

GENDER EQUALITY, DIVERSITY AND INCLUSION (GEDI) - ACTION ITEMS REVIEW 2021-2024, 2025+

The following is a list of suggested key takeaways from the GEDI Working Group preliminarily assigned to the goals of the Strategic Plan. This is the result of 13 GEDI Working Group meetings, between April and September 2021, on different topics of GEDI. The below suggested action items were proposed and approved by the Executive Committee and Council. The approved actions are assigned to the appropriate group - GEDI Management group, and Commissions via GEDI Cross Commission member for implementation.

	Goal	Timeline	Update as of December 2025	Deliverer	Target Group	Comments
Goal I: Govern and Administer						
1	Review the current WR vision and mission.	Long 2023/2028	We continue to follow the World Rowing's Strategic Plan for GEDI (160921), with practical focus on the action plan	Management Group guided by ExCo	Internal	organisational strategy ongoing
2	Review recruitment policy, advertising and the metrics used in the hiring process, to ensure GEDI is reflected appropriately and is considered in all recruitment decisions.	Short/Medium 2022-2028	Reviewed (TBR) by Executive Director given HR changes. Review the HR Policy to identify and remove any barriers to HR. WR HR handbook in place and process of confirmation still pending	Management Group, Governance, HR	Internal	WR mostly uses HR agencies for staff recruitment and Membership applications for Commissions. Here, with the aim to strengthening global and diverse representation. Monitoring can provide opportunity for improvement
3	Review the Statutes and Rules, the nomination process and election process, to ensure GEDI is reflected appropriately and with the aim of increasing representation at all leadership levels. Ensure that targeted stakeholders are included in relevant advisory groups and commissions.	Medium 2023 2028	Most policies and statutes that affect and determine GEDI reviewed up to 2020. Review due. Evolution from Women's Commission to GEDI. Consider current statistics in terms of representation at Congress.	Management Group, Governance,	Internal	Proposals for rule changes need were considered in view of the 2025 elective congress - any proposals need to be tabled prior to this event. Statistics on time in office reviewed and updated here..... RWG receive any recommendations from CrC
4	Normalise preferred pronoun declarations (e.g., in athlete bios for commentary use, in email signatures, etc) and enable the opportunity for anyone to declare and use their preferred name.	Medium to Long 2024+	Preferred pronoun use adopted but not mandatory: consultation - VG/JC regarding use of preferred pronouns use/ changes on WR website	Rules WG, Governance, Management Group	Internal and external stakeholders	
5	Audit governance, operations and communication policies for suitable GEDI language and propose and agree amendments and/or new policies where needed.	Long	Consistent review - Management provides any noted recommendations on an ongoing basis	Management Group	Internal	Audit of policies on governance, operations and communication ongoing
6	Monitor and support ongoing high-quality research around GEDI	Long	Ongoing, deliberate identification of and recommendation of research areas	Management Group	Internal	Work in progress with Gender Advisory Panel
7	Create a mechanism to monitor progress and encourage MFs on GEDI initiatives and report to the Congress. E.g., a GEDI Report Card.	Long	GEDI dashboard consisting of feedback from membership survey data developed.	Governance, Development	Internal	
8	Introduce feedback surveys or alternative opportunities for views to be expressed in writing following Committee/Commission/Council/Congress meetings to ensure non-native English speaker's views are heard.	Short 2022 2028	GEDI dashboard consisting of feedback from membership survey data developed.	Governance, Chair, Staff person - commission	Internal and external (MFeds)	Dash launched - Communication of information through circulars and other platforms available
9	Evaluate the introduction of IOC recommended rules and procedures to International Sport Federations (IFs) for the participation of refugee athletes and implement as and where feasible.	Medium 2028	Limited progress registered to date mainly centered on best practice presentations from IOC, 1 x if and charitable organisation	Governance, Rules WG	Internal	Presentations made by IOC, ITTF and FRBC with best practices shared. WR to develop a recommendation for refugee status, which in turn will be forwarded to the Rules WG for consideration
10	Advise and provide recommendations to the World Rowing Council and Executive	Long 2024+	Ongoing	Management Group	Internal	
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Goal II: DEVELOP						
11	MF Survey	Short/Medium 2022-2024	Survey and results finalised with 2013-2025 data Survey 2024/2025	CrC Commission, Management Group, Development, Comms	Internal and external (MFeds)	Survey done in 2024-2025. New dashboard released
12	Sustain the delivery of Women in Leadership development programmes and consider GEDI in the selection process for MFs. Identify alternative leadership programmes for different groups linked to continental development. (e.g., Mentoring, shadowing, workshops)	Medium/Long 2020 - 2024+ Long 2024+	APSO WLS, ASOIF WLS, HP female coaches' network initiatives done WR Women in Leadership (WIL) programme launched 2023	Management Group, Development		Activities and initiatives ongoing/done: feedback and updates published on World Rowing Education Academy (WREA) Need to have an impact and effectiveness survey
13	Sustain the delivery of a female coaches' leadership programme and consider GEDI in the selection process for MFs. Look to good local programme for examples.	Medium/Long 2024+	WSLA HPC 2019 (pilot) and WISH 2022-2024 completed. HP Coaches network 2022-2023 - ongoing	Development		WISH and HPC delivered and completed. Need to have an impact and effectiveness survey
14	Engage and train female umpires with an overall aim of achieving gender balance in umpiring. Encourage member Feds. to achieve gender balance within umpiring.	Long 2024 - 2032	Discussions were held with the UC and changes have been made to rules. Representation is not yet at 50:50 but significant progress has been registered. Progress has been made with the reviewed selection process for juries, which is almost reaching the 50/50 threshold: this is also supported as the influx of new umpires has shown increase in the number of interested women. Progress has been made through the relating the initiative to the annual Development education plan (for example within the DNSS activities) but this collaboration needs to be more structured and have a reinforced approach. Finalised TD Course in collaboration with Coastal Commission with full implementation in 2025	Umpiring Comm (JM). GEDI CrC Comm, assisted by Dev		Plan under development to be activated - initiative will link to the regional programme of the UC. https://worldrowing.com/technical/development/gender-equality-diversity-inclusion/

15	Develop Unconscious Bias & Allyship Training for Council, Commission and Staff. A similar programme could be used for Member Feds and OCS.	Medium 2023+	Held seminar pre JCM 2022	GEDI Management Group		Develop and activated training material for unconscious bias and allyship
	Develop a Member Fed 'Education Pack' with resources on several subject matters, as well as self-guided unconscious bias and allyship training.	Medium -Long 2023 - 2024+	To be based on the ongoing WIL project	GEDI Management Group (see end)		Pilot under development - launch in 2027
			https://academy.worldrowing.com/			
16	Engage and train a diverse continental development coaching team and coach educators, able to communicate in the respective region's language and with whom the local athletes and coaches can relate to.	Long 2024+	Annual DP DET Coach Educator training planned and on track for 2025. New coach tracker in place	Development		Updated version of the revised tracker to be published on WR website : this will enable the identification and verification of coaches for the various formats of rowing
17	Hold hybrid coaches' conferences using online tech: broaden access for non-English speaking coaches: list or have the means to attend in person.	Short 2022	Held 2021-2024	Competitive / Coaching Development Cross Commission / Communications		Conferences held: check WREA under conferences https://academy.worldrowing.com/
18	Promote gender equal participation at all WR events, training camps and other development activities.	Medium-Long 2022 - 2024	Ongoing - annual DP DET calendar and bulletins. Bulletins have gender mainstreaming approach and specific targeting for female coaches	Development		To continue with mainstreaming support and advocacy: reporting included on WREA
			Development - World Rowing			
19	Share more information about equipment; promote more open and innovative equipment to bring the sport to a wider community and allow different type of equipment.	Long 2024+	Ongoing	Equipment and Technology		Equipment and Technology commission - presented update in Q4 2024
Goal III: Promote at Events		Timeline	Update of December 2025	Deliverer	Target Group	Comments
20	Create race opportunities for younger para rowers - evaluate junior categories for Gavirate, or para categories to Junior events and/or masters.	Long 2025	PRC has put together a proposal for Council, but ExCo proposed to postpone the decision until 2025 when the full programme will be reviewed. New opportunities for youth participation will need to be looked at. Progress pending	GEDI CrC / Youth / Masters Commission / Para / Sport-Events /Indoor		Follow up to be undertaken with PRC
21	Evaluate opportunity for II athletes to develop strategic direction. Liaise with Special Olympics and VIRTUS to identify best practices examples to engage II rowers.	Long 2025+	Virtus, the International Paralympic Committee and World Rowing meet to advance inclusive high-performance pathways. PRC - PR3 crews at BS. As a trial for the 2026 World Rowing Virtual Indoor Championships and the 2026 World Rowing Virtual Series, World Rowing will offer seven Indoor Adaptive Rowing (IAR) categories for athletes with different physical, visual, intellectual and coordination impairments.	GEDI CrC / Para / Sport-Events		
	Evaluate with the intention of increasing race opportunities - for both Para and II categories.	Long 2024+	CRG and PRC working together to form a proposal to include PR3 athletes at future coastal events			Ongoing reporting from three years experience and continuous exchange within the Coastal and Para Commission
22	Events Comm. to consider guidelines for the OCs to promote inclusive venue infrastructure and services. ExampleS. Privacy areas within male and female locker and changing rooms. Guidelines for OCs regarding Event dietary options to observe religionand other dietary needs	Medium 2023	Mainstreamed in Event delivery process	GEDI CrC Commission/ Events Team		Knowledge sharing and transfer between the OCs to be delivered by the WR Events Team - sharing examples of practices that demonstrate EDI already implemented. Through WR GEDI, host a webinar for OC Event Managers to inform and provide reference information. Matt Draper - capture best practices and archive for reference (WR Ed Academy)
	Recognise and consider religious celebrations when planning event calendars. Adapt event facilities and services to accommodate those with dietary considerations or other needs.	Long 2024+	Has been discussed during 2025 Strategic Events Calendar review. Discussions within the Education Team to consider specific Nutritional needs	GEDI CrC / Events Commission/Team		No practical outcome yet
	Develop specific accessibility guidelines for OCs and encourage the inclusion of persons with a disability in OCs to ensure accessibility issues are not overlooked.	Medium 2023; 2024	Pending - for consideration in the ongoing WR event review	GEDI CrC/ Para Commission / Events Commission/Team		Events to update- MD to comment
23	Oversight of the transgender inclusion policy	Medium - Long 2023/25	Congress 2025 - Approved Appendix R1 - Bye-laws to Rule 13 – Men's and Women's Events	Governance & Rules WG /Sports Medicine/Gender AP		
24	Raise awareness of the responsibility of race organisers, officials, and umpires to be educated on the countries, cultures and religions in attendance at WR events	Long 2025+	Pending	GEDI CrC / Continental Representatives / Events Team / OCs		
25	Partnership with local entities to create events in continents with historically lower WR event participation: potential to increase female participation.	Short - Medium 2022 - 2024	Continental DET Calendars Africa-Americas-Asia. mainstreamed	Dev - Continental - Event Manager, Rep, Confed, OCs		Delivered. Continue to include strategy in the planning and delivery of continental calendars: sustain and strengthen for the future. Partnership has potential to increase inclusion
26	Strategic Review to analyse Continental Events programmes	2024+	Part of the SECR	Competitive Commission		ongoing project
27	Ensure female umpires present at weigh in.	Short 2022	Delivered	Umpiring Commission		
Goal IV: Promote		Timeline	Update of December 2025	Deliverer	Target Group	Comments
28	Develop a World Rowing Ambassador Programme to showcase the sport's diversity: individuals who embody the gold standard that WR is striving for. Search for the broadest and most diverse representation possible. Focus on a variety of roles in the sport (i.e., athletes, coaches, umpiring, leadership)	Long 2024+	WR articles with para athlete reference articles - website featured 11 and 2 on Instagram	GEDI CrC / Communications		Proposed course of action to be developed and activated: Comms to update
	e.g., Promote para-athletes as athletes, share the personal story but focus on the athletic ability and achievements	Ongoing 2024+				https://worldrowing.com/news?category-id=51&category-name=Para-Rowing

29	Embed GEDI in communication strategy. Review if GEDI is present in all outputs.	Ongoing 2024+	Ongoing Communications editorial planning collaboration	GEDI Mngt Grp /Communications		
30	Publish bi-annual results of the gender balance across roles and levels, from the member federations survey.	Ongoing 2025+	GEDI Dashboard published	Communications / Development		
31	Website to progressively become visually impaired accessible.	Long 2025 +	Comm. WR to explore.	Communications		Not undertaken
32	Develop GEDI training for all media staff and consultants.	Long 2025 +	Not done.	Management Grp / Events Team / Communications		Recommend to VG for team development sessions
33	Educational plan for race commentators - develop an online course or reference materials / WR Media Team to provide WR Commentary team with athlete biographies and current information..	Medium - Long 2024	Communication has been made with the Commentators to understand their needs to provide better commentary at events, and a Wufoo form sent out	Events Team/ Communications		Missing follow up action
	Ensure equitable coverage of para-rowing		mainstreamed in communications	Para Commission /Communications		
34	Educate and inspire on diversity through storytelling on different national or religious holidays and different cultures; using athletes from disadvantaged communities-countries	Long 2024+	Ongoing - updates to be provided	GEDI Management Group /Communications		Videos highlighting topics have been developed with other productions pending: Comms to update. Widen the sources where relevant info/stories are accessed
35	Champion of Change Award: Promote visibility for all GEDI champions of change (the key person behind the club/NF development).	Long 2025 +	Pending	GEDI Management Group /Comms		
36	Favour active, not optical, allyship: showing support (i.e. rainbow social media posts) include information on how WR is working to become more inclusive.	Long 2025 +	Pending	GEDI Management Group /Communications		

(See above item on 'Member Federation Education Pack' for more detail)

Encourage Member Federations to look at their current baseline in terms of gender equality, adopt own targets for increasing female participation and implement measures to address imbalance across the different levels of the sport (coaching, governance, leadership etc).
Provide information on the WR website, include some definitions, including transgender and DSD
Encourage MFs to support, grow and develop para sport within their countries and integrate within their National Team environments.
Sport Leaders' Education on gender diversity (coaches, managers and leaders need to know more about gender diversity so that they can be more inclusive moving forward)
Share ideas for mixed events based on different criteria, other than gender (e.g.: in recreational rowing segregate categories based on erg times regardless if participants are male or female)
Develop training module addressing unconscious bias in sport and highlighting cultural barriers.
Make uniforms less gendered, or at least allow options where people can choose non typical uniforms that allows them to express their non-gender uniformity.
Emphasise the importance of Language: using correct names and pronouns, screening language of team mates, opponents and spectators to eliminate homophobic or transphobic language
At a non-elite level, need to identify best practices and showcase how rowing can be inclusive of trans people.