the international stage

- Undertake a review of the current Golf Australia high performance program in relation to strengthening the depth and performance of female athletes
 - Identify opportunities to build on the current system to ensure its consistency with the holistic needs of women and girls
 - Explore new initiatives for the women's national pathway to ensure best practice and innovation, and enhanced transition and retention of female golfers within high performance programs and tours
 - Appoint a Female National Pathway Manager to implement strategies to support the sustained success of female athletes at the elite level
 - Explore opportunities to provide leadership and role modelling opportunities to women within golf
 - Identify emerging female coaches and explore how to pipeline them into high performance roles and programs

B. Strengthen the workforce of ALPG members, female PGA members, teaching professionals, coaches and community instructors

- Develop and implement initiatives to:
 - Increase the number of females undertaking the PGA traineeship program
 - Transition ALPG members and elite female amateur players to qualified PGA members and teaching professionals
 - Provide greater opportunities for women to progress to coaching at elite levels
 - Facilitate greater engagement with the community instructor online training program from ALPG members, female club members and elite players
 - Educate female golf professionals about the benefits of working with community instructors
 - Harness female golf professionals to deliver female participation programs
 - Enhance the leadership and empowerment of female golf professionals and community instructors to engage in the golf industry

C. Provide high quality local events for emerging and current elite female players

- Review all existing Australian high performance events and, where gaps exist, implement measures to address including opportunities for increasing field sizes for women and girls
- Explore opportunities to replicate the Vic Open model across other states and develop other innovative formats



2. High performance and coaching (cont.)



Key deliverables:

- Refreshed Golf Australia high performance program that remains innovative and best practice in relation to strategies to strengthen the preparation, depth, performance, retention and high performance transition of female golfers
- Reinvigorated schedule of events and high performance development programs in Australia for emerging and elite female players that closely emulate international standards

How we will measure success:

- Number of female PGA trainees
- Number of female PGA professionals
- Number of female elite coaches within GA programs
- Number of female community instructors
- Performance outcomes of GA players
- Number of female players in GA high performance programs increased to 40-50 percent
- Number of years of participation in high performance programs, events, and tours per female golfer
- Number of female focused personal development programs within high performance curriculum

Note: High performance program measurables are defined separately within Golf Australia's high performance program



3. Marketing and positioning

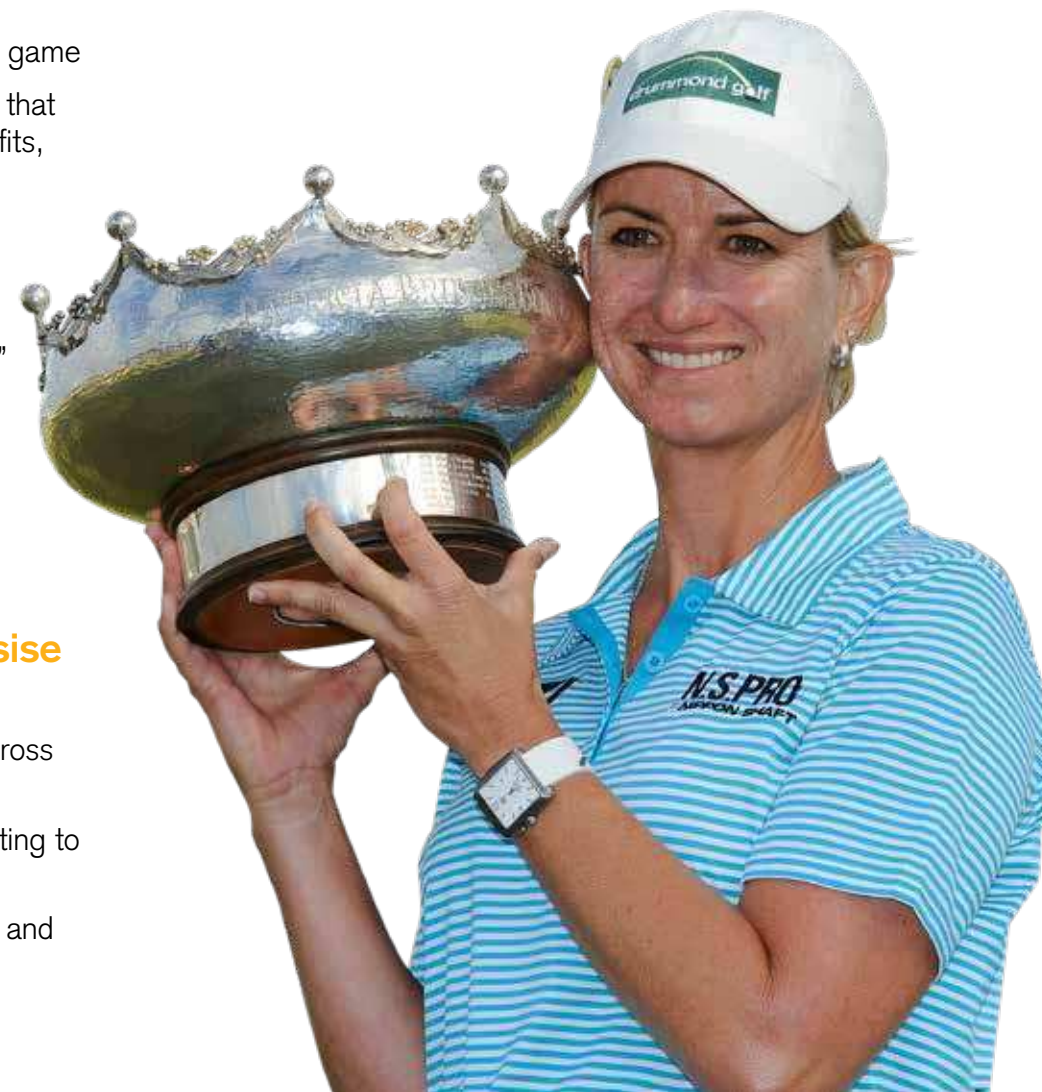


A. Enhance perceptions of golf as accessible and inclusive among women and girls

- Appoint and utilise ambassadors and influencers to build pride in the statement “I play golf” that showcases the successes and tells the stories of Australia’s best female golfers – amateurs and professionals
- Maximise the value of existing social content from girls and women who love the game
- Develop and deliver brand campaigns that emphasise the attributes of the game that appeal to women (time with family and friends, socialising outdoors, health benefits, friendly competition, ability to participate across all skill levels)
- Increase awareness of and fan engagement with the ISPS Handa Women’s Australian Open, ALPG Tour and international tours
- Showcase the successes and tell the stories of Australia’s best female golfers – amateurs and professionals; including creating pride in the statement “I play golf”
- Harness opportunities to align with Golf Month, International Women’s Golf Day and International Women’s Day
- Implement measures to ensure that all golfing bodies’ media departments report equally on women’s and men’s golf

B. Position golf as the sport of choice for girls, and emphasise golf’s holistic health benefits across the lifespan

- Explore opportunities to collaborate with other sports and develop strategies to cross promote and establish potential transition initiatives
- Promote and position golf as an easily accessible sport for girls and women wanting to re-engage in a sporting activity
- Encourage and empower golf courses to open their doors to female recreational and community activities including walking, jogging, yoga, Pilates and fitness groups



3. Marketing and positioning (cont.)



Key deliverables:

- Aspirational representation of women and girls in all general business and marketing resources
- Girls and women's marketing initiatives and campaigns
- Equality of reporting across the women's and men's games by all golfing bodies across grass roots and high performance pathways
- Collaborate with other sports to cross-promote, facilitate transition and position golf as the ideal complementary sport for women and girls
- Partnerships with like-minded brands and corporates to provide opportunities to engage girls and women into golf
- Explore the introduction of more team based opportunities to position golf as both an individual and team sport



3. Marketing and positioning (cont.)



How we will measure success:

- Improvements in women's and girls' perceptions of the sport
- Number of partnerships with other sports and like-branded brands
- Gender representation in Golf Australia resources
- Number and impact of female focused marketing initiatives



How we will implement



GA Board

General Manager – Golf Development

Project Manager & Steering Group

Project Teams

Culture & Leadership

Grassroots

HP & Coaching

Marketing & Positioning