

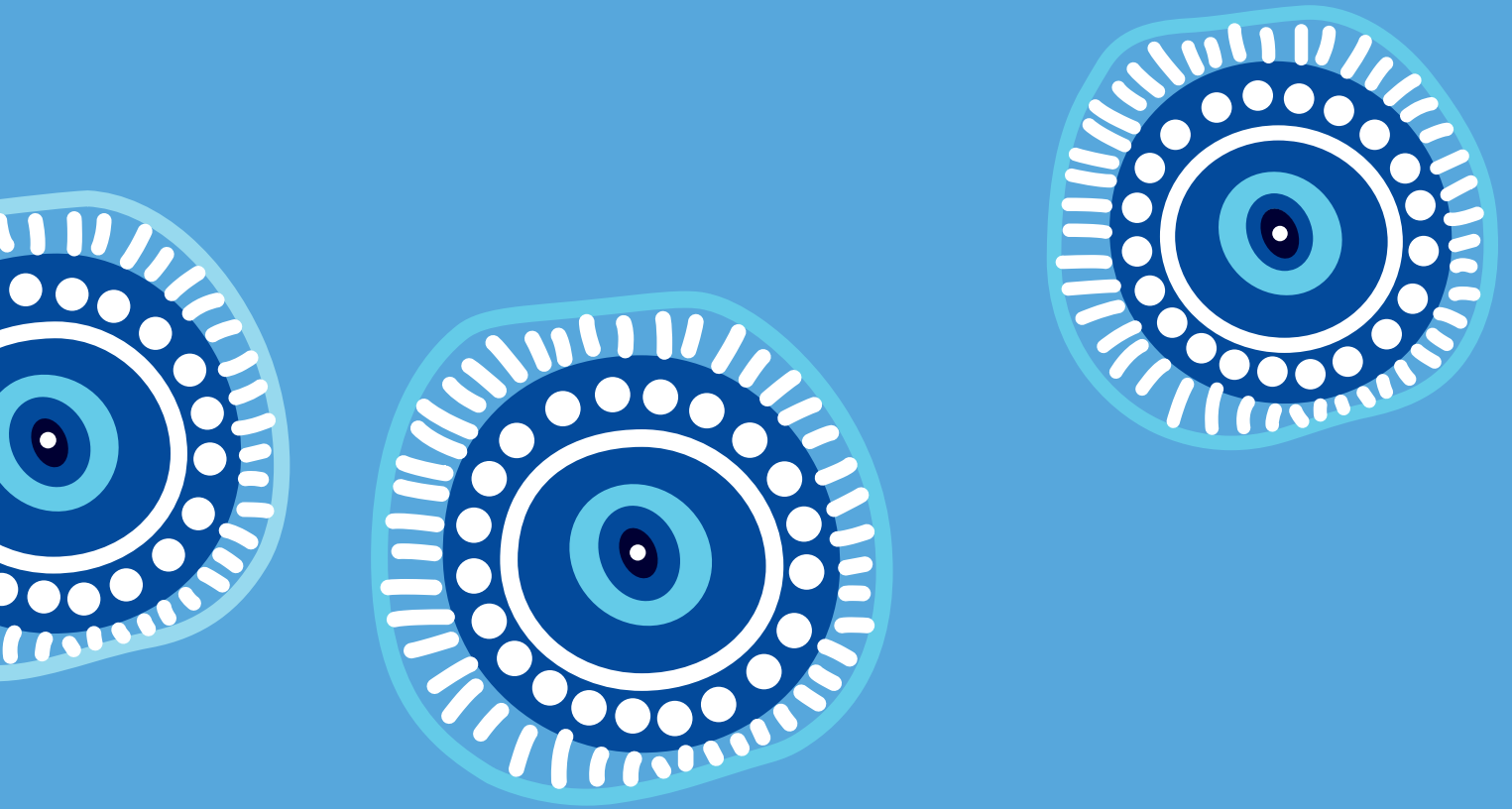


Australian Government

Australian Sports Commission

# SPORT GOVERNANCE STANDARDS

BENCHMARKING REPORT 2025



# AUSTRALIAN SPORTS COMMISSION ACKNOWLEDGEMENT OF COUNTRY

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and future.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

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# INTRODUCTION

Developed by the Australian Sports Commission (ASC) and supported by the State and Territory Agencies for Sport and Recreation (STASR), the annual Sport Governance Standards (Standards) Benchmarking Report provides insights into how sporting organisations assess their governance maturity against those standards.

The Standards provide a framework to evaluate the effectiveness and efficiency of governance systems and processes. Co-designed with the Australian sport sector, the Standards focus on accountability, transparency and continuous governance improvement in all sporting organisations.

The fifth edition of the Benchmarking Report features the results of the Standards self-assessments from State Sporting Organisations and State Sporting Organisations for People with Disability (SSO/D), in addition to funded National Sporting Organisations and National Sporting Organisations for People with Disability (NSO/D).

The Standards provide insight into sector-wide governance of sporting organisations in Australia. Further, the data collected provides an opportunity for individual sports to assess governance maturity across the whole of sport, facilitating collaboration, improving efficiencies, and identifying opportunities for improvement.

The Standards are broken into the following categories:

- 35 Standards are measured for all NSO/Ds and SSO/Ds and form the basis of this report
- 4 Standards measure Gender Composition for all NSO/Ds and SSO/Ds, and are reported under *Gender Balance*
- 8 Standards measure Principle 8 *The best and fairest – a system for ensuring integrity* for State and Territories, and are only included in the SSO/D section of this report

Between February and June 2025, NSO/Ds and SSO/Ds were asked to self-evaluate their governance maturity against each Standard using a four-point scale, with a score of 1 representing low maturity and a score of 4 representing the highest level of maturity.

This report combines data from 70 funded NSO/Ds and 369 SSO/Ds and is designed to provide insights into the results and findings of the self-assessment process against the Standards.

The Standards data in this document will be used by NSO/Ds, SSO/Ds, the ASC and STASR to:

- benchmark the current governance maturity of all NSO/Ds and SSO/Ds
- inform development of Governance Plans for each organisation
- identify the major development needs of NSO/Ds and SSO/Ds to help the ASC prioritise support, education and the development of resources for the sector.

## Tiering of Organisations and Expected Maturity

All sporting organisations are sorted into tiers, based on the financial investment from the ASC (NSO/D) or relevant STASR (SSO/D), and the revenue generated by the organisation. In this way, there is an **expected governance maturity** level based on resources and internal capacity available to the organisation.

It is important to note that the term *expected* means anticipated; that is, it is the expected eventual maturity level assigned by the ASC and STASR, providing a clear benchmark for organisations to focus on improvement, rather than a measure of compliance.

Further information on the Governance Performance Cycle (comprising the Standards self-assessment, Governance Planning and Reporting) can be found at [Sport Governance and Organisational Enhancement | Australian Sports Commission \[sportaus.gov.au\]](https://sportaus.gov.au).

# EXECUTIVE SUMMARY



**449**

The number of sporting organisations who completed the Sport Governance Standards self-assessment in 2025 (430 in 2024)



**2.84/4.00**

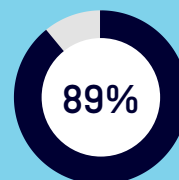
The average Standard score for all organisations nationally (NSO/D and SSO/D combined) (2.70 in 2024)



The number of Sports Governance Principles that experienced an increase in national governance maturity scores in 2025



The number of organisational tiers that experienced an increase in national governance maturity scores in 2025



The number of Sports Governance Standards that experienced an increase in national governance maturity scores in 2025



**3.90**

The highest score nationally was for Standard 5.1 Legal Entity - *The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction*



**1.92**

The lowest score nationally was for Standard 9.8 Succession Planning - *The board has a documented succession planning process for key personnel and the retention of corporate knowledge*

## Strongest performing Standards

Nationally, organisations reported most highly for 5.1 Legal Entity (3.90), 7.1 Vulnerable Persons and Children (3.61), and 2.3 Member Communication (3.45).

SSO/Ds scored highly for 8.4 Member Protection and Child Safety Policies (3.63); however, this Standard is not recorded for NSO/Ds and is therefore excluded from national results (see Principle 8 and the National Integrity Framework under Background).

## Areas which have improved

The biggest positive change [+19%] was for Standard 4.2 Diversity, Equity and Inclusion. This improvement is encouraging, particularly considering the 12% improvement the year prior.

However, it is still the eighth lowest performing Standard [2.41], meaning there is further opportunity for boards to develop a strong public commitment towards achieving their diversity, equity and inclusion goals. The ASC and STASR will provide continued focus and support to enable sporting organisations to improve this critical element of governance through an intersectional approach.

## Areas for improvement

For the second year in succession, organisations nationally reported the lowest scores in relation to succession planning, board evaluation and director education. This was consistent across both NSO/Ds and SSO/Ds. In particular, board evaluation and board succession planning indicate that new policy initiatives may be required to achieve a sector-wide shift in these areas.

Sporting organisations should be encouraged to utilise the resources available to support these governance practices, including templates for succession planning, a free online board evaluation for NSO/Ds and SSO/Ds, and a suite of free, online governance education courses.

## Gender Equity

Sporting organisations reported on the gender balance of their boards for the second time in 2025.

### Key insights:

- While the overall percentage of women directors has slightly declined between 2024 and 2025 [46.44% vs 43.83% respectively], a similar decrease is evident in the proportion of men directors over the same period. This is due to an increase in the number of reported gender diverse directors across the country (up from 2.02% in 2024 to 6.81% in 2025)
- There remains a discrepancy between the percentage of women and gender diverse chairs (39.42% collectively) and deputy chairs (54.33% collectively), indicating further opportunity to increase the number of women and gender diverse chairs across the sport sector

## Tiers – expectations v performance

Expectations on governance maturity are based on organisation size and resourcing. As expected, organisations with greater capacity reported higher governance maturity. Pleasingly, however, results show a steady improvement in performance from the lowest tiers [5 and 6, both of which outperformed expected levels] to the highest tier [1].

The ASC and STASR will continue to support organisations within all tiers to improve their governance performance and help them reach their full potential.

## Governance Plans – the mechanism for improvement

Organisations use the annual Sport Governance Standards results to help establish priorities and then develop an action plan to raise their governance maturity level.

The Governance Plan is available on the Game Plan platform for all recognised NSO/Ds and SSO/Ds.

## A collaborative approach

The National Benchmarking Report provides a significant opportunity for sports that operate in a federated model to work collaboratively with their member states and territories.

A number of Standards measure how a sport governs collaboratively, including 1.2 Defined Values and Behaviours, 2.1 Stakeholder Engagement Plan, 2.3 Member Communication, 2.4 Member Collaboration, and 3.1 Strategic Plan.

Strong performance in these areas directly correlates with an increase in governance maturity across the remainder of the Standards.

All sporting organisations – regardless of their operating model – are encouraged to discuss their results with their peers to identify opportunities for collaboration and improvement.

## Key drivers of success

Data from the 2025 self-assessment revealed organisations were far more likely to have higher overall governance maturity if they performed well in some key performance indicators:

- **SGS 4.7 Governance Education**

Insight: Organisations who scored 3 or above for this standard reported a higher overall governance maturity (80% scored a total average of >3)

The ASC provides free education courses to improve organisational capability through governance education for directors. Organisations should consider incorporating this education into their director eligibility requirements and director induction processes.

- **SGS 4.4 Director Independence**

Insight: Organisations who scored 3 or above for this standard reported a higher overall governance maturity (72% scored a total average of >3)

Directors that are independent of any role or conflict with member bodies are critical to ensuring that the board can make decisions in the best interests of the organisation, rather than any one group of members. Given the importance of this Standard, and the correlation with overall governance maturity, all sporting organisations should consider codifying eligibility requirements within their constitutions to ensure director independence.

- **SGS 4.6 Elected vs Appointed Directors**

Insight: Organisations who scored 3 or above for this standard reported a higher overall governance maturity (75% scored a total average of >3)

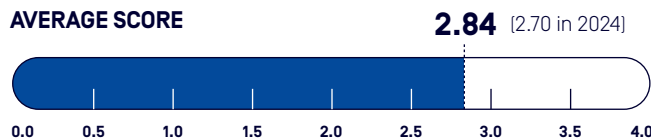
Organisations with a greater percentage of appointed directors are better able to meet the requirements of their skills and attributes matrix, driving greater governance performance overall.

- **SGS 6.4 Conflict of Interest**

Insight: Organisations who scored 3 or above for this standard reported a higher overall governance maturity (81% scored a total average of >3)

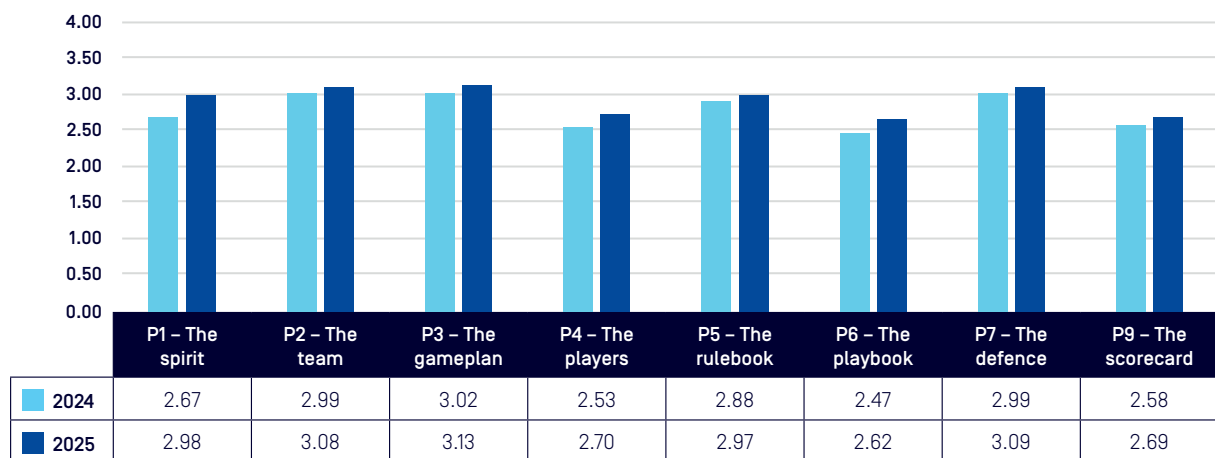
Organisations with less mature conflicts processes perform poorly across the board. Processes for managing conflicts of interest can be improved without constitutional change. Organisations should prioritise this critical area of governance, as there is a high correlation between mature conflicts of interest processes and strong overall governance performance.

# NATIONAL RESULTS (NSO/D AND SSO/D)



Number of Organisations surveyed: **449** [430 in 2024]

## NATIONAL – SPORT GOVERNANCE PRINCIPLES



### Key points and insights

- **449** sporting organisations completed the Standards self-assessment in 2025, comprising of 70 funded NSO/Ds and 369 SSO/Ds
- Organisations were broken into 6 tiers, with Tiers 5 and 6 acknowledging the reduced resourcing of the smaller State and Territory organisations
- 2025 is the second year that Standards responses have been collected from SSO/Ds across the country, providing year-on year data
- Principle 8 The best and fairest is administered by Sport Integrity Australia and does not form part of the National results
- Overall, organisations with higher levels of resourcing assessed a higher level of governance maturity
- Average scores increased across all Sports Governance Principles, and within each of the six organisational tiers, demonstrating improvement in governance arrangements and practices across the Australian sports sector
- The largest increase was in Principle 1 The spirit of the game (11.6%), driven by increases across each Standard within that Principle (1.1 increased 10%, and 1.2 and 1.3 both increased by 12%). This indicates a significant uplift in the prioritisation of organisational culture across sporting organisations, with values and behaviours being defined and embedded at all levels

For a detailed list of organisations who submitted Standards self-assessments in 2025, see Appendix Item 1.

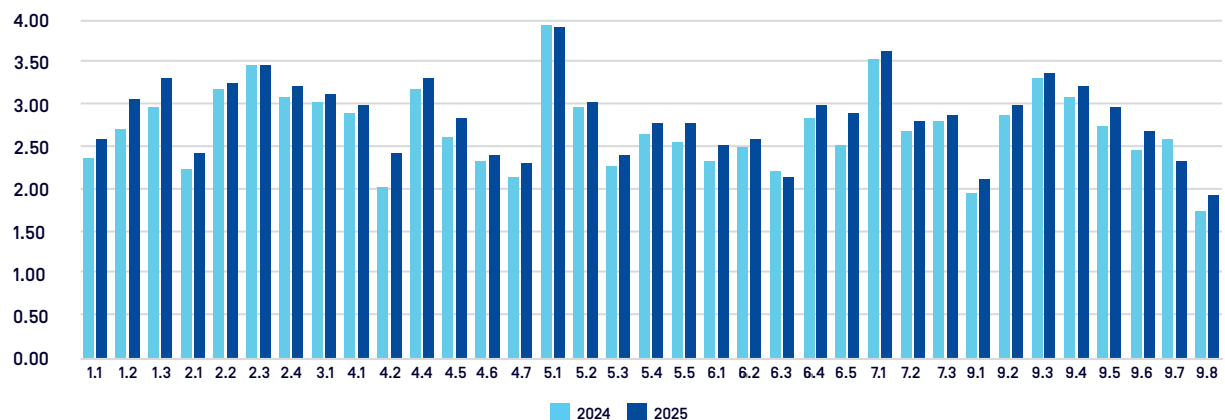


### Average score of Principles:

Principle	Principle name	Average (2024)	Average (2025)
1	The spirit of the game – values driven culture and behaviours	2.67	2.98
2	The team – aligned sport through collaborative governance	2.99	3.08
3	The gameplan – a clear vision that informs strategy	3.02	3.13
4	The players – a diverse board to enable considered decision making	2.53	2.70
5	The rulebook – documents that outline duties, powers, roles and responsibilities	2.88	2.97
6	The playbook – board processes which ensure accountability and transparency	2.47	2.62
7	The defence – a system which protects the organisation	2.99	3.09
9	The scorecard – embedded systems of internal review to foster continuous improvement	2.58	2.69

### Average score of Standards:

#### NATIONAL - SPORT GOVERNANCE STANDARDS

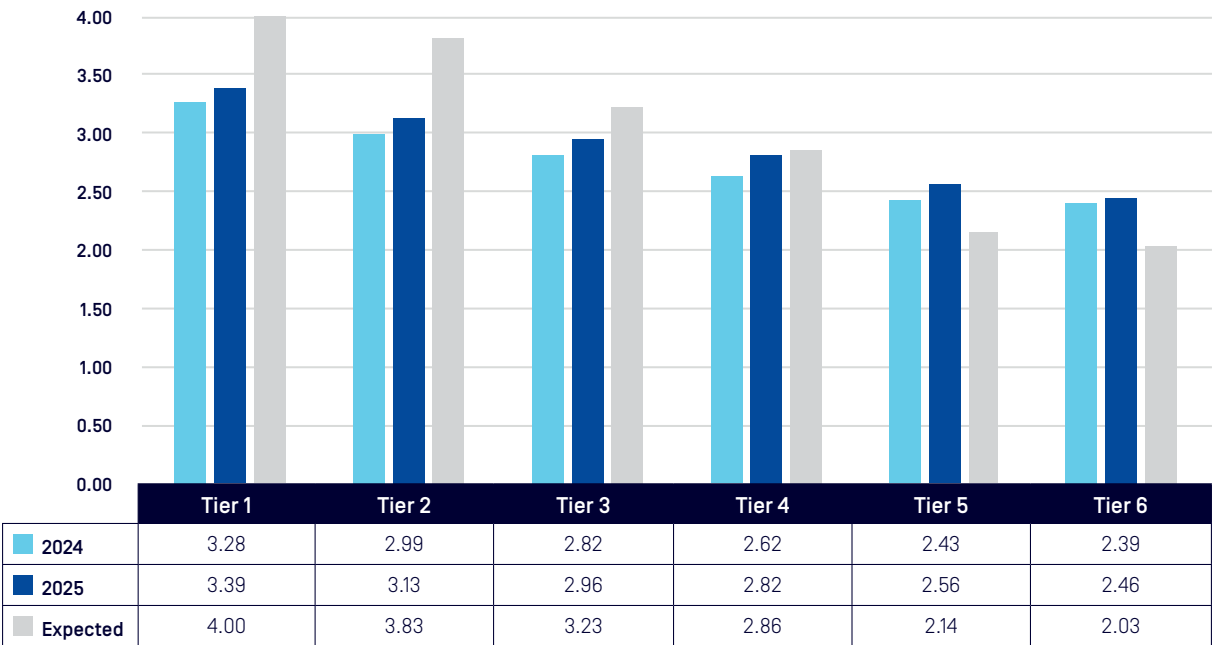


Standard code	Standard name	Average Score [2024]	Average Score [2025]
1.1	Code of Conduct	2.35	2.59
1.2	Defined Values and Behaviours	2.72	3.04
1.3	Demonstrated Values and Behaviours	2.95	3.31
2.1	Stakeholder Engagement Plan	2.23	2.42
2.2	Member Meetings	3.18	3.24
2.3	Member Communication	3.47	3.45
2.4	Member Collaboration	3.07	3.21
3.1	Strategic Plan	3.02	3.13
4.1	Board Skills Matrix	2.90	2.99
4.2	Diversity, Equity and Inclusion	2.02	2.41
4.4	Director Independence	3.19	3.31
4.5	Appointment of Directors	2.62	2.83
4.6	Elected Vs Appointed Directors	2.32	2.38
4.7	Governance Education	2.15	2.30
5.1	Legal Entity	3.95	3.90
5.2	Director Term Limits	2.97	3.03
5.3	Director Eligibility	2.27	2.38
5.4	Director Induction	2.65	2.77
5.5	Board Charter	2.55	2.78
6.1	Finance, Audit and Risk Committee	2.33	2.50
6.2	Chair Appointment and Evaluation	2.49	2.59
6.3	CEO Eligibility	2.19	2.14
6.4	Conflict of Interest	2.82	3.00
6.5	Governance Reporting	2.51	2.88
7.1	Vulnerable Persons and Children	3.52	3.61
7.2	Development of Risk Management	2.67	2.80
7.3	Implementation of Risk Management	2.79	2.87
9.1	Board Evaluation	1.93	2.11
9.2	Board Meeting Schedule	2.85	2.99
9.3	Board Meeting Agenda	3.31	3.37
9.4	Board Meeting Minutes	3.10	3.20
9.5	Financial Delegations	2.74	2.94
9.6	Non-Financial Delegations	2.44	2.66
9.7	CEO Evaluation	2.57	2.32
9.8	Succession Planning	1.72	1.92

Tier Performance & Expected Maturity

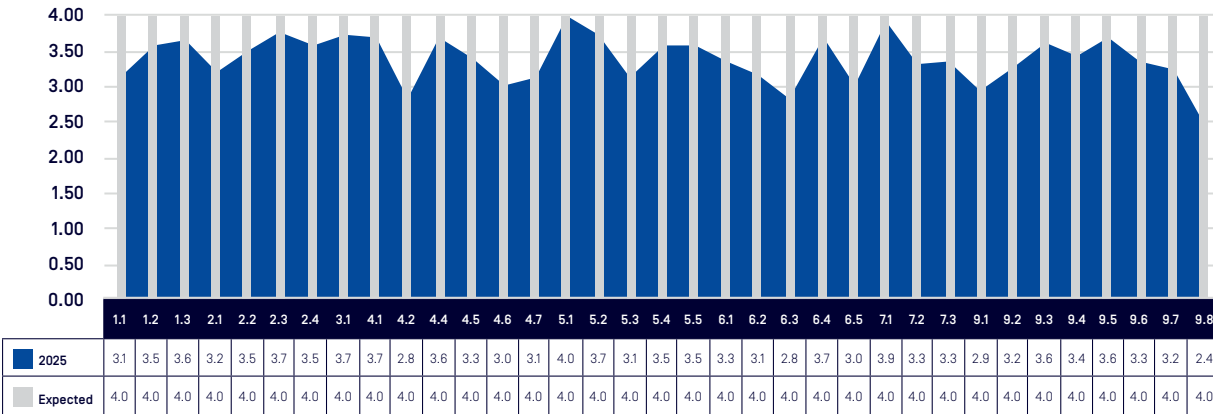
The ASC and STASR sets an **expected governance maturity** level based on resources and internal capacity available to organisations, with a greater level of governance maturity expected of organisations that receive larger amounts of government funding.

NATIONAL TIER AVERAGES V EXPECTED MATURITY

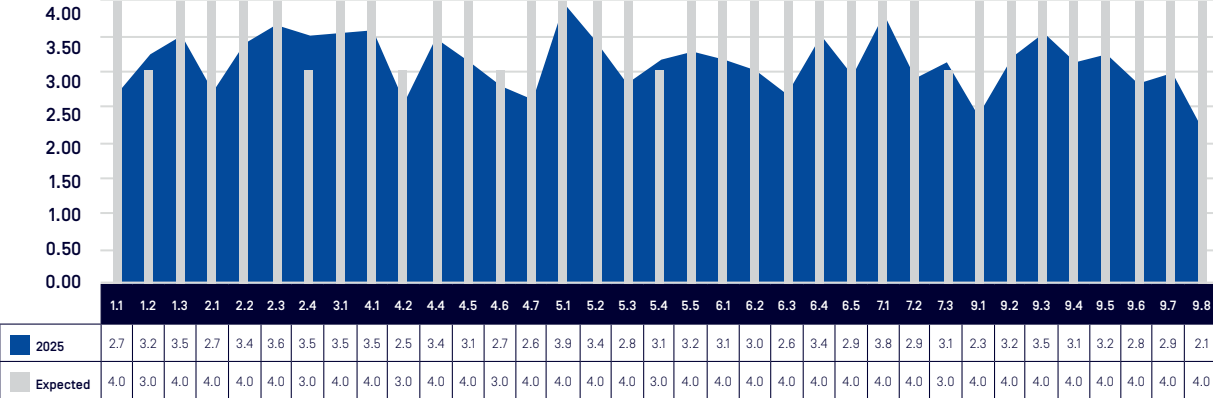


The following graphs demonstrate the performance of each Tier for each Standard (blue), against the expected maturity (vertical yellow line).

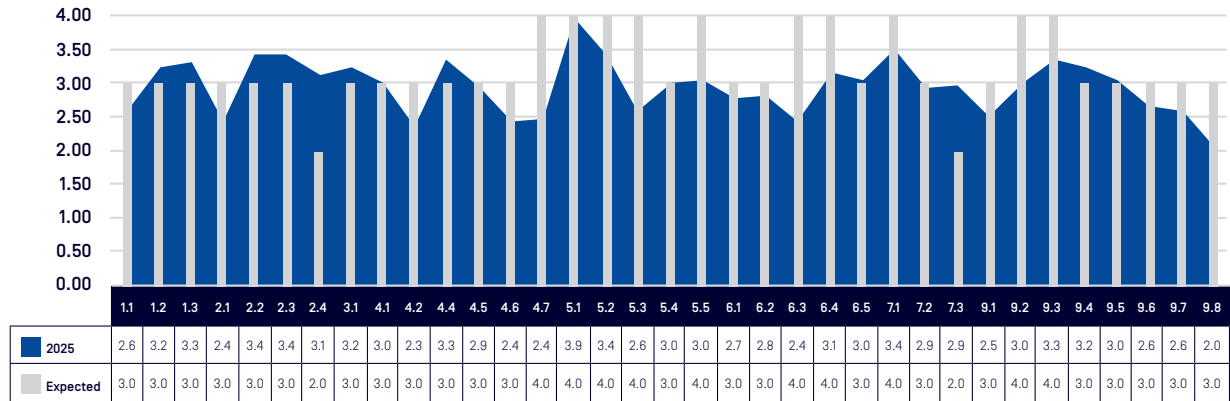
NATIONAL TIER 1 V EXPECTED MATURITY



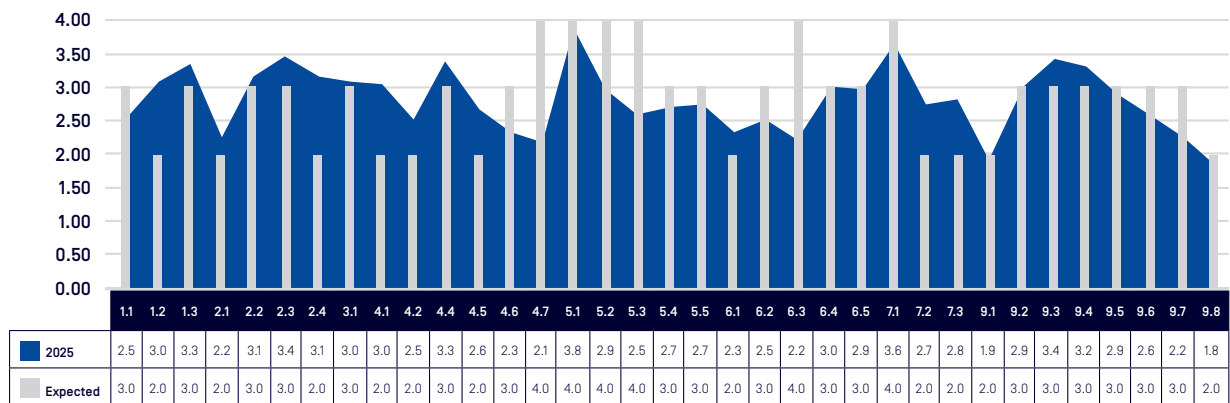
NATIONAL TIER 2 V EXPECTED MATURITY



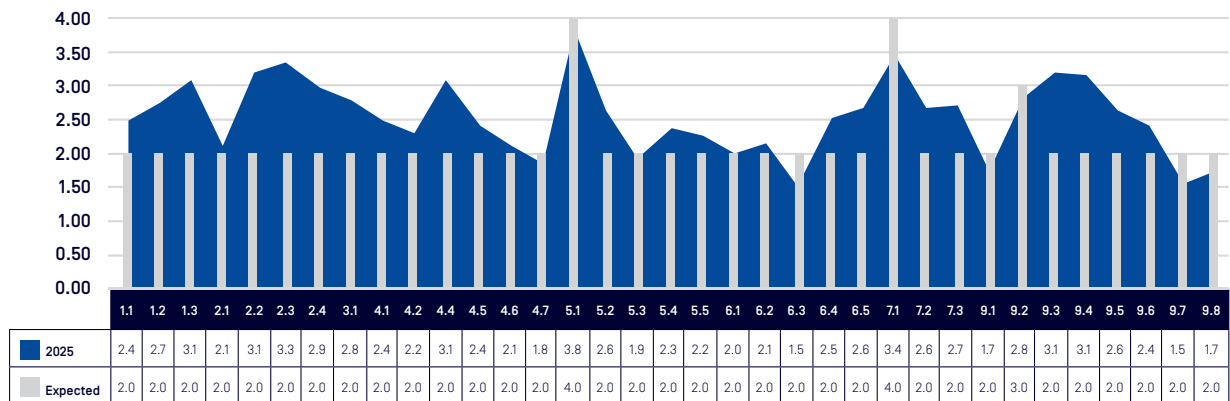
### NATIONAL TIER 3 V EXPECTED MATURITY



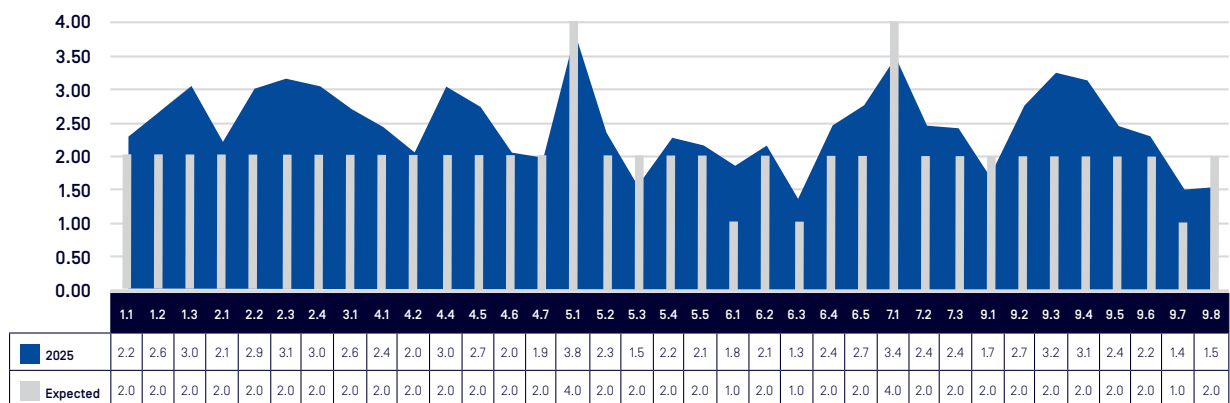
### NATIONAL TIER 4 V EXPECTED MATURITY



### NATIONAL TIER 5 V EXPECTED MATURITY



### NATIONAL TIER 6 V EXPECTED MATURITY



# NATIONAL SPORTING ORGANISATION (NSO/D) RESULTS

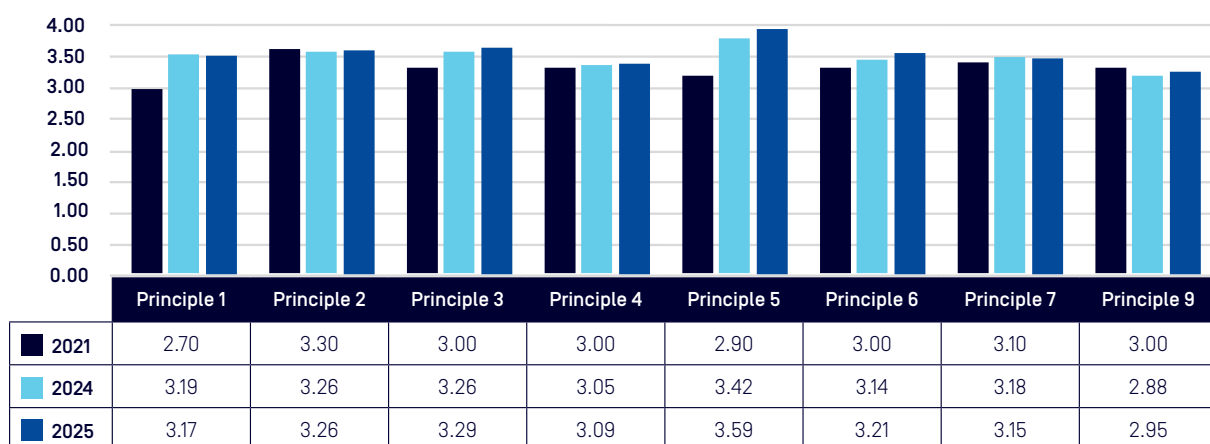
## Improvement

54% of Funded NSO/Ds increased their governance performance in 2025. The average score reported for a Standard across all funded NSO/Ds in 2024 was **3.18** out of a possible 4 (3.13 in 2024).

## Sport Governance Principles

There are nine Principles, eight of which are measured by NSO/Ds (Principle 8 The best and fairest – is administered by Sport Integrity Australia and does not form part of the Standards self-assessment for NSO/Ds).

### NSO/D - AVERAGE BY PRINCIPLE



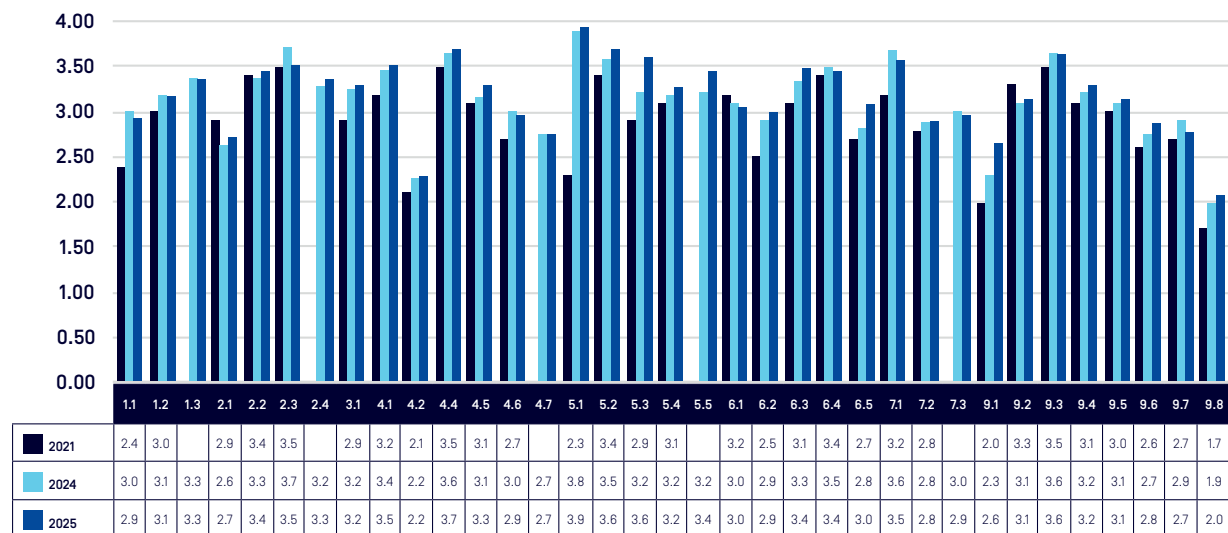
## Key points and insights

- NSO/Ds reported improvement in 5 of the 8 Principles
- Principle 1 The spirit of the game – values-driven culture and behaviours [-0.73%] and Principle 7 The defence – a system which protects the organisation [-1.02%] recorded minimal decreases in average scores amongst NSO/Ds
- The greatest increases were recorded in Principle 5 The rulebook – documents that outline duties, powers, roles and responsibilities [5.01%] and Principle 6 The playbook – board processes which ensure accountability and transparency [2.32%]
- Since the inception of the Standards, NSO/Ds have reported a significant increase in governance maturity in a number of areas, most notably Principle 5 The rulebook – documents that outline duties, powers, roles and responsibilities [23.84%], Principle 1 The spirit of the game – values driven culture and behaviours [17.28%], and Principle 3 The gameplan – a clear vision that informs strategy [9.52%]
- Conversely, there have been reductions in the average scores across Principle 9 The scorecard – embedded systems of internal review to foster continuous improvement [-0.76%], and Principle 2 The team – aligned sport through collaborative governance [-1.19%], indicating that NSO/Ds would benefit from further support in these areas

## Sport Governance Standards

NSO/Ds were measured against 35 Standards, with an extra 4 Standards asking organisations to submit their gender composition at board, chair/deputy chair and committee level (see Gender Balance).

### NSO/D - AVERAGE BY STANDARD



### Key points and insights

- NSO/Ds reported improvement in 24 of the 35 measurable Standards
- The biggest positive change (+15%) was for Standard 9.1 Board Evaluation, demonstrating the evaluation service offered by the ASC has been adopted 19 NSO/Ds over the past year. However, this Standard was the third lowest scoring, indicating there is opportunity for more organisations to take up this free service
- The biggest decrease [-5%] was for Standard 2.3 Member Communication, however this Standard continues to score highly for NSO/Ds (3.53), placing eighth overall
- All five lowest scoring Standards were in the same group – and in the same position as last year (9.8 Succession Planning, 4.2 Diversity, Equity and Inclusion, 9.1 Board Evaluation, 2.1 Stakeholder Engagement Plan and 4.7 Governance Education), indicating that current efforts to shift governance practice in these areas is ineffective and that new policy or support initiatives may be required

## TOP 5 PERFORMING STANDARDS (NSO/Ds)

### 1 Legal Entity [Standard 5.1]

The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction

Score out of 4: **3.96** (3.89 in 2024)

Last year's rating: **1**

### 2 Director Independence [Standard 4.4]

The organisation's directors should be independent, regardless of whether elected or appointed

Score out of 4: **3.70** (3.66 in 2024)

Last year's rating: **4**

### 3 Director Term Limits [Standard 5.2]

The organisation should have a staggered rotation system for directors, with term limits and a maximum tenure of no longer than 10 years

Score out of 4: **3.69** (3.58 in 2024)

Last year's rating: **6**

### 4 Board Meeting Agenda [Standard 9.3]

The board has documentation and processes to operate its meetings in an efficient and effective manner

Score out of 4: **3.64** (3.66 in 2024)

Last year's rating: **5**

### 5 Director Eligibility [Standard 5.3]

A director who has completed the maximum tenure on the board is not eligible to stand as a director for that organisation for a period of at least three years

Score out of 4: **3.60** (3.23 in 2024)

Last year's rating: **14**

## BOTTOM 5 PERFORMING STANDARDS (NSOD/s)

### 35 Succession Planning [Standard 9.8]

The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction

Score out of 4: **2.06** (1.98 in 2024)

Last year's rating: **35**

### 34 Diversity, Equity and Inclusion [Standard 4.2]

The board demonstrates a strong and public commitment to progressing towards achieving its diversity, equity and inclusion goals within its board composition

Score out of 4: **2.27** (2.26 in 2024)

Last year's rating: **34**

### 33 Board Evaluation [Standard 9.1]

The board should regularly evaluate its performance and performance of individual directors. The board should agree and implement a plan to take forward any actions resulting from the evaluations

Score out of 4: **2.64** (2.31 in 2024)

Last year's rating: **33**

### 32 Stakeholder Engagement Plan [Standard 2.1]

The board develops, communicates, and implements a stakeholder engagement plan aligned to its strategy

Score out of 4: **2.71** (2.65 in 2024)

Last year's rating: **32**

### 31 Governance Education [Standard 4.7]

Directors undertake recognised governance education

Score out of 4: **2.74** (2.77 in 2024)

Last year's rating: **31**

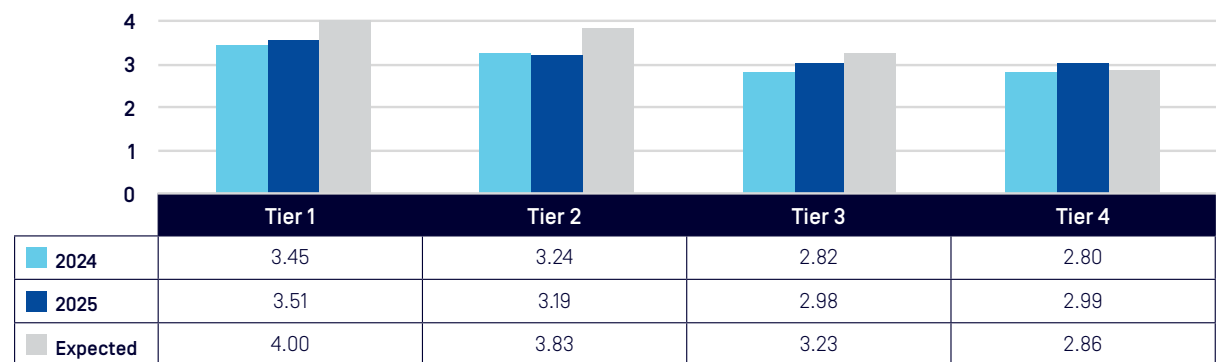
## Biggest Movers

Standard	Average [2024]	Average [2025]	% Change
9.1 Board Evaluation	2.31	2.64	+15%
5.3 Director Eligibility	3.23	3.60	+11%
6.5 Governance Reporting	2.82	3.09	+10%
5.5 Board Charter	3.22	3.44	+7%
2.3 Member Communication	3.72	3.53	-5%

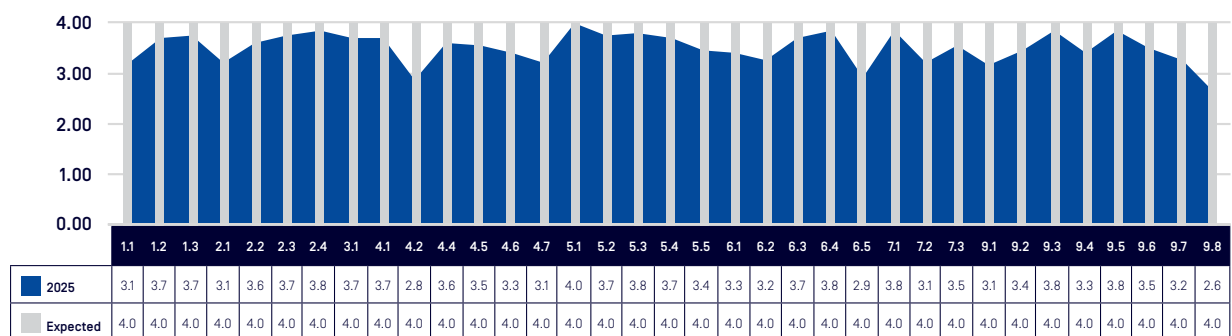
## Tier Performance & Expected Maturity

The ASC sets an **expected governance maturity** level based on resources and internal capacity available to the organisations, with a greater level of governance maturity expected of organisations that receive larger amounts of government funding.

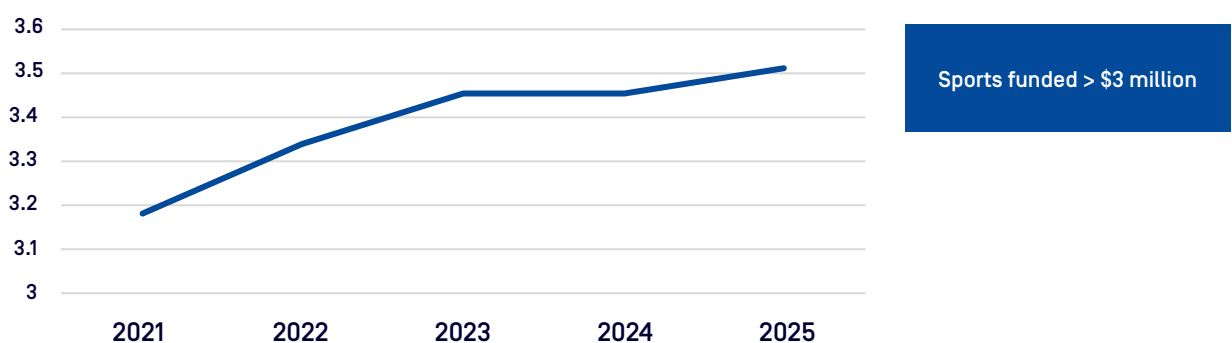
### NSO/D TIERS V EXPECTED MATURITY



### NSO/D TIER 1 V EXPECTED MATURITY

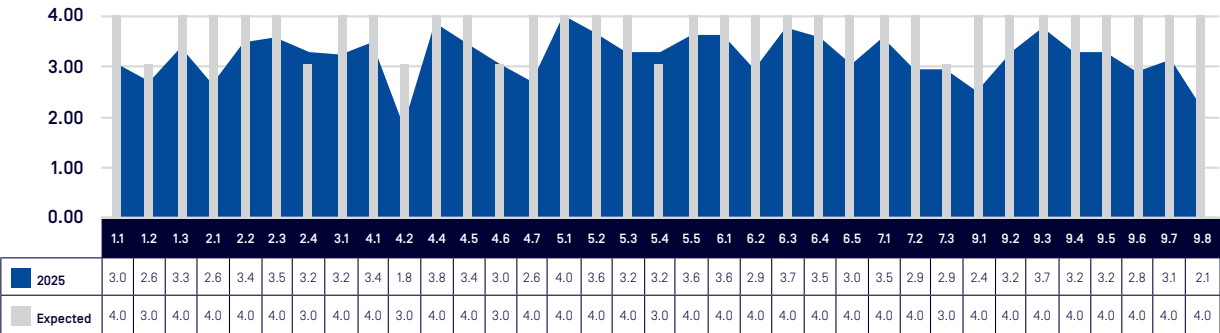


### NSO/D TIER 1 TREND

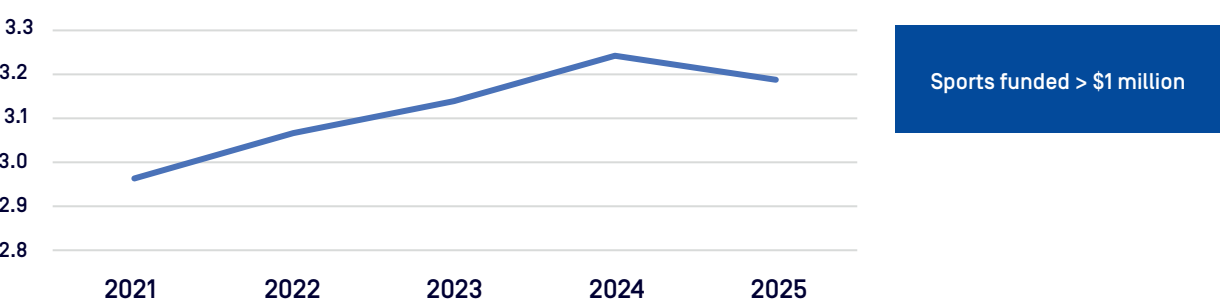




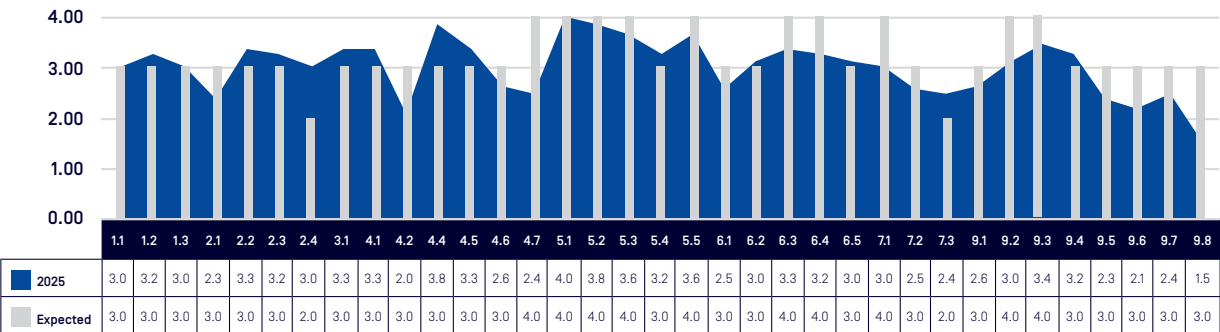
NSO/D TIER 2 V EXPECTED MATURITY



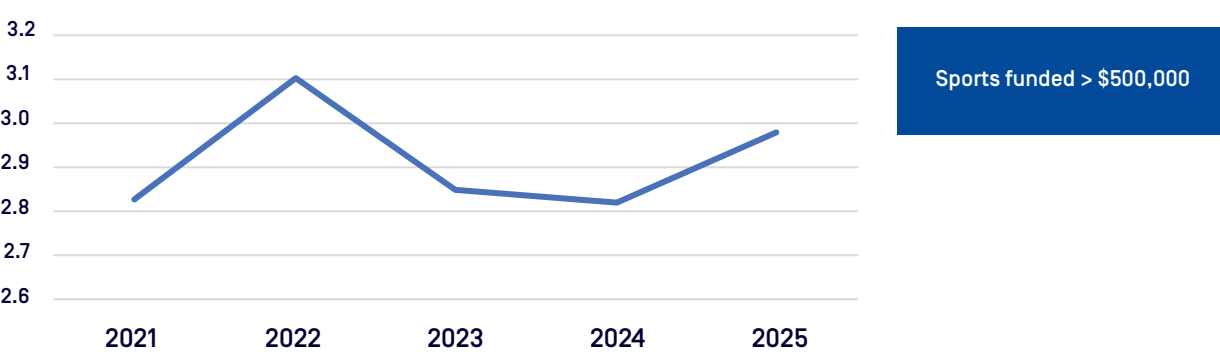
NSO/D TIER 2 TREND



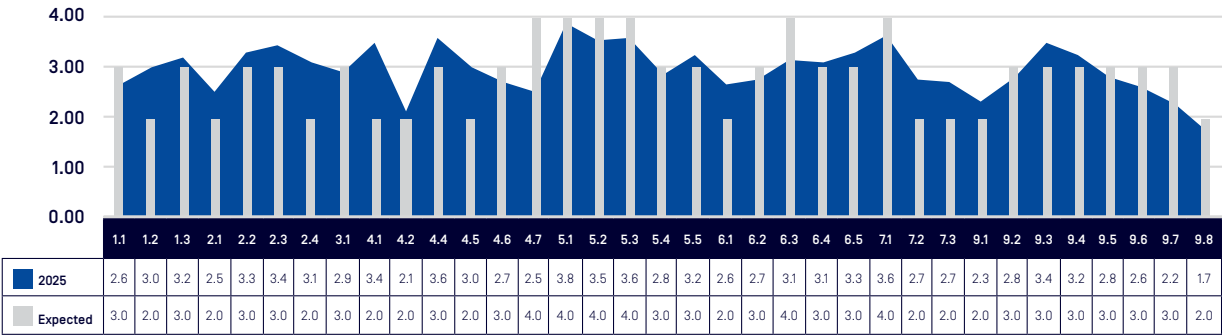
NSO/D TIER 3 V EXPECTED MATURITY



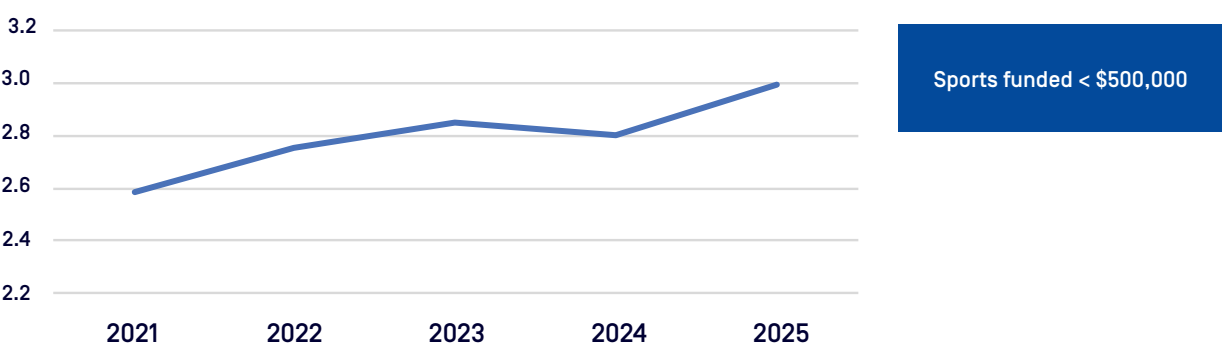
NSO/D TIER 3 TREND



NSO/D TIER 4 V EXPECTED MATURITY



NSO/D TIER 4 TREND



# STATE SPORTING ORGANISATION (SSO/D) RESULTS

## Overview

For the second year, all SSO/Ds were invited to complete the Sport Governance Standards self-assessment, enabling an unprecedented view of governance maturity in Australian sport.

Supported by the STASR, organisations completed their assessment using the same question set as their national level counterparts\*, providing a state-by-state, whole of sport, and sector- wide view of results.

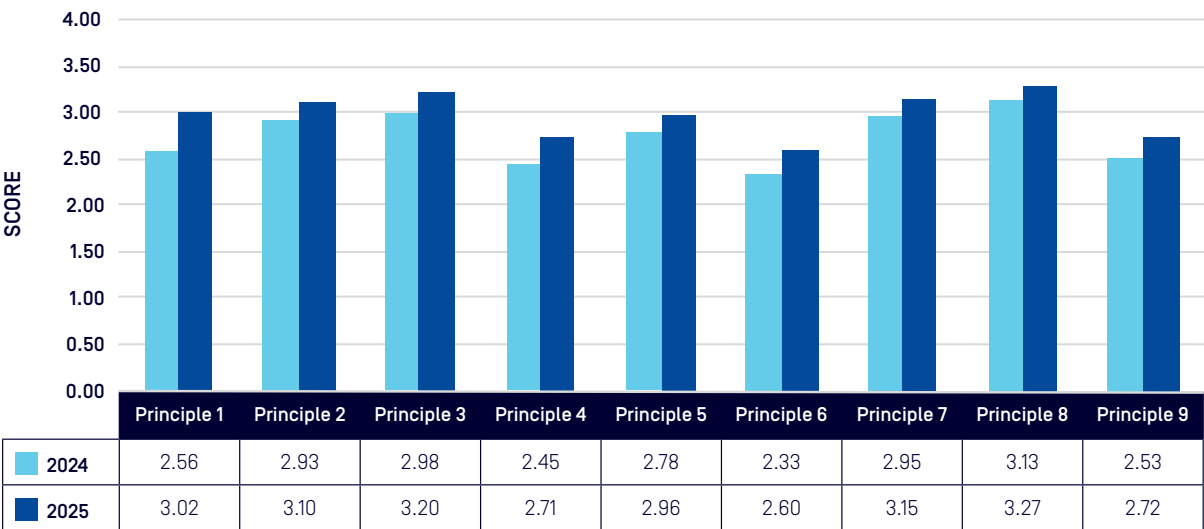
369 SSO/Ds completed the Standards self-assessment in 2025 (up from 357 in 2024).

The average score reported for a Standard across all SSO/Ds in 2025 was **2.94** out of a possible 4 [2.71 in 2024].

\*State & Territories also measured their sporting organisations against the Standards under Principle 8.

## Sport Governance Principles

### SSO/D - AVERAGE BY PRINCIPLE



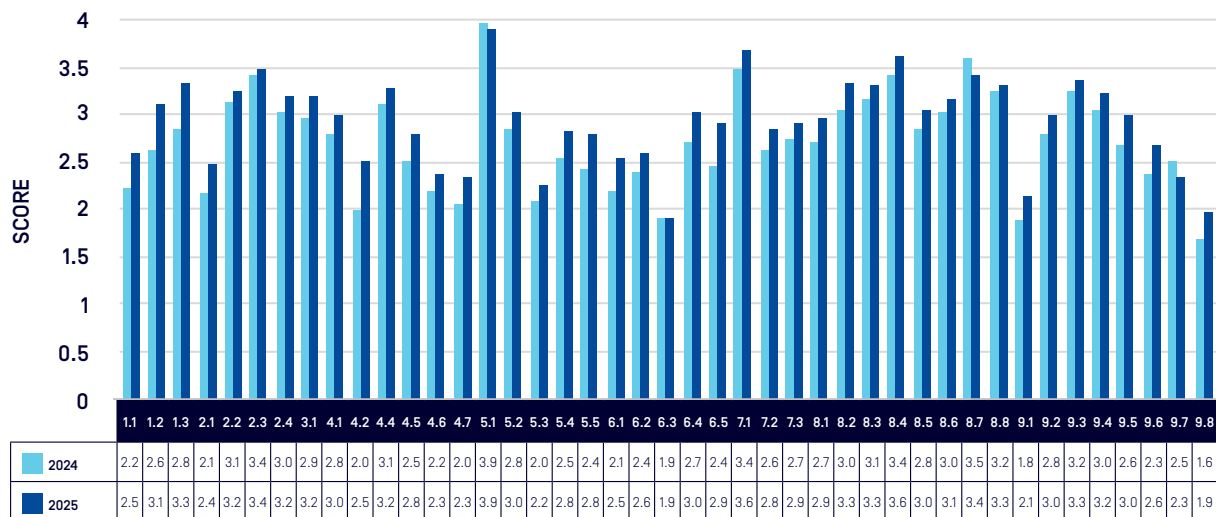
### Key points and insights

- Pleasingly, there was an increase in average scores across all nine Principles, with the highest increase (18%) for Principle 1 The spirit of the game – values driven culture and behaviours
- Principle 8 The best and fairest – a system for ensuring integrity – scored the highest (3.27), followed by Principle 3 The gameplan – a clear vision that informs strategy (3.20) and Principle 7 The defence – a system which protects the organisation (3.15)
- The lowest scoring Principles were Principle 6 The playbook – board processes which ensure accountability and transparency (2.60), Principle 4 The players – a diverse board to enable considered decision-making (2.71), and Principle 9 The scorecard – embedded systems of internal review to foster continuous improvement (2.72)

## Sport Governance Standards

SSO/Ds were measured against 43 Standards, with an extra 4 Standards asking organisations to submit their gender diversity at board and committee level.

### SSO/D - AVERAGE BY STANDARD



### Key points and insights

- SSO/Ds improved by 10% or more over last year's scores for 16 of the 35 Standards, indicating a significant positive shift in governance maturity. This initial shift mirrors the improved SGS results in the second year of NSO/D assessments, indicating the effectiveness of the SGS as a tool to evaluate and guide effective governance improvements.
- Of the Standards completed across all States and Territories, the highest performing were 5.1 [3.91], 7.1 [3.68] and 8.4 [3.63].
- The lowest performing Standards for SSO/Ds were:
  - Standard 6.3 CEO Eligibility - the CEO, upon leaving their role with the organisation, is not eligible for appointment or election to the board within 3 years [1.92].
  - This result is consistent with last year [1.90]. SSO/Ds were able to respond 'N/A' to this Standard if they did not have a CEO. This result is therefore a reflection of scores for organisations that do have a CEO role, indicating a common opportunity for constitutional improvement for SSO/Ds.
  - Standard 9.8 Succession Planning - the board has a documented succession planning process for key personnel and the retention of corporate knowledge [1.96].
  - Despite an 18% increase over last year [1.67], this result is consistent with the scores of NSO/Ds and reinforces the need for organisations to focus on this important element of governance. The ASC has developed resources to support organisations – regardless of size – to plan for turnover of key personnel and provide business continuity.
  - Standard 9.1 Board Evaluation - the board should regularly evaluate its performance and performance of individual directors. The board should agree and implement a plan to take forward any actions resulting from the evaluations [2.15].
  - Encouragingly, there was a 15% increase over last year [1.87], indicating increased focus on board performance. The ASC has developed a free, online resource for SSO/Ds to evaluate board performance, and SSO/Ds are encouraged to contact their relevant State and Territory Agency for Sport and Recreation (STASR) for assistance.

## TOP 5 PERFORMING STANDARDS (SSO/Ds)

### 1 Legal Entity [Standard 5.1]

The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction

Score out of 4: **3.91** (3.96 in 2024)

### 2 Vulnerable Persons and Children [Standard 7.1]

The organisation has a documented process to ensure compliance with working with vulnerable persons legislation (that reflects the varying legislative requirements of all States and Territories) including maintenance of relevant checks

Score out of 4: **3.68** (3.49 in 2024)

### 3 Member Protection and Child Safeguarding [Standard 8.4]

The organisation's Member Protection Policy and Child Safeguarding Policy are compliant with relevant requirements

Score out of 4: **3.63** (3.41 in 2024)

### 4 Member Communication [Standard 2.3]

The organisation proactively engages and communicates with its member bodies, ensuring accountability and transparency

Score out of 4: **3.48** (3.42 in 2024)

### 5 Anti-Doping [Standard 8.7]

The organisation's policy on Anti-Doping is current and compliant with relevant requirements

Score out of 4: **3.41** (3.59 in 2024)

## BOTTOM 5 PERFORMING STANDARDS (SSOD/s)

### 35 CEO Eligibility [Standard 6.3]

The board shall ensure that the CEO, upon leaving their role, is not appointed or elected to the board within 3 years

Score out of 4: **1.92** (1.90 in 2024)

### 34 Succession Planning [Standard 9.8]

The board has a documented succession planning process for key personnel and the retention of corporate knowledge

Score out of 4: **1.96** (1.67 in 2024)

### 33 Board Evaluation [Standard 9.1]

The board should regularly evaluate its performance and performance of individual directors. The board should agree and implement a plan to take forward any actions resulting from the evaluations

Score out of 4: **2.15** (1.87 in 2024)

### 32 Director Eligibility [Standard 5.3]

The board demonstrates a strong and public commitment to progressing towards achieving its diversity, equity and inclusion goals within its board composition

Score out of 4: **2.25** (2.08 in 2024)

### 31 Governance Education [Standard 4.7]

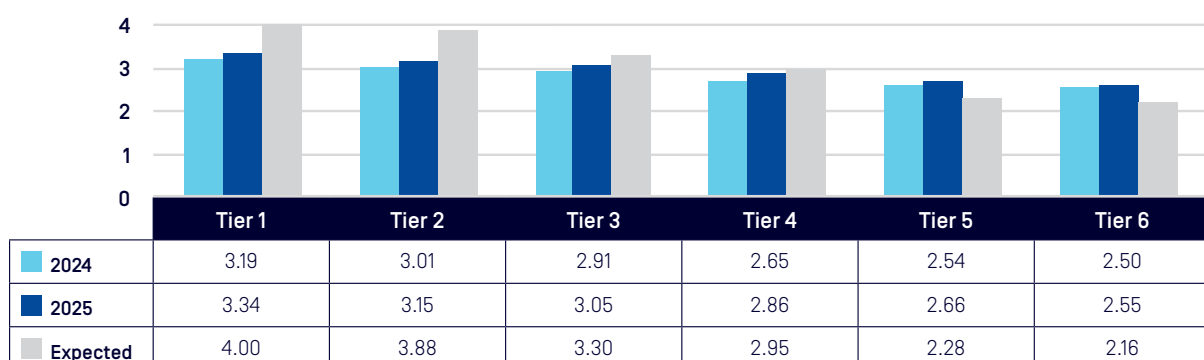
Directors undertake recognised governance education

Score out of 4: **2.34** (2.05 in 2024)

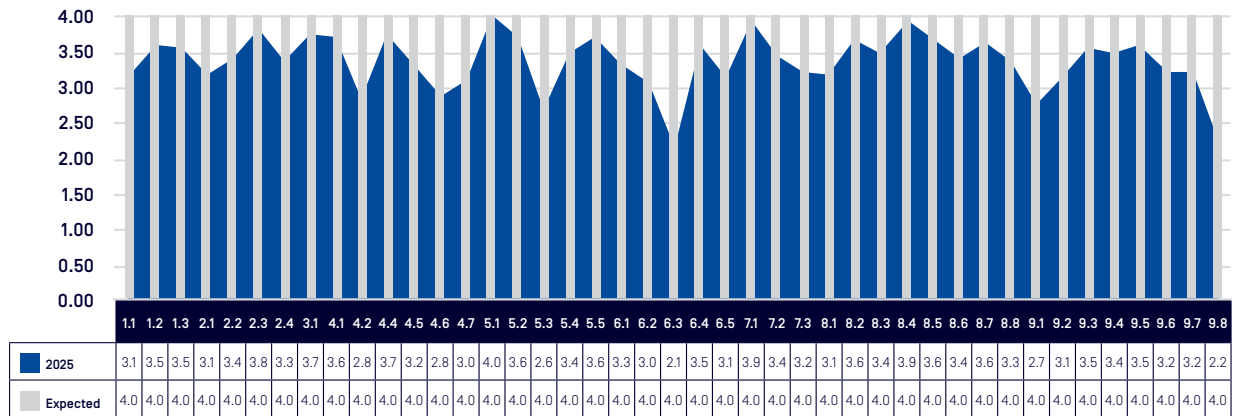
## Tier Performance & Expected Maturity

The ASC and STASR sets an **expected governance maturity** level based on resources and internal capacity available to the organisations, with a greater level of governance maturity expected for organisations that receive larger amounts of government funding.

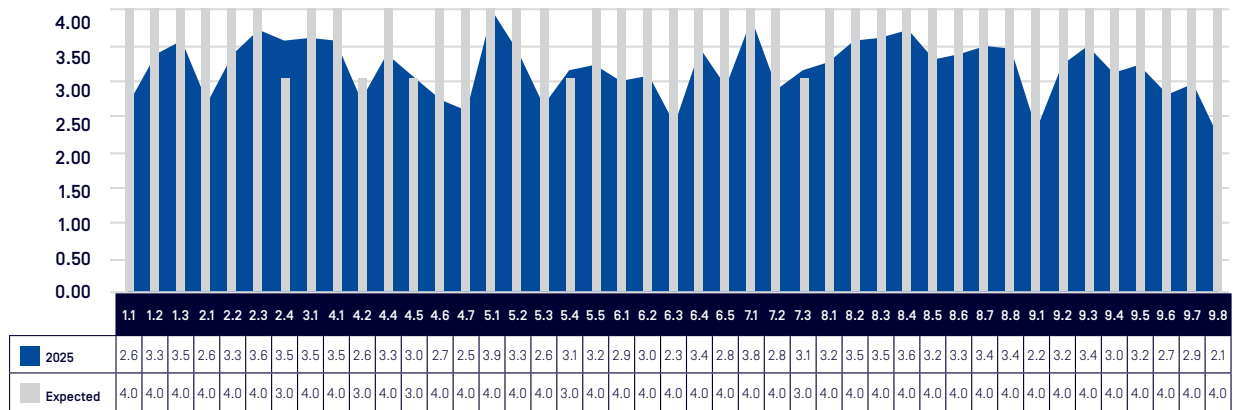
## SSO/D TIERS V EXPECTED MATURITY



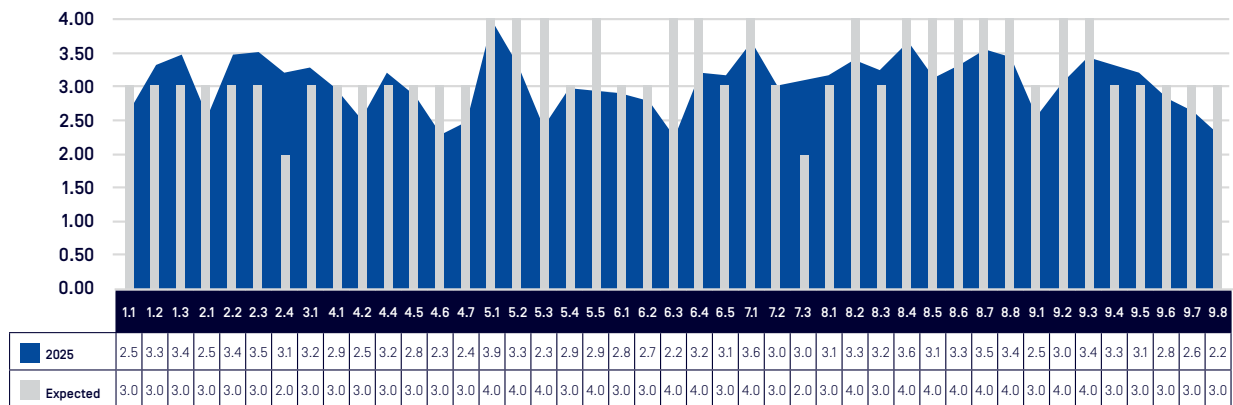
## SSO/D TIER 1 V EXPECTED MATURITY



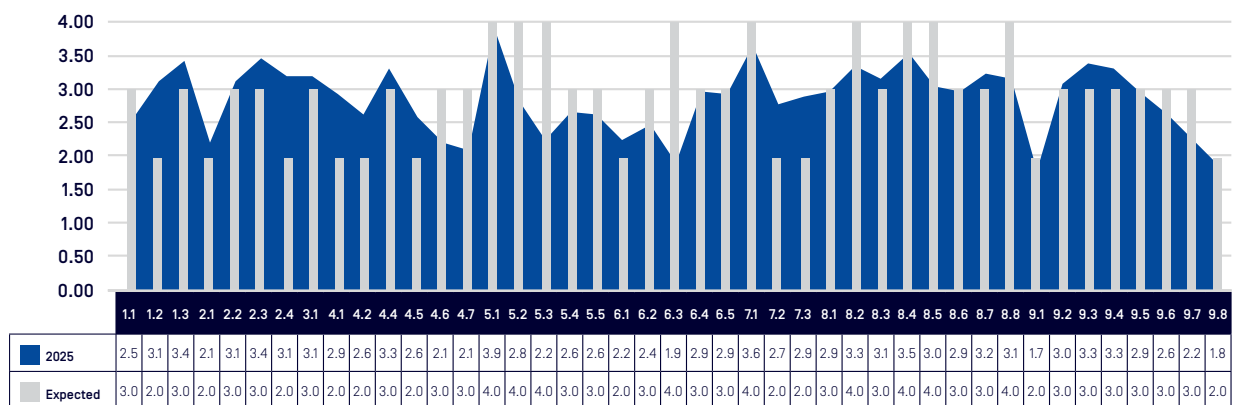
## SSO/D TIER 2 V EXPECTED MATURITY



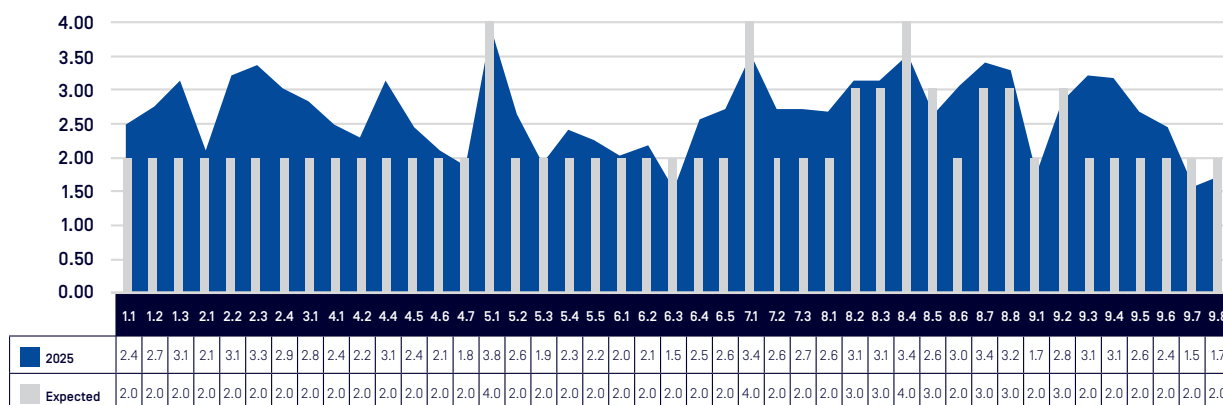
## SSO/D TIER 3 V EXPECTED MATURITY



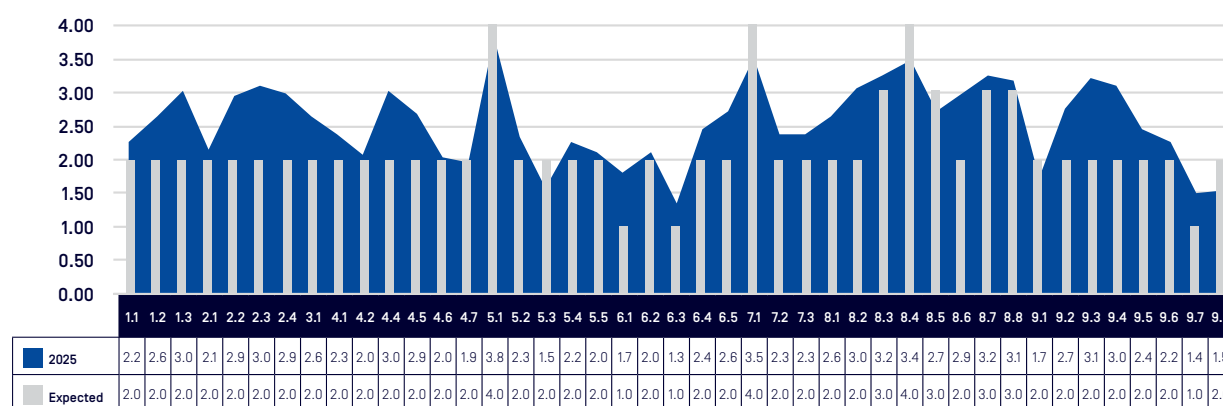
## SSO/D TIER 4 V EXPECTED MATURITY



## SSO/D TIER 5 V EXPECTED MATURITY



## SSO/D TIER 6 V EXPECTED MATURITY



### Key points and insights

- Organisations were broken into 6 tiers, acknowledging the variation in resourcing of State and Territory organisations
- Overall, organisations with higher levels of resourcing assessed a higher level of governance maturity
- On average, Tiers 5 and 6 scored higher than their expected maturity, performing strongly in Standards relative to collaborative governance (member collaboration and engagement), risk (vulnerable persons and risk management) and integrity
- For a detailed list of organisations who submitted Standards self-assessments in 2025, see Appendix item 1

# GENDER BALANCE

To support the **National Gender Equity in Sports Governance Policy**, a series of measures are incorporated into the Sport Governance Standards self-assessment.

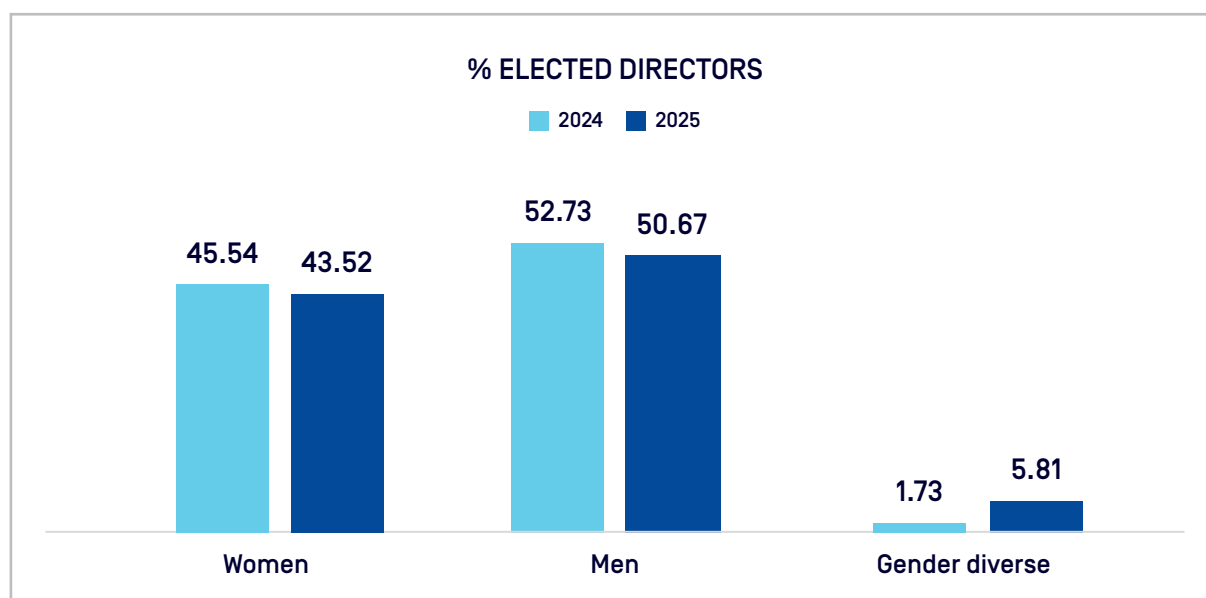
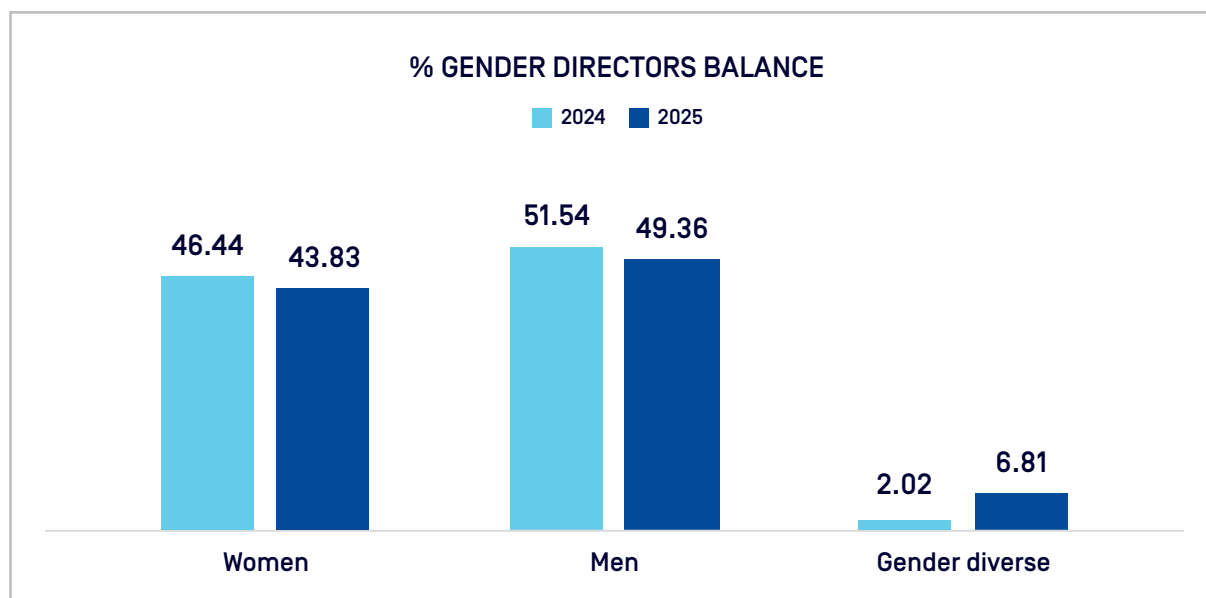
Standard 4.3 – Gender Balance states: The board, while ensuring the prevailing criteria for election are eligibility, skills, expertise, and experience, the board does not have more than 50% of one gender.

To support this Standard, organisations were asked to indicate the gender balance of:

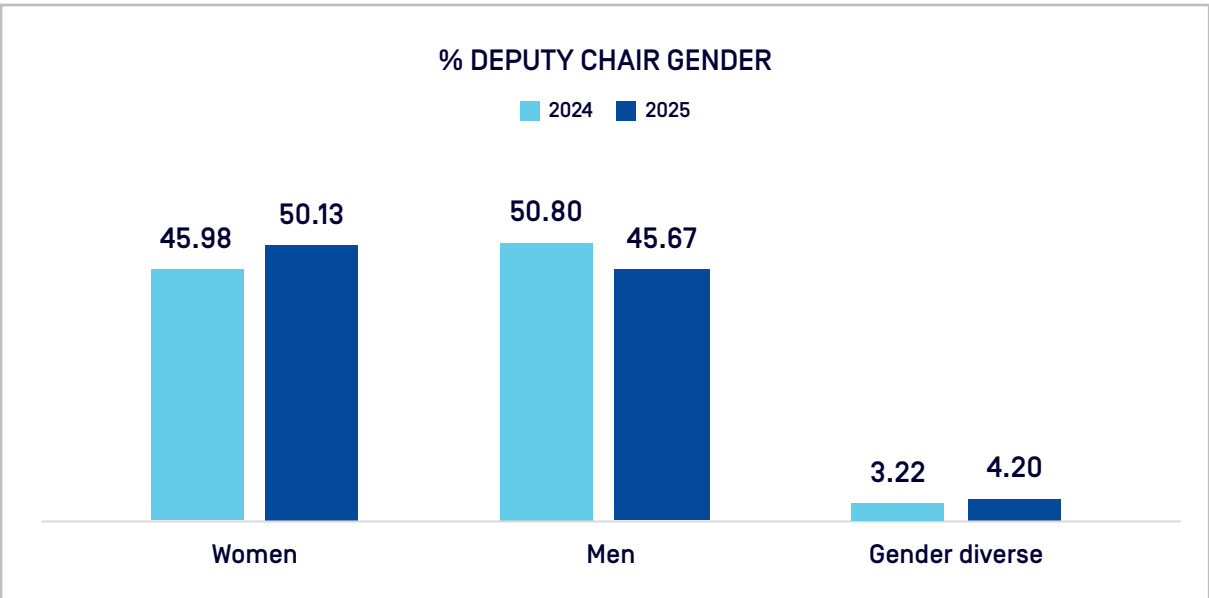
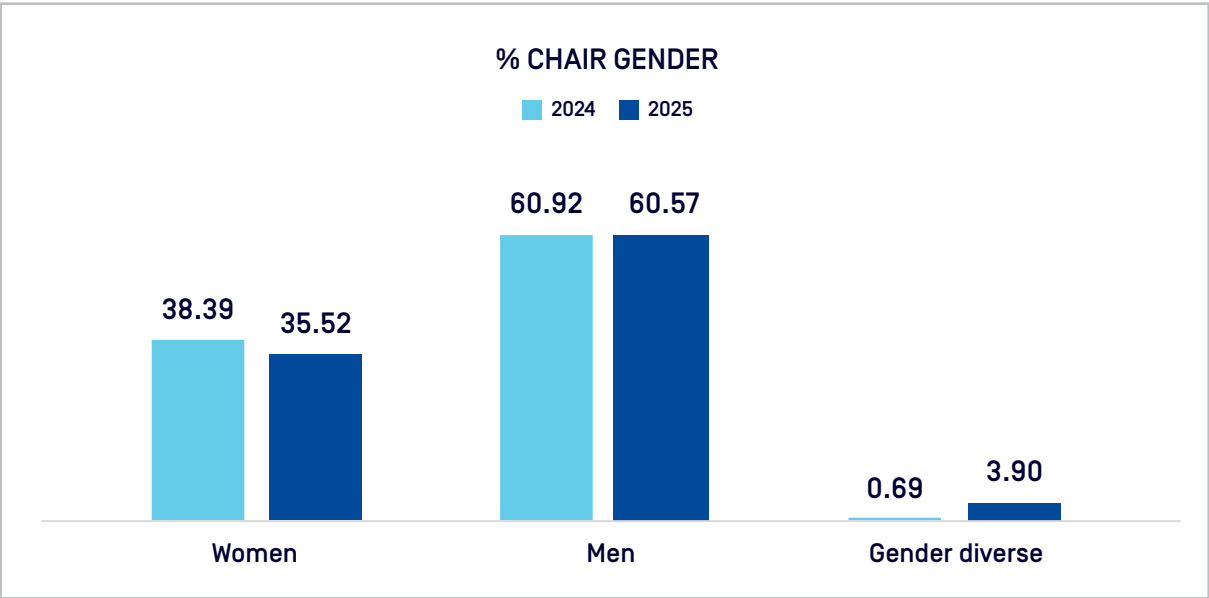
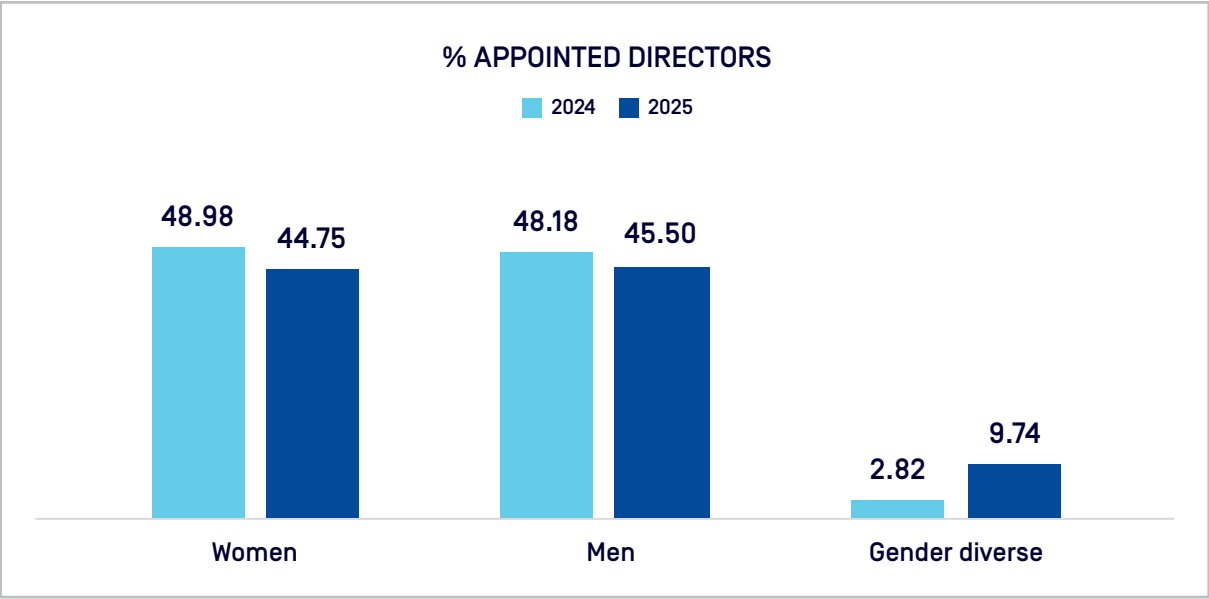
- Directors (Standard 4.3) – the board of directors' current gender composition
- Chair & Deputy (Standard 4.3.1) – the gender make-up of the Chair and Deputy Chair
- Nominations Committee (Standard 4.5.1) – the gender make-up of the Nominations Committee
- Finance, Audit and Risk Committee (Standard 6.1.1) – the gender make-up of the Finance, Audit and Risk Committee

## RESULTS

### National [NSO/D and SSO/D]





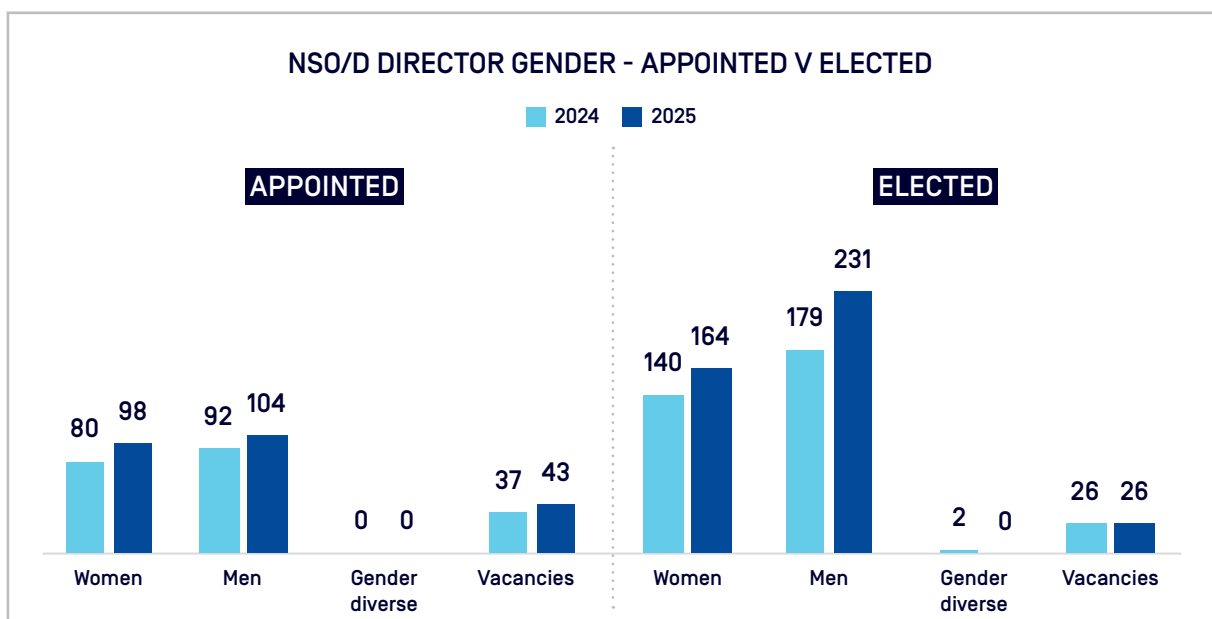
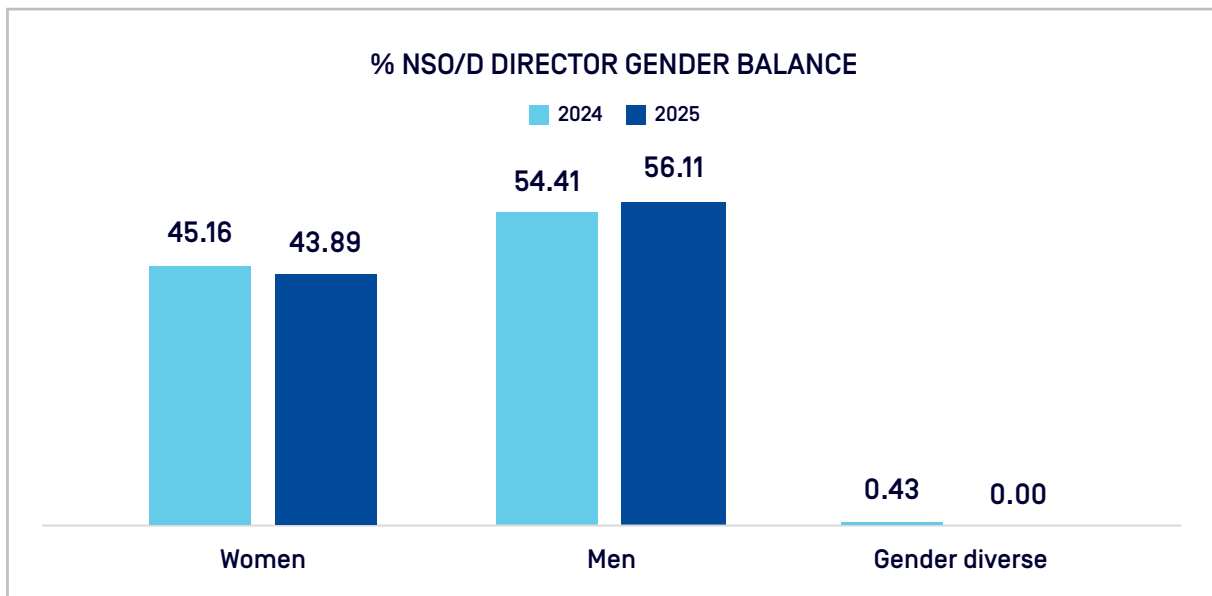


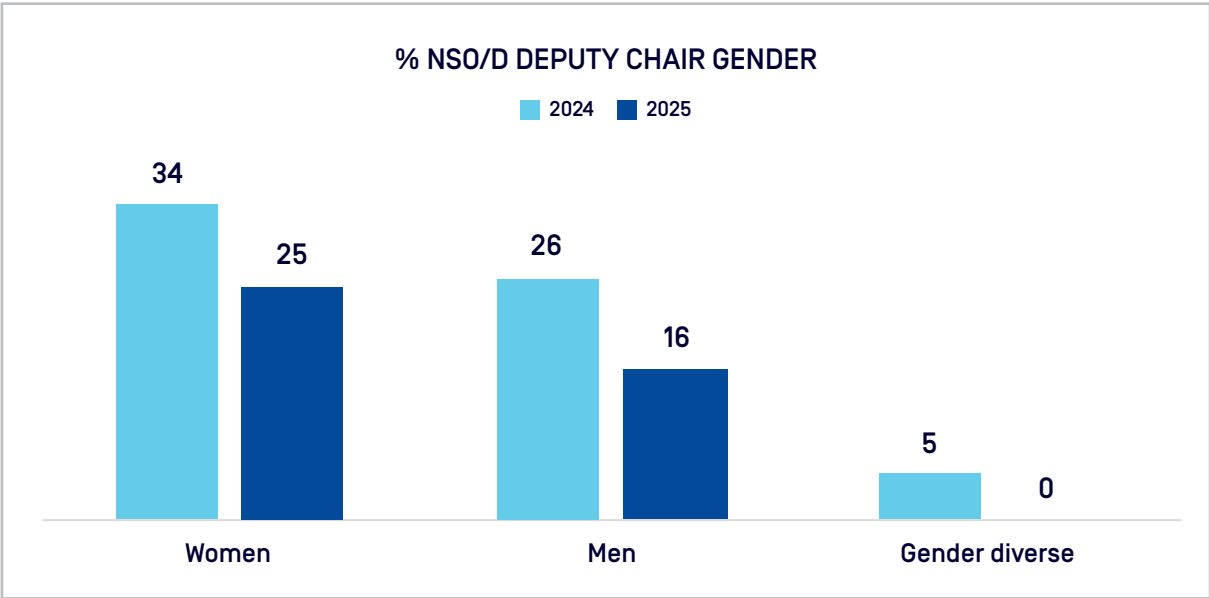
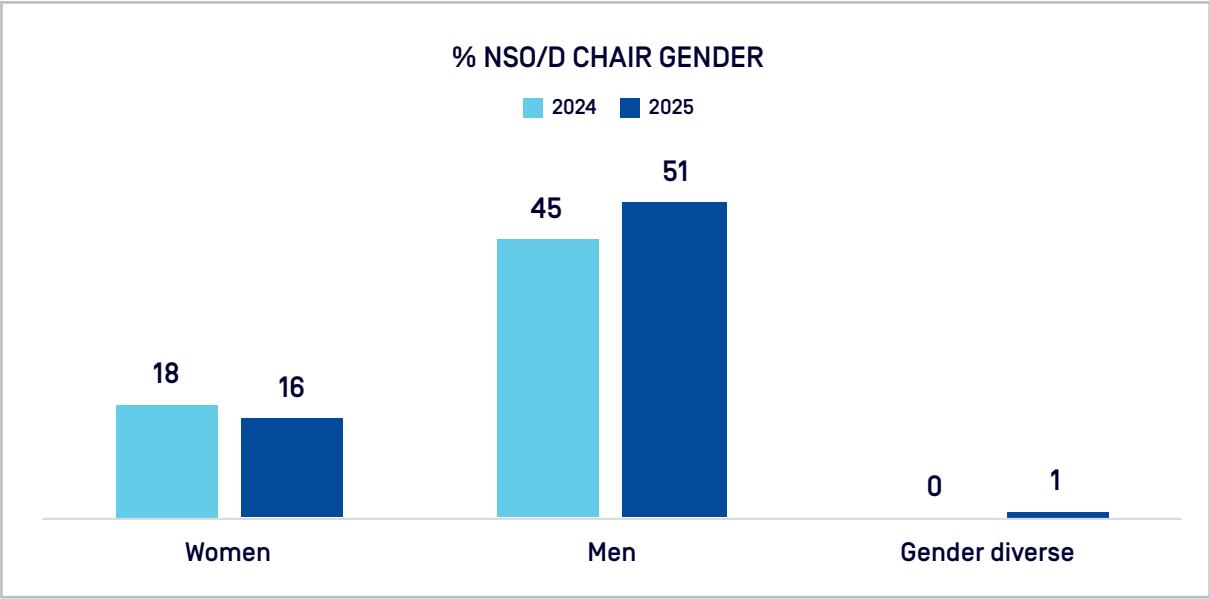


### Key points and insights:

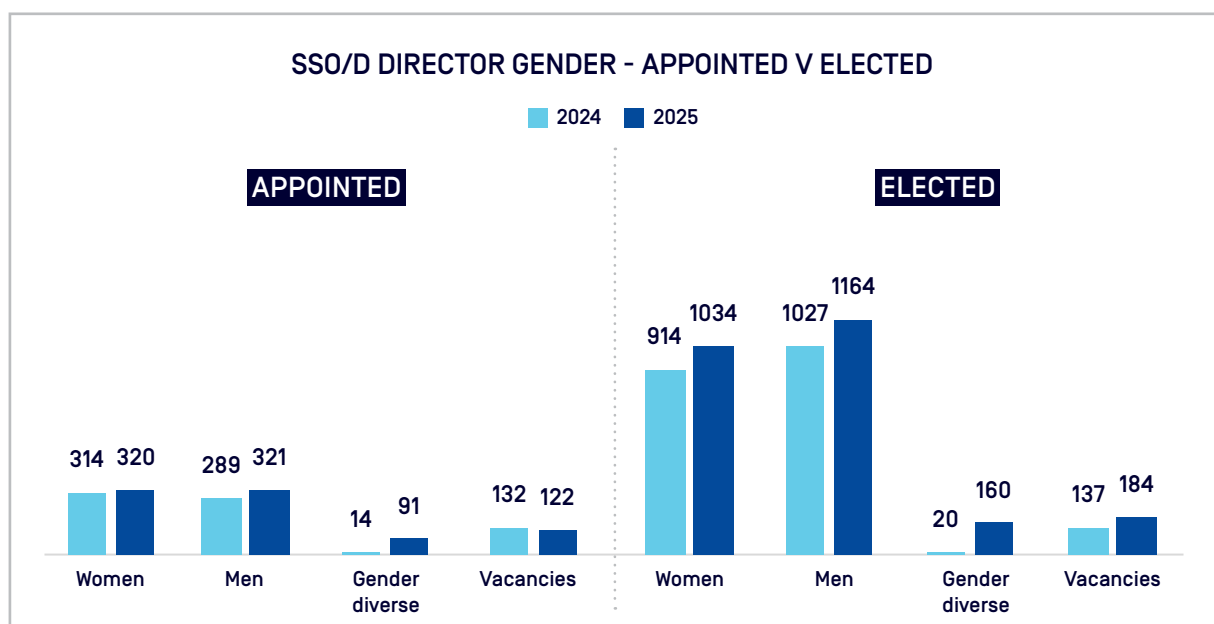
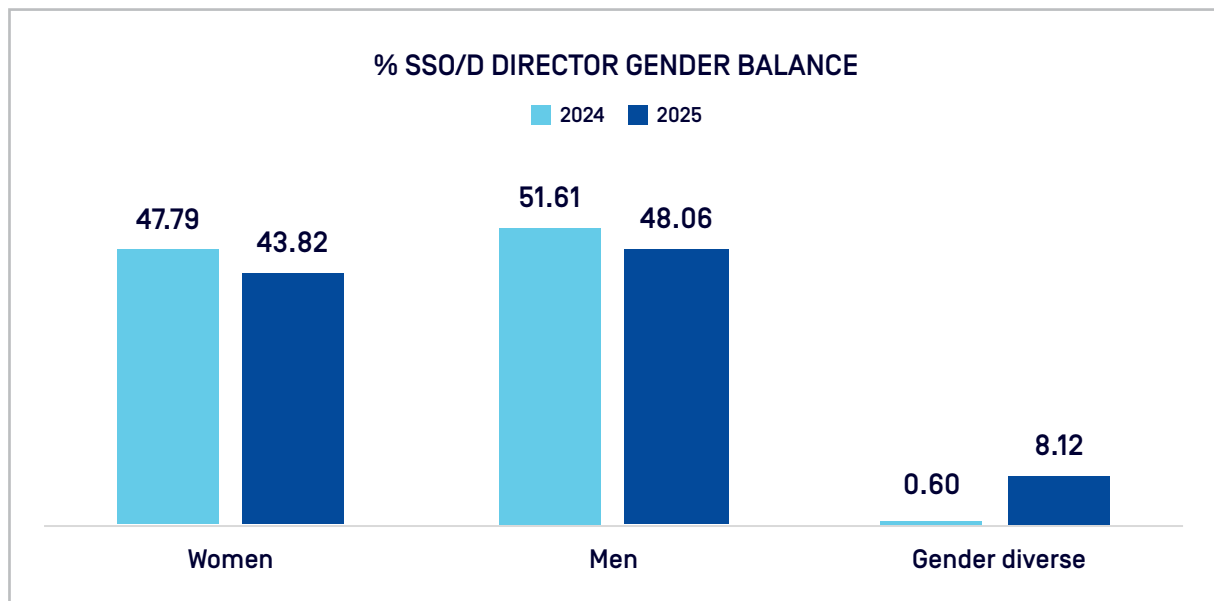
- No analysis has been conducted on the number of NSO/Ds and SSO/Ds that currently meet all the targets set out in the National Gender Equity in Sports Governance Policy ('the Policy')
- The ASC and each State and Territory jurisdiction are working through their respective compliance milestones against the Policy
- While the overall percentage of women directors has slightly declined between 2024 and 2025 [46.44% vs 43.83% respectively], a similar decrease is evident in the proportion of men directors over the same period. This is due to an increase in the number of reported gender diverse directors across the country (up from 2.02% in 2024 to 6.81% in 2025)
- In line with the overall percentage of women directors decreasing, the percentage of women elected and appointed directors also decreased, with a greater proportion of gender diverse directors in elected and appointed positions
- There remains a discrepancy between the percentage of women and gender diverse chairs (39.42% collectively) and deputy chairs (54.33% collectively), indicating further opportunity to increase the number of women and gender diverse chairs across the sport sector

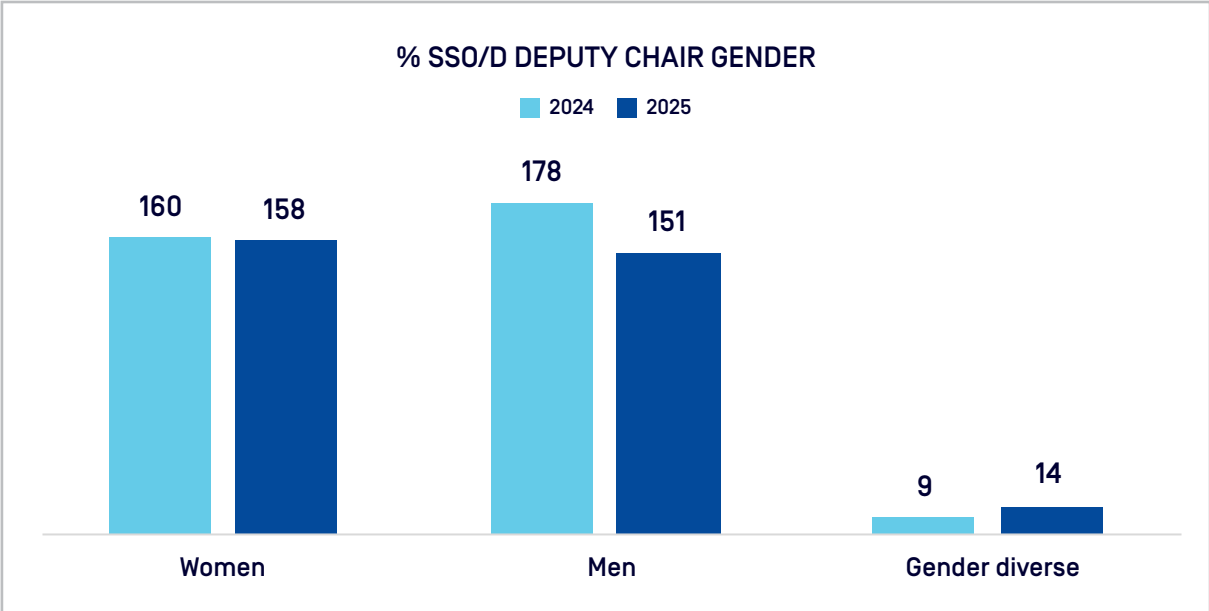
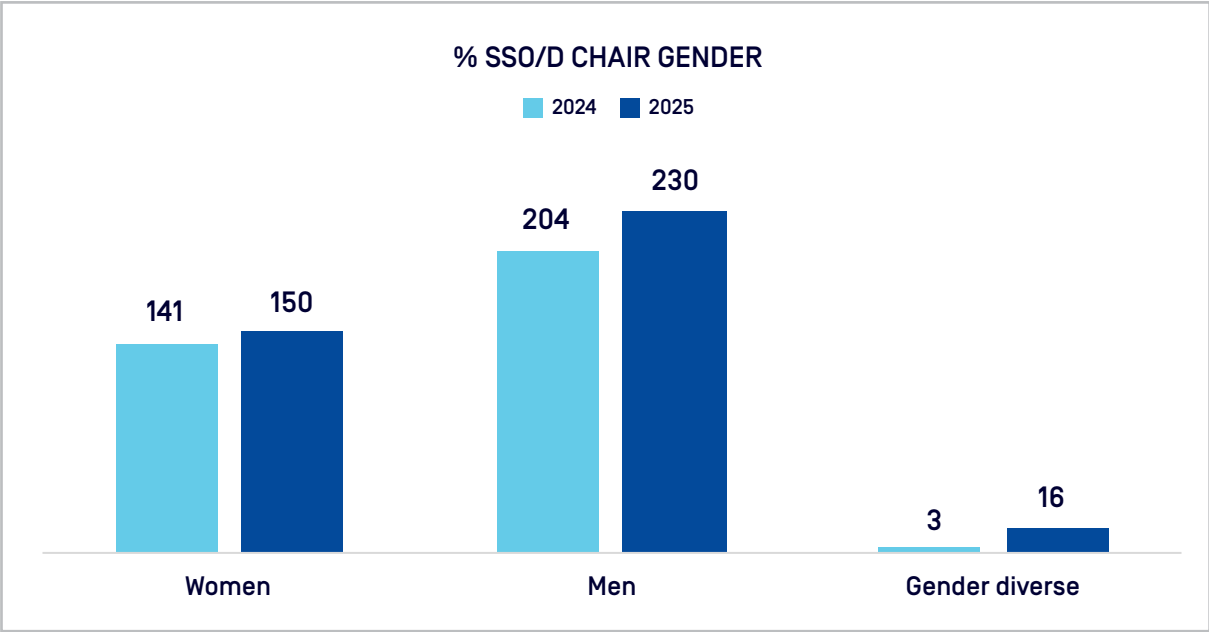
### National Sporting Organisations [NSO/D] – Funded





## State Sporting Organisations [SSO/D]





For more information on the Policy, visit [Clearinghouse for Sport](#).

# BACKGROUND

## Limitations of this report

The data in this report is self-reported by NSO/Ds and SSO/Ds. The ASC and STASR have reviewed the submitted data for obvious errors. However, due to the nature of self-reporting, independent verification of all data in this report has not been undertaken.

## Principle 8 and the National Integrity Framework

Sport Integrity Australia (SIA) has assumed responsibility and support for the implementation of the National Integrity Framework by NSO/Ds. Consequently, activities in relation to Principle 8 (Standards 7.1 and 8.1 through to 8.8) are supported by SIA. The questions related to Principle 8 were removed from the Sport Governance Standards self-assessment for NSO/Ds in 2023 and are supported by SIA.

At an SSO/D level, the Standards associated with Principle 8 are included in this report.

# RESOURCES

An extensive suite of fact sheets, guides, tools and templates is available at the [National Governance Resource Library](#) to support sporting organisations on their continuous improvement journey.

# ACKNOWLEDGEMENTS

The ASC would like to acknowledge the invaluable continued support and contribution of the STASR, as well as the NSO/D and SSO/D leaders who provided their time and expertise to the development of the Sport Governance Principles and accompanying Standards.

# APPENDIX

## Item 1 – Participating Organisations

The following tables provide a full list of all national and state/territory level organisations that completed the 2025 Sport Governance Standards (Standards) self-assessment.

Organisations are listed in their respective tier to provide meaningful comparison. (See *Tiering of Organisations and Expected Maturity* in Introduction).

### TIER 1 ORGANISATIONS (N=46)

Athletics West Ltd
AusCycling
Australian Athletics
Australian Sailing
Basketball Australia
Basketball NSW
Bowls New South Wales Limited
Combat Institute of Australia Ltd
Cricket Australia
Cricket NSW
Football Australia
Football Northern Territory
Football NSW Limited
Football West Limited
Golf NSW Limited
Gymnastics Australia Ltd
Motorcycling NSW Limited
Motorsport Australia
Motorsport NT
Netball Australia
Netball NSW
Netball WA Inc.
Northern NSW Football
NRL Northern Territory
NSW Rugby League
NSW Rugby Union
Olympic Winter Institute of Australia
Paddle Australia
Paralympics Australia
Reclink Australia
Rowing Australia Ltd
Rugby Australia
Shooting Australia
Surf Life Saving Australia
Surf Life Saving NSW
Swimming Australia Ltd

Tennis Australia
Tennis NSW
Tennis NT
Touch Football NT
Triathlon Australia (Aus Triathlon)
Water Polo Australia Limited
West Australian Football Commission Inc.
Western Australian Basketball Federation Inc.
Western Australian Cricket Association Limited
YMCA Victoria

## TIER 2 ORGANISATIONS (N=81)

AFL Queensland Limited
Archery Australia Inc
Athletics NSW
Athletics Queensland Limited
Baseball Australia
Baseball NSW
Basketball Queensland Limited
Basketball SA Incorporated
Basketball Victoria Inc.
Bowls Australia
Bowls NT
Bowls Queensland
Bowls SA Incorporated
Bowls Victoria Ltd
Cricket Victoria
Diving Australia Ltd
Equestrian Australia
Football Federation SA Incorporated
Football Queensland Ltd
Football Victoria Inc.
Golf Australia
Golf Australia Limited (QLD)
Golf South Australia Incorporated
Golf Victoria
Golf Western Australia Inc.
Gymnastics NSW
Gymnastics South Australia Incorporated
Gymnastics Victoria
Gymnastics Western Australia Inc.
Hockey Australia
Hockey NSW
Hockey NT
Hockey Queensland Limited
Hockey WA Incorporated



Little Athletics NSW
Motorcycling Australia Ltd
Motorcycling Queensland
Netball Queensland Limited
Netball Victoria
Northern Territory Rugby Union
NSW Squash Ltd
NSW Touch Association
NSW Water Polo Inc.
Pony Clubs Association of NSW
Queensland Cricket Association
Queensland Rugby Football League Limited
Queensland Rugby Union Ltd.
Queensland Touch Association Incorporated
Rowing South Australia Incorporated
Royal Queensland Lawn Tennis Association Ltd
SCOPE
Snow Australia
Softball Australia
South Australian Little Athletics Association Incorporated
South Australian Netball Association Incorporated
South West Sport
Special Olympics Australia
Sport North East
Sport SA
Squash Australia Ltd
Surf Life Saving SA
Surfing Australia
Surfing NSW
Surfing Western Australia Inc.
Swimming NSW Ltd
Swimming Queensland
Swimming SA Incorporated
Swimming Victoria Inc.
Swimming WA
Tennis SA Incorporated
Tennis Victoria
Tennis West
Touch Football Australia
Valley Sport
VICSPORT
Volleyball Australia
Volleyball NSW
Volleyball South Australia
Volleyball WA
Wheelchair Rugby Australia
Wimmera Regional Sports Assembly

### TIER 3 ORGANISATIONS (N=56)

AFL Tasmania
American Football Australia
Athletics Northern Territory
Australian Sailing WA Branch
Australian Taekwondo
Australian Weightlifting Federation Limited
Badminton Australia
Baseball WA Ltd
Bowls Tasmania
Bowls WA
Boxing Australia
Cricket Tasmania
Equestrian NSW
Equestrian Queensland Inc.
Equestrian Western Australia Incorporated
Football Tasmania
Gymnastics Tasmania
Hockey Tasmania
Indoor Sports NSW
Judo Australia
Life Stream Services Inc.
Modern Pentathlon Australia
Motorcycling Western Australia Inc.
Netball ACT
Netball Tasmania
NSW Amateur Pistol Association Inc.
NSW Clay Target Association
Polocrosse Australia
Pony Club Association of Queensland Inc.
Queensland Clay Target Association Inc.
Queensland Little Athletics Assoc Inc
Queensland Rifle Association Incorporated
Queensland Volleyball Assoc
Riding For Disabled Association of Queensland Inc.
Rowing Association of Western Australia Inc (trading as Rowing WA)
Rowing NSW Incorporated
Rowing Queensland Limited
Rugby WA
Softball NSW
Softball Queensland Inc.
South Australian Rifle Association Incorporated
Spinal Life Australia Ltd
Sport Climbing Australia
Sport Inclusion Australia
Surf Life Saving Queensland

Surf Life Saving Western Australia Inc.
Surfing Queensland Inc.
Table Tennis Australia
Table Tennis NSW
Tennis Tasmania
Tenpin Bowling Australia Ltd
Touch Football Tasmania
Touch Football WA
Triathlon NSW
Triathlon Western Australia Incorporated
Volleyball NT

## TIER 4 ORGANISATIONS (N=90)

Artistic Swimming Australia Inc.
Athletics SA
Australian Dragon Boat Federation
Australian Fencing Federation
Australian Flying Disc Association
Australian Ice Racing Inc
Australian Karate Federation
Australian Sporting Alliance For People With A Disability
Badminton Association of Western Australia Inc.
Badminton Tasmania
Badminton Victoria
Baseball Queensland Inc.
Baseball Victoria
Blind Sports Australia
Bocce Australia
Boccia Australia
Boxing Australia (NSW) Inc.
Boxing NT
Boxing Queensland Inc.
Calisthenics Victoria Limited
Croquet NSW Inc.
DanceSport Australia (SA)
Deaf Sports Australia
Disability Sport Australia
Disabled Wintersport Australia
Diving NSW Inc.
Diving Queensland
Diving South Australia Incorporated
Dragon Boat SA Incorporated
Dragon Boats NSW Inc.
Equestrian Tasmania
Gaelic Football & Hurling Association of Australasia
Gaelic Football and Hurling Association of South Australia

Goalball Australia
Ice Hockey NSW
Inclusive Sport SA
Judo Federation of Australia (Queensland) Inc.
Judo NSW
Karting Australia (NSW)
Karting NSW Inc.
Lacrosse Australia
Lacrosse Victoria Inc.
Lacrosse WA Inc.
Little Athletics Association of Victoria Inc.
Little Athletics Tasmania
Masters Swimming NSW Inc.
Motorcycling South Australia Incorporated
Motorcycling Victoria
NRL Victoria
NSW Fencing Association
NSW Hang Gliding and Paragliding Association Inc (NSWHPA)
NSW Karate Federation Inc.
NSW Ultimate
NSW Waterski Federation
NSW Weightlifting
NT Badminton Association
Orienteering Australia
Paddle NSW Inc.
Paddle Western Australia
Pistol Shooting Queensland Ltd
Pony Club Australia Ltd
Pony Club Western Australia Incorporated
Recfishwest
Riding for the Disabled Association of Australia
Riding for the Disabled Association S.A. Incorporated
Royal Life Saving Society South Australia Incorporated
Rugby Tasmania
Rugby Victoria
Sailability NSW
Skate Australia Inc.
Skate NSW Inc.
Softball SA Incorporated
Softball Victoria
Softball Western Australia Inc.
South Australian Rugby Union Limited
Squash WA
Surf Life Saving Northern Territory
Surfing Victoria Inc.
Swimming Tasmania
Table Tennis Queensland Inc.

Table Tennis Victoria Inc.
Touch Football Australia (SA) Limited
Transplant Australia
Triathlon Victoria Incorporated
Walking SA Incorporated
Water Polo Queensland Incorporated
Waterski and Wakeboard Australia
Western Australian Diving Association Inc.
Wheelchair Sport NSW/ACT
Wrestling Australia Limited

## TIER 5 ORGANISATIONS (N=93)

Amputee Golf NSW
Archery Queensland Inc.
Archery Society of NSW
Archery South Australia Incorporated
Archery Western Australia
Artistic Swimming NSW
Artistic Swimming WA Incorporated
Athletics Tasmania
Australian Karate Federation Western Australia Inc
Australian Karting Association (Queensland) Inc.
Australian Powerchair Hockey Association (NSW) Incorporated
Australian Underwater Federation - Queensland Inc.
Badminton Queensland Inc.
Blind Cricket NSW
Blind Sports and Recreation NSW/ACT
Boccia NSW
Boxing SA Incorporated
Calisthenics Association of WA Inc.
Cerebral Palsy Sport and Recreation Association of NSW
Croquet Association Queensland Inc.
Dancesport Australia, NSW Branch
Field Archery NSW
Floorball Association of Western Australia
Gridiron NSW
Gridiron Queensland Inc.
Handball Queensland Inc.
Ice Hockey Queensland Inc.
Ice Racing NSW
Judo SA Inc.
Judo Western Australia Inc.
Karting Western Australia
Kung Fu Wushu NSW Inc.
Lacrosse NSW
Masters Swimming Western Australia Inc.

Motor Sport Australia (WA)
Motorcycling Tasmania
Northern Territory Clay Target Association
NRL South Australia
NSW Biathlon Association
NSW Bocce Federation
NSW Darts Council
NSW Endurance Riders Association Inc.
NSW Gliding Association
NSW Goalball Association
NSW Handball Association
NSW Ice Skating Association Incorporated
NSW Kendo Association
NSW Parachute Council
NSW Polo Association
NSW Powerchair Football Association Incorporated
NSW Wrestling Association
Orienteering Association of NSW
Orienteering Association of Western Australia
Orienteering Queensland Inc.
Orienteering SA Incorporated
Orienteering Tasmania
Paddle SA
Paddle Tasmania
Polocrosse Association of NSW
Polocrosse Northern Territory
Pony Club Association of South Australia Incorporated
Pony Club Tasmania
Queensland Endurance Riders Association Inc.
Queensland Ice Racing Association Inc.
Queensland Target Sports Inc.
Queensland Ultimate Disc Association Inc.
Queensland Water Ski & Wakeboarding Federation Inc.
Queensland Weightlifting Association Inc.
Riding for the Disabled Association NSW
Rowing ACT
Rowing Tasmania
Skate Queensland Association Inc.
Skate South Australia Incorporated
Snooker and Billiards NSW Inc.
South Australia Triathlon
South Australian Badminton Association Limited
South Australian Clay Target Association Incorporated
South Australian Ice Hockey Association Incorporated
South Australian Water Polo Incorporated
Sport Climbing NSW/ACT
SPORTS 4 ALL

Squash SA
Surfing Tasmania
Table Tennis South Australia Incorporated
Table Tennis Tasmania
Taekwondo Queensland Inc.
Target Rifle South Australia Incorporated
Tenpin Bowling Australia [SA]
Tenpin Tasmania
Volleyball Tasmania
Water Polo Tasmania
Western Australian Flying Disc Association
Western Australian Water Ski Association Inc.

## TIER 6 ORGANISATIONS (N=71)

Artistic Swimming Victoria
Australian Parachute Federation Ltd
Australian Parachute Federation Victoria
Australian Taekwondo Victoria Inc.
Australian Taekwondo Western Australia Inc.
Blind Sports and Recreation Victoria
Blind Sports SA
Bocce Federation of Victoria Inc.
Bocce Federation SA
Boxing WA Inc.
Curling WA Inc.
DanceSport Australia Ltd
Darts Western Australia Incorporated
Deaf Sport Australia — Western Australia Deaf Recreation Association
Dragon Boat Victoria Inc.
Dragon Boating WA Inc.
Drill Dance WA Inc [trading as Marching WA]
Field Archery — Australian Bowhunters Association
Gaelic Athletic Association of WA Inc.
Handball Victoria Inc.
Handball West
Hang Gliding and Paragliding Association of Western Australia Inc
Ice Sports Victoria
Judo Victoria Inc.
Kiteboarding Western Australia Inc.
Kung Fu Wushu Western Australia
Lacrosse South Australia Incorporated
Life Saving Victoria Limited
Modern Pentathlon Victoria Inc.
Pickleball Tasmania
Polocrosse Association of Western Australia
Pool Victoria Incorporated

Rebound WA
Riding for the Disabled Association of Victoria Inc.
Riding for the Disabled Association of WA Inc (trading as Horsepower Australia)
Rollersports Association of WA Inc.
Skiing N.T.
Softball Tasmania
South Australian Flying Disc Association Incorporated
South Australian Ice-Skating Association Incorporated
South Australian Wrestling Incorporated
Sport Climbing Victoria
Sport Climbing Western Aust Inc.
Squash Tasmania
Table Tennis NT
Target Rifle Victoria Inc.
Ultimate Victoria Inc.
Victorian Amateur Pistol Association
Victorian Billiards and Snooker Association Inc.
Victorian Croquet Association Inc.
Victorian Hang Gliding & Paragliding Association
Victorian Skateboard Association Inc.
Victorian Soaring Association
Volleyball Victoria Inc
WA 4WD Association
WA Council of the Australian Power Boat Association
WA Kendo Renmei
Water Polo Victoria
Weightlifting Western Australia Inc.
West Australian Croquet Association Inc (trading as Croquet West)
West Australian Gliding Association Inc.
West Australian Pistol Association Inc.
West Australian Rifle Association Inc.
West Australian Smallbore Rifle Association Inc.
Western Australian Clay Target Association Inc.
Western Australian Fencing Association
Western Australian Ice Hockey Association Inc.
Western Australian Ice Racing
Western Australian Polo Association Inc.
Western Australian Rogaining Association Inc.
Wrestling Western Australia



## ORGANISATIONS NOT ASSIGNED A TIER AT THE TIME OF PUBLICATION (N=12)

Australian Trail Horse Riders Association Incorporated
Biathlon Australia Limited
Climbers Association of WA Inc. (CAWA)
Curling Australia
Handball Australia
HikeWest Incorporated
Kiteboarding Australia
Parks and Leisure South Australia
Royal Life Saving Society Western Australia Inc.
South Australian Sports Medicine Association
Victorian Aboriginal Community Services Association Ltd.
WA Disabled Sports Association



**Australian Government**  
**Australian Sports Commission**

[ausport.gov.au](http://ausport.gov.au)



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