



UCI WOMEN IN CYCLING

BEST PRACTICE GUIDE

SEPTEMBER 2019

The background is a vibrant, abstract composition of splatters and brushstrokes in shades of red, blue, and white. In the lower-left quadrant, there is a white silhouette of a cyclist in a dynamic, forward-leaning posture, riding a bicycle. The overall aesthetic is energetic and artistic.

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BEST PRACTICE
GUIDE

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The background of the page is an abstract composition of red, blue, and white splatters and dots, creating a textured, energetic feel. In the lower-left quadrant, there is a white silhouette of a cyclist in a dynamic, forward-leaning position, riding a bicycle. The overall aesthetic is modern and artistic.

1. INTRODUCTION

1. INTRODUCTION

The purpose of this document is to provide the UCI National Federations with the necessary working tools to put in place strategies for the development of women's cycling.

Based on questionnaires completed in 2016 and 2018, many National Federations have shown a strong interest in the implementation of a strategy for developing women's cycling without having the ideas, resources or necessary budget to bring it about.

The UCI has therefore decided to provide examples of concrete actions undertaken by National Federations that could inspire others. A wide variety of strategies have been implemented and activities carried out by Federations, and the sharing of these can provide all National Federations with the help they require to develop women's cycling in particular and the sport in general.

This guide is therefore intended to show the different strategies already in place within a number of federations.

To ensure this document speaks for everyone, the UCI has worked with National Federations across all Confederations and groups.

WHO ARE THE NATIONAL FEDERATIONS PARTNERS FEATURED IN THIS DOCUMENT ?

This report identifies current activities and strategies relating to women's cycling in the following 17 UCI National Federations: in 17 UCI National Federations :

The selected National Federations are:

- **Union Européenne de Cyclisme (UEC)**
 - Great Britain (Group 1)
 - Italy (Group 1)
 - Belgium (Group 1)
 - Norway (Group 1)
 - The Netherlands (Group 1)
 - France (Group 1)
 - Slovakia (Group 3)
 - Israel (Group 1)
- **Asian Cycling Confederation (ACC)**
 - Japan (Group 1)
 - China (Group 1)
- **Confederacion Panamericana de Ciclismo (COPACI)**
 - Canada (Group 1)
 - United States (Group 1)
 - Argentina (Group 2)
- **Oceanian Cycling Confederation (OCC)**
 - New Zealand (Group 1)
 - Australia (Group 1)
- **Confédération Africaine de Cyclisme (CAC)**
 - Sudan (Group 4)
 - South Africa (Group 3)

HOW IS THIS DOCUMENT STRUCTURED ?

Five pillars for the development of women's cycling have been identified by the UCI Women's Commission with input from the questionnaires sent to all UCI National Federations in 2016.

The goal was to highlight the National Federations' main priorities when they set up a strategy.

THE 5 DEFINED PILLARS ARE AS FOLLOWS :

1. Promotion of women's cycling
2. Growth in women's licence holders & overall participation of women in cycling
3. Development of cycling for the youth
4. Development and improvement of women's elite performance
5. Opportunities for the development of women in technical, administrative and governance roles

This guide has been structured around these pillars in order to identify and benchmark best practices and key learning outcomes.

The document is structured in order to prioritize the best practices and in this regard the central point is the promotion of women's cycling and its athletes. By setting up communication and marketing plans around women's cycling, public and media interests are attracted, which is a first step in development.

The second pillar derives directly from the good functioning of the first. Indeed, the promotion leads to the practice, firstly as leisure. The commitment of the National Federations to establish programmes and clubs are essential.

Having a family active in cycling, whether for leisure or in a club, also develops the interest of young people from all age. It is for this reason that the third pillar in this guide is the development of cycling among young people.

As the guide will show, cycling for young people can take two directions: practicing for leisure or turning to a professional career. Professional women's cycling was therefore placed as the fourth pillar of this guide.

Finally, a global strategy incorporating these four previous pillars will help develop technical, management and governance within cycling institutions and stakeholders' entities.

It should be noted that these 5 pillars were identified by the UCI Women's Commission to cover a range of objectives of the UCI National Federation partners in this project. They were chosen because they provide a robust framework for this guide and form a comprehensive framework for the development of a women's cycling strategy.

KEY FINDINGS :

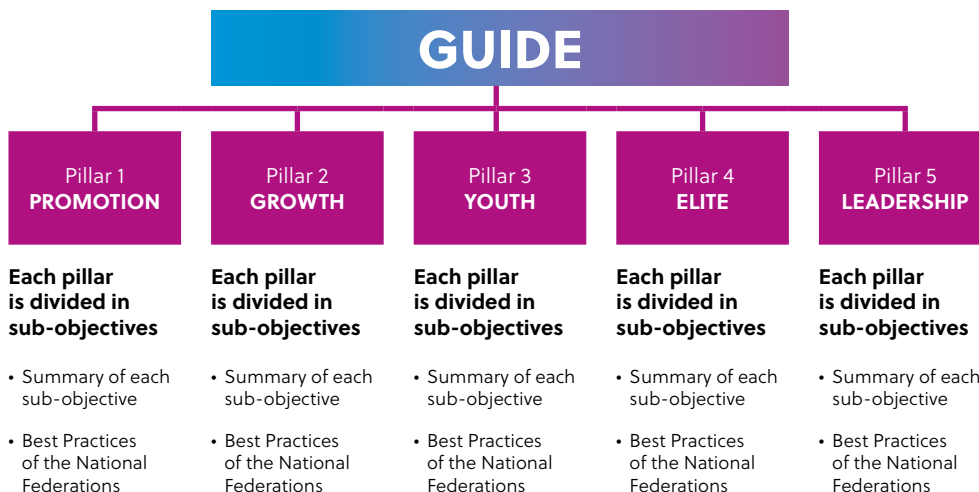
- The National Federations have found that women's cycling is an area that merits and responds well to structured and sustained development efforts.
- A business-wide approach to supporting women's cycling is crucial, with a budget embedded within each area to support needs and opportunities.
- For women's cycling to be commercially sustainable, a set of objectives is vital in providing guidance to National Federations on setting strategies.
- Federations report success when women's strategy and Key Performance Indicators (KPIs) are interwoven throughout all departments, and not siloed into only a women's cycling department.
- In terms of marketing, federations have stressed how important it is to have a joint approach to men's and women's cycling communications and to deliver this via integrated platforms.
- The continual review and evaluation of all projects as they happen is key to growth and success.

HOW DOES THIS DOCUMENT WORK?

This report can be shared and used by UCI National Federations to help develop their own women's cycling strategies and projects.

The document is organised around the 5 pillars mentioned above.

Within each pillar, concrete actions taken (requiring varying budgets and human resources) by the UCI National Federations participating in this project are explained. At the beginning of each section, a brief summary of each pillar is provided in order to guide the reader and give them the main information.





2. METHODOLOGY

2. METHODOLOGY

IDENTIFICATION OF NATIONAL FEDERATION

Based on the questionnaire sent to all UCI National Federations in 2016, 31 already have a women's cycling strategy in place.

All the information about their strategies was shared with the UCI Women's Commission, which then chose 17 National Federations to become partners in this project.

The global strategies of the National Federations can be found in Annex 2 of this guide to give an overview which explain their selection to be part of the selection.

Following the selection of the 17 UCI National Federations, the methodology below was adopted:

1. Quantitative research was carried out via an online survey in relation to the 5 pillars outlined.
2. Qualitative research via phone / in-person interviews with each representative from the National Federations.
3. In addition to phone interviews, in some instances, follow-up research via additional questions.
4. Desk-top research was also conducted into each chosen National Federations.
5. In addition to studies into the 17 National Federations, experts in the fields of race organisation, digital, media and TV broadcast, and commercial brands were also interviewed to provide expert feedback for the purpose of the report.



Following this methodology, the 13 UCI National Federations which are part of the document are:

- **Union Européenne de Cyclisme (UEC)**
 - Great Britain (Group 1)
 - Italy (Group 1)
 - Belgium (Group 1)
 - Norway (Group 1)
 - The Netherlands (Group 1)
 - France (Group 1)
 - Slovakia (Group 3)
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- **Oceanian Cycling Confederation (OCC)**
 - New Zealand (Group 1)
 - Australia (Group 1)
- **Confédération Africaine de Cyclisme (CAC)**
 - Sudan (Group 4)

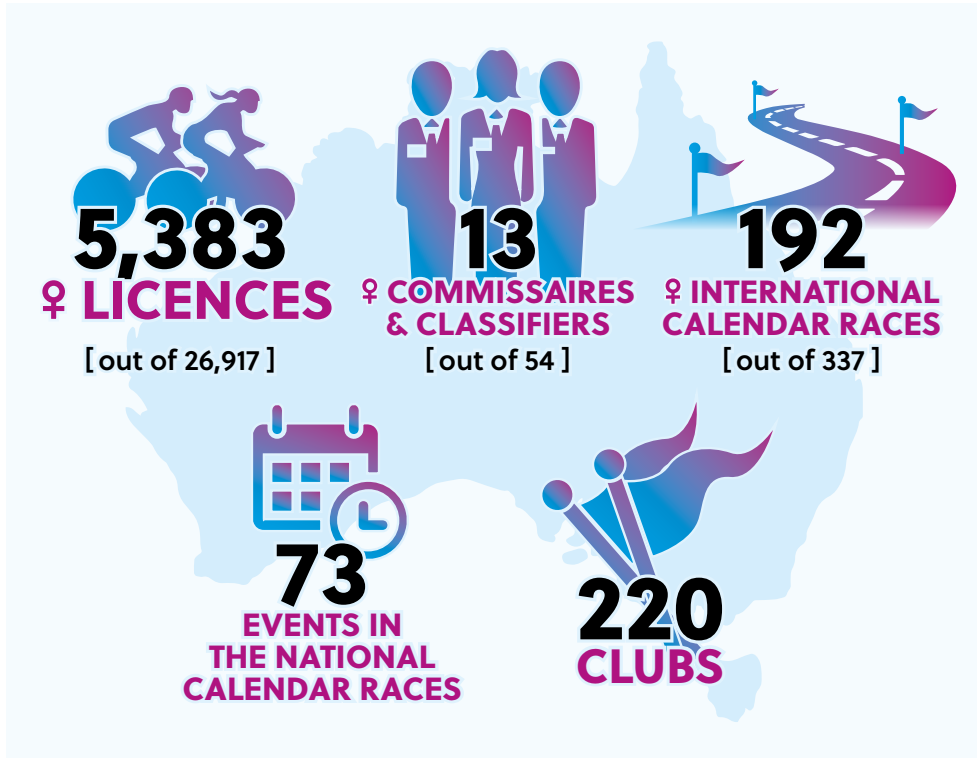
In addition, the Scottish Federation was added in the study. Scottish Cycling is part of the British Federation and works in partnership with British Cycling to provide support across all levels of the sport in Scotland, as well as helping to nurture home-grown talent to compete at a world and Olympic level as part of a successful GB cycling team. In 2018 they updated their equality plan, outlining their ambition to achieve equality and inclusion.

The national federations which did not answer the questionnaire for this first study will be invited to do so when subsequent versions of the guide are developed in the coming years.

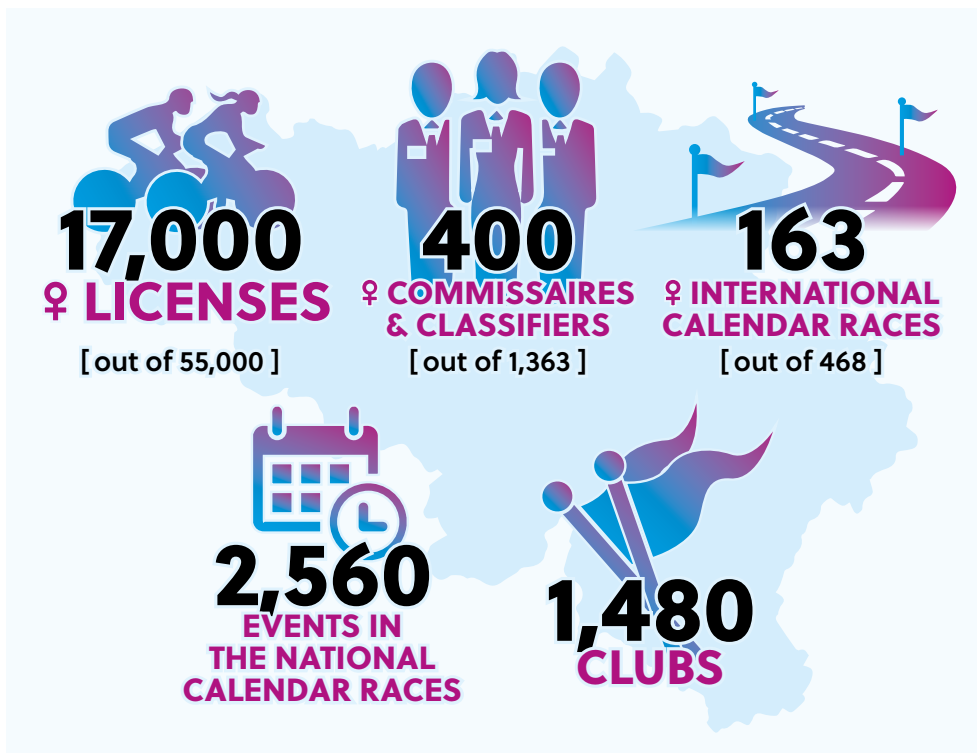


The data below provides an overview about the 13 UCI National Federations which are part of this document :

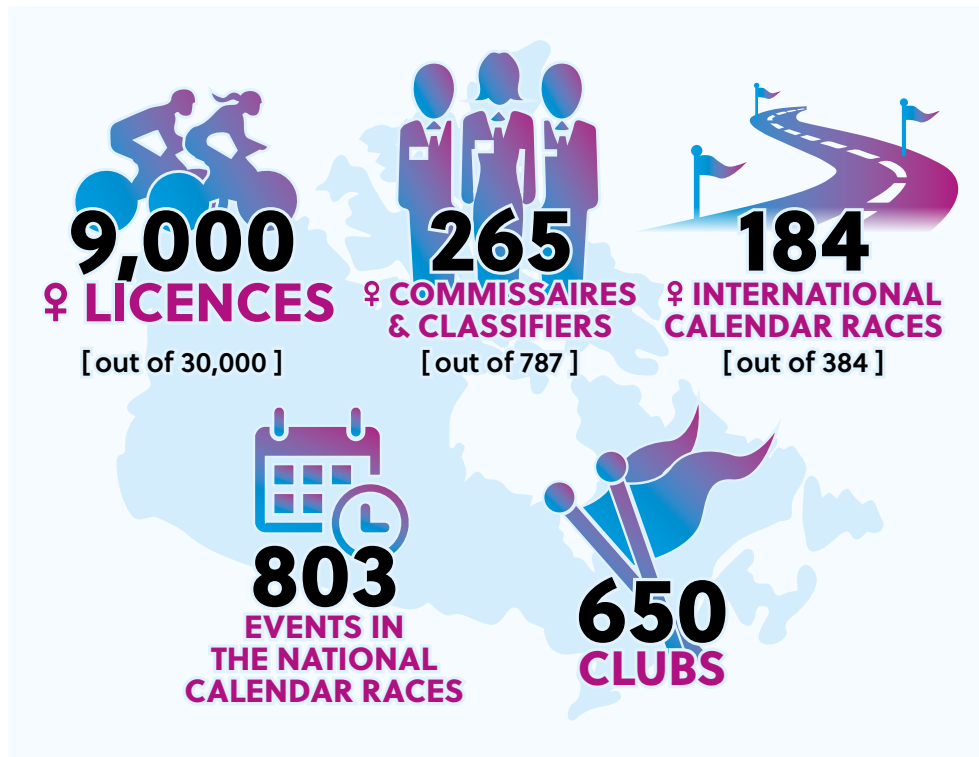
CYCLING AUSTRALIA



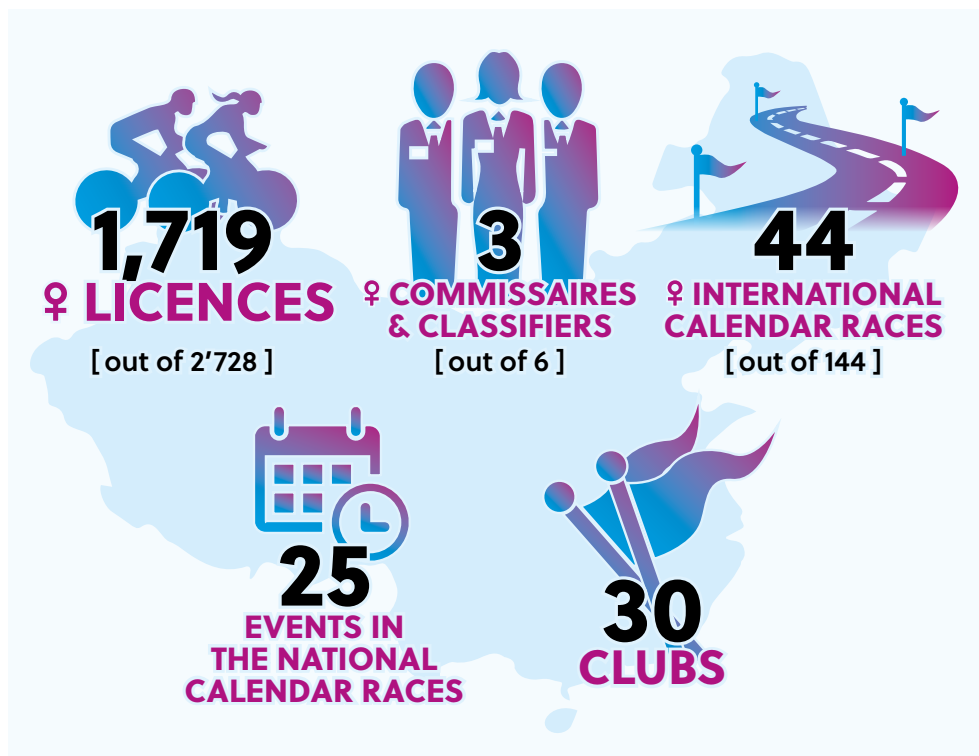
ROYALE LIGUE VELOCIPEDIQUE BELGE



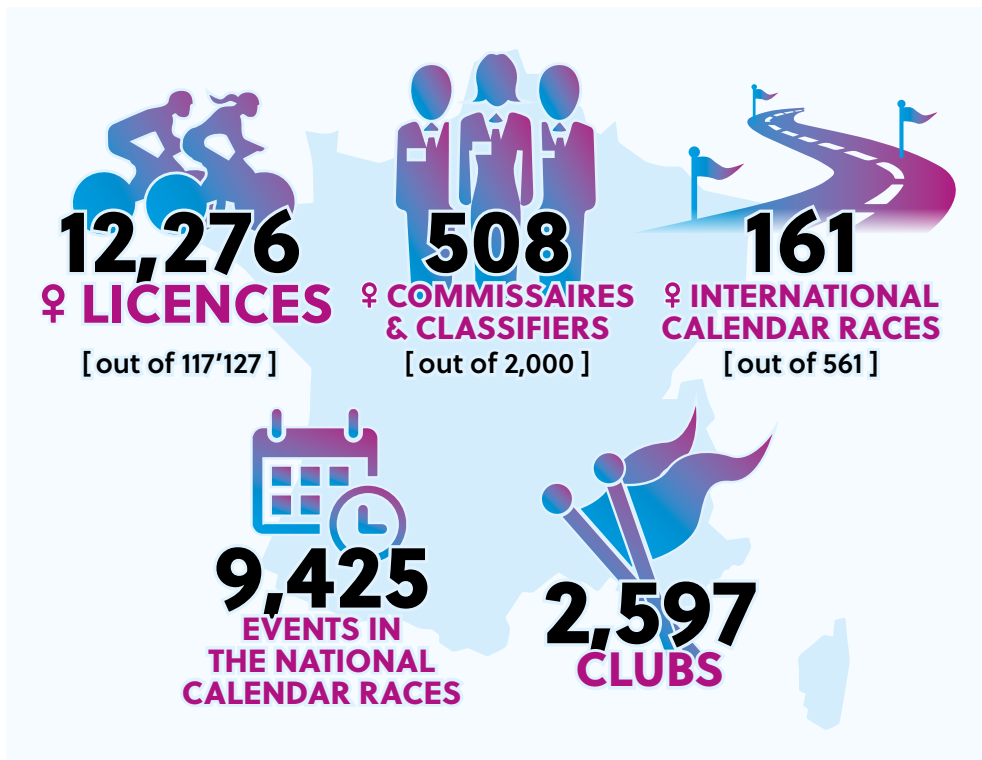
 **CANADIAN CYCLING ASSOCIATION**



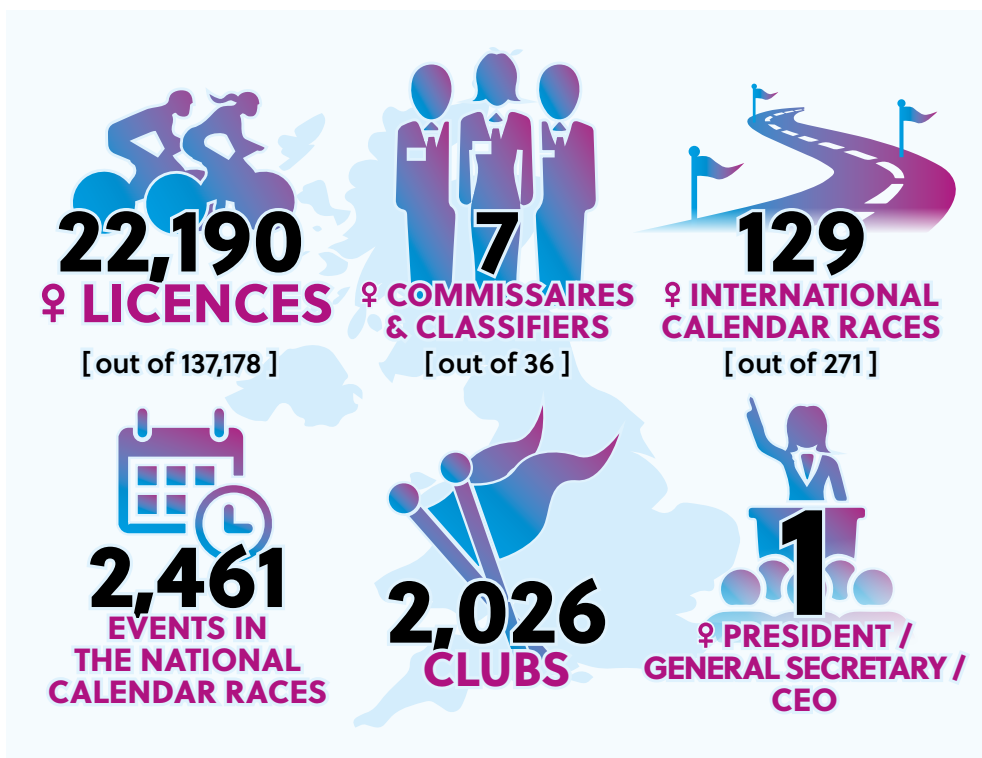
 **CHINESE CYCLING ASSOCIATION**



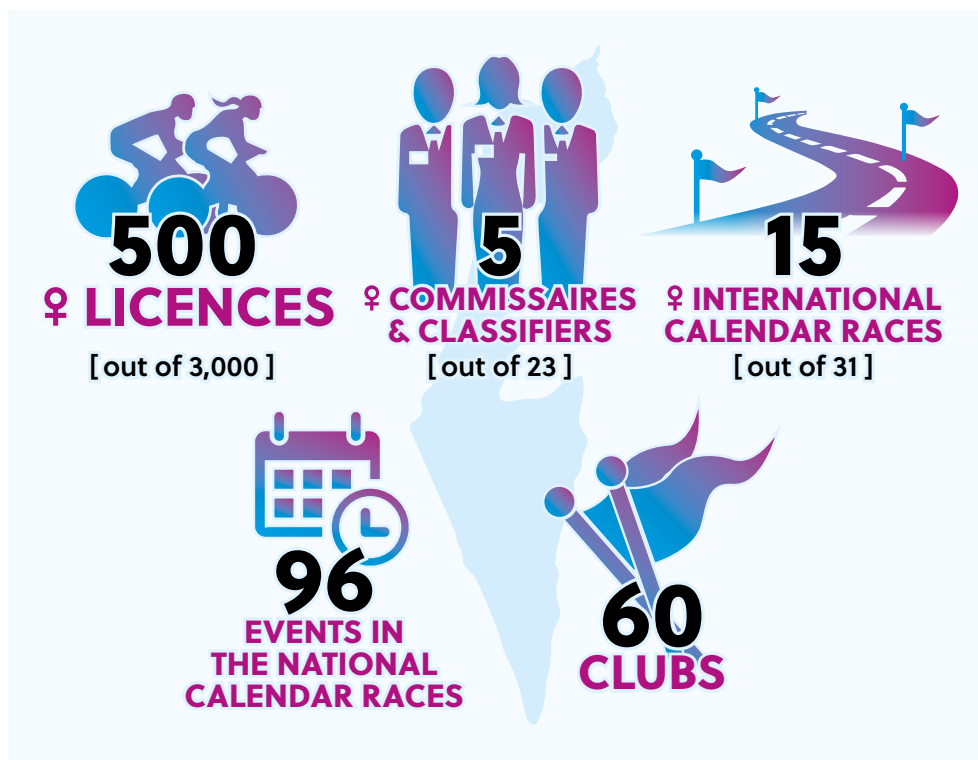
 **FÉDÉRATION FRANÇAISE DE CYCLISME**



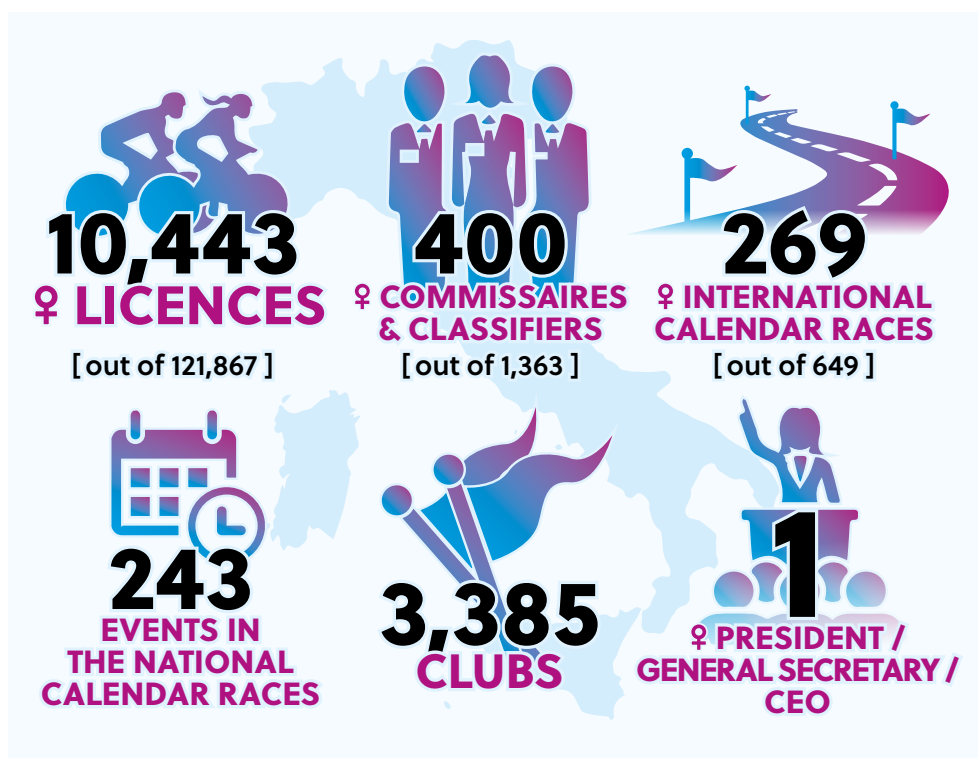
 **BRITISH CYCLING**



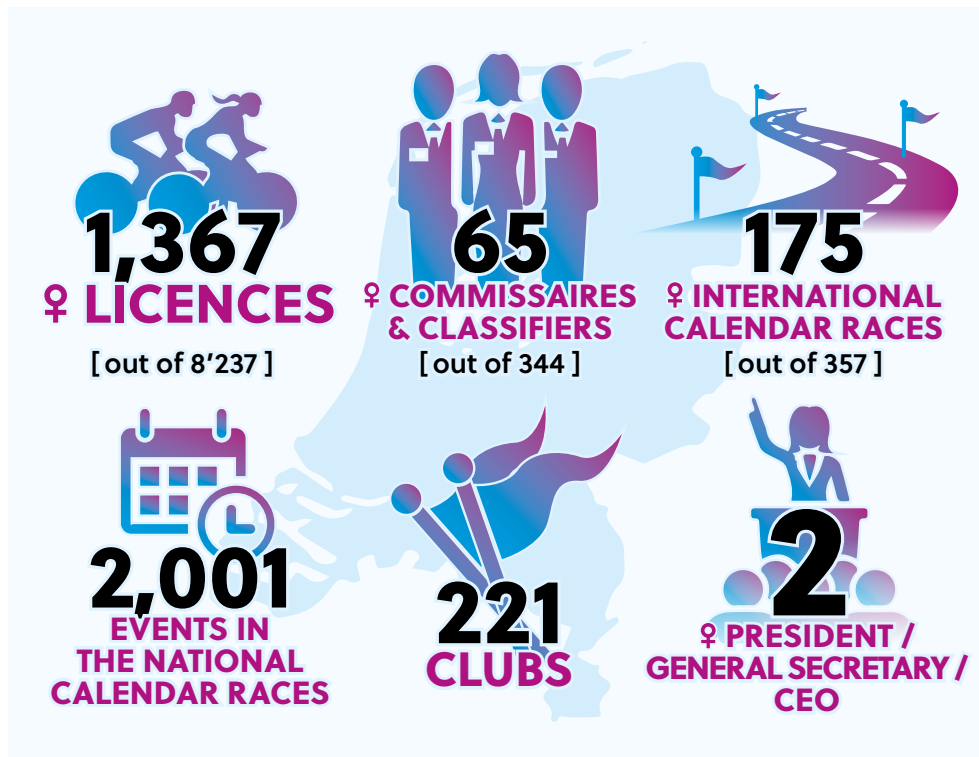
 ISRAEL CYCLING FEDERATION



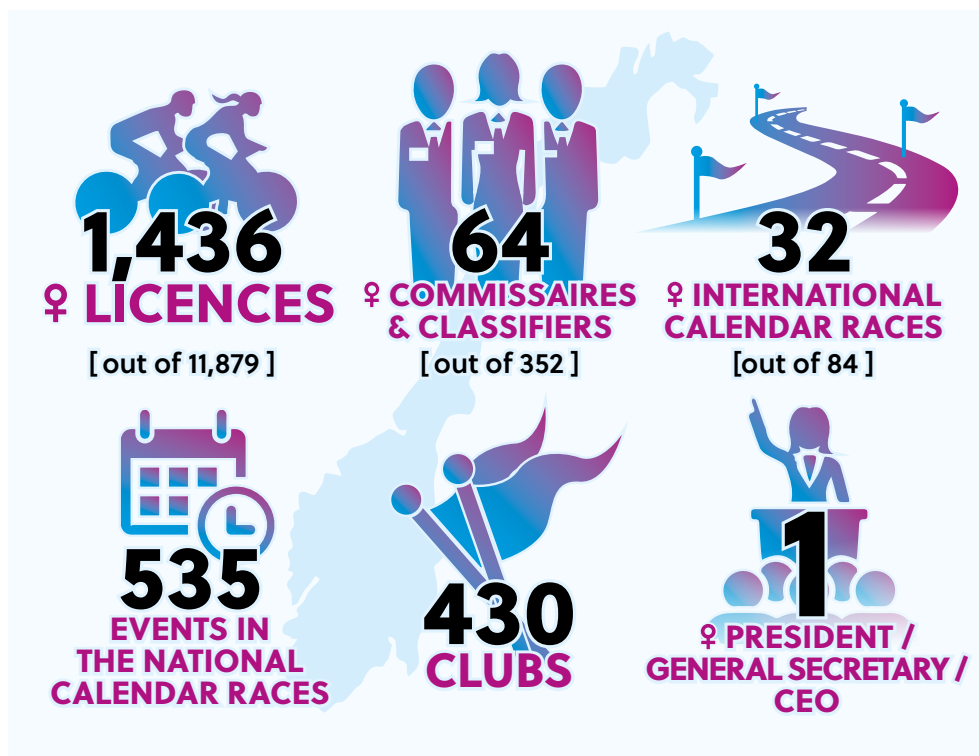
 FEDERAZIONE CICLISTICA ITALIANA



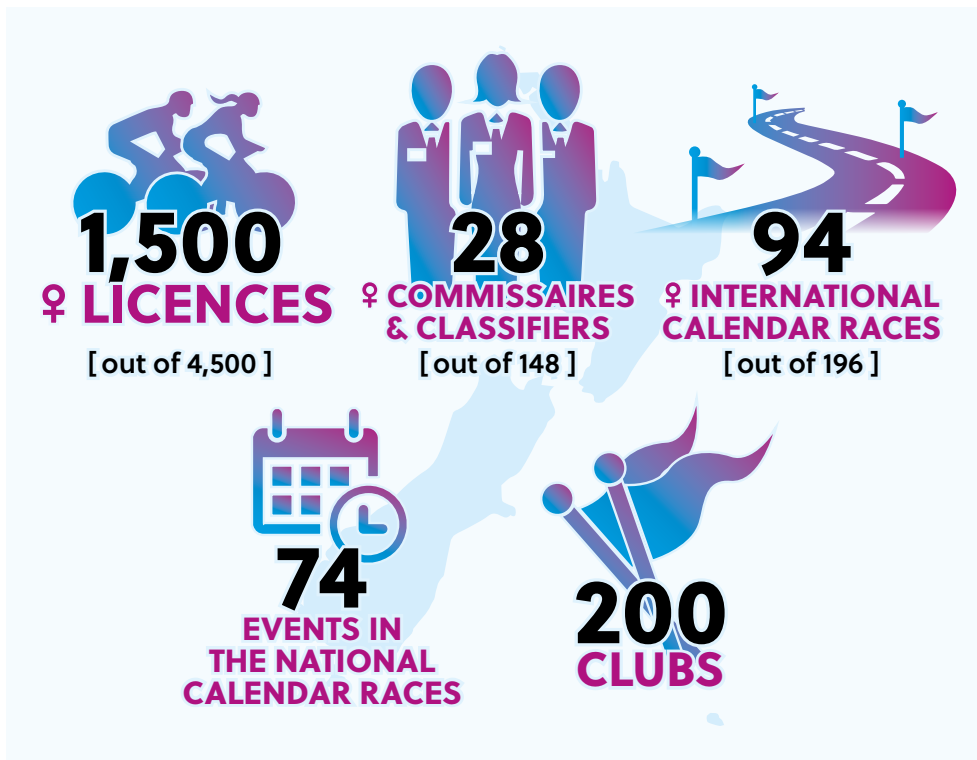
 **K.N.W.U. ROYAL DUTCH CYCLING FEDERATION**



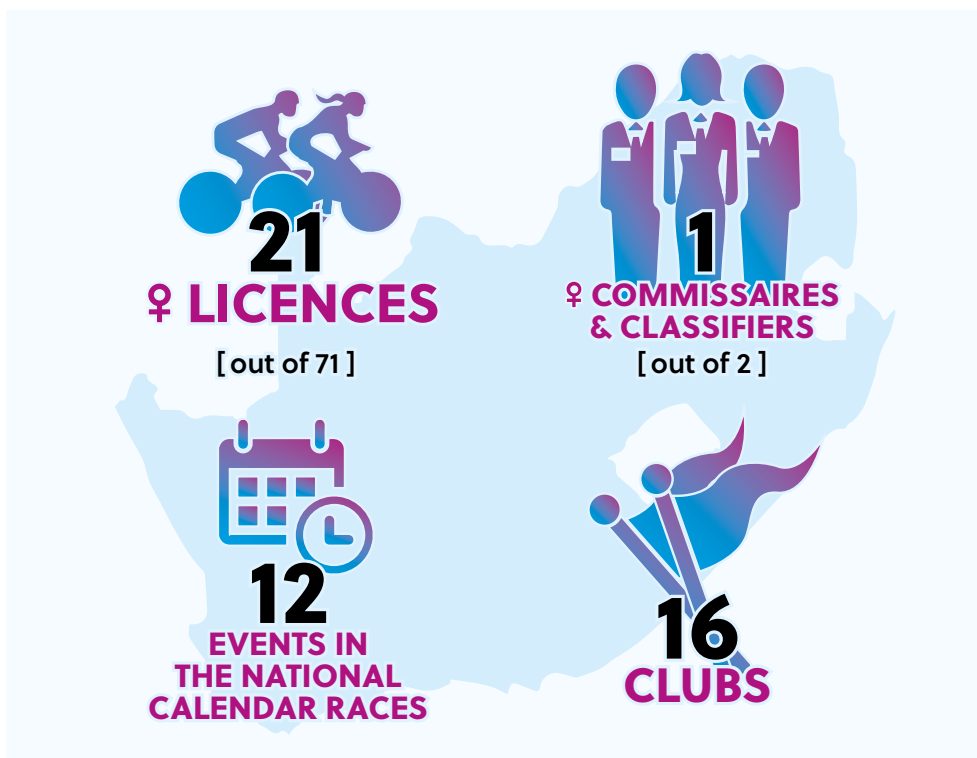
 **NORGES CYKLEFORBUND**

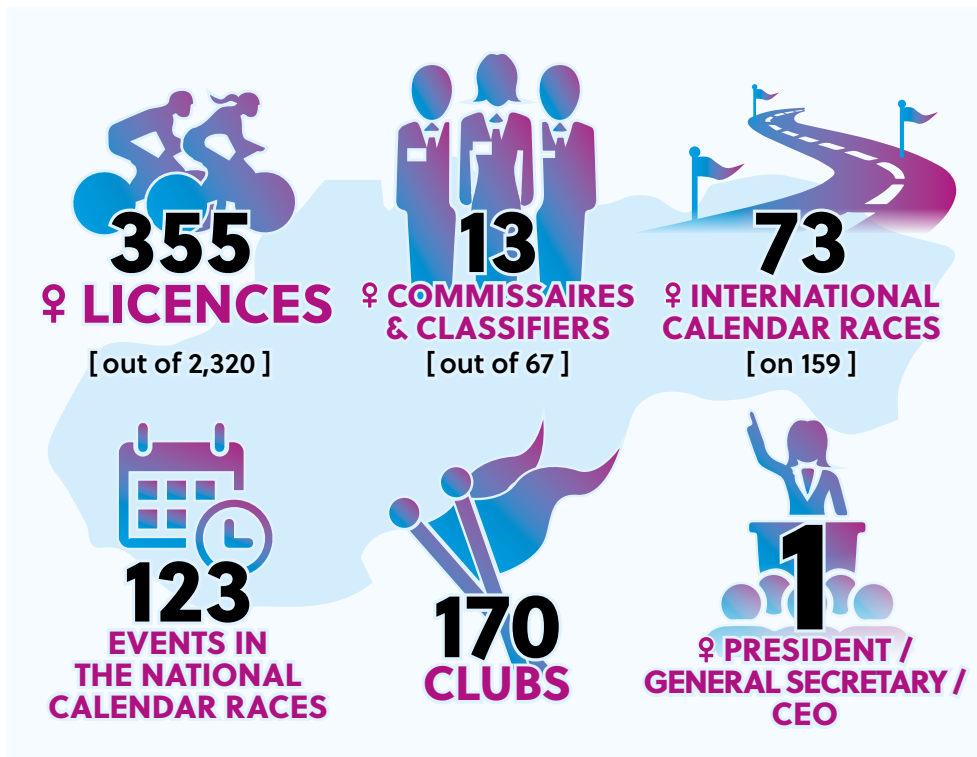


 **CYCLING NEW ZEALAND**



 **SUDAN CYCLING FEDERATION**





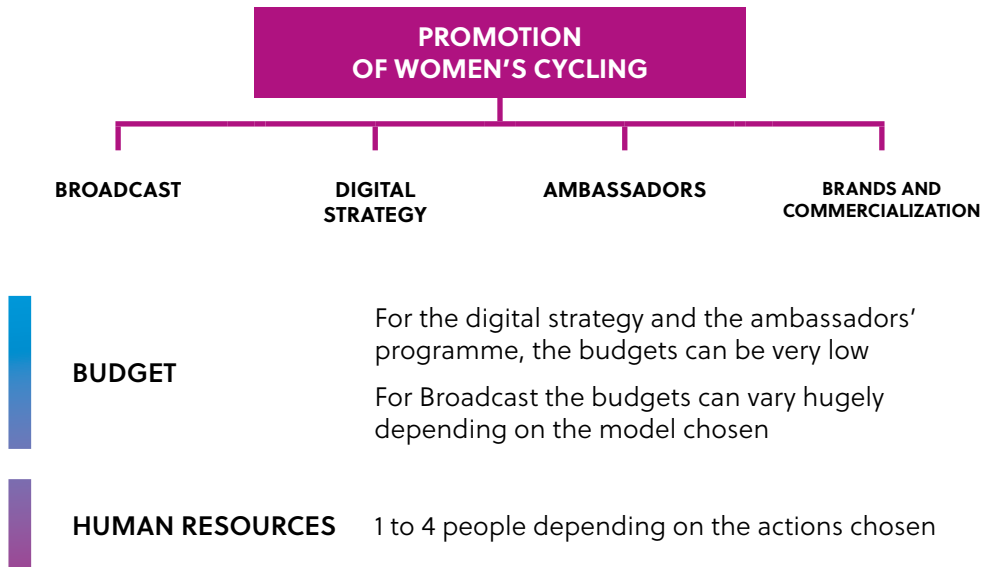
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3. GUIDE

3.1. PROMOTION OF WOMEN'S CYCLING

Promotion of Women's Cycling is a key in the development of this sport. Following research and interviews, the promotion of women's cycling is the first item discussed by all UCI National Federations putting in place a women's cycling strategy. This promotion can include items such as an ambassadors' programme, a digital strategy or broadcast.

A large range of actions is possible with all levels of budget and the best practices described in the sub-objectives below are extensive.



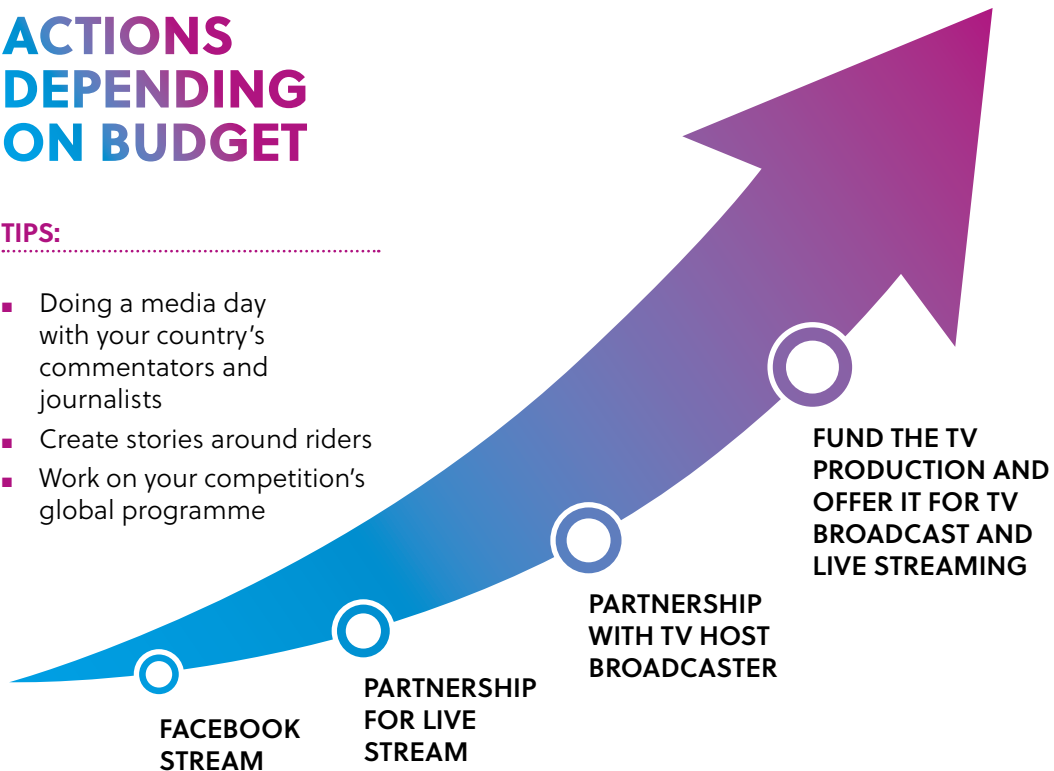
3.1.1 BROADCAST

The media coverage of women's cycling in a country is a central point of development that athletes and fans are asking for. At the level of the National Federations, the national championships and national series are an important springboard. However, the budgets that need to be allocated can be significant and curb this practice. More and more resources are available, at lower cost, to cover national events and to provide the necessary media coverage to promote women's cycling within countries.

ACTIONS DEPENDING ON BUDGET

TIPS:

- Doing a media day with your country's commentators and journalists
- Create stories around riders
- Work on your competition's global programme



CYCLING AUSTRALIA

FUNDING

- National Federation funds approximately a quarter of the broadcast, with the host broadcaster contributing.
- Cycling Australia continues to invest equally in men's and women's races for broadcast.

BROADCAST: 2 DIFFERENT PLATFORMS ARE PROPOSED IN ORDER TO REDUCE THE COST

- Live on TV for National Road Championships
- Streaming of other events (e.g. National Series and National Track Championships)

TIPS

- **Sport presentation:** Cycling Australia ensures that both men and women are equally represented in terms of presenters, commentators and broadcast staff, as well as local heroes / riders working as presentation staff.
- **Race structure (start times / order of races / engagement with audiences):** Cycling Australia sees this as a work in progress. It has recently alternated the order of the men's and women's National Series races. While this has worked operationally, they noted that broadcast numbers decrease for the women's races, no matter which order is taken.

The National Road Championships Road Races take 8 hours to run on a single day. This significantly limits any schedule changes that can be made. The women's race is currently run first followed by the men's race, although Cycling Australia has recently changed this for the Criterium Championships where the women's race will be the final event.
- Tips to engage audiences:
 - Engaging courses: change the profile every year, build attraction around the events.
 - Not only covering the race - also 'sideline' reports, pre-event clips with riders, tell the story.
 - Build profile and interest - coverage of national events through the year.

BRITISH CYCLING

FUNDING:

- Investment of the National Federation in TV coverage of elite level racing, and engagement with key stakeholders to drive this agenda.
- Working together with UK-based production company Cyclevox to develop the following for all women's races within the domestic circuit:
 - 24min show on every round
 - Live tweets
 - Digital summary
 - 7 TV shows
 - Negotiated deal with Eurosport, leading to shows being made available
 - Sell-ins to news desks (news coverage available after every race)

TIPS:

- The increase of TV coverage increase overall participation
- Delivered live on digital platforms like YouTube or Facebook for some races

ROYALE LIGUE VELOCEPIEDIQUE BELGE

The Federation aims to increase coverage of women's road races, working with event organisers. Moreover, Royale Ligue Velocipedique Belge, working closely with the Sports and Media Ministry to develop new national regulations to ensure an equal representation of men and women races.

In order to increase the interest in women races and reach the maximum audience, the Federation chose to not organise the men and women races for Cyclo-cross on the same day. The women's race is now organised on the Saturday and the men's race on Sunday. This new planning increased the audience of the women's races.

Moreover, since 2011 the road national championship are broadcasted live.

CANADIAN CYCLING ASSOCIATION

STRATEGY:

- Always covering men's and women's races.
- Always an investment from the federation to broadcast cycling. In the rare case of the broadcasters investing, it would be in the range of 25 – 40%. They may invest their time, but the challenge is to find funds to broadcast on TV, as cycling is competing with other bigger sports which gain TV coverage.

TIPS:

- Ensure stories are created around the profile of the main female athletes: promotion, interview, features.
- Post-production: viewing figures are lower, cycling audiences want to see live races.
- Build relationships:
 - Find people who are passionate about the sport, who see value in investment and driving live TV.
 - Bring together TV companies to create partnerships.
- Always ensure sufficient data is captured on viewing figures etc. to allow successes to be measured.
- Educate the presenters / announcers.;

FÉDÉRATION FRANÇAISE DE CYCLISME

For several years, the FFC has been working with its broadcast TV partners to improve the exposure of women's cycling. The Federation has increased step by step the broadcast of the women's races as described below:

- In 2014, the first broadcast on French TV of the women's race at the French Road Championships at Futuroscope:
 - The viewing figures for this first TV broadcast were very encouraging (900,000 viewers - 10.2% PDA).
- The women's online race of the Elite French Championships has been broadcast since 2014. They saw a peak audience of more than one million viewers during the last edition in June 2017.
- For mountain biking and BMX, France TV broadcasts a summary of these Championships: airtime is increasingly devoted to women's events and profiles of girls.
- In 2016, Eurosport joined FFC's media partners. They broadcast each French Championship women's event across all disciplines:
 - Each women's Cyclo-Cross French Championships event is broadcast live on Eurosport.
 - For the French BMX, Mountain Bike and Track Championships: the women's events benefit from the same exposure as the men's.
 - For the French Road Championships, all the women's events (CLM and online race) are broadcast live on France TV, and Eurosport also offers certain road events (e.g. La Course by Le Tour) that celebrate international women's cycling. The team broadcasts the Cyclo-Cross World Cup and the women's Cross Country MTB.



3.1.2 DIGITAL STRATEGY

A digital strategy is another pillar in the promotion of women's cycling. Less expensive and as important as the media production of events, social networks and digital tools are essential tools of promotion for athletes, teams and events.

Many actions can be implemented across multiple platforms as demonstrated by the different actions described below. The central point is to have someone in charge of these actions constantly following the news and promoting all the stakeholders.

SOCIAL MEDIA

- Use same accounts for men and women
- Separate only if there is a distinct series or communities
- Do not repeat the same information on all social media accounts
- Focus on all levels: professional and amateurs
- Create stories around the riders
- Cover events in your country

WEBSITE

- Create a specific page for Women's Cycling, including all information related to specific programmes, scholarships, opportunities, etc...
- Share the specific women's programmes
- Link your social media accounts to your website to relate all news
- Relate all information linked to specific events

NEWSLETTER

- Inform about competitions and the latest news about your strategy
- Give more profiles of riders or cycling stakeholders you are working with
- Communication tool to be distributed every 2 or 3 months
- The mailing list can include riders, partners, organisers, media, etc...

COMMUNITIES

- Create specific communities to provide tips or advice on how to attract more women into cycling
- Create specific communities to organise women's bike rides

CYCLING AUSTRALIA

CHANNELS USED BY THE NATIONAL FEDERATION:

- Twitter (main activity)
- Instagram
- Facebook

TIPS:

- No separate accounts for men and women, all driven through central accounts to expose audience to both male and female cycling.
- Separate sections of website for specific campaigns e.g.:
 - [This Girl Can Programme](#)
 - [She Rides programme](#)

BRITISH CYCLING

AIM:

To create new assets to support women's cycling and raise the profile of their marketing and communication activity. Imagery also plays a large part in this, linking to breaking down barriers.

CHANNELS USED BY THE NATIONAL FEDERATION:

- Facebook (most activity via Facebook)
- Twitter
- Instagram
- LinkedIn



FACEBOOK TOP TIPS:

- Private Facebook groups used for specific programmes e.g. Breeze champions , to share information and support each other.
- Helpful forum to explain how things work.
- Use social media to convey factual information.
- Use social media in a positive manner.

- British Cycling uses effective marketing and PR to tackle known barriers and perceptions to women cycling. They use key messages and campaigns to support, reassure and resonate with the intended audience to support their overall target of getting one million more women on bikes by 2020. Its campaigns raise awareness of cycling and its benefits, with its most recent one 'Together We Ride' focusing on breaking down known barriers to females participating in cycling.

WEBSITE TIPS:

British Cycling has a dedicated women's cycling page on the [British Cycling website](#), and dedicated pages to the HSBC UK Breeze programme on its [Let's Ride website](#).



CANADIAN CYCLING ASSOCIATION

CHANNELS USED BY THE NATIONAL FEDERATION:

- Facebook
- Instagram
- Twitter
- YouTube

TIPS:

1. **Tell the human story:** Inspire through high performance role models / ambassadors, telling stories about their success. However, also focus on everyday cycling stories, inspiring for life.
2. **Measure and reach:** Learn how to measure reach and data across all social media channels accurately, and in turn to use this to work with partners. Use a tool, like Hootsuite or Buffer. Pull data into another analytics app (e.g. Tableau).
3. **Live event coverage on social media:** Don't overdo it and saturate the channels.
4. **Multi-channel strategy:** Ensure cohesion across the social media channels and post what works for each channel. For example, complement each channel.
5. **Consider your audience:** Ensure the correct tone of voice for your audience, i.e. the new cyclist / recreation / fans of cycling.

FÉDÉRATION FRANÇAISE DE CYCLISME

TIPS:

- Social networks are the ideal tools to captivate the general public. Humanising athletes and sharing stories will generate engagement with all targets (women's community, athletes, etc). Messages about the health benefits of cycling can be posted on social networks like Facebook or Twitter in order to raise awareness across the community.
- The federation also wants to create a community of practitioners (captive target): use social networks, rely on sports influencers who will relay our messages to their fans and followers. Give voice to the grassroots and don't just take advantage of elite athletes to carry our message.

THE DEVELOPMENT OF POWERFUL DIGITAL TOOLS INCLUDES:

- Mobile application with technical advice, instructional videos, training programmes with test (promotional period) and premium versions.
- New website with a dedicated section and adapted content (video examples, tutorials, etc).

SUDAN CYCLING FEDERATION

AIM

To encourage girls on bikes, to enjoy riding with the opportunity to become professional.

MAIN CHANNELS:

Facebook:

- Post what is important, cycling news, some technical information, programmes' training camps.
- Create communities.
- Use photos to engage, describe what is happening and how to get involved.

3.1.3 AMBASSADORS

Athletes are a key communication tool for National Federations. Their image can help develop interest from the media and fans and increase the profile of women's cycling. These programmes can be set up in different ways with more or less expensive actions. However, the showcase offered is essential for women's cycling and athletes are at the heart of this development.



BRITISH CYCLING

British Cycling's aim is to grow the exposure and media coverage of women in cycling across all levels, through the use of ambassadors.

It does this through athlete ambassador's such as *Joanna Rowsell-Shand* and *case studies* from across its programmes, to showcase how to access and highlight the benefits of cycling to others.

Examples of some of these case studies from non-athletes can be found on the [Letsride.co.uk/blog](https://letsride.co.uk/blog).

Additionally, British Cycling has Breeze Champions and Area Coordinators on the ground, offering a friendly and familiar face to support females to start and continue cycling.

CANADIAN CYCLING ASSOCIATION

Canadian Cycling Association encourages its top female cyclists to be ambassadors of the sport, and work with women's initiatives and groups.

There are no formal agreements, although it works together with organisations dedicated to women in sport that incorporate cycling into their programmes, with the aim of growing and strengthening women's sports.

FÉDÉRATION FRANÇAISE DE CYCLISME

The Fédération Française de Cyclisme has 2 ambassadors to promote cycling in the various disciplines with Pauline Ferrand-Prévot (Road, MTB and Cyclo-Cross) and Mathilde Gros (Track) at high level.

The goal of the ambassadors is to attract more women into cycling through special events organised in collaboration with the National Federation and the ambassadors.

The second pillar of this programme is the use of athletes to communicate through its digital platforms.

ISRAEL CYCLING FEDERATION

ATHENA AMBASSADORS:

- Women's riding groups, funded by government
- Athena Ambassador programme: women who are available to speak at events around the country about their sports.
- National team riders past and present.

More information can be found [here](#).

3.1.4 BRANDS AND COMMERCIALIZATION

The development of a commercial strategy is a tool that all National Federations wish to put in place to develop funds to implement a strategy. This is a complicated tool to put in place and a common strategy with men is often the most effective and partners are increasingly interested in promoting cycling for all in order to align with their business strategy. However, dedicated women's cycling tools can be developed and help find commercial partners.

Different types of partnership can be of interest to a National Federation :

Partner for materials: bikes, components, clothing and accessories.

Partner on a specific medium/long-term programme e.g. naming, official partner.

Digital content partner: provide visibility to the partner on the different platforms.

Share the same sponsor for men and women but add value to the women's side by extending existing partnerships.

Partners for the National Federation's Women's events: sharing values through a common event.



BRITISH CYCLING

One of the key objectives of the unique societal partnership between HSBC UK and British Cycling is to get more women riding their bikes and involved with the sport. Targeting HSBC UK customers, colleagues and wider communities, the two companies have joined forces to get one million more women cycling by 2020. HSBC UK (along with Government funding from Sport England) is funding British Cycling's women-only programme, HSBC UK Breeze.. This programme trains and supports women to organise their own women-only rides in their local communities.

CANADIAN CYCLING ASSOCIATION

MULTIPLE BRAND SPONSORSHIPS ACROSS THE FEDERATION INCLUDING WOMEN'S SPECIFIC PARTNERSHIPS:

- Mattamy provides women's-only housing at the track HQ in Milton.
- 4iiii co-supported the women's specific development project for track/road.
- Lulu Bear Mountain: partner for women's digital content and hosted an intimate women's cycling summit together.
 - 2-day event
 - Pilot event – women only

NORGES CYKLEFORBUND

HIGHLIGHT THE VALUE OF WOMEN'S CYCLING TO BRANDS:

- Within the federation a partner came onboard as a general sponsor across the federation. However, once they saw and understood women's cycling, they came back to purely invest in the women's side of and get returns there.

FÉDÉRATION FRANÇAISE DE CYCLISME

Develop partnerships and marketing around the creation of assets and dedicated programmes.

The goal is to work with partners to set up products and services for women (cyclo-sportives, licenced benefits, technical products, etc).

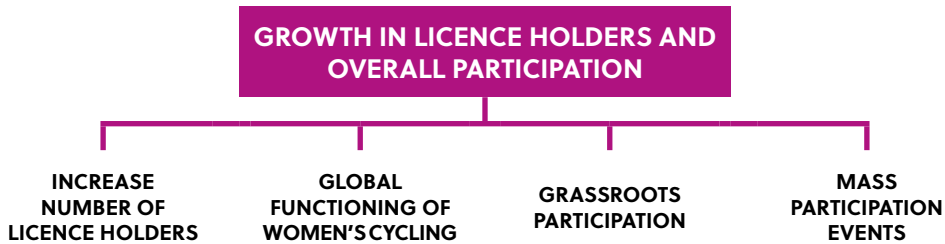
The role of its partners is central to achieving this objective, providing:

- Gain for the National Federation – it receives funding or material support to set up those assets and programmes
- Gain for the partner: it reaches a new target audience of women and can grow its market

Cycling brands are the main partners for this kind of events.

3.2 GROWTH IN LICENCE HOLDERS AND OVERALL PARTICIPATION

This is a long-term objective to develop women's cycling within a country by increasing the number of licence holders. Global participation is also a main objective of National Federations in conjunction with local governments. By increasing the number of women riding for leisure and recreation purposes, the cycling industry grows as a whole.



BUDGET

Budgets to plan for all actions but the level of investment depends of the actions chosen.

HUMAN RESOURCES

Partner on a specific medium/long-term programme: naming, official partner.



3.21 LICENCE HOLDERS

Increasing the number of license holders within the Federations is one of their major objective and the ultimate goal to show the growing interest of women in cycling in a country. Clubs and mass events are very important development tools. The budgets related to these actions may vary according to their size and the tools put in place.

Develop specific groups for different levels with varying amounts of people.

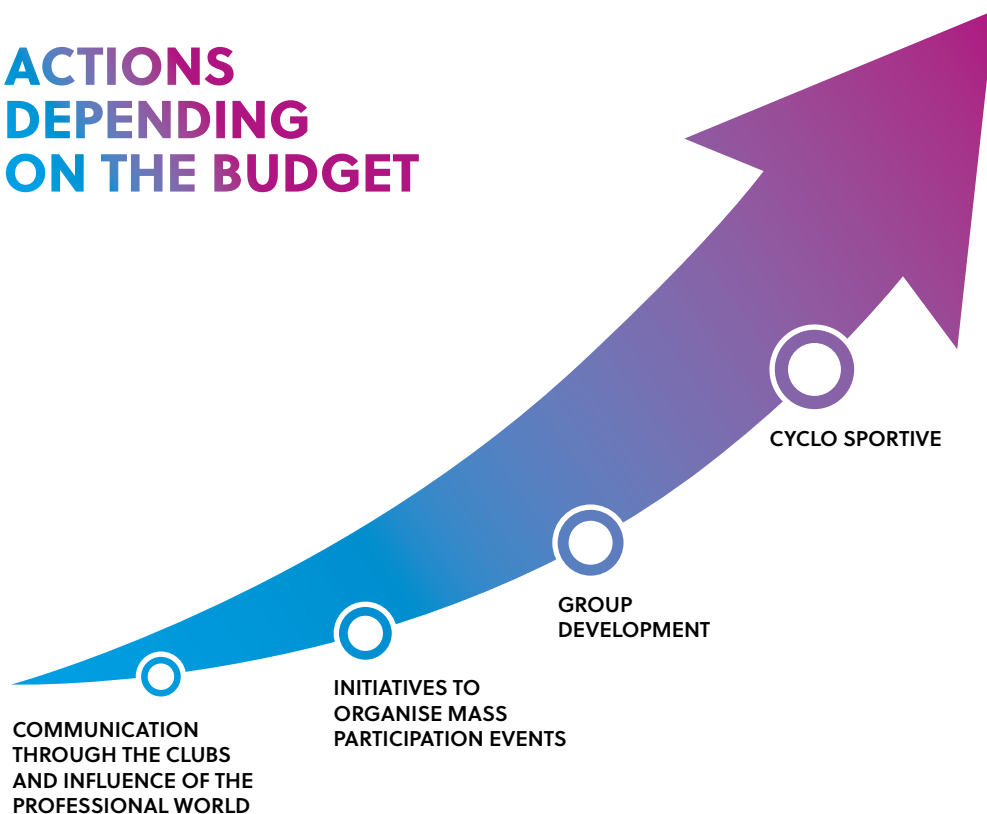
Influence of the professional world.

Communication through the clubs.

Develop discipline-specific initiatives.

Develop sportive events.

ACTIONS DEPENDING ON THE BUDGET



BRITISH CYCLING

Since 2013, British Cycling has seen a 43% increase in female licence holders, highlighting the demand for racing opportunities. With effective calendar coordination, it allows competitors to experience a positive racing experience, supporting them as they progress. Working and listening to competitor feedback is essential to ensure opportunities are customer focussed. There is a dedicated women's racing workgroup currently in place to support road and circuit pathway for women and girls initially.

Female rider development sessions, for all ages, are being delivered as a stepping stone into entry level racing. The continued demand for these sessions was a clear outcome a rider survey by British Cycling's Women's road racing workgroup, which was commissioned in August 2018.

British Cycling captures participation in a variety of ways, depending on the programme. For most programmes there are systems in place to track participation at events, on recreational rides, at HSBC UK Go Ride events etc. British Cycling also captures data via an external research partner. Together they developed a new nationally representative survey for cycling that provides an understanding of Core and Mass markets, to further understand behaviours, attitudes and characteristics of the population in the context of cycling.

NORGES CYKLEFORBUND

From 2008 to 2018, it has seen an increase of 40% in female licence holders.

DRIVEN FROM A WIDE VARIETY OF SOURCES:

- Inspiration from major events
- Supporting clubs to inspire and recruit more female riders
- With the increase in male riders, the NCF anticipate some of these men bringing their daughters into the sport.

SLOVAK CYCLING FEDERATION

The federation has seen a 15% increase in female licence holders from 2008 to end of 2018 with setting up some action like training camps, races for women and programmes. The aim is to bring women from all disciplines; currently women's road racing is popular, but this is the start to develop women cycling on other disciplines by developing some special initiation sessions.

3.2.2 GLOBAL FUNCTIONING OF WOMEN'S CYCLING

A large number of National Federation wish to set up a strategy for the development of women's cycling but not knowing the ins and outs. In order to promote and implement country-specific strategies, it is strongly recommended to set up a dedicated commission within the Federation or jointly with different sports for the promotion of the sport as a whole.

2 MODELS

Women's Commission within the National Federation to develop participation in cycling

Women's Commission across different sports to develop women's participation in sports in general across the country

TIPS TO CREATE A WOMEN'S COMMISSION:

- Have a mix of members and backgrounds
- Integrate the group in the governance of the National Federation
- Have the President of the Commission on the Executive Board of the National Federation
- Define clear objectives and develop opportunities
- Be the link to women cyclists to give them a voice

CYCLING AUSTRALIA

WOMEN'S COMMISSION

The objectives of Cycling Australia's Women's Commission are as follows:

- a) To realise the potential for:
 - the participation of women in cycling.
 - the participation of women in cycling for recreation, transport and health.
 - the participation of women in the governance of cycling organisations.
- b) To promote:
 - development pathways in cycling for women as a sport and as a career.
 - a framework for professional female cyclists.
 - commercial success in women's cycling.

c) Propose the drafting of policy, and regulations specific to individual disciplines, when it supports the development of women.

d) Contribute to the development of strategies, and propose projects and initiatives, specifically concerning:

- grassroots participation.
- pathway development of all aspects of cycling as a sport and career.
- the professionalisation of elite women's cycling and the improvement of its commercial viability, including media and marketing.

RECOMMENDATIONS:

- Meeting several times per year
- Provide the appropriate delegations so that the commission can help to make real change (i.e. not just talk about it: instead create action.)
- Integrate the commission into the overall governance structure.
 - For example: Integration into all other commissions (Road / Track / BMX, etc).

ROYALE LIGUE VELOCIPEDIQUE BELGE

Women's Commission set-up in 2016.

AIMS:

- Better results in women's cycling in all categories and disciplines.
- More women actively practicing cycling (recreational/competitive).
- Female-friendly policy among all cycling stakeholders.
- All female 'ambassador' of their cycling sport.

RECOMMENDATIONS ON SETTING UP A COMMISSION:

- Ensure one person is charged with being the lead, responsible for driving actions post-meeting.
- Essential to be a mix of members, from diverse backgrounds / experiences / gender.

ISRAEL CYCLING FEDERATION

Strategy commenced in 2014. Working with Athena, Government-run sports strategy. They allocate budgets to cycling to help promote the sport to women and girls.

Athena - The National Project for the Advancement of Women's Sports in Israel. Their strapline is: "When you do sports, you always win!"

Athena supports female cyclists, helping to develop and improve infrastructures, train, operate professional programmes and guide female athletes practicing the sport toward competitive accomplishments.

VISION:

"To Bring About Social and Gender Change in Israeli Sporting Culture, Ensuring Full and Equal Participation for Girls, Adolescents and Women in All Sports and at All Levels". More details can be found on their website.

AIMS:

- Athena, the professional branch of the Public Council for the Promotion of Women's Sports in Israel, under the supervision of the Ministry of Culture and Sport, operates under a multi-year plan.
- Athena creates opportunities for girls, adolescents and women in sports through targeted programmes in a variety of sports, sports organisations, projects at sports clubs, programmes involving local authorities and programmes promoting female leadership in sports.
- Athena's activities involve girls and women of all ages in popular and competitive sports. Athena works to discover, retain and promote girls and women in all branches of sports, from girls in primary school through supporting female athletes on the verge of inclusion in Israel's Olympic delegation.
- Athena stimulates conversations in the content areas of women in sports and places them on the public agenda through conferences, forums and gatherings. Athena also provides a broad range of enrichment tools, like Toolbox and Athena Ambassadors.
- All of these, and many more, help to spread and increase sporting activity among girls, adolescents and women at all levels, to consolidate and professionalise female management in sports and to achieve impressive results in the competitive arena.
- Athena programmes inspire and encourage thinking of sports as a way of life, as a bridge between diverse cultural attitudes and as a powerful social and educational instrument that must be accessible to every girl and woman, wherever she may be.

LESSONS:

- A key aim is to create an all-girl group that meets regularly.
- Bringing together girls from each club (where there are only a few girls riding), to form a separate club and single team. More together.
- Motivation has increased dramatically by bringing everyone together in this way and the number of girls continuing up the high-performance ranks also increased.
- Another important factor was creating cyclo-sportives / riders for women
 - Example video:
<https://www.youtube.com/watch?v=V3QnNM1vuc8&feature=youtu.be>

TRACKING SUCCESS AND FEMALE PARTICIPATION:

- Success is measured by number of clubs opened, number of licence holders, number of riders participating in at least 4 races per year.
- Increased by 420% since 2014, from 44 to 186.
- Mostly operate via their clubs for recruiting. However, they prepare materials such as videos and images for them to use. Their women's coordinator gives lectures in schools about her career in order to recruit girls for cycling clubs.

SCOTTISH CYCLING

Scottish Cycling Women's Development Group

AIMS:

- Provide a forum for discussion / advice and ideas.
- To increase female participation across all cycling disciplines and levels (volunteering, recreational cycling, membership, club membership, competition) to achieve gender parity.
- Support the delivery of women's cycling opportunities:
 - EG. Delivering a programme of "Get into racing" workshops across the country, aimed to demystify racing, inspire and empower women to give it a go.
- Aims to have an overview of women's cycling in Scotland, with a focus on Scottish Cycling activity/areas of interest - identifying areas with gaps;
 - Find/identify people / strategies / projects to cover / address their gaps
- Act as voice for women.

RECOMMENDATIONS:

- Meet quarterly
- Always agenda meetings.
- Ask for group input - however also consult wider organisation for input;
 - E.g. Coaching & Education, present paper to get advice from Development Group / from women's point of view.
- Aim to recruit members from a wide geographical area and who have a range of interests and experience of cycling.
- Use social media to make people aware of the group (National forum for women interested in cycling in Scotland, give it more objectivity).
- Use surveys to gain feedback and insights.

3.2.3 GRASSROOTS PARTICIPATION

The practice of cycling as a leisure activity is an activity in expansion in all countries of the world, for ecological concerns, for transport and independence, and as a way to ensure good and recreation. Public authorities are increasingly partnering with the National Federations to develop this practice. Many varieties of programmes can be set up requiring more or less budget to develop cycling for women.

Women's specific programme within the National Federation.

Women's development programme in collaboration with the government.

Initiation programmes or campaigns with the clubs and regional teams.

Marketing campaigns around safety, the environment, sport, cycle ways, cycling for transport, etc.

Shared programmes on how to ride a bike, including safety, maintenance, etc.

Programmes encouraging public transport and corresponding environmental benefits.

Set up groups with focus on different aspects of cycling, e.g. travel, leisure, exploring, racing.

Construction of dedicated cycle ways and paths.

Objective: Cycling is not only a sport, it's also a way of life.

CYCLING AUSTRALIA

She Rides: Women's participation programme.

Cycling Australia has developed a grassroots cycling programme for women that addresses skill and confidence barriers women face when considering cycling. She Rides represents the beginning of the pathway for women looking to get back on the bike (with various opportunities led by Cycling Clubs and State Federations to develop women in a sports / competitive capacity).

TARGET AUDIENCE:

Women who have been inactive and are taking up, or getting back into, cycling.

LESSONS:

- Financing supported by government - needs other financial support to ensure sustainability.
- Doesn't reach into clubs or have a pathway into clubs, as it wasn't set-up to do this (see She Rides On new product to cover this).
- Was active in one state (Victoria) initially was primarily run by volunteers so peaked at the start but has since had less success.
- Requires all states to work together - rather than separate research / actions.
- All centralised - then passed down to states.

She Rides On: Advanced programme for women's participation

She Rides On is a group riding programme for women who have the skills and confidence to ride, and who are looking to join a regular social ride with like-minded women.

Designed as the next step in the She Rides journey, She Rides On is structured as a series of weekly social group rides. In addition to helping build riding fitness, She Rides On helps riders get out to explore new routes with like-minded women and all led by a She Rides leader.

BRITISH CYCLING

British Cycling continues to *campaign for safer roads*, knowing from studies that safety fears are a major barrier for women.

British Cycling's *Let's Ride website* also focuses on the health, fitness and fun benefits of cycling, raising awareness of these and the opportunities to get involved in cycling.

HSBC UK BREEZE PROGRAMME

HSBC UK Breeze was established in 2011, as part of British Cycling's ambition to close the gender gap in cycling participation. HSBC UK Breeze is a national cycling programme for women, delivering women-only rides on a daily basis across the country. All rides are led by trained local female volunteer called Breeze Champions. They encourage and support other women to take up cycling for their first time or get back into cycling.

HSBC UK Breeze is a national programme for women, with women-only rides taking place on a daily basis across the country, led by female volunteer Breeze Champions in local areas. They encourage and support others to take up cycling for their first time or get back into cycling.

British Cycling is also piloting an entry level initiative - Breeze Cycle Skills – designed to test whether Breeze Champions trained up as Level 1 coaches delivering entry level coaching sessions can help attract new females into cycling who may currently be hesitant to do so.

https://www.youtube.com/watch?v=_G4MmbEeLsU

STATISTICS:

- 8 years since its inception
- 1,260 Breeze Champions; volunteer ride leaders
- 10,000 women-only HSBC UK Breeze rides across the country in 2018
- Over 250,000 Breeze participants since 2011.
- Latest volunteer survey of the Breeze Champions showed;
 - 95% feel appreciated by participants
 - 89% feel proud to volunteer for British Cycling
 - 88% took up the role to help others enjoy cycling.

In addition to HSBC UK Breeze, British Cycling also offers other recreation programmes that cater for women getting into cycling, such as, HSBC UK Let's Ride Pop Up, HSBC UK Guided Rides and HSBC UK Ride Social. 45.2% of all participants within these programmes were female in 2018.

Data source: British Cycling's Annual Report, Nov 2018

Since the launch of British Cycling's women's strategy in 2013, latest figures show that 831,638 women have been influenced to ride a bike thus far, putting British Cycling's on target to reach their ambitious goal.

CASE STUDIES AND BLOGS

<https://www.letsride.co.uk/blog/breeze>



SCOTTISH CYCLING

Scottish Cycling is delighted that since 2017 the HSBC UK Breeze programme, supporting female participation, has expanded considerably in Scotland.

Training courses have been delivered across the country, providing more opportunities for more women to get involved.

In August 2017 there were 15 Breeze rides attended by 76 women. In August 2018 these figures had increased massively, with 107 Breeze rides and a total attendance of 529.

SCOTTISH CYCLING - BREEZE LESSONS:

- Engage with people positively.
- Use social media, for example Facebook and Twitter to grow the community.
- Positive endeavour.
- Funding required to:
 - Deliver training courses;
 - Support the programme, e.g. clothing and first aid kits, volunteer expenses, promotional material,
- The volunteer Breeze Champions deliver rides in their local communities, using their own social media and connections to promote and advertise their rides. Many make local connections that are beneficial to their rides, e.g. one local business provided free jackets, linking in to free bike hire.
- Support volunteers to feel empowered to design a local program of rides that suits them.

WOMEN ON 2 WHEELS PROJECT

Scottish Cycling, in partnership with Developing Mountain Biking in Scotland and Women's *Adventure Syndicate*, set up a project called *Women on 2Wheels* to inspire more women to get on their bikes.

- A series of interactive evenings to engage and encourage women and girls to get involved.
- Sessions to explain the coaching and leadership pathways.
- All complement new and existing projects such as Go Girls, SXC Women's Coaching and the Scottish Women's Road Race Series.

CANADIAN CYCLING ASSOCIATION

ABOUT CAN-BIKE PROGRAMME:

- Canadian Cycling Association's CAN-BIKE programme is a series of progression courses taught on all aspects of cycling, to ride safely, effectively, and enjoyably on the road.
- Programme development is coordinated through Canadian Cycling Association, with help from National Examiners/Instructors.
 - Coaches are all trained, then coaches deliver the programme.
- Course delivery and administration takes place through CAN-BIKE Delivery Agents, such as community associations, municipal departments, service groups and the efforts of independent instructors.
- Programme focused across both genders.

K.N.W.U. ROYAL DUTCH CYCLING FEDERATION

Cycling in the Netherlands is a way of life. There are therefore no dedicated programmes to encourage cycling as a way of transport, health and fun.

Key lessons and recommendations to encourage cycling as a way of life, especially for women and girls:

- Have fun with cycling. Keep it simple.
 - For example; it is not always about becoming a World Champs and/or winning races
 - Promote the social and fun side of the sport
- Help people to educate themselves via clubs.
- Don't copy what the men are doing, run programmes for women based on what women want.
- Engage with brands, start partnerships.
- Volunteers are key to success of cycling in Netherlands. Volunteers run the clubs, organise races and events. They start with training the trainers.

INITIATIVES:

- In the Netherlands, when you are 18+ you can receive a bus card. In the north of the country, if you don't take a bus card, you can get an e-bike.
 - Government programme to get fewer cars on the road.
 - Findings show easier to ride / take the bus than to drive.

Insightful article on the [growth of women's cycling in Netherlands](#).

CYCLING NEW ZEALAND

Cycling New Zealand run programmes for both males and females.

RIDE LEADER PROGRAMMES:

Ride Leaders are people who love cycling and who share it with others by leading group rides. Cycling New Zealand trains ride leaders and helps support and encourage them to start groups.

Information video [here](#).

NZ also provides information around the following to help educate rides:

Cyclist skills training: <https://new.cyclingnewzealand.nz/media/360/360.pdf>

Road Code for cycling: <https://www.nzta.govt.nz/resources/roadcode/cyclist-code/>

Cycling bikewise resources: <https://www.bikewise.co.nz/resources>

Plus, 'how to' videos for all to watch and learn from:

<https://www.cyclingnewzealand.nz/everyday-cycling/ride-well>

NORGES CYKLEFORBUND

The "Girls on Wheels 2020" programme is a project to bring together girls in the sport.

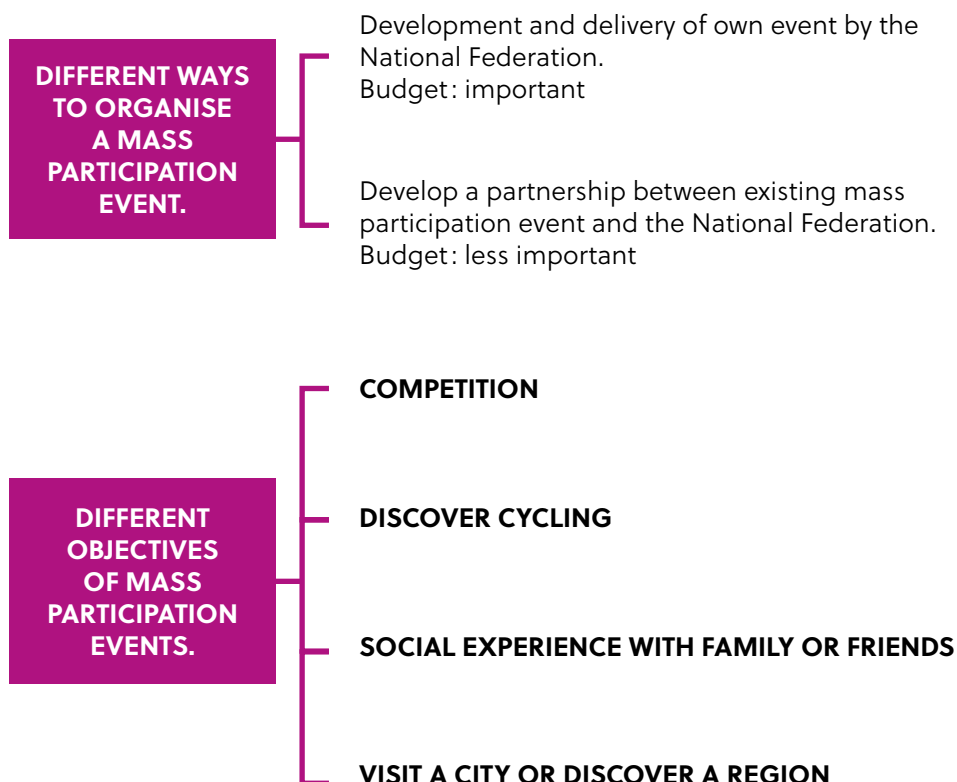
- Project manager within NCF invited people who are interested in contributing to getting more girls into cycling, from all the regions.
- National girl gatherings, once or twice a year
 - Discussed different ways to engage the girls, and to recruit more girls into the sport.
- Regional gatherings, once a year
 - Content: mix of lessons, activities / training and having fun together.
 - Provide the girls with knowledge in a professional arrangement with focus on diet, anti-doping, courage, fitness routine.
 - To get to know each other, and build each other up.
- Spread the word via NCF's website, Facebook and letters to all cycling clubs in Norway.
- Aim to keep costs low.

RECOMMENDATIONS:

- Build several gatherings using the same "template".
- Use the same resource people too, as this builds loyalty and stability.
- There must be enough people to ensure the gathering runs smoothly.
- It's important that the girls can come together with no pressure on them to get on a bike; no competition.
- There must be a plan / agenda for the gathering, and the girls must feel they learn something new in addition to getting to know each other.

3.2.4 MASS PARTICIPATION

Mass events are a springboard for cycling with family or friends. It is also a matter of offering cyclists an atmosphere between professional racing on roads or in places like famous for their professional competitions, or to ride safely in areas completely closed to traffic. These events can be set up with organizers or by the federation itself, which makes it possible to vary the budget implications. These races are not generally reserved for women; however, special arrangements must be made to ensure the comfort of all participants.



TIPS:

- Propose different length of course
- Think about proper facilities for women (shower, toilets)
- Define prizes per category

ROYALE LIGUE VELOPEDIQUE BELGE

Regional federation has initiated a women-friendly 'award' at mass participation events, with the focus on:

- Sanitary facilities for men and women at the starting point, supply points and arrival point.
- Separate changing rooms at the start.
- Separate showers in the arrival area.
- Technical assistance during the event.

Royale Ligue Velocipedique Belge is also the rights holder of the Royale Ligue Velocipedique Belge Happening and the Royale Ligue Velocipedique Belge Championship Happening. It supports the LM Classics, a series of mass participation events, financed by one of its partners with an estimation of 15% of female entries.

BRITISH CYCLING

ABOUT *HSBC UK LET'S RIDE EVENTS*

- 14 Cities across the country.
- Closed-road routes encourage families to cycle together, helping to break down the barrier of traffic-fears and support people in getting back on a bike.
- British Cycling is also associated with 6 other mass participation events to widen this offer.
- 30% - 50% of participants are women at the Let's Ride events.

SPORTIVE EVENTS

There are over 250 sportive events registered with British Cycling, which offer an opportunity for those wanting to challenge themselves and explore new places without the hassle of route planning.

For women who already cycle but are looking to enter a sportive to further challenge themselves, British Cycling works closely with registered organisers to offer guidance and encouragement to ensure the environment, routes and event formats are suitable for women, based on known insights to current barriers. It also has a dedicated member of staff at the federation who looks after all sportive matters.

CANADIAN CYCLING ASSOCIATION

ABOUT OUR CITYRIDE

Our Cityride celebrates the spirit of local communities in a non-competitive all-inclusive mass participation ride that is held in the heart of cities across the country. The ride plays host to participants of all ages and abilities, focused around a fun and festive atmosphere.

GRAN FONDO EVENTS

As a federation, Canada is aiming to grow affiliation with mass participation events. It is working with organisers to consider how to grow the female audience, including via social media, and looking at how they talk to their audiences, the information provided and also race distances.

CHINESE CYCLING ASSOCIATION

The China Mountain Bike Open event sees 50% female participation. This high level of participation is strongly linked to the different lengths in routes.

FÉDÉRATION FRANÇAISE DE CYCLISME

CHAMPS POUR ELLES

The FDJ (national lottery operator), with support from ASO (Amaury Sport Organization) and the FFC, run the "Champs pour Elles", whereby 200 women have the experience of completing the last 8km of the Tour de France when it reaches the Champs-Élysées in Paris.

ISRAEL CYCLING FEDERATION

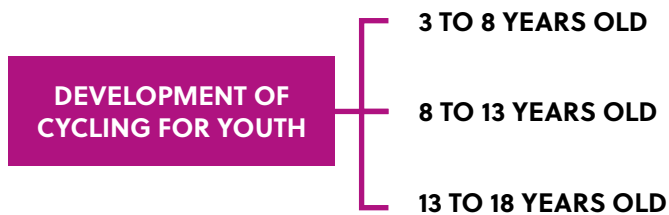
ATHENA CYCLING AMBASSADORS DURING MASS PARTICIPATION EVENTS:

- Races are run within mass participation events.
- They assist the organisers with technical advice and in marketing their events via their Athena newsletter in return for a discounted participation for their licence holders.
- Number of women participating is not tracked.
- Specially-branded series of events with special routes for women which are less technically and physically demanding.
- Marketing: via clubs and women's coaches, as well as through Athena and federation social media pages, coaches' conferences. Focus on a supportive, friendly and empowering atmosphere in these events, which are branded as "every rider is a winner".
- Every participant receives a medal and is proud of her achievement.
- Participation in the series has increased by more than 30% compared to 2017.

3.3 CYCLING FOR YOUTH

As part of a long-term development strategy for women's cycling, the development of cycling for young people is essential and is being built from an early age. It is for this reason that the sub-objectives presented below are age groups, with the aim of developing cycling for leisure purposes or aiming for a professional career. The involvement of localities, regionalities and the National Federation are essential at different levels. Their involvement changes according to the age and orientation chosen by the youth.

The UCI also advises National Federations to read the UCI toolkit to develop a strategy for cycling for young people.



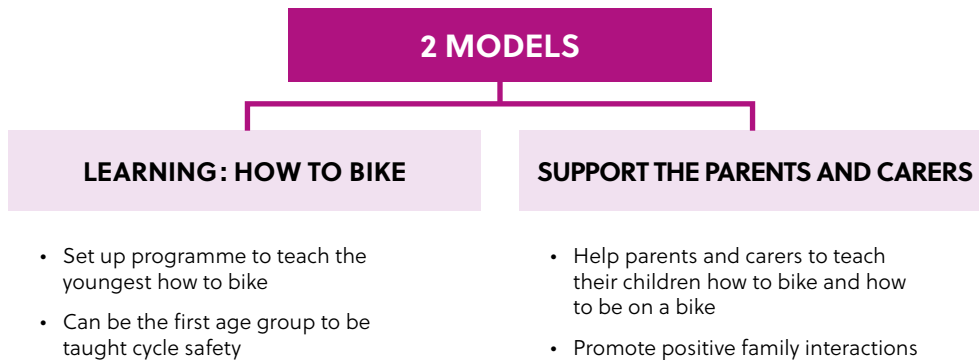
BUDGET	<p>A budget should be established for each action and the level of this budget depends of the action.</p> <p>Resources can be shared between the different actions to reduce the overall budget impact.</p>
HUMAN RESOURCES	<p>2 to 5 people depending on the action's chosen.</p>

Level of implication of the local/regional/national structures per age group:

LOCAL STRUCTURES	REGIONAL STRUCTURES	NATIONAL STRUCTURES
5-8 years old	8-13 years old	8 -13 years old
8-13 years old	13-18 years old	13 -18 years old

3.3.1. 3 TO 8 YEARS OLD

Cycling can be learned from an early age, as well as good practices on the bike. Local tips and guides are essential to ensure that good habits are taken from the start by guiding parents and helping them learn how to behave on a bike, paying attention to external environments.



CYCLING AUSTRALIA

Let's Ride; enabling children to ride safely

National riding programme designed to be a fun learning experience for children. The programme teaches them to ride safely by developing their knowledge, skills and confidence – giving parents peace of mind.

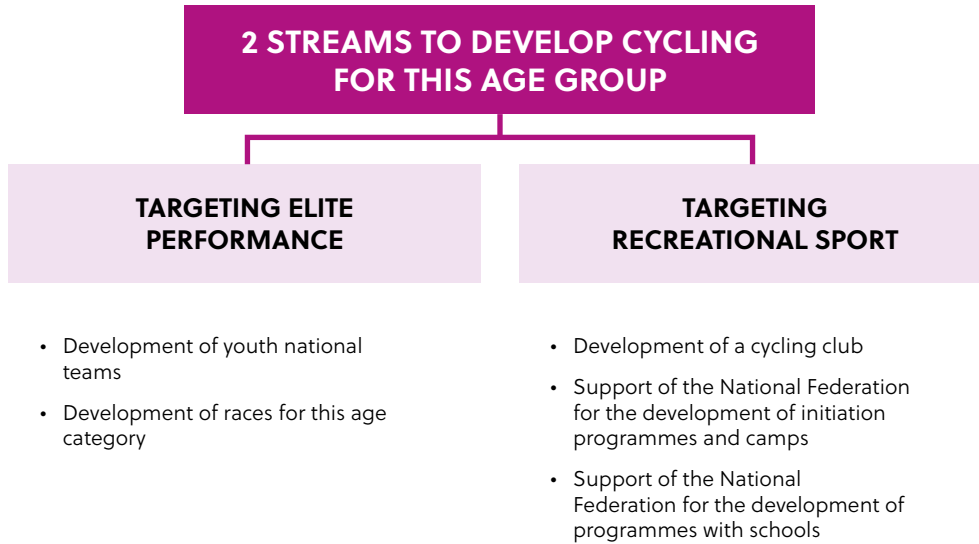
Funding: The programme is delivered with the support of the Sport Australia, State and Territory Cycling associations, and local Cycling Australia-accredited Delivery Centres.

BRITISH CYCLING

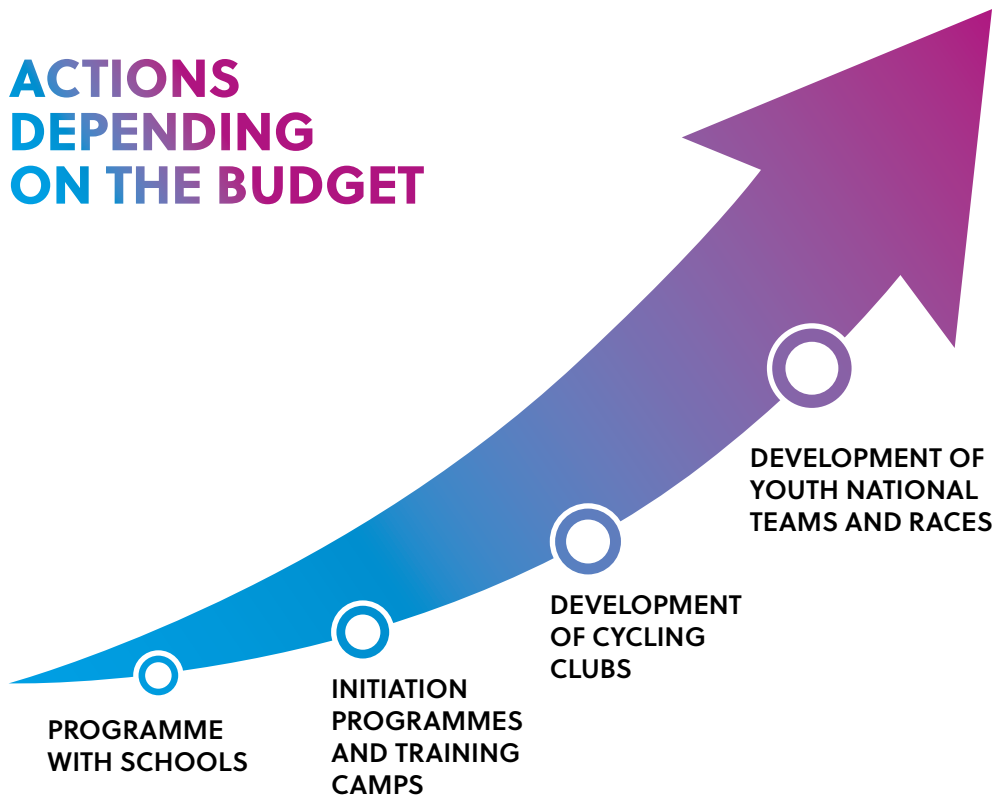
The *HSBC UK Ready Set Ride* is a new programme aimed at children aged 18 months - 8 years. This programme offers free, quick and easy games to help teach children how to pedal – having lots of fun along the way. The programme also supports parents, giving guidance on how to teach their children to ride.

3.3.2. 8 TO 13 YEARS OLD

This age group helps anchor the practice of cycling in the habits of young people. It can be considered as a means of transport or a hobby and it is in this category that the first races be the first step towards in the professional world.



ACTIONS DEPENDING ON THE BUDGET



ROYALE LIGUE VELOCIPEDIQUE BELGE

Initiative to get more young people into cycling and increase the number of female riders on the start line.

METHOD:

- Local level: promotion at school
 - Bikes taken to schools to promote cycling
 - Visiting more than 15 schools to educate with coaches
 - 15-20km with the girls
- If they wish to ride, they can join a local club or can go to local cycling centre (in each of the 5 provinces).
 - Local cycling centres: receive money from the regional federations.
 - Clubs: sports foundation give points to club, depending on training days, riders, trainers (also incentive for number of female riders) – receive money from government.

BRITISH CYCLING

British Cycling's HSBC UK Go-Ride programme provides a fun and safe way to introduce young riders to the world of cycle sport, as well as providing a platform to improve bike handling skills. HSBC UK Go-Ride accredited clubs have also been encouraged and supported to run more female only racing.

Clubs are encouraged to offer sessions for females and young people, with British Cycling supporting clubs to train up members as coaches through coaching bursary applications. Applications to support female cycling have proven popular.

Parents and coaches are essential to support children in their learning. An example is the recent release of the Youth Competition Guides, which aims to support parents and help them understand what to expect when taking their child to their first race.

British Cycling has also found a link between HSBC UK Go-Ride clubs producing future champions of the sport, who go on to racing at elite level.

CANADIAN CYCLING ASSOCIATION

Hop on Canada - Grass-roots programme

AIM:

- Creating the journey from getting on a bike, finding a bike to ride, to developing and finding a race, and racing.
 - Grassroots / active for life.
 - Working with others, pulling together all grassroots programmes in Canada via the website.

RECOMMENDATIONS:

- Think about how you get people involved in the sport, via champions who inspire them and capture the audience to learn how to ride.
 - For example: watching the Olympics, viewers come to the website where they are introduced to the sport. Next step - how do people “hop-on”, how to find a club, etc.
- Key to focus on the journey into the sport, and keeping people in the sport.

Fast and Female: Dedicated to empowering young women from 8 to 18 years of age through sport. Donation funded, with sponsorship opportunities.

ISRAEL CYCLING FEDERATION

BIKES4ALL (CYCLING FOR ALL) PROGRAMME:

- Project goal: to increase the number of cycling clubs around the country which take part in the cycling federation’s different activities.
- Method: it established cycling clubs for children across the country together with the sports ministry and local governments.
- It supports the process of founding the club and with initial funding, e.g. to buy some bikes and pay for a coach. It then helps them to become independent, professional and financially stable after 1-2 years.
- Long term target: aim for all clubs and riders that take part to go on to race at cycling federation races.

OTHER INITIATIVES:

- Activities all through the year for all the clubs and riders that are part of the programme.
- Cycling events that include “child-friendly” competitions.
- Technical drills, stations etc.
- Special training for the coaches.
- Training camps.

YOUTH NATIONAL TEAM FOR FEMALE RIDERS AGED 11-16:

- Regional and national female-only activity led by a coach and by the elite women national team riders.
- Meet once a month, all girls from clubs meet to ride together and participate in educational activity with a coach.
- Each rider is required to race a minimum of 4 events per year.
- Twice a year a girls-only training camp.
- Specially designed cycling kit.

GIVE IT A GO TRACK SESSIONS:

Facility-based project, open to riders aged between 8 and 18 with little or no track riding experience and hosted in indoor and outdoor velodromes in Glasgow and Dundee respectively, where bike hire is available.

- 'Give it a go' programme: building on the excitement surrounding the 2016 Rio Olympics particularly successful for girls 50/50 (boys / girls)
- 6-week block in velodrome.
- Trying the discipline for the first time.
- Anyone who progresses to the appropriate level can be put through the velodrome accreditation process.
- 'Give it a go' programme launched for BMX.

ENDURA GO GIRLS PROGRAMME:

2 Days of Mountain Bike Fun

After a successful pilot, girls across Scotland were invited to meet Scottish mountain bike stars, learn new skills and have two days of fun on bikes as part of the Endura Go Girls programme.

- Aimed at girls aged between 8-13 years old.
- Level:
 - Can ride blue grade at MTB trail centre.
 - Those who are interested in mountain biking / want to learn new skills whilst having fun and making new friends.
- Day 1: Cross-country theme.
- Day 2: Learning downhill skills.
- Pro-riders invited to join.
- £10 for 2 days or £7.50 for 1 day.
- Events will run from 10am to 4pm on both days.
- Riders bring own bikes.

The programme was supported by Scottish Cycling and Developing Mountain Biking in Scotland, sponsored by Big Tree Campervans.

SLOVAK CYCLING FEDERATION

3 Peter Sagan camps are being organised for children, both boys and girls, each year. One of the coaches was the first coach to train Peter Sagan, and he has a plenty of volunteers to help with the groups. There are many events each day aimed at helping the attendees become better cyclists.

SUDAN CYCLING FEDERATION

AIM:

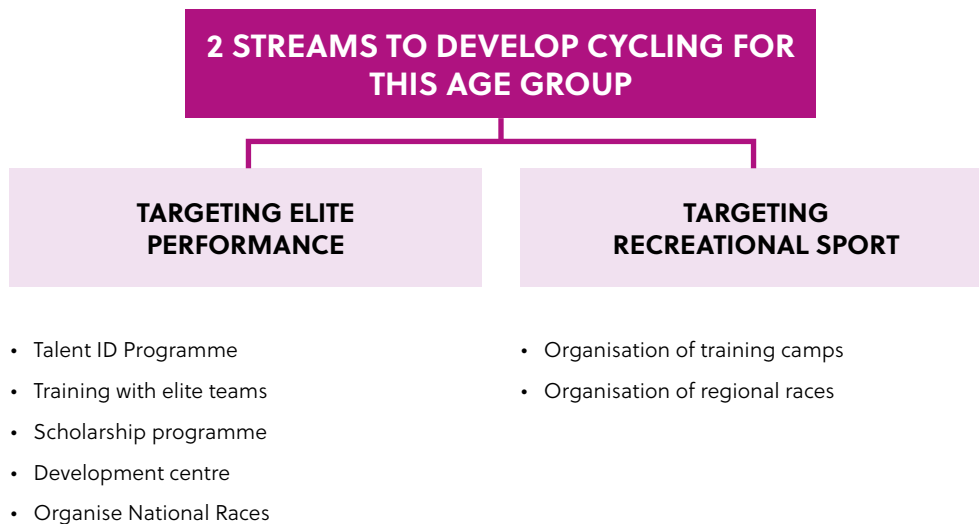
To get girls interested in day-to day-cycling:

- Started with 150 girls.
- All come together, bring children / mums.
- Start coaching the girls and teaching them about cycling.
- Inspire them to want to ride in the future.



3.3.3. 13 TO 18 YEARS OLD

This age group is key to deciding between a professional career or choosing this sport as a hobby. The role of federations for young people in this age group is essential with talent identification programmes and the organization of training camps. In addition, the role of clubs is also a central point to offer young cyclists, who do not wish to make a career of cycling but want to practice at an amateur level and for fun.



CYCLING AUSTRALIA

AMY GILLETT FOUNDATION – SCHOLARSHIP PROGRAMME:

The Amy Gillett Foundation awards a yearly scholarship to support the development of young female athletes and to improve road safety.

The *Amy Gillett Cycling Scholarship* seeks to honour Amy's memory by supporting young women who aspire to the same pursuit of sporting excellence as Amy did.

The Scholarship provides the opportunity to live, train and compete internationally with a professional cycling team, with support from Cycling Australia.

The Scholarship recipient becomes an Ambassador for the Amy Gillett Foundation to help raise cycling safety awareness for all road users.

ROYALE LIGUE VELOCIPEDIQUE BELGE

INITIATIVES AT LOCAL, REGIONAL AND NATIONAL LEVELS:

- Local initiative:
 - training sessions for girls who wish to ride (mid-week) 60-70km with national coach.
 - Offer higher level of training, and possibility of promotion, to the girls.
 - Good feedback on this project.
- Regional initiative:
 - training sessions for U17 and U19 in collaboration with clubs.
 - access to the high level sports school for talented riders.
- National initiative:
 - Training camps are offered to junior women.
 - Start of the BeCAD-programme (individual follow-up of the talent group).

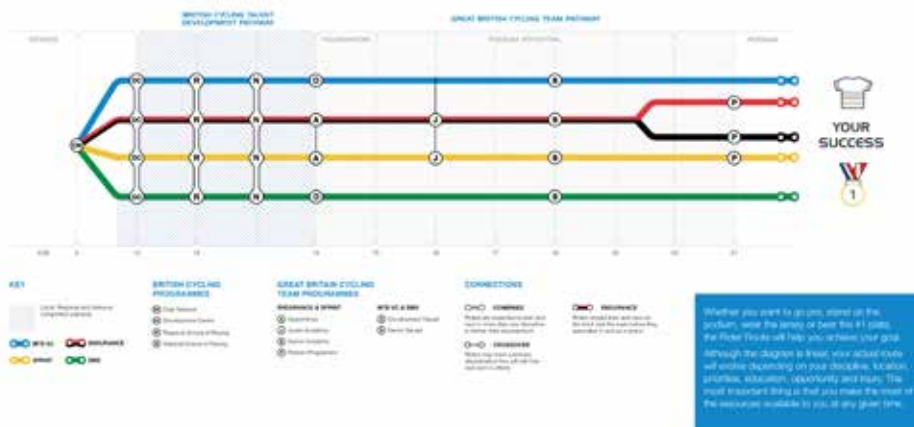
BRITISH CYCLING

Development centres, regional and national schools of racing to provide riders with access to high-quality training under the guidance of expert coaches and are based across the country.

British Cycling supports riders through the talent pathway via development centres and regional schools of racing, offering riders coaching opportunities to help prepare riders for future competitions.

Opportunities within the talent development pathway are all now utilising an online tracking system to enable ease of reporting in the future.

British Cycling – Talent ID, rider route :



National and Regional Junior and Youth race opportunities across disciplines. HSBC UK Go-Ride accredited clubs have also been encouraged and supported to run more female-only racing. British Cycling regional staff also work closely with event organisers to offer girls-only youth and junior races.

Awesome Adventures – Bikepacking – A Teenage Girls Pilot Scottish Cycling

Developing Mountain Biking in Scotland (DMBinS), The Adventure Cycling Syndicate and Velocity worked together to run this opportunity for girls between the ages of 13-16.

A full-on weekend of adventure with the focus on inspiring confidence, developing independence, and just getting out there and having an adventure. As part of the successful Women on 2Wheels programme, Scottish Cycling piloted an idea to engage teenage girls to help support and encourage them to spend a lifetime enjoying cycling:

- Weekend event.
- Inverness at Velocity on Friday 5th May 2017.
- Day guided ride, BBQ and a sleep outside night.
- Return to Velocity the next morning.
- Group supported by The Adventure Syndicate riders, Scottish Cycling and leaders who have come through the Women on 2Wheels programme.

Along the way they visited schools and delivered sessions which were aimed at inspiring children and young people to get on their bikes, travel actively and have an 'everyday adventure' and promote cycling and active travel as a protective factor for mental health and resilience.

AIMS:

- To create and develop independence and confidence in young women that will stay with them through their adult years.
- Inspire teenage girls - the age when take-up of sports drops.
- Show accessibility of mountain bike riding.
- To encourage girls (and women) to identify their ambitions, overcome the obstacles that stand in their way, and make the most of their talent and potential. We are all capable of so much more than we think we are.

MTB Leadership Bursary Programme – Scottish Cycling

To increase Mountain Bike participation and develop Mountain Bike Leadership further, Scottish Cycling identified the need to provide financial support towards the Mountain Bike Leadership Awards.

Support aimed at those who can help them reach a number of targeted areas and contribute to the growth and diversity of Mountain Biking.

AIMS:

- To increase MTB participation and introduce new people to the sport.
- To increase the number of female MTB leaders.
- To increase the number of young (U25) MTB leaders.
- To support and develop MTB projects (non-profit).
- To help make cycling more inclusive.

RESULTS:

- Over 50 applicants; 20 accepted onto the programme
- 3 bursaries linked to Breeze Programme, all put through qualification
- Further bursary opportunity provided directly to existing Breeze Champions to expand Breeze programme into mountain biking
- Also working in conjunction with in coordination with British Cycling to approach existing female level 2 MTB leaders to see if interested in delivering Breeze mountain bike rides in Scotland
 - First piloted in England and Wales, now looking to offer Breeze mountain bike rides in Scotland and see growth

ISRAEL CYCLING FEDERATION

- Junior women participate in the elite women's training programme including training camps.
- Talent ID: spotted at clubs or regional races so the link between the National Federation and the clubs is essential.

SLOVAK CYCLING FEDERATION

AIM:

Creating programmes to encourage young riders.

One of the many projects of Slovak Cycling Federation is to support young talents at the Centres of Young Talents (CTM in Slovakian).

Aim of the project is to educate young talents in sport teams and provide them with the best conditions for training.

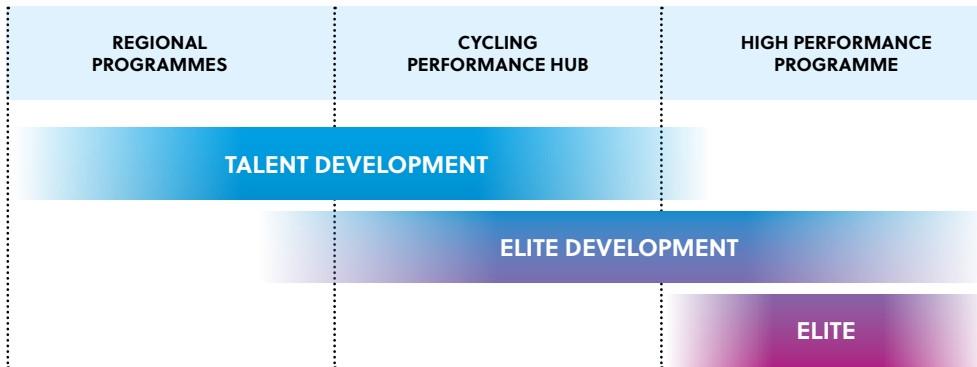
- There are 17 young-talent centres in the categories of cadets and juniors.
- Each centre must have a minimum 2 girls.
- The federation started a CTM project in 2009.
- The centres are supported by the Slovak Cycling Federation in terms of funding, methodologies, coaches etc.

CYCLING NEW ZEALAND

Rider Pathways

Cycling New Zealand has a world-class High-Performance programme, with a strong focus on maintaining and increasing NZ cycling success on the global stage. Development pathways exist to support young athletes' progress throughout the sport and to nurture their potential.

The development pathway will always be tailored to the individual, as riders' skills and experience develop. As a general model, the phases of a development pathway include:



NZ advocates an approach that focuses on early development (pre-teens to early teens) and broad access to, and engagement with, all types of cycling. It believes that broad contact with the sport in early years encourages general skills development and a firm grasp of basic principles, which forms a strong foundation for specialisation in later years. This approach applies to both sexes.

CHINESE CYCLING ASSOCIATION

China's strategy is to have more junior women's races, to form future top-level women athletes. They also encourage young female athletes to train with the national team. A wide selection of regional and national events feature a young-rider's race, with the provinces organising many training camps.

3.4. ELITE PERFORMANCE

Staging elite performance events can be the catalyst for increasing global interest in a country's women's cycling, as well as domestic growth within said country. The role of the National Federation can go from helping to set up a team to technical advice for international events.

ELITE PERFORMANCE

DEVELOP NATIONAL AND INTERNATIONAL RACES

SUPPORT THE CREATION OF UCI WOMEN'S TEAMS

BUDGET

The global funding needs for this objective are not high

HUMAN RESOURCES

For the support part, the human resource requirements (including technical roles) can be significant
1 to 2 staff from the National Federation for the other actions



3.4.1. DEVELOPMENT OF NATIONAL AND INTERNATIONAL RACES

The development of national and international races for women is an important tool for the promotion of women's cycling. The races can help the public and the media to discover the greatest athletes and teams. The support of the National Federations in the organization of the national calendars and the support to the organizers as well at the technical level as sporting, are central in order to develop this objective.

ORGANISATION	SUPPORT	NATIONAL REGULATIONS
<ul style="list-style-type: none">• Consistency between national and international calendar• Organisation of the National Championships races to give visibility to the women races• Organise event in collaboration with local government, sports councils and National Olympic Committee	<ul style="list-style-type: none">• Support to the organisers:<ul style="list-style-type: none">• event management support• technical advice• human resources• timing support• Support the candidatures of races in the UCI International Calendar:<ul style="list-style-type: none">• Candidature guide• Link with the UCI in the process	<ul style="list-style-type: none">• Set up national regulations for the development of women's cycling• Work on the equalisation of prize money• Equalize the entries for men and women at the National Championships

CYCLING AUSTRALIA

TRIALLING NEW INITIATIVES:

- Road races are increasingly moving towards circuit-based events which provide the best audience engagement. They also run all the same courses for men and women.
- Men's and women's racing on the same day: work in progress to change order of women going after the men at national series races. While this has worked operationally, Cycling Australia noted that broadcast numbers decrease for the women's races no matter which order is taken.
- The national road championships take about 8 hours to run, so options on times are very limited. They currently run the women's event first followed by the men but are looking at changing this for the criterium championships.

ROYALE LIGUE VELOCIPEDIQUE BELGE

GOAL:

- To bring the UCI World Cup in each discipline to Belgium on a regular basis.

REASON:

- Link between racing on home soil and winning medals.
- Opportunity for riders to gain UCI points, thus leading to international events.
- Encouragement and support of men's races to include women's races.

2018 BELGIAN ROAD CYCLING CUP

- In addition to the support of the Lotto Cycling Cup (a challenge of UCI races in Belgium started in 2011), the federation created in 2018 the Belgian Cup for club riders only.
- New race programme with more competitions, providing interclub competition with more women races in.
- UCI riders not allowed to compete and kept separate to ensure riders at similar levels race together.
- Encouraging more racing at all levels.

In addition to the Belgian Cup, Belgium host UCI level races, including UCI Women's WorldTour events, UCI World Cup rounds. The aim is for there to be an opportunity for women to race every weekend, especially with more clubs getting involved in women's cycling and creating a positive influence.

BRITISH CYCLING

British Cycling is committed to women's cycling at all levels. The following UCI women's events took place in 2018 in the UK, the *OVO Energy Women's Tour* (UCIWWT), *Prudential Ride London Classique* (UCIWWT), *Tour de Yorkshire* (C1).

British Cycling's discipline commissions provide expert help, support and advice to the organisations Board and senior management team. Each commission fulfils the National Strategy to develop women's cycling.

WOMEN'S ROAD RACING WORKSHOP:

In addition to this, British Cycling has recent set-up the Women's Road Racing Workgroup, who provide advice and guidance to support the delivery of women's road and circuit races, ensuring that we have an appropriate pathway and a balanced racing calendar.

British Cycling has brought together a group of individuals who can provide a wide base of knowledge of, and insight into, women's cycling. These individuals all have direct involvement in supporting, participating in and delivering activity from recreation through to coaching, event organising and competitive racing, and all of whom are well positioned to help us make informed decisions on the development of the sport.

The workshop aims provide advice and guidance to support the delivery of women's road and circuit races, ensuring that they have an appropriate pathway and a balanced racing calendar.

After its formation in April 2018, the workgroup devised a survey which would allow them to gather the opinions, feedback and recommendations of riders.

Over 400 riders - from all levels of the discipline - responded to the survey. These responses highlighted a number of widespread opinions and areas for improvement. Many of these are already being acted upon:

OUTCOME OF THE SURVEY CREATED CLEAR WORKSTREAMS:

- Improving calendar coordination.
- Devising organiser best practice benchmarks.
- Developing women's event classifications.
- Establishing training sessions linked to entry level racing.
- Supporting the development of youth girls racing.

RECOMMENDATIONS FOR OTHER NATIONAL FEDERATIONS

A full review of the current competition calendar was undertaken including opportunities, participation, and pathway through the sport, which has highlighted several areas for improvement; specifically supporting riders entering events for the first time and the general competition experience for young female riders.

CANADIAN CYCLING ASSOCIATION

Canadian Cycling Association facilitate Sport Canada hosting grants for all international / UCI events in Canada. They work closely with event organisers to facilitate their Sport Canada Hosting Grant Applications, with a large events department who have high levels of expertise. With this experience they provide sport technical consultative services to events.

Canadian Cycling Association is also responsible for administering these grants; annually about US\$1.5m of grant funding flows through Canadian Cycling Association to their international event organisers.

CHINESE CYCLING ASSOCIATION

4 UCI Women's races are part of the UCI International Calendar in China every year. The Federation is helping organisers from a technical perspective, particularly with regards to race timing.

This enables professional categories to compete, and helps races remain at the highest level.

K.N.W.U. ROYAL DUTCH CYCLING FEDERATION

STEP INTO RACING:

Aim: Project set up by the Netherlands National Federation for women who are already cycling on the road but are unsure about racing and want to gain more confidence to make that next step into racing.

METHOD:

- Starting with small races, in a little peloton.
- May partner with a buddy in the race, who offers advice during the event.
- Offering support to give confidence to the riders, while experiencing the fun and adrenaline of racing.

In parallel, the National Federation have set up another category of women called "Amateur Women". The goal is to develop races like criterium for this category and have women who can ride together and enjoy the conditions of a professional race.

FEDERAZIONE CICLISTICA ITALIANA

Italy hosts some large races, including UCI Women World Tour races, such as the *Trofeo Alfredo Binda*, the *Strade Bianche* and the *Giro Rosa*. The organisers manage all aspects of these events.

The Federazione Ciclistica Italiana support all the organising committees by providing training courses for each person involved, in addition to those for the coaches.

The prize money for women's events at the national championships have been made equal to those of the men.

NORGES CYKLEFORBUND

The federation has stated that the prize money should be equal in all races.

LADIES TOUR OF NORWAY (LTON)

- NCF does not fund a significant part of the Ladies Tour, but it supports it by providing technical people and other items, such as radios for the cars.
- The broadcast strategy in 2019: to maintain the two hours of coverage seen in 2018.
- Media company NEP Norway produces the broadcasts, which are distributed by one of the two biggest channels in Norway, with streaming options to all continents.
- Aiming to grow this event from 2020.

3.4.2. PROFESSIONAL CYCLING TEAMS

Professional teams are developing in order to provide stable structures to female athletes and make their passion a full-time job. UCI Women's Continental Teams are the second UCI team level and are registered by the National Federations. Their support, especially regarding administrative and staff aspects, is important to help these teams develop. When there are no UCI teams in a country, the National Olympic Committee can also be a relay to develop women professional riders.

ADVICE	OLYMPIC PROGRAMME	SUPPORT
<ul style="list-style-type: none">• Set up of a Women's Teams (road, cyclo-cross, mountain bike or track)• Include women riders in the UCI Teams which already exist (cyclo-cross, mountain bike or track)• Link with potential sponsors• Organisation of the planning and the team	<ul style="list-style-type: none">• Develop Olympic Programme for rider training• Funding for riders' salaries• Develop partnership with local government (police or army) for example to ensure an income for the riders.	<ul style="list-style-type: none">• Support for the teams :<ul style="list-style-type: none">• provide technical staff• Organisation of training camps• Coordination of the team and the national federation planning• Support UCI team candidatures :<ul style="list-style-type: none">• Candidature guide• Link with the UCI in the process

BRITISH CYCLING

Support is provided via guidance, advice and administrative back-up offered to UCI teams. British Cycling is exploring how to increase their support in this area in the future.

FEDERAZIONE CICLISTICA ITALIANA

The Federation offers professional support to the teams through the office staff in charge of memberships, affiliations and so on. Professional support is also shared, with scholarships offered to the best athletes, who also have the possibility to be hired by the military and earn an income - in conjunction with a tailored plan, agreed between the team, the federation and the military.

ROYALE LIGUE VELOCIPEDIQUE BELGE

Support is mainly administrative such as:

- preparation of the UCI-file
- management of contracts
- administration, insurance, contracts and social secretariat of the female professional riders
- other insurance policies

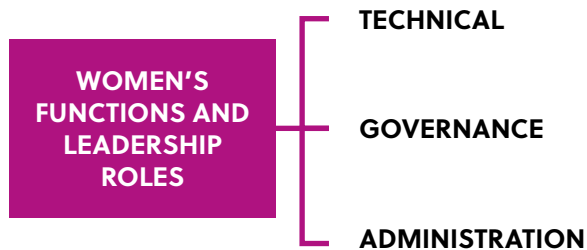
CYCLING AUSTRALIA



National Federation can partly fund professional Women's Teams to help with team set-up costs, and can also permit federation staff to work with teams to attain a high degree of professionalism.



3.5. CAREER OPPORTUNITIES

The development of women's cycling is directly linked to equal opportunities for women in society. Implementing a strategy for the development of women's cycling therefore also involves women's roles in institutions or structures such as teams and organizers. The technical roles (such as coach, sports director, mechanic), management roles (such as secretary general, managers) and governance roles (such as president, commission members) are therefore a central point at the institutional level. Various actions can therefore be put in place within the National Federations in order to attract women to these roles and to reinforce their place in sport in general.



	BUDGET	Investment needed from the National Federation for almost all actions proposed
	HUMAN RESOURCES	1 to 3 people depending on the actions taken

3.5.1. TECHNICAL ROLES

The important point in this objective is to highlight the technical positions and communicate their availability to women. Following our questionnaire, we realized that women do not know these positions and do not know that they are able to exercise them. Support and training are then essential to reach the levels required to evolve in these positions.

ROLES

- Coach
- Sports Director
- Commissaires
- Mechanics
- Team Managers

HOW

- Scholarships
- Specific course for women
- Quotas for women in mixed courses
- Tutoring / Patronage programme
- Learn and share training
- Development of activities for athletes to prepare post-career

BRITISH CYCLING

COACHING:

British Cycling believes that effective coaching is at the heart of cycling performance at every level of the sport. In order to provide a comprehensive learning and mentoring process, British Cycling coaching courses are delivered via a combination of contact time with coaches, written coursework, online learning and practical assessment.

British Cycling's comprehensive [Coach Education programme](#) provides a flexible pathway of progression for coaches; whether they are interested in coaching beginners or performance orientated riders, they can help to realise their coaching ambitions. Working with Women Ahead, British Cycling launched its [Ignite your Coaching](#) programme in 2016. This programme offers female coaches, new and existing, a support network to support their development.

Whether people want to teach core bike-handling skills to future generations of riders, learn more detailed riding knowledge to benefit local clubs or aspire to mentor Great Britain's elite, British Cycling has a coaching course that will help them to achieve their goals.

K.N.W.U. ROYAL DUTCH CYCLING FEDERATION

TRAIN THE TRAINER:

- Small training programmes - training the trainers in the clubs
- 260 clubs
 - E.g. if every city has a pump track - then the club is linked to this.

AIM:

If a club has a trainer, then riders will benefit from training in order to become a better cyclist.

CANADIAN CYCLING ASSOCIATION

SPORT DIRECTOR COURSE:

Due to a lack of sport directors, Canadian Cycling Association runs an annual sport director course, which is modelled on the UCI Sport Director course. This session is self-funded and lasts around 4-5 hours.

CASE STUDY:

On a recent course, Canadian Cycling Association invited two of their most experienced sport directors and a team general manager to participate in an open discussion about both the more 'intangible' and the practical aspects of being a sport director.

Previously the course was more focused on:

- Technical rules, presented by a commissaire.
- Coaching, presented by a coach.

The course has been redeveloped and is to now an open discussion on:

- Race-craft gaps that sport directors typically see from new riders.
- Recruiting and building teams.
- Developing race strategies and tactics.
- Measuring process goals of athletes in racing.
- Tracking progress over time.

Topics that focus on race craft and tactics are particularly well received.

GAME PLAN – PLAN FOR SUCCESS BEYOND SPORT

Game Plan, powered by Deloitte, is Canada's total athlete wellness programme that strives to support national team athletes to live better and more holistic lives. Through the development of their skills and network, athletes are able to focus on health, education, and career opportunities both during their high-performance career and beyond. The programme helps to develop mentally stronger athletes who apply what they have learned as leaders in sport for the betterment of themselves and their communities.

Game Plan is a collaboration between the Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), Sport Canada and Canadian Olympic and Paralympic Sport Institute Network (COPSIN) to provide the best resources Canada has to offer to the national team athletes.

ISRAEL CYCLING FEDERATION

Scholarships are provided for female participants in its training courses for coaches, instructors and commissaires. The aim is to encourage its women's national team riders to continue their involvement in the sport as coaches, commissaires and federation employees after their racing career is completed.

FEDERAZIONE CICLISTICA ITALIANA

COACH PROGRAMME:

The Federazione Ciclistica Italiana's objective is to increase the number of female in the national team as coach.

It is also involving more women who want to participate in training courses to deal with youth riding. Its training structure is based on three technical levels, and then there are the specialisations in the disciplines (i.e. Master/BMX/cyclo-cross/Track etc.). The first level is to train the youth categories.

The teaching within the Federation is very structured and is the same for males and females, providing an appropriate program to both.

The educational plan is based on a very articulated and strong system, according to the indications of the Italian national Olympic committee and to the national qualification system of the coaches.

In addition, there is a mandatory educational programme for both male and female elite athletes: for the women athletes elite it is mandatory to do development courses every two years while the junior women athletes have to do development courses on racing and training safety.

The other athletes have a facilitated access to the development courses for coaches of first, second and third level thanks to the project "libretto della formazione di michele scarponi".

COMMISSAIRE PROGRAMME:

Recruitment for this programme predominantly targets women who want to be part of the cycling world. Most of the commissaires of the national commission are female and these managerial choices reflect their goal of developing other females into these roles.

The trend of majority female presence in commissairing is now consolidated at almost all events taking place in Italy.

To complete the programme, the federation will work to increase the number of Italian UCI International Commissaires for all disciplines, ensuring the participation at upcoming UCI training courses of a certain number of candidates comprising at least 50% women.

CYCLING NEW ZEALAND

To support the strength of coaching available to cyclists, Cycling New Zealand offers *courses and coach* training at all levels for Road, Track, Mountain Bike, and BMX. It also delivers instructor training, growing a network of support to help enable more people to get into cycling, and perform at the level they aspire to. This is across males and females.

The training is done in the knowledge that coaches can be the key that unlocks potential, supporting athletes to develop skill and strategy, and understand the science behind their training and development.

Women have the opportunity to develop through the Coach Education programme and relationship with High Performance Sport NZ, UCI and SportNZ.



3.5.2. GOVERNANCE AND MANAGERIAL ROLES

In line with the objectives of the International Olympic Committee, the UCI wishes to see the number of women in positions of President and Secretary General within the National Federations increase. Limitations include the lack of women knowing about or interested in leadership positions as well as the absence of active promotion of opportunities to women. However, with the necessary support, whether within the Federation or with institutions such as National Olympic Committees, actions can be established to help women develop in these positions.

3 POSSIBILITIES

- Develop Governance laws requiring the inclusion of women in governance roles
- Organise management and leadership training
- Set up quotas in the constitution of the National Federation

TIPS: WORKING WITH SPORTS STRUCTURES

- Sports Ministry
- National Olympic Committee
- Sports Councils
- Other National Federations
- Regional Federations and clubs

FEDERAZIONE CICLISTICA ITALIANA

Due to a change in constitutional law in 1999, women must be appointed to management committees, which means females are now represented on the Management Committee of the National Federation.

Moreover, new status have been set up to increase the women presence in the national board to represent 1/3 of the members.

In order to upskill females into leadership roles, the federation offers educational programmes for men and women in leadership roles.

CYCLING AUSTRALIA

WOMEN IN LEADERSHIP PROGRAMME

The WLIS programme conducted by Sport Australia aims to provide women with development opportunities to reach their leadership potential in the sports industry.

Since 2002, the programme has provided leadership development for over 24,000 women in sport.

In 2019, the WLIS programme offers the following:

- Leadership workshops for individuals and organisations.
- Development grants for individuals and organisations.

This is therefore a targeted leadership development programme for individuals wishing to reach leadership positions in sport.

SCOTTISH CYCLING

Management / leadership training sessions are organised by the Sport Ministry to support staff with their continued personal and professional development.

The first training was a 2-day course on Women in Leadership. Three Scottish Cycling female staff attended this course in 2018.

Another, 4-day course was organised by Sport Scotland and attended by the Head of Development.

These opportunities came about thanks to government funding.

BRITISH CYCLING



Up to £400,000 is being invested by Sport England to increase diversity in sports leadership roles by 2021.

- New training, networking, mentoring, deployment support and online activities will be provided to potential candidates, with expressions of interest now being invited from formally constituted organisations to the fund that hopes to provide a list of at least 50 'board ready' diverse candidates to apply for leadership positions by the end of March.
- A further 30 candidates are to be targeted by October 2019, another 30 by March 2020 and the final 30 by December 2020.

More information can be found [here](#).

3.5.3 CAREERS WITHIN NATIONAL FEDERATIONS

The role of the personnel in National Federations and in stakeholders entities is essential and more and more women aspire to a career in the world of sport. In order to fully realise opportunities for women within the institutions and to allow them career changes within it, different actions can be put in place.

 SUPPORT	<ul style="list-style-type: none">• Personal and professional training• Mentoring scheme
 FEDERATION	<ul style="list-style-type: none">• Policies set up within the federation• Equity in the federation

FEDERAZIONE CICLISTICA ITALIANA

The Federazione Ciclistica Italiana's objective is to maintain a high number of female employees within their staff.

The Italian National Olympic Committee established up a mentoring scheme for federation employees, which is accessible to all.

NORGES CYKLEFORBUND

In Norway, by law, men and women have to be equally represented in sports organisations.

BRITISH CYCLING

British Cycling are dedicated to supporting staff at all levels, with a focus on personal and professional development.

WOMEN-IN-LEADERSHIP COURSE:

Goal: to strengthen the position of women in the National Federation.

Method: Training organised for women leaders in cycling at the National Velodrome of Saint Quentin-en-Yvelines, in November 2018.

This training was provided by the association Femix'Sports, and allowed 11 women leaders to complete and develop their skills in 2 areas:

- Myself: to know myself better to improve my impact and efficiency.
- Myself and the team: optimising my management, my meetings, delegating.

CANADIAN CYCLING ASSOCIATION

CAAWS (Canada Association for Advancement of Women in Sport)

Funded by donations and federal grants.

VISION:

"We aspire to achieve equity for women in society through the power of sport."

MISSION:

"We are dedicated to creating an equitable and inclusive Canadian sport and physical activity system that empowers girls and women – as active participants and leaders – within and through sport. With a focus on systematic change, we partner with governments, organisations and leaders to challenge the status quo and to advance solutions that result in measurable change."

OUR GUIDING VALUES:

"Our values are inherent to our work, and as passionate champions for girls and women in sport and physical activity, we are committed to integrating these values in all we do."

At our core, we lead with unwavering:

Integrity: Honesty guides our actions. We work with purpose and principle.

Courage: We are brave leaders.

Impact: Our work makes noticeable, meaningful and positive change.

In our essence, we thrive with:

Respect: We honour and value each other. We are kind. We listen intently and without prejudice.

Equity: We act with fairness to level the playing field.

Inclusivity: All are welcome and encouraged to contribute and participate.

Collaboration: We deliver on our passion. We share. We build partnership for impact.

Accountability: We expect and accept responsibility. We take the initiative. We trust in our abilities. We exceed expectations."



ANNEXES

ANNEXE 1: THE UCI WORLD CYCLING CENTRE

INFRASTRUCTURE

The UCI World Cycling Centre (UCI WCC) houses the headquarters of the Union Cycliste Internationale (UCI) and is a high-performance coaching and training facility.

Opened in 2002, every year it welcomes a large number of athletes from around the world, each of whom devote all their energies to their sporting careers.

The facilities include;

- 200-metre wooden indoor track with seating for 680
- 250-metre synthetic athletics track
- Gymnastics and trampoline hall
- Weights room
- Testing laboratory
- Mechanics training room
- Multi-purpose indoor field (capacity for 960 people)
- BMX Supercross track with 5 & 8 metre start ramps
- BMX Freestyle park*(completion Q2 2019)
- Cyclo cross area
- Pump track
- 500-metre outdoor running track
- 120-seat restaurant
- Conference rooms
- Classrooms

OBJECTIVES OF THE UCI WCC

"The mission and role of the International Federations within the Olympic Movement are to ensure the development of their sports throughout the world."
(Olympic Charter, art. 26.1.2)

The UCI WCC is the development arm of the UCI and exists to help fulfill the Olympic mission of International Federations. It is funded by the UCI, with some external partnerships for equipment.

Every year, training, racing and development opportunities are offered to more than 100 selected athletes from member National Federations in the Olympic cycling disciplines.

To facilitate this, the UCI WCC has a permanent team of coaching, mechanic and athlete support staff for 4 of the 5 Olympic disciplines (Road, Track, Mountain bike, BMX racing). Additional short-term training camps for Paracycling, Cyclo cross, BMX Freestyle (new discipline since the 2018 Youth Olympic Games and which will be on the Olympic programme for the first time at Tokyo 2020) and Talent Identification are also held every year.

ATHLETES AT THE UCI WCC

Higher level athletes are selected to attend training at the UCI WCC for a duration of between 1 month to 3 years depending on their objectives. Typical preparations are for Continental Championships, UCI World Cups, the UCI WorldTour and the UCI Women's WorldTour, as well as UCI World Championships and the Olympic Games as the ultimate goal for many.

As places are limited, a selection process is made focusing on U23 and Junior athletes who have the highest potential, but lack facilities or opportunity in their own country or Federation. Selection is done in cooperation with UCI WCC coaching staff, National Federation staff, teams, coaches and the athlete themselves. There is currently (2019) an approximate 50/50 overall gender split, with some discipline groups having a higher quota of female athletes. This positive discrimination exists where there is a lack of female participation numbers, or a lower technical competency, in the female categories of a certain cycling discipline. The Junior / U23 Women's MTB is one such example.

UCI WCC WOMEN'S CONTINENTAL ROAD TEAM

In 2017 talent identification was held for the women's Road group. In 2018 a UCI WCC Women's Development team was formed, with two athletes signing professional contracts at the end of the 2018 season.

Building on this success, the UCI WCC Women's Continental team was formed in 2019; coming from 8 different countries, the 8 women team will contest an International calendar with the aim of signing professional contracts with UCI teams at the end of the season.

UCI WCC SATELLITES

The UCI WCC Satellites train athletes from their own and surrounding countries, based on the same strategy as the UCI WCC. These satellites are the stepping stone to selection for training at the UCI WCC and form a very important function in talent identification and coach development around the world.

Training is available in all disciplines, again focussing on U23 groups, and equal opportunities are offered to female athletes who have achieved the required performance level. UCI WCC Satellite centres are currently at the following locations, with discussions underway for up to 5 new strategically placed centres (future locations tbc);

- Japan
- Korea
- South Africa
- India

Future plans are to increase the number of athletes who attend training at Satellite centres around the world, and from there to select the athletes who will most benefit from racing opportunities in Europe to attend the UCI WCC in Switzerland. All Satellite centres are obliged to take female athletes and coaches with the aim of a 50/ 50 gender split by 2019 for all disciplines.

Alongside its normal activities, during 2019 the UCI WCC Africa satellite in Cape Town will organise women's talent identification to find African athletes for the Olympic discipline of MTB. The target is participation in the Paris 2024 Olympic Games.

EDUCATION

The UCI WCC runs a Coach and Mechanic training programme to develop and professionalise the 'support roles' of competitive cycling around the world. Individuals can follow four levels of training certificated by the UCI, for either Coaches or Mechanics. In addition, courses / examinations are offered for Sport Directors, Riders Assistants and Riders Agents with new projects planned for the coming years.

The global average female participation on these courses is less than 10%. Recognising this, the UCI has put some measures in place, and since 2016 special educational opportunities have been offered each year for women participants;

Sports Director UCI Women Scholarship - Up to 7 women are offered, by the UCI, a fully funded place on the 4-day course. Successful participants receive the UCI licence, allowing them to be employed as Sports Director for a professional road team. This initiative, started in 2016, will help to redress the large gender imbalance of sports directors within professional road cycling. To date, all the UCI Women Scholars who have attended this training have successfully passed the exam and received their UCI Sports Director licence.

Coaching Olympic Solidarity / UCI Women scholarship – in 2018 in a joint venture with Olympic Solidarity, the UCI WCC established an annual, fully funded training course for female coaches & mechanics. To date, two courses have been held comprising of 20 women. With participants coming from all 5 continents, the objectives were to recognise a larger number of female coaches and equip them with the basics of technical coaching and mechanics, allowing them to work within the sport at a higher level. Level 1 & 2 Coaching and Level 1 Mechanics certificates are offered.

It is anticipated that these two initiatives will in time address the lack of formal training and recognition of female Coaches and Sports Directors.

OUTSIDE THE UCI WCC

National Federation courses are also organised by the UCI WCC. Often funded by Olympic Solidarity or the UCI Solidarity budgets, these entry Level 1 courses are delivered by a worldwide team of UCI WCC recognised tutors at a National Federation location. National Federations are encouraged to support female participation on these courses, although the average annual female participation is currently just under 10%.

STATISTICS 2017-2019 AT THE UCI WCC

Athletes by discipline*

	2017				2018				2019 to March*			
	F	M	tot.	% de F	F	M	tot.	% de F	F	M	tot.	% de F
Road	29	57	86	33.72%	9	25	34	26.47%	9	12	21	42.86%
MTB					10	15	25	40.00%	8	1	9	88.89%
BMX	11	25	36	30.56%	5	13	18	27.78%	5	6	11	45.45%
CX	5	19	24	20.83%	3	5	8	37.50%				Oct 2019
Track	5	18	23	21.74%	15	38	53	28.30%	5	7	12	41.67%
Paracycling									7	6	13	53.85%
Total	50	119	169	29.59%	42	96	138	30.43%	34	32	66	51.52%

Education by Course*

Coaching	1	19	20	5.00%	13	20	33	39.39%	10	10	20	100.00%
Sport Director				No Course	12	89	101	11.88%				Nov. 2019
Mechanic	1	9	10	10.00%	10	9	19	52.63%	10	10	20	100.00%
Rider Agent	0	13	13	00.00%	2	15	17	11.76%				June 2019
Total	2	28	30	4.65%	37	133	170	21.76%	20	0	20	100.00%

*Figures to date March 2019 only, additional athlete training camps and courses will be held later in the year

SUMMARY

The UCI WCC and its Satellites are committed to developing athletes to the best of their potential and to identifying young cycling talent around the world. Education is a large part of the work done at all the centres and this will continue to grow and become even more accessible to all the member Federations.

Gender equality and equal opportunities remain important and no athlete / coach who is at the required level is negatively discriminated against.

ANNEXE 2: OVERALL NATIONAL FEDERATIONS STRATEGIES FOR THE DEVELOPMENT OF WOMEN'S CYCLING

CYCLING AUSTRALIA

Cycling Australia is highly committed to promoting and developing women's cycling, while working hard to increase participation. It is one of the leaders in the development of a 'women in cycling' strategy.

BRITISH CYCLING

The ambition is to inspire one million more women to ride, race and be part of British Cycling by 2020. British Cycling's ambition is to improve cycling for women at every level, whether as a sport, a recreational activity or as a sustainable means of transport, making all of them as accessible for women as they are for men. Its aims for getting more women into cycling involve:

- More opportunities at all levels for women and girls.
- Better conversion of women who are considering cycling into participating.
- Better representation of women in British Cycling structures and decision making at regional, national and board level.
- British Cycling playing a stronger leadership role in the growth of female cycling and stimulating investment and support to sustain the growth.
- Creating new assets to support women's cycling and giving it more profile in their marketing and communication activity.
- Continuing to campaign for safer roads in the knowledge that safety fears are a major barrier for women.
- Influencing and making the sport more accessible through club, volunteer, coaching infrastructure and other providers.
- British Cycling's current strategy can be found [here](#).

ROYALE LIGUE VELOCIPEDIQUE BELGE

Creation of a Women's Commission to drive the strategy and whose main aims are to:

- Develop women's cycling in Belgium, in close collaboration with both regional bodies, the FCWB (in Wallonia) and Cycling Vlaanderen (in Flanders), which are responsible for sports in their areas;
- Attract and train managers at national and regional administrative level (clubs);
- Enhance the profile of women's cycling in digital and print media;
- Have at least one female member on all national and regional commissions as soon as possible;
- Develop women's cycling in itself, particularly among young people, for all disciplines;
- Change the perception that road cycling is not a sport for ladies.

K.N.W.U. ROYAL DUTCH CYCLING FEDERATION

Cycling is an integral part of Dutch culture with women's cycling having a long and proud history. Moreover, the country has a large number of female licence holders and a sustained growth in amateur racing. The federation supports race training and peloton skills for women. Finally, a lot of road races for different age groups are organised across the country for women who aren't in UCI teams (amateur women).

FEDERAZIONE CICLISTICA ITALIANA

it is developing a strong women's cycling plan, is working with organisers and teams and has a high number of female athletes within its high-performance team:

- The first women's Italian Championship was held in 1963. Over the years, women's cycling has grown in importance there, and in recent years the Federation has taken the same approach to women's cycling as it does to men's.
- The Federation's key teachings and instruction are strictly linked to the development of cycling as a whole in Italy, with a focus on growth and development within youth cycling and coaching.
- The Federation also trains female coaches, mostly to train young cyclists of both genders.
- The Federation has joint marketing activities for men's and women's activities. However, it uses images of women athletes for targeted projects.

NORGES CYKLEFORBUND

The Norges Cykleforbund (NCF) has made women's cycling its number one priority in its latest strategic document:

- It established a women's committee which is:
 - Focusing on how to recruit more women/girls to the sport. Target is to double numbers of women participating.
 - Developing women-only races
- The National Team coach is a full-time position running training camps and competition programmes. The coach has:
 - Increased testing, training and race programmes for NT
 - Included younger female riders (under 17) in the NT group
 - Put equal focus on women's and men's cycling
- A girls-only national training camp takes place every year, including riders not part of the NT
- NCF initiated and funded the UCI cat 2.1 women elite race Ladies Tour of Norway (LtoN). (Now part of WT)
 - Organising a mass event for woman on the same route as last stage of LtoN is the next aim.
- Together with TV2 (nation commercial TV channel), it created a series of programmes (6-8) to enhance the profiles of female cyclists like Gunn Rita Dahle Flesjå (42) and Susanne Andersen (17) ahead of the world championship in Bergen 2017.

FÉDÉRATION FRANÇAISE DE CYCLISME

New plan set up in the National Federation to develop women's cycling, linked to some of the 5 aforementioned objectives during different periods:

- Period 2018-2019
 - Objective 1: Train clubs on how to welcome women cyclists and instruct them.
 - Objective 2: Organise the training of federal commissaires.
 - Objective 3: Facilitate and support the engagement of women in the leadership and volunteer functions of cycling.
 - Objective 4: Develop sports equipment adapted to international competition, leisure and educational practice.
 - Objective 5: Increase the sporting level of top-tier female athletes.
- Period 2019-2020:
 - Objective 1: Promote practice within the federation to encourage women cyclists to apply for licences.
 - Objective 2: Improve internal and external federal communication regarding arbitration.
 - Objective 3: Raise awareness among young people about taking up leadership positions in cycling.
 - Objective 4: Increase the number of international-level mixed competitions in France.
 - Objective 5: Improve the status of the professional athlete.
 - Objective 6: Create a female leisure community, related to the FFC.
- Period 2020-2021
 - Objective 1: To enlarge and consolidate the female community within the FFC.
 - Objective 2: Establish a regulatory framework in the function of arbitration.
 - Objective 3: To implement the actions required for structured practice for women cyclists.
 - Objective 4: Develop the federation's digital platforms and offering.

SLOVAK CYCLING FEDERATION

Ambitions to have a new coach for their women's team with plans to develop a strategy for women's cycling. Several actions have already been taken by the Federation in this regard.

ISRAEL CYCLING FEDERATION

Although women only make up about 9 per cent of the licence holders, the Israel Cycling Federation views women's cycling as an important growth engine for the federation, in terms of both quantity and performance. With the help of the sports ministry's special programme for developing women's sports (Athena), it invests about 5 per cent of the federation's budget in a project specifically for women.

CHINESE CYCLING ASSOCIATION

The federation invests significantly in women's track cycling and in the development of Olympic Programmes for women.

CANADIAN CYCLING ASSOCIATION

A Women's Task Force has been created to increase the participation of women and girls in the various cycling disciplines. The goal is to double the participation of women in the sport of cycling in Canada – in all roles and at all levels – by September 2020.

CYCLING NEW ZEALAND

The federation has a strong talent-ID process and supports a high performance programme for women's cycling.

SUDAN CYCLING FEDERATION

The main objectives of the programme set up in 2015 are:

- Provide training courses and an arbitration course for women
- Develop races across the country
- Require periodic competition.

ANNEXE 3: NATIONAL FEDERATIONS CONTACT

CYCLING AUSTRALIA

Kipp Kaufmann - General Manager – Sport

BRITISH CYCLING

Becki Morris - Women's Cycling Project Manager

SCOTTISH CYCLING

Melanie Toner - HSBC UK Participation Programmes Officer

Vicky Strange - Head of Development

ROYALE LIGUE VELOCIPEDIQUE BELGE

Carina Van Cauter - Coordinator Women's Cycling Commission

CANADA CYCLING ASSOCIATION

Kevin Field - Head of Performance Strategy

FÉDÉRATION FRANÇAISE DE CYCLISME

Marie-Francoise Potereau - Vice President

ISRAEL CYCLING FEDERATION

Inbar Ronen - Women Cycling Coordinator / Athena Ambassador

FEDERAZIONE CICLISTICA ITALIANA

Daniela Isetti - Vice President

K.N.W.U. ROYAL DUTCH CYCLING FEDERATION

Henk van Beusekom - Sport Manager

CYCLING NEW ZEALAND

Faye Christensen - Executive Assistant

Tracey Herbert - Development coordinator

NORGES CYKLEFORBUND

Marit Saelemyr - Vice President

SLOVAK CYCLING FEDERATION

Katarina Jakubova - General Secretary

Livia Hanesova - Project Manager

SUDAN CYCLING FEDERATION

Mohamed Abbas – Administration

CHINESE CYCLING ASSOCIATION

Wang Jianguo - Secretary General