

**ANALYSING
AND ADDRESSING
GENDER GAPS
IN SPORT**

20

21

This study is the product of a fruitful partnership between "PROmoting Gender Equality in Sports – PROGRES" project partners: Malta Football Association (Malta), Norwegian Football Federation (Norway), Football Federation of Macedonia Skopje (North Macedonia) Centrul FILIA (Romania), TREK Development SA (Greece), University of Modena and Reggio Emilia (Italy) and The European Union Studies Association – EUSA (Slovenia).

Authors

Adela Alexandru, FILIA Center

Andreea Bragă, FILIA Center

Andreea Rusu, FILIA Center

Anna Kalligeri, TREK Development SA

Anna-Maria Strittmatter, Norwegian School of Sport Sciences on behalf of NFF

Berit Skirstad, Norwegian School of Sport Sciences on behalf of NFF

Hanne Sogn, Norwegian School of Sport Sciences on behalf of NFF

Elisa Bisagno, University of Modena and Reggio Emilia

Loris Vezzali, University of Modena and Reggio Emilia

Contributors

Malta Football Association

Norwegian Football Federation

Football Federation of Macedonia Skopje

The European Union Studies Association – EUSA

© PROmoting Gender Equality in Sports – PROGRES, February, 2022

ABOUT THE PROJECT

The overall objective of the PROGRES project is to promote gender equality, encourage social inclusion and equal opportunities in the sports sector and specifically in football, by promoting gender mainstreaming within football federations and associations.

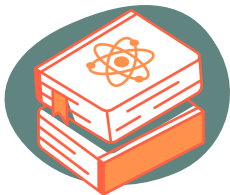
The project's approach is based on an approach consisting of 4 stages within the scope of identifying and addressing the inclusion of women in the management of football federations, thus promoting equal opportunities and social inclusion in sports: Identification, Capacity Building, Methodologies and tools, Awareness, replicability and sustainability.



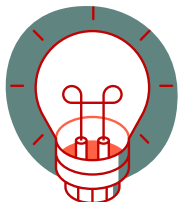
01 — Diagnose where we currently stand



02 — Build capacities of stakeholders



03 — Provide methodologies and tools



04 — Promote gender mainstreaming in sports

TABLE OF CONTENTS

01 Gender gap identification and analysis

- 1.1 Introduction
- 1.2 Methods
- 1.3 Ethical considerations
- 1.4 Findings
- 1.5 Policies and initiatives
- 1.6 Underlying parameters which need to be addressed

02 Exploring gender inequalities within different sports

- 2.1 Introduction
- 2.2 Methods
- 2.3 Findings

03 Steps towards gender equality: good practices identification

- 3.1 Gender mainstreaming
- 3.2 Research
- 3.3 Education
- 3.4 Activism
- 3.5 Social media
- 3.6 Communication/marketing
- 3.7 Women's participation in sport

04 Conclusions and recommendations

Introduction

Sports play an important role in our life. Beyond health benefits and teamwork encouragement, sports reflect our beliefs regarding the role of women and men in society. From players to decision-makers in sport, active and equitable participation of both women and men could shape a world in which boys and girls may equally thrive. This is why it is important to understand the status quo in terms of gender equality in sport and what we could do to advance the equal representation of men and women in sport and in society.

This analysis is part of the “PROmoting Gender Equality in Sports – PROGRES” project funded by the Erasmus+ Programme of the European Union. The project aims to promote gender equality, encourage social inclusion and equal opportunities in the sports sector and specifically in football, by promoting gender mainstreaming within football federations and associations. The project is led by Malta Football Association, with the support of partners Centrul FILIA (Romania), TREK (Greece), University of Modena and Reggio Emilia (Italy), Norwegian Football Federation (Norway), Football Federation of Macedonia Skopje (North Macedonia) and the EUSA Institute (Slovenia).

The main objective of this research is to shed light on the gender inequalities in the federations/associations of football and other sports, as well as the reasons behind gender gap and its parameters.

Methodology

In accordance with the objectives proposed for this study, we opted for a double research approach, both quantitative and qualitative. The used research methods were: in-depth interview, document analysis, survey and desk-research. The target group of the research was composed of 9 women employed in decision-making positions in the partner countries FAs who were interviewed and 25 sport federations/associations.

The gender gap analysis was conducted by assoc. prof. dr. Anna-Maria Strittmatter, assoc. prof. emerita Berit Skirstad and PhD candidate Hanne Sogn on behalf of the Norwegian Football Federation, while the collection of similar data from other sports, as well as the identification of good practices was done by all partner organizations in the project.

The research period was carried out between May and October 2021, in several stages as follows:

- the first step was to collect data from participating federations/associations about the number of women employed in decision-making;
- a second step was to collect similar data from other sports organization;
- the last step was to identify good practices concerning gender mainstreaming initiatives and tools that have been applied in football organizations and targeted decision-making bodies of these organizations.

This study will be used by football federations and associations participating in the project and other football professionals or professionals from different sports. The effort of the partners transposed in the present study will also be capitalized later in the project by developing a gender mainstreaming tool for sports organizations.

Gender equality in sport in European Union

Gender equality represents a core value of the European Union, promoted through the founding treaties, policies and strategies. One of the objectives of the Strategic Engagement for Gender Equality 2016-2019 was to promote equality between women and men in decision-making and to improve the gender balance in political decision-making and public life, including sports (European Commission, 2016). The Gender Equality Strategy 2020-2025 mentions that gender inequalities may be addressed in all education and training, youth and sport sectors through Erasmus+ Programme and that the Inclusion and Diversity Strategy will provide guidance (European Commission, 2020).

In 2014, the EU Council invited the Member States and the European Commission to develop national action plans on gender equality in sport, to promote gender equality in decision-making at all levels and in all fields of sport, including gender equality objectives as a condition for granting public funds to sport organizations (European Council, 2019). In this context, the European Council established the High-Level Group on Gender Equality in Sport, comprising 15 experts in the field of gender equality in sport (European Commission, 2020). The objective of the High-Level Group is to develop the Renewed strategic framework for gender equality in sport.

In 2021 the High-Level Group organized the first meeting and agreed to focus their work on the following topics:

- girls and women's participation in sport;
- mediatization of women's sport;
- female coaches and officials (including judges, referees);
- women's representation in decision-making processes and leadership positions;
- economic-related topics (equal pay, sponsorship);
- gender-based violence.

The recent European strategies and policies include more and more objectives related to promoting gender equality in sport, acknowledging the importance of sport and its role in shaping our societies and values.

Women's participation and gender stereotypes in sport

Since the oldest civilizations, women were involved in sport activities, but they had to face tremendous challenges along history to participate in sport (Young, 2016). Women had to face systematic exclusion and discrimination in sport and many parts of this history are not known to the public opinion.

In 1967, Kathrine Switzer registered only with her initials (K.V. Switzer) to run the Boston Marathon. Women were not allowed to compete in the marathon because of sexist beliefs that running will affect their reproductive health or they will grow a mustache (Switzer, 2012). While running in the marathon, Kathrine Switzer was attacked by one of the officials who grabbed her and tried to pull her out of the course. After Kathrine's partner pushed the attacker, Kathrine continued and she was the first woman to finish the marathon, after four hours and 20 minutes, becoming also an emblematic figure for the women's rights movement (Staff, 2020).

In 1973, Bobby Riggs, who was a former no. 1 men tennis player, claimed that women's game was inferior to men's and he challenged Billie Jean King to the Battle of the Sexes (after beating no. 1 in women tennis player Margaret Court). Riggs said about himself that he is a "a male chauvinist" and he believed that "women belonged <in the bedroom and the kitchen> and that they didn't have the "emotional stability" to be athletes.

King felt pressure to win and accepted the challenge. 90 million people worldwide watched the Battle of the Sexes (Billie Jean King Enterprises). Her victory still represents an important momentum for women's participation in sport.

Some sports (e.g. football, judo, boxing) are more associated with masculine characteristics - strength, speed, competitiveness - than others. Women who engage in sports which are perceived as masculine are also considered more masculine. The masculine/feminine dichotomy was also an argument to exclude or criticize athletes who do not comply with the standards of what it means to be "a woman" or "a man" in a certain period of time in history. Until 1996, women who participated in Olympics had to be subjected to a "gender test" in order to verify a certain "acceptable" level of femininity, being in reality a way to target trans women, denying them access to competition in sport (Saxena, 2021).

In 2021 Caster Semenya decided to go to the European Court for Human Rights after she "lost two legal appeals against World's Athletics' regulations that force her to medically lower her natural testosterone level if she wants to run in women's races from 400 meters to one mile" (The Indian Express, 2021). Tlaleng-Mofokeng, Special Rapporteur on the right to health, argues that this kind of tests are racist, the targeted women are from the Global South, from countries like South Africa, Uganda, Nigeria and "the female eligibility rules amount to the policing of Black women's bodies: a remnant of what she sees as patriarchal, colonial power" (Block, 2021). Dutee Chand, one of India's fastest runners, underwent in 2016 a chromosome analysis, an M.R.I. and a gynecological exam for the gender verification: "To evaluate the effects of high testosterone, the international athletic association's protocol involves measuring and palpating the clitoris, vagina and labia, as well as evaluating breast size and pubic hair scored on an illustrated five-grade scale" (Ruth, 2016).

Women were not allowed to compete in the sport of boxing at the Olympic Games until 2012, although there were women boxing competitions since 1876. As a sport associated strongly with masculinity, exclusion of women was based on gender stereotypes that women will lose their femininity if they will compete in boxing of that "premenstrual anxiety made females too unstable to box" (Bearak, 2012). Although many obstacles have been overcome in the last decade, gender stereotypes are still prevalent in our society and limit the potential of girls and boys to engage in sports that are not considered adequate for them. 32% of the parents believe that boys are better at sport than girls (Women's Sports Foundation, 2020).

The gender stereotypes combined with the gender roles and responsibilities determine a lower participation in sport among women compared to men: “Men are more likely than women to exercise or play sport: 44% of men do so with at least some regularity, compared to 36% of women. 40% of men never exercise or play sports compared to 52% of women”. (Eurobarometer 142, 2018) The differences are stronger in the age groups 15-24: 15% of men 15-24 never exercise or play sports compared to 33% of women in the same age group. (Eurobarometer 142, 2018). Gender stereotypes in sports are also present in the workplace. 81% from 4000 women who work in the football industry 'agree' or 'strongly agree' that they've faced gender stereotyping in their career (Women's Football, 2020)

Through sports, women and girls may become more independent and empowered: “Sports can give women and girls access to public spaces where they can gather, develop new skills, gain support from others and enjoy freedom of expression and movement” (Council of Europe, 2019, p. 6).

Women’s representation in decision-making processes and leadership positions

Gender discrimination deprive women of employment opportunities and represents a strong obstacle in career advancement for women. Girls have less role-models in sport leadership positions than boys: only 58% of girls had a female coach, while 88% of boys had a male coach (Women’s Sports Foundation, 2020). Studies show that discrimination is still present in sports, football being one of the sports where discrimination is highly prevalent: 66% of women football players faced some form of gender discrimination in the football workplace (Women's Football, 2020).

As a result of structural discrimination, women are less represented in decision-making and leadership positions. Only 14% of all top decision-making positions in sports federations and associations from EU were occupied by women (EIGE, 2017). Most European countries still have a far way to go to achieve gender equality in sports (Council of Europe, 2019). Eleven sports (37%) do not have any female presidents in their national federations, most female presidents are found in skating (20%), gymnastics (19%) and triathlon (12%) and another relevant finding of the report is that gymnastics (46%) and skating (40%) have the largest proportion of female vice-presidents (Council of Europe, 2019).

From 1896 until 1981 there were no women in the International Olympic Committee, while in 2019 there were only 33 women compared to 144 men (Council of Europe, 2019). Europe women make up only 8% of the presidents of the national Olympic sport federation, while women are only 1 in 5 employed elite coaches in the national Olympic sport federation (Council of Europe, 2019).

Gender pay gap and mediatization of women in sport

Gender pay gap is still present in sport - women have lower salaries, lower prizes and fewer sponsors. For example, all 1.693 women football players from 7 top football leagues (France, Germany, England, the USA, Sweden, Australia and Mexico) earned GB£32.8 million a year, little less than the GB£32.9 million earned by the top football player Neymar for his contract with Paris Saint-Germain in 2017-2018 (Global Sports Salaries Survey, 2017).

Since the Battle of the Sexes in 1973, Billie Jean King has started to be more and more involved in promoting gender equality in tennis and to encourage women's participation in sport. The US Open became the first of the Grand Slams to offer equal prize money to women and men in 1973. It took 34 years for Wimbledon to also offer equal prize money for women and men tennis players in 2007 (Tignor, 2021).

In 2021 the US Football Federation announced that they will offer women's and men's teams the same contract proposals and claimed that they intended to find a way to equalize the FIFA World Cup prize money between men's and women's national teams. In 2018, FIFA Men's World Cup had a \$400 million prize and the champions took home \$38 million, while in 2019 FIFA Women's World Cup had a \$30 million prize and the champions took home \$4 million as prize (Hess, 2021).

Alysson Felix, the most decorated American track and field athlete, received from Nike an offer with a 70 percent pay cut in her new contract after getting pregnant with her daughter (Felix, 2019). After several athletes denounced publicly the discriminatory treatment that they also had to face based on pregnancy and public scrutiny, Nike announced expanding protection for pregnant athletes (Kilgore, 2019).

Gender pay gap is correlated with unequal media coverage for women and men in sports. Women's bodies in sports are often sexualized and their achievements in sports are marginalized (Council of Europe, 2019). Gender inequalities are reflected in terms of media coverage and sports journalists - over 90% of the articles are written by men and over 85% of the coverage is dedicated to male athletes (Horky & Nieland, 2011). Sponsorships and advertising contracts are increasing the gender pay gap and companies are interested to associate their image with a sport player with a better media exposure: "In Spain, for instance, only 5% of the press's coverage is devoted to women athletes, despite the many triumphs of the women's basketball team and remarkable female medalists in the Olympics Games" (Junior Report, 2019).

As we have shown in this introduction, the road to gender equality in sport is a long road and often full of obstacles. Fortunately, in recent years progress has been made in this area, and we consider initiatives like this project are paving the way for gender equality in sport.

CHAPTER 1: GENDER GAP IDENTIFICATION AND ANALYSIS: FAS IN MALTA, NORTH MACEDONIA AND NORWAY

01 — Aim

The objective of this report is to describe the issue of gender inequality within the management of football federations / associations (FAs), to provide examples of good practices and to identify underlying parameters which need to be addressed.

02 — Methods

A survey among the FAs in Malta, North Macedonia and Norway was conducted. Nine women employed in decision-making positions in these countries' FAs were interviewed.

03 — Findings

Men are in the majority in all three FAs both in numbers of individual players and employees in the administration. The board of directors in the FAs in North Macedonia and Norway is gender balanced including 50 per cent of board members of both genders. Malta FA has only male board members as per date. None of the FAs has a female Secretary General or President. Females working in the FAs are highly educated, qualified and competent. Most women are recruited into the FAs due to personal relation and network with men in the FAs. Female employees report that they have participated in courses addressed to women and feel that they have fair chances to get promoted in their FAs. Combining work with employment at the FA and at the same time, meeting family obligations is very challenging for the women. Most FAs show understanding for the family situation and try to provide a flexible work environment when needed. The opportunities for women to influence decision-making vary. Most of the females feel like their voice is heard in decision-making processes within the organization. However, there are also challenges. Findings show gender inequality concerning roles, tasks, compensation and benefits. Men in decision-making positions have a higher average income than women. As well, some interviewees report that men have better benefits as for example travels. Gender mainstreaming is different for women working in the administration of the FAs and women working with sport activity related tasks. Other gender equality issues concern traditions and paternalistic culture prevailing in society. On both national and European level, the organizational culture and sometimes behaviour by men is a major obstacle for gender mainstreaming in football.

04 — Implications

Best practices are presented for gender mainstreaming on the field, in the administration and for the recruitment processes. The report concludes with recommendations that will make sport organizations more democratic and sustainable in the future.

1.1 Introduction

This report is worked out as part of fulfilling task 3.1 in WP3, defined in the PROGRES project description. The main objective of this report is to describe the issue of gender inequality within the management of football federations / associations (FAs) and to identify its underlying parameters which need to be addressed. Another task was to capture examples of good practice in order to provide input to future strategies on gender equality in football.

The objective has been pursued by analysing qualitative characteristics of women's employment in FAs relevant to recruitment, duties, prospects of development in the hierarchy of the organizations etc. We have also conducted an analysis of gender equality policies, initiatives and projects implemented by the organisations and an analysis of their impact. In addition, an analysis of the integration of gender mainstreaming in policies and operational structures is included.

The report was commissioned on behalf of the Norwegian Football Federation, who is a member of the PROGRES steering group and responsible for Task 3.1 in WP3. The study connected to the gender gap analysis and identification was conducted by assoc. prof. dr. Anna-Maria Strittmatter, assoc. prof. emerita Berit Skirstad and PhD candidate Hanne Sogn (team leader of the research team).

1.2 Methods

In order to meet the above-named objective, data was collected by 1) survey among three European football federations / associations and 2) conducting semi-structured interviews with women that were employed in the participating football federations / associations in this study.

Survey

The sample for the survey was predefined by the PROGRES project group and included the FAs of Malta, North Macedonia and Norway. The survey was sent to and filled out by employees in the FAs who had in-depth information about the organization or were able to collect necessary information for the survey. Unfortunately, two federations did not answer the survey according to the deadline, therefore the interviews started before having all the information from the surveys. Therefore, there was no opportunity to clarify questions and issues from the survey in the interviews.

The questions aimed at identifying facts and numbers concerning gender equality in the FA, such as:

- the number of men and women in the FA both fully and part-time employed;
- the number of men and women in the board members/executive council;
- the total number of individual male and female members in the FA;
- the number of men and women are in decision-making positions on different levels in the organization;
- which kind of tasks those male and female employee have (administrative or sport specific tasks);
- if the FA has ear-marked money for women projects and the amount;
- whether gender equality is addressed in the strategic plans;
- the existence and formulation of policies and initiatives that address / improve gender equality and how there are formulated;
- the existence and formulation of gender quota;
- whether the organisation is seen as gender equality friendly.

Interviews

Interviews were conducted with nine female employees from the FAs of North Macedonia, Malta and Norway. Three women per country were interviewed. The informants were chosen on certain criteria: They should be female employees and work in a decision-making position within the FAs.

Decision-making positions were defined and categorized for three levels:

- first level position: secretary general / CEO / assistant secretary general;
- second level position: department managers/leaders/director;
- third level position: project managers.

Interviews were conducted with both women in second and third level positions. None of the participating FAs had a female employee in the first level position, therefore it was not possible to include this level into the sample. The sample consisted of female employees in the age between 38 to 58 and with an employment period from 35 to one and a half years. The interviews were conducted digitally on Zoom in the period between June 1st and 15th 2021 and lasted between 45-70 minutes. With the informants from Malta and North Macedonia, interviews were conducted in English.

Interviews with the informants from Norway were held in Norwegian. In all but one case the interviews were video recorded. Questions were asked concerning the women's employment and their perception of gender equality in their FAs.

More specifically, the questions aimed at finding out details about the tasks in their current position in the FAs, the women's relation to football, their journey into the organization as well as their family situation and how it impacts their work. In addition, questions were posed if and how women have been accepted and supported in the FA and by whom. Further the interview focused on the women's knowledge about implemented actions and policies that address gender equality in their FA and which aim at increasing the number of women in football in general. The interviews ended by asking how and what these females think about future perspectives for gender equality in football and society in general.

Data analysis

In order to provide a better understanding on the gender gap in football federations/associations, a descriptive analysis of the survey results was conducted. The recorded interviews were transcribed verbatim. Data stemming from the interviews were thematically categorized guided by the objective of task 3.1 in WP3. In this regard, data analysis focused on commonalities and differences among the informants and across countries in order to generate insights for a European perspective on gender equality in football federations / associations, but at the same time acknowledging contextual and individual differences in the stories told by the women that were interviewed.

1.3 Ethical considerations

The study was approved by the Norwegian Centre for Research Data. Collection and process of data are based on the informants' consent and in accordance with the data protection regulations. All informants were informed about their rights as participants of the study, stating that participation in the project is voluntary and that the informants can withdraw their consent at any time without giving a reason. In the presentation of results, the informants are anonymous.

1.4 Findings

Gender distributions in the FAs in Malta, North Macedonia and Norway

Football players

In the table below, the total number of football players in the three countries are presented.

Federation	Total individual members	Male	Female
North Macedonia	35851*	34248*	1603*
Norway	348272	240267	108005
Malta	12000	11000	1000

*COMET registered players

In order to see the number of football players in the right proportion, population figures for the three countries are included. The current population of Malta is 442 666 as of June, 2021 (Worldometer, 2021). Malta is a state-island and the most densely populated country in the EU. North Macedonia is a landlocked country with around 2 083 291 inhabitants (Census of 2002). Norway has a population of 5 464 380 (Worldometer, 2021).

The UEFA country ranking (as per 30th of June 2021) shows: Norway number 22, North Macedonia 38 and Malta 46 (Football Seeding). The number of female football players constitute 31 % of the male football players in Norway, in Malta the figure is 8.3 % and in North Macedonia 4.4 %. Norway is the country in Europe that has the most football playing girls and women relative to the population. (Norway FA, 2020)

Employees

Table 2 presents the number of employees and gender distribution in the three countries. In all three countries, more men than women are employed in the FAs. In the three organizations, Football Federation of North Macedonia, Norwegian Football Federation and Malta Football Association there are altogether 326 employees, whereas 77 % are men and 24 % women. Makedonia has the highest percentage (37 %) of women employed in the federation, and all of them are full time employed. Malta has the lowest number of female employees, and the highest number of part-time workers (42 %), and they are mostly men.

FA	Total	Full-time N %	Men N %	Women N %	Part-time N %	Men N %	Women N %
North Macedonia	59	59 (100%)	37 (63%)	22 (37%)	0 (0%)	0 (0%)	0 (0%)
Norway	119	111 (93%)	83 (74%)	28 (26%)	8 (7%)	5 (63%)	3 (37%)
Malta	148	86 (58%)	72 (49%)	14 (16%)	62 (42%)	53 (85%)	9 (15%)
Total	326	256 (79%)	192 (75%)	64 (25%)	70 (20%)	58 (18%)	12 (4%)

Board of directors

Since the board of directors are important for policy and politics, information on the gender situation in the executive board in the federations are also considered in this report. The board members are the ones who decide on and supervise the organization's operations and organizational- and political strategies. At some time, they also must decide to do something about the gender situation in the federations.

FA's	Total N %	Men N %	Women N %
North Macedonia	4 (100%)	2 (50%)	2 (50%)
Norway	8 (100%)	4 (50%)	4 (50%)
Malta	6 (100%)	6 (100%)	0 (0%)

Both in Macedonia and Norway the executive board is gender balanced. In Malta there is no female in the executive board. One informant stated that there is a plan that one woman shall soon be appointed as a vice-president. Back in 2003-2006, there was a female in the executive board and the first chairwoman of the Women's Committee. She was later nominated to the Women's committee in UEFA. One woman experienced that when she was young, she was used for decoration purposes, just to settle the female quota.

"Every time I was speaking, people were looking at me half in disbelief, like does she even know what she is talking about, and half of them were afraid to reply because they were, I think, too scared that I would break if they were opposing me"

Female employees in the FAs

Qualifications and competence

All the interviewees are of the opinion that they have their jobs because they are qualified and competent. Their education is diverse, from lawyers, economists, marketing, sport management, psychology and tourism. The most striking fact with all of them is that they have continued their education alongside doing their work. Many of them had heavy workloads, but that did not stop them from taking special courses in football management offered by UEFA, grassroot football courses and extra leadership courses. Only two have been football players themselves.

A characteristic quality has been that they have language skills and therefore are useful for the federation. All the women speak English as foreign language which is valued by their FA. The women are not afraid of taking the floor and voicing their opinions as well as they have the ability to adapt, learn and progress. Their knowledge about football has come from diverse backgrounds, either as a player, brought up in a football family or married to a football player. Some did not know anything about football before starting the job, but now have become fanatics, as one woman says. All the women that were interviewed mentioned that they had networks both locally, nationally and internationally which made them valuable for their FA.

Even though most of the women mentioned that they had very good relationships with other women in their FA, they agreed that generally, women should support each other to a greater extent than they often do. Also, one interviewee mentioned that there often is more jealousy among women when one is more successful than the other.

Recruitment paths of female employees

Knowledge on how football federations / associations recruit their staff is interesting, because this way one can experience how easy or how hard it is for women to get employed in sport organizations. Results from the survey state a variety of recruitment processes. All three federations «encourage selected people to apply» and recruit employees through project work/temporary employment. Two federations stated that they recruit staff through their network and only the Norwegian federation answered, «open applications via ads». The results from the interviews provide a similar picture as the findings from the survey. Only three out of nine informants were recruited through open applications via ads. However, the majority had a connection to the FA ahead of employment. This connection was mostly because they had a relationship to and/or knew male in leadership positions in the federation, for example the President or the Secretary General who approached them or their husband who was employed in the federation. Some of the women got into the federation through earlier engagement in the federation or through other jobs connected to football (such as being a player, volunteer for sport activities or a football expert for a TV station).

"So, I jumped in as an external to support the process because I had a lot of experience with doing workshops, focus groups, because I worked in an NGO for grassroots football before that, but we organized a lot of seminars and workshops with different stakeholders and volunteers before, and I had experience on the processes and I could support the federation as not that much insider although I was cooperating with the federation since two thousand and one too when I started working with football. But still, I was not the one from the employees, so I could offer an outside view, and a more objective view, let's say, on the process of rebranding. And after that process finished successfully, I was offered a position in the FA."

Some of the women were also recruited at a young age and worked their way up in the organization's hierarchy.

"I was offered a volunteer position in the women's committee by my dad's best friend who was president of the federation at that time. And I was like, is this a paid position, and he said no, and I was like, I don't know anything about football and he said well you finished university, how hard can it be, there are only seventeen rules of football so, there is nothing you can't learn and the would need someone like you who is progressive, speaks English, what do you know maybe you become delegate for UEFA one day... and that's how it all started, and I met my former boss on that meeting of the committee and he offered me a job right after the first meeting of the committee we had there."

The recruitment of female staff through the federations' own network has advantages but also challenges. The network is male dominated, so many females are depending on men to invite them and ask them to participate. At the same time, many other potential (female) employees do not get a fair chance of being asked, just because they might not have contacts, connection or relation to the football federation and thus, do not show up on the radar of recruiters. There is a risk for many women to be overlooked, or even never get the chance to apply for a position, because these positions rarely are advertised publicly.

Working conditions

From the interviews, one gets the picture that all these women are hard working women. They mention they worked more hours than normal work hours, and one even worked in her maternity leave. Nowadays, the FAs seem to make room for individual flexible solutions for women. This was different back in the days, when the women who have been employed longest in the federation started their careers. Several women confirmed a change in this direction. The interviewees felt important and appreciated for what they work with and that they were structured and delivered their work on time. Still, they have to work hard, some also worked during parental leave:

“I was out on maternity leave for, you know, some time, but I kept working, even when I was working from home, I was working. Yeah, so that was ehm, and a lot of new people but anyway I had two kids in the past four years, so before that I was working, I mean way beyond my hours to make all the progress, to get programs going and everything, so then my hours reduced drastically”

Family situation and its impact on female employees

Seven of the nine females had children as they developed their career in the FA. Combining work with taking care of children is perceived as challenging because women must perform both at work and at home. Therefore, several women emphasized that without help at home, where the partner or another family member helps take care of children, they could not have done the work the way they did, especially when the women had work-related travels.

Females from all three FAs felt that the FAs show support and understanding for the family situation by providing flexible working hours and understanding when the women had to leave earlier because of family obligation, for example when the children got ill and needed to be picked up from kindergarten or school early.

"Well, it is not in terms of flexible hours, but to be honest, whenever I needed some time for the family or if I needed to do something with my son where I need to be present, they have always been supportive, no question about that..."

"I was allowed to go, even now I'm allowed to go a little bit later at work, I don't start the day at eight, eight o'clock. When I have work for example ahh some project. I work 12 hours and it's no problem, but usually I can come later at work and I go like everybody else..."

Those who had worked a long time in the FA commented that this was not the case in previous times.

Women's opportunities for promotion

The interviews revealed that the women feel that hard work and many years of working in the federation is rewarded. Women have the chance to climb up the career ladder. In the FAs, they also get leadership responsibility and increase their influence over time. One way to advance for women is a reorganization in the federation, where women had the chance to become department leaders. Another way upward in the system is promotion after further education.

To have more education is something that many of the women talked about in the interviews, even though most of the women were very highly educated when they entered the FA. One woman was promoted after reorganization, but parallel to this she had gained more knowledge about football. The women also seemed to be eager to learn from each other and they understood the importance of networking both nationally and internationally in order to get recognition.

"They [male leaders in the FA] didn't have expectation from me, but I had expectations from myself."

"I started to develop let's say professional relationship with many people as I through the work. So, you know you learn (laughs a little) from everybody something..."

"I got a certificate in football, a scholarship from UEFA for master executive of in sport management. I was let's say proposed from my federation, but I've got a scholarship as well. So, I started my master's studies while at the same time working in the federation."

Several women referred to the certificate of football management provided by UEFA; Women leadership and mentoring programmes helped women advance in their own federations. According to the survey, this picture is confirmed. In the survey, the FAs were asked about prospects of career development for men and women separately. It seems like the women are getting more support than the men, both when it comes to career mentorship and encouragement from first level leaders.

When it comes to courses, further education or continuing professional development one FA ticket is "fully met" for women. However, for men, it is only substantially (by two FAs) or partly (one FA). In other words, it can seem like the FAs have more focus on educating the women than the men (see table 4). In the following table, the results are presented in more detail. The FAs were asked to state how the following statements applied to their FA:

	Career mentorship are offered for: Men/Women	First level leaders encourage/support: Men/Women	Courses, further education or continuing professional development are offered for: Men/Women
Not met	1 / 0	1 / 0	0 / 0
Partly met	1 / 2	1 / 3	1 / 1
Substantially met	1 / 0	1 / 0	2 / 1
Fully met	0 / 1	0 / 0	0 / 1
Do not know	0 / 0	0 / 0	0 / 0
Total	3 / 3	3 / 3	3 / 3

It can be seen as positive that further education is provided for the women. However, the perception that women need education in order to become (better) leaders, is a paternalistic view and highly criticised by gender researchers. This view implies that the women need to be looked after, they need to be secured and encouraged, or they need support to deal with this “world”. This view of what women need, in order to “survive in the system”, is something the women themselves also expressed as important.

“... so, I think this here with training and competence then, as one has worked a lot in our federation, this to develop leadership courses. I think this is also the key for some women, because for some reason women often feel that this something, I do not know if I can, then I have to think more or I have to know, ... they have to be sure that they master what they are going to do. While for some reason I experience that the threshold is a little lower for men then to say that I can take this on and figure it out along the way. But it is also, as I said, offer leadership courses in a way so that you have the opportunity then to take this course and become confident and sure of what the role contains and what kind of competence you need”.

Organisational and structural issues concerning gender equality

In this subsection, findings on organisational and structural issues that concern, and impact gender equality are presented. Issues include hierarchy, decision-making processes as well as inequalities in roles, tasks, compensation and benefits.

Hierarchies in the organisation

The hierarchy in the federations are male dominated. The total number of employees in decision-making positions (Secretary General/CEO/assistant Secretary General, department managers/leaders/directors, project managers) varies from 32 in Norway, 31 in Malta and 14 in North Macedonia. Even though all three FAs have women in decision-making positions on second and third level, none of the FAs has a female Secretary General, CEO or President (first level).

Women’s opportunities to influence decision-making

The opportunities for women to influence decision-making vary. Most interviewees feel like their voice is heard in decision-making processes within the organization. Half of the informants tell that they do not feel unequally treated in such processes. An important criterion for being heard and included in decision-making processes is the employees’ competencies rather than gender. They feel that their “opinion is appreciated”. The women feel accepted and express that their voices are heard also by external stakeholders of the organization. According to the survey, the answers do indicate that men have more influence on decision-making processes than women. The FAs were asked to rank the degree of influence of both men and women on a scale from 1 (no influence) to 10 (highest degree of influence). The ranking for the influence presented in figures 1 and 2 on the different levels is collectively presented for all three countries.

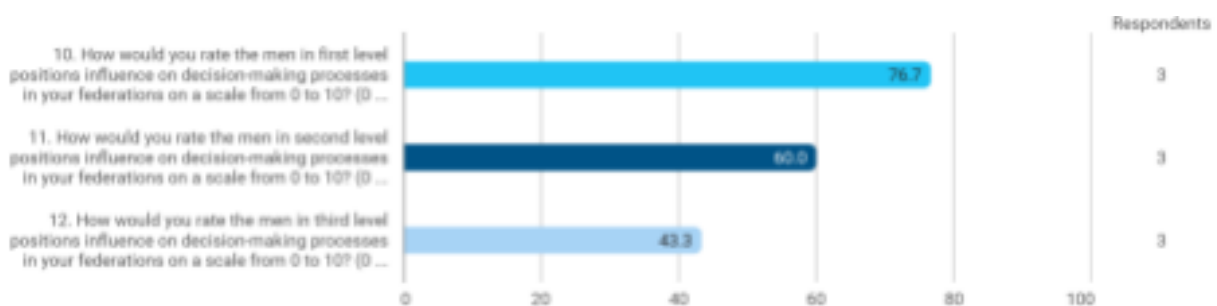


Figure 1: Men’s influence on decision-making related to positions

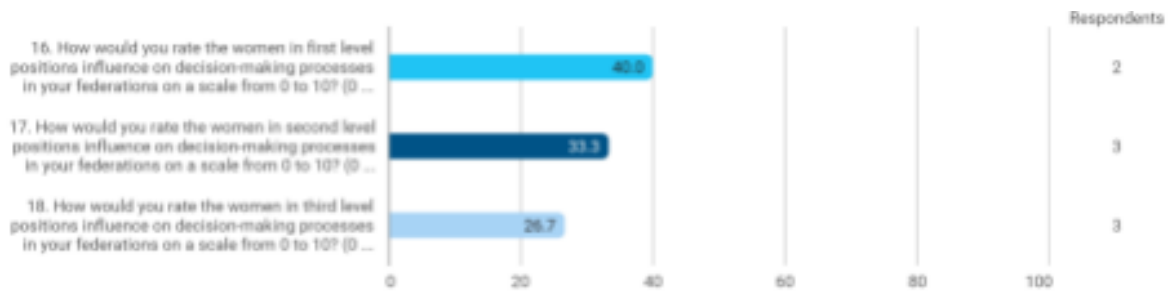


Figure 1: Men's influence on decision-making related to positions
 Figure 2: Women's influence on decision-making positions related to position

Concerning the results as they are presented in figures 1 and 2, it is important to mention that Norway has not answered women's influence on the first level, because they do not have a female employee on that level. Even though Malta and North Macedonia also answered that they do not have a female employee in a first-level-position, the FAs ranked that position for women in the survey. Therefore, figure 2 must be seen with caution and suspicion that the results on influence of women in first-level-position might be wrong.

The interviewed women express that they can influence decisions concerning their own departments, such as budget responsibility and strategic focus of the department. However, the informants also explained challenges in the decision-making processes. In order to influence equally as men, many women feel that they must work hard in order to "keep up" and to bring themselves in a position in which they can have influence, as the following quote illustrates:

"I have worked very hard over the years to be taken seriously, since women were always employed as secretaries and receptionists, I wanted to be taken, that I have got a brain, that I can be part of the team, that I can be a key player. So, that's not been easy."

Inequality concerning roles, tasks, compensation and benefits

The findings reveal inequality between genders concerning roles, tasks, compensation and benefits. Several women feel they have the same responsibility as men. However, others report the opposite, as the following quote shows.

"Some women that have... ahh... let's say equal quality as men, have a lower position. Men have the highest positions, let's say or better privileges. For example, they [men] have the opportunity to be the manager of a national team and to travel."

The female's state that traditional family roles and institutionalized patterns characterised by paternalistic norms and behaviour strengthen the inequality between genders. The following quotes illustrate this interpretation.

"...for example, we have young women that are working in the federation and they can travel, they don't have obligations with children. They don't have families yet and they could be the secretary of some national teams, but they are not. And, sometimes I ask my boss why they aren't given the opportunity? They're better! Not only good, they're better! but that's not the kind of thing that the boss listens to."

"I think this is something that is let's say historic, it's not on purpose. It is that is like an established pattern of how they [men] act and which position years and years were held by men you know it's it was easier for men to travel and for women to take care of children and it and woman that has family she thinks more when she makes decision about taking that kind of responsibility. It's historically it's not it's not something that is like policy or something like this."

When asking the FAs about how much compensation and benefits men and women get, North Macedonia wrote that this information was confidential. Malta wrote zero. Only Norway revealed the gross average monthly salary for the different positions. The (lack of) answers to the survey question were surprising because the PROGRES project description included to find out the different compensations that men and females receive in the FAs. Since Malta and North Macedonia did not share this information, it is not possible to judge if a gender gap exists and to what extent. All three countries investigated are part of the PROGRES steering group, so they should be familiar with how these questions were raised.

The countries even approved the questionnaire for the survey in advance. It is good governance to reveal the budget of the organization in order to show transparency. During the interviews it was confirmed that the women do not know the exact amount or what the male counterparts earn.

In Malta, male coaches with the UEFA certificate get four times more pay than the female coach with the same certificate as revealed in one interview.

"Yeah, I don't know how much the others get paid but yes I think if you are a female you will get paid less than a male. I don't know why 'cause we're doing the same or a better job, but so..."

First level positions in Norway had an average monthly salary of 10 800 Euro for men and 800 Euro less for women. The second level position was averagely paid with 6 700 Euros for men and 6 000 for women while third level was 4 600 for men and 4 000 for women. In none of the federations anyone received commission from e.g. sponsorship income. Clothing was supported in North Macedonia with 150 Euro every third year for both genders. In Malta, none of the employees receives any clothing except the national players, both genders, and in Norway all receive clothing for 400 Euros each year. Concerning travel budget to meetings, conferences etc., Malta and Norway did not give any answers and North Macedonia wrote in their response that the figures were confidential. Therefore, they are not included in this report.

1.4.4 General gender equality issues in football

Generally speaking, all women stated and agreed that the conditions for women in the football environment are better today than it was in the past. Above, gender equality issues that were connected to the organizational and individual issues in football federations were treated. In this subsection, some more general issues that were identified in the analysis are presented.

Difference between administration and “the field”

All women agreed that there is a huge difference of gender equality between the administration and “on the field”, hence the football activity environment. When working with administrative related tasks, women feel that gender equality is better than when working with sport activity related tasks. There are more women in administrative positions than coaches and referees, for example. Also, the conditions for women working in the administration are better than for women on the field. On the field, men have better working conditions.

“I mean we have a manager now for the national team. But she is also manager of the U16- team. It is just one person, but she has to deal with a lot of things. For the male there is one team manager for the seniors, another for the U21, and another for the U19. But women have only one person for all of the teams. She is also the kid’s manager. Nobody appointed an assistant kit manager since we have sessions of both teams at the same time so she cannot divide herself into two and be at both places at the same time.”

Almost all informants mentioned that female teams and players are treated less favourable than their male counterparts. While male players earn a lot of money so they can make a living and even can be classified as wealthy, female players in one of the federations “only have an allowance and some bonuses”.

“They [female players] don’t get paid for example if they have weekly training sessions, they don’t get paid for those. They only get paid when they there is an international week. They are closed; they have a percentage on of how much to earn then if they win. they will have an extra bonus. but that’s all. I don’t know the amount, but they, I’m not in charge.”

Football federations/associations more gender equal than societies?

The female interviewees from Malta and North Macedonia considered their FA more gender equal than their society. They felt they had more power and influence in the FA than in the wider society. The situation of females in sport organizations cannot be seen without looking at the situation in the wider society.

"North Macedonia is a very traditional society. You have to understand that we are an ex socialistic country, we were part of Yugoslavia. In Yugoslavia, there were no jobs for men or women, there was no separation. So, there is a difference between tradition and between what we are used to in politics and business. Traditionally we are a Balkan country, and women are considered to be part of the kitchen and so and so forth, but what the socialist Yugoslavia thought us is that women are welcome everywhere, even in mining in the street or in driving buses."

Malta is also a very traditional country when it comes to gender roles. Many mothers did not encourage their daughters to play football, because they thought it was a too masculine sport. Women are not very visible in politics, and the female representation in the Parliament was 13.4 %, which is one of the lowest in Europe.

"In Malta there was a lot of stigma. If a woman is playing football, she's gay blah blah blah these things, you know what I mean."

The perception and image of football worldwide is still characterized by the prevailing stigma of being a sport for male. To be part of a men's world is not always easy for the women working in the FAs and for women football on the field.

"On the grassroots level, there are not that many women that would or want to work with football in general. It's mainly ex-players, I don't know, yeah, it's difficult."

For Norway the general gender situation is more balanced in society and that has influenced or forced the sport federations to do the same. There are many more context related issues than provide obstacles to gender equality in the three countries. However, in order to focus on the main objectives of this report, a more thorough political analysis and comparison of the three countries involved is not included here.

A culture against women - men as an obstacle for gender equality

Findings from the interviews show that mainly men's actions and non-actions strengthen gender inequality in football. One informant said that it is hard to discuss gender inequality with the male leaders. Informants from two countries stated that only women discuss this topic, while male leaders often ignore obstacles. Here, it is important to state that there are differences in the findings among the countries.

Another example brought up from one informant is that men actively sabotaged women when they wanted to raise their opinion. One informant told about her experience in a UEFA programme, where more men than female participated.

"So because I am a woman, and there were other female actors for example, they [men] would just be very disrespectful. So, they either leave the room... they answer their phone and speak loudly. We also had times when the female participants for example were, you know to, because we worked in group work, so every time they presented then the male counterpart will say exactly the same thing that the woman has said, but just to say, you know sort of to undermine what she just said, and it was very... I thought it was very offensive, you know."

Men contribute to a culture that makes lives for women working in sports very hard.

"And then we also, it was also a cultural thing, so sometimes you know sometimes we went to nations and you understand that the women there are not really there because they, you know they don't understand anything about football so there is a sort of nepotism. So we needed to be very careful and diplomatic about how we go about it. But obviously, for the ones that really you know wanted to try and be better and help, so I tried to you know support these younger women, not just younger because there were some older, but with the right mentality then, so they don't care that their culture is completely against them, they wanted to be better and you know sort of so they wanted to fight."

One woman states also that the culture can be sexist.

"So, women were not really, even if you are qualified (...) because there were other women with me, so I had this, you know colleague, she had again a doctorate in economics. Imagine, she established the whole financial foreplay for UEFA single handedly because none of the men there could do anything about it. But still you know, there were directors, they can credit her work. You know, she was doing presentations, preparing presentations and then the director presenting them to the stakeholders without even giving any recognition of the work that has been done by the woman. So, it was a lot of this that was going on within UEFA."

The male dominated culture prevailing in society and in football organizations is assumed to be a main obstacle for gender mainstreaming. Also, a mis balanced gender distribution at all positions both on the field and in the administration up to the board of directors is seen as threat to gender mainstreaming

1.5 Policies and initiatives

In this subsection, findings about strategic plans, policies and initiatives that address gender equality in the three FAs are presented.

Findings show that Malta and Norway have a strategic plan for gender equality and a policy which explicitly addresses gender equality.

For the first time in the 120 years history of Malta FA, the federation has published a strategic plan for the whole organization after having consulted both internal and external stakeholders. The strategic plan is published online. When asked about how the gender equality policy was formulated, Malta FA answered that they did not know. In the strategic plan for the Norwegian FA the aim is to have at least 40% women in the boards (29% in 2020), 45% in club administration (39% in 2020) and 20% among coaches (14% in 2020).

The findings from North Macedonia FA on the internet show that the FA will adopt a new development strategy for girls' and women's football development supported by UEFA for the five years 2020-2025 (FFM 2020). The goal is to increase the number of girls and women football players. The Secretary General in the Macedonian FA initiated that this strategy should be adopted in his federation. Surprisingly, this was not mentioned in their answer to the survey.

Assigning only women football related tasks to women and having solely women working in the women football department is a bad solution for enhancing gender equality. Every federation should be concerned with gender equality and gender mainstreaming within their organization, which means that they have a systematic integration of gender equality into all practices and structures; policies, programs, processes and projects both in the administration, but also on the football field by for example by improving the conditions for female coaches and referees.

The findings from North Macedonia show that the FA will adopt a new strategy suggested by UEFA next year. The goal is to increase the number of women coaches and referees. The Secretary General in the North Macedonian FA initiated that this strategy should be adopted in his federation. They hope to have a second division for Women football in the country. Further the whole family should be involved in football activities.

Earmarked money for female projects

The North Macedonian FA has earmarked 4,1 % of their budget to female projects. Malta FA stated that they use 40 % of their budget on female projects. The Norwegian FA reported that they have several grassroot projects for both genders, they also spend approximately three million Euro on women top football. The Norwegian FA also has international gender equality projects in fifteen countries (Middle East, North-Africa, Southeast Asia and the Balkans).

Malta Football Association is engaged in regular discussions with women's football stakeholders to see how the FA can strengthen the resources and technical support to all women teams and nurseries participating in the local leagues at senior, development and academy levels (Malta FA, 2021) In their strategic plan, women football is mentioned several times. Such is the UEFA Playmakers project 2021-2024 - a grassroots project which focuses on fun, friends and football. The project wants to inspire five-to-eight-years-old girls who have never played football and give them the chance to experience the game for the first time. UEFA is mentoring some women in these tasks. Malta plans to introduce a gender quota. An informant said that Malta FA published a document regarding gender equality some weeks ago.

North Macedonia FA does not have a gender policy yet, because they do not strategically prioritize it. Their comment about quota was that they do not support quota as a mechanism, because they do not think it will result in actual change. Concerning sexual harassment and abuse, they answered that they did not have enough capacity to address the issue. The FA stated that men have more power than the women in FA is not a big problem, and they do not think that this affects how the employees work or how the work is organized in the FA. Both Norway and Malta FA have focus on sexual harassment and abuse and have a place the members can turn to in order to report. "Men's power/domination affects how the employees work and how the work is organized in our federation: To a low extent".

The Norwegian FA works to combat gender stereotypes and other cultural norms that harm gender equality in their organization to a high extent. Men do not have more power than women in the FA. In 1978 for the first time, the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NOC) passed a quota law which has been amended several times thereafter. This quota law applies to all sports in Norway. The NOC shall work for a gendered balanced representation with a minimum of 40 percent of each gender in the organization, an exception is made for sport clubs where the composition can be proportionate to the gender distribution of the memberships.

Best practices

The recommendations and examples of best practice by the informants were mostly directed to gender mainstreaming on the football field. However, recommendations directed to the recruitment process were also reported. When asking the interviewees for concrete recommendations to combat gender inequality-

ty in the administration, most did not find a response to the question and mentioned that they hope that paternalistic structures will soften up in future, but that it is going to be a long process. There is no answer reported on how the misogynistic culture prevailing in football federations can be combated.

To implement a second women's league is promising. Informants confirm that major clubs are not so interested in women football at the moment and therefore many major clubs do not have a women football team.

"But I am optimistic that it will happen in the years to come, maybe three, four, five years. It is a long-term process"

"...for women's football to continue growing you have to get the support of men also"

Best practice and recommendation for gender mainstreaming on the football field:

- Expose some role models of the best female football players in the media (both printed, television and social media);
- Empower the girls and young women participating in football;
- After school football;
- Football can help improve girls' and women's status in society and tackle fundamental problems such as gender prejudice and discrimination;
- Cooperation with physical education and after school activities for girls;
- Get a sponsor for girls' football;
- Remember women are half of the population and a big market;
- Do branding by have a top female football player to come to a session for girls and have the media invited beforehand;
- Make it a family event to go to football matches as they did in the US before the Women's World Championship in Football was organized there. In other words, try to involve whole families to go and watch football matches and not only the father and the son.

"I think we should struggle to have more referees, more coaches, more medical staff that are working with more development of women's football, you know grassroots clubs that will give opportunity to small girls to play as much as boys are playing football in our country."

"What I would recommend is to take every opportunity there is, learn as much as she can be as innovative as she can if she wants a career in football, and be open to challenges. This is something, well, this is something I have done, and I think it worked well, so I would give the same advice to anyone that wants to join. It's not easy, it's a very challenging job. Football is played on weekends and holidays, but if you have the passion for it, this is not a big problem."

Best practice for gender mainstreaming in the administration of football

Another promising move is to get more women into decision-making positions of local sport clubs, as for example board members.

"To organize themselves and make their own football clubs and not wait for somebody else to do it for them (...) you should not accept a male dominated world, and then you have to speak up."

However, the informants mention that it is always difficult to be critical of the system and existing practices. It must not be just a struggle for women to get access to the organization, but a cooperation between men and women on all levels in order to improve football for women.

Best practice for recruiting more women into the administration and leadership positions

- Look actively for female talents;
- Always encourage women to apply to positions;
- Be aware of the wording in ads;
- Recruit relatively more women to interviews;
- There should always be a woman among those who interview;
- In the panel which is responsible for recruitment of employees there must always be a woman;
- In the end if a man and a woman seem equally qualified for a position after final rounds, the woman should be chosen;
- Always look actively for female talent, outside as well as inside your organization. This must be done for low level positions first, in order to put more women in positions for higher level, since experience, and trust from surroundings, is a factor also in football.

1.6 Underlying parameters which need to be addressed

The women who have been interviewed are very competent, albeit in different ways. They are recruited to their positions mainly because of their expertise, but also because they have had or have a network with men in the FAs. That women are recognized for their competence and expertise is positive, at the same time, recruitment decisions should be evaluated in official channels, not in unofficial channels behind closed doors. This is recommended for recruitment in general, in order to create a fair chance for those who want to apply for a position in the FAs.

A critical part is that there are more competent women out there, who should have access to apply for various positions in the FAs. All in all, open and fair access to get into employment within the FAs is hindered by male dominance and men's informal networks. To improve the situation in the future, the FAs must be aware of male dominance and recruitment practices, and how they affect both the FAs operations and tasks that are prioritized. To get more women into leadership positions in the future, a lot of work must be put down by the FAs to promote girls' and women's football. This is also the basis for an increased recruitment to decision-making positions in the federations.

In the future, the FAs must also address how gender imbalance impacts the working conditions of their employees, and how most of the women who enter the FAs work on men's terms. Promoting measures that can help women not always have to work twice as hard or twice as much will be important in the long run in order to retain the competence the women represent. Remembering and acknowledging that women still have most of the responsibility at home is also important. It is important that FAs address and discuss internally how women can best combine family obligations and demanding jobs at the FAs. The women's competencies are important for developing both football in general, but also women's football.

Women have distinct experiences that most men do not have. This experience is important to draw on when it comes to developing more democratic and sustainable sport organizations. On the one hand, it is important to address these issues in strategic plans, on the other hand, it is important to recruit leaders (both at the administrative and political level), who have both the ability and the will to implement and push forward new (gender equality friendly) strategies, goals and methods. In the long run, this will make football organizations both more democratic and more sustainable, something that will be demanded both by state authorities and by international sport governing bodies (such as UEFA and FIFA) in the future.

CHAPTER 2: EXPLORING GENDER INEQUALITIES WITHIN DIFFERENT SPORTS

01 — Aim

To describe and further analyze the issue of gender inequality within the management of different sports federations/associations (FAs), underlying pitfalls, issues and obstacles that eventually prevent sports federations to achieve complete gender equality, but also addressing examples of good practices that can help to guarantee equal opportunities.

02 — Methods

A survey was distributed to 25 different sports federations in Greece, Italy, Malta, North Macedonia, Norway, and Slovenia. The most represented sports within the federations were football (5 representatives), basketball (4 representatives), athletics (4 representatives) and handball (3 representatives), while a total of 11 sports were represented (also including rugby, gymnastics, judo, badminton, water polo, shooting and golf).

03 — Findings

Coherently with a gender stereotype that (a) defines top positions as more suitable for men rather than women and (b) defines the sports domain as mainly masculine, most employees of the interviewed sports federations are men (about 60%). More importantly, only two federations out of 25 reported that over half of their employees in decision making positions are women, and none reported a percentage of 76% or more. Similarly, looking at the members in the board of directors or executive council in the 25 federations, only 20,7% are women. With reference to the geographic distribution of the investigated federations, typically, the most striking cases of gender gap are highlighted in Slovenia, while Norway appears as the country in which gender equal opportunities are guaranteed the most within sports federations. Only six federations out of 25 have strategic plans and/or policies to specifically address the issue of gender equality, seven federations out of 25 have implemented gender quotas and, even more significant, only three federations in total have developed and applied a recruitment strategy to get more female employees into decision making positions. Norway is the country that implemented more practices to support women's careers within the federations, followed by Malta; on the other hand, the "less supportive" countries appear to be Slovenia and Greece.

04 — Implications

More practical actions should be taken, and policies developed for gender mainstreaming not only "on the field", but also in the administration and for the recruitment processes. Most importantly, urgent actions should be taken not only to employ women within sports federations but also and above all to break the glass ceiling, thus offering women equal access as men to the top positions of sports federations.

2.1 Introduction

The second chapter aims to transfer the analysis of chapter 1 on the topic of gender equality within the management of football federations/associations (FAs) to other sports. This is especially useful to better understand the specific framework of the PROGRES project and if and to what extent its results are extendable to other sports contexts. This allows you to have an overview of the situation regarding the gender gap in sports federations at the European level, offering a broad look at the major problems that determine the infamous “glass ceiling”, but also to identify virtuous realities to promote increased gender equality in sports and business contexts.

The data collection methodology (paragraph 2.2) will be reported in the following paragraphs, with particular attention to the survey administered; the results of the survey will then be reported (paragraph 2.3), accompanied by some reflections on the matter.

2.2 Methods

Participants

To gather data from a relevant number of stakeholders, namely sports federations from different European countries, a survey was developed and distributed in six countries (in Greece, Italy, Malta, North Macedonia, Norway, and Slovenia). In total, 25 sports federations participated in the survey, representing 11 different sports. Data on the number of Federations per sport are reported in figure 1. As can be seen, football is the most represented sport, with five federations participating in the survey, followed by athletics and basketball with four federations each, while handball was represented by three federations.

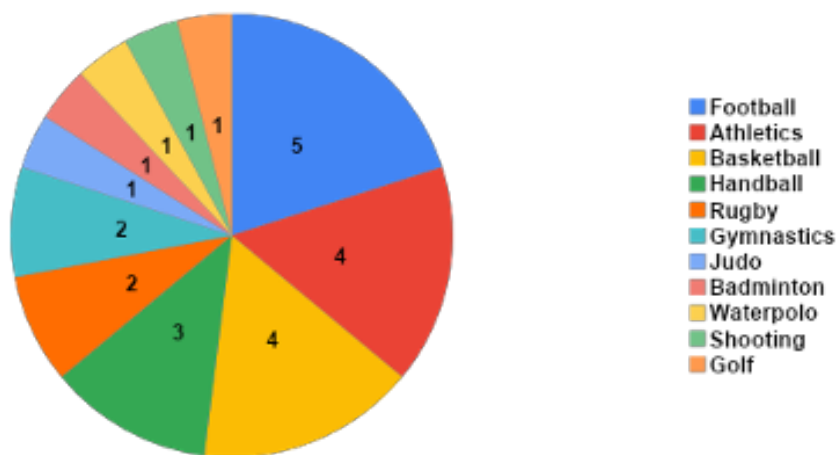


Figure 1. Sports included in the research

Specifically, the survey was filled out by employees in the federations who had in-depth information about the organization or were able to collect them. The respondent's position within the federation can be seen in figure 2.

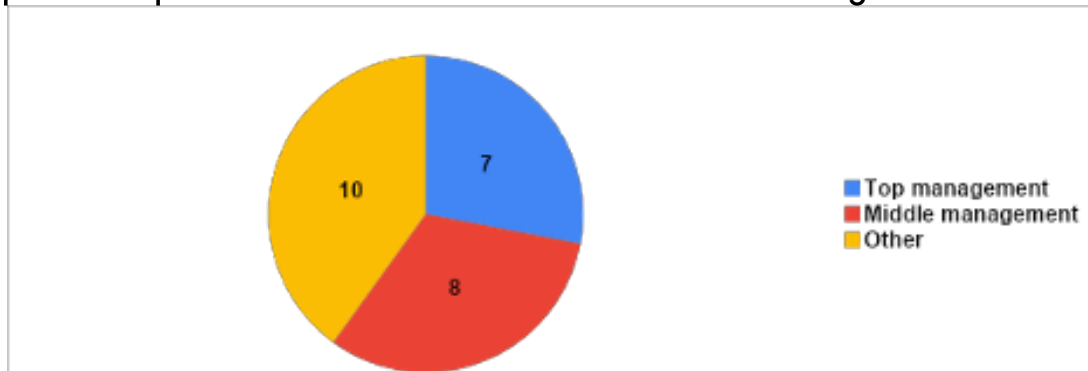


Figure 2. Respondent's position within the federation.

Survey

Similarly to that of the football federations described in Chapter 1, the survey comprised questions aimed at identifying facts and numbers concerning gender equality within the federation, which are listed below:

- the number of employees of the federation, divided into men and women;
- the number of men and women in the board members/executive council;
- the total number of individual male and female members in the federation;
- the number of men and women are in decision making positions on different levels in the organization;
- if the federation has earmarked money for women projects and the amount;
- whether gender equality is addressed in the strategic plans;
- the existence and formulation of policies and initiatives that address/improve gender equality and how there are formulated;
- the existence and formulation of gender quota.

Data analysis

To generate insights for a European perspective on gender equality in sports federations/associations, some descriptive quantitative analyses were performed on the data gathered with the survey.

2.3 Findings

Gender distributions in the different federations

Number of employees

The table below presents the number of employees and gender distribution in the 25 federations. As can be noticed, about 60% of the employees of the different sports federations are male, with some cases of over 90% of male employees.

Federation	Country	Total	Men N %	Women N %
#1	Malta	0	0 (0%)	0 (0%)
#2	Malta	0	0 (0%)	0 (0%)
#3	Malta	2	2 (100%)	0 (0%)
#4	Malta	1	1 (100%)	0 (0%)
#5	Malta	0	0 (0%)	0 (0%)
#6	Malta	3	1 (33,3%)	2 (66,6%)
#7	Romania	27	19 (70,4%)	8 (29,6%)
#8	Romania	20	11 (55%)	9 (45%)
#9	Romania	26	13 (50%)	13 (50%)
#10	Romania	110	70 (63,6%)	40 (37,4%)
#11	Italy	80	38 (47,5%)	42 (52,5%)
#12	Italy	267	155 (58,1%)	112 (41,9%)
#13	Italy	21	7 (33,3%)	14 (66,6%)

Federation	Country	Total	Men N %	Women N %
#14	Greece	0	0 (0%)	0 (0%)
#15	Greece	35	34 (97,1%)	1 (2,9%)
#16	Greece	0	0 (0%)	0 (0%)
#17	Norway	33	18 (54,5%)	15 (45,5%)
#18	Norway	30	11 (36,7%)	19 (63,3%)
#19	Norway	140	73 (52,1%)	67 (47,9%)
#20	Slovenia	57	41 (71,9%)	16 (28,1)
#21	Slovenia	20	19 (95%)	1 (5%)
#22	Slovenia	6	4 (66,6%)	2 (33,3%)
#23	North Macedonia	59	37 (60,7%)	22 (39,3%)
#24	North Macedonia	14	10 (71,4%)	4 (28,6%)
#25	North Macedonia	2	2 (100%)	0 (0%)
	TOTAL	953	566 (59,4%)	387 (40,6%)

Figure 3 shows the same data divided by country. In most countries, more men than women are employed in the federations. Specifically, in Malta, 66,7% of the employees are men, while 1/3 are women. In Romania, the percentages are slightly better, with 61,7% of male employees; the situation is similar in North Macedonia, where male employees are about 65%. The worst scenarios are registered in Slovenia (77,1% of male employees) and especially Greece (97,1% of male employees), while the best scenarios are in Italy (45,7% of female employees) and Norway, where the distribution is even (49,8% of female employees).

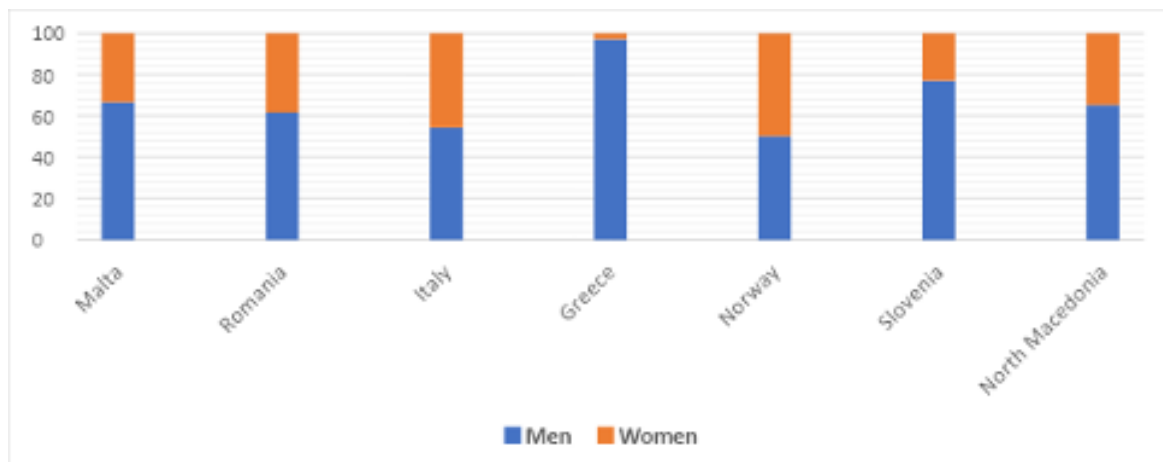


Figure 3. Percentage of male and female employees within the sports federations divided by country

Figure 4 shows the data divided with respect to team vs individual sports. Given that, from the 1980s on, team sports had been considered more stereotypically masculine due to the sense of camaraderie that they imply (Postow, 1980), we investigated if this stereotype also reverberates in the organization of sports federations. Contrary, in this case, to the stereotype federations of team sports appear to be “more equal”, with 39,5% of female employees against the mere 6,5% of individual sports.

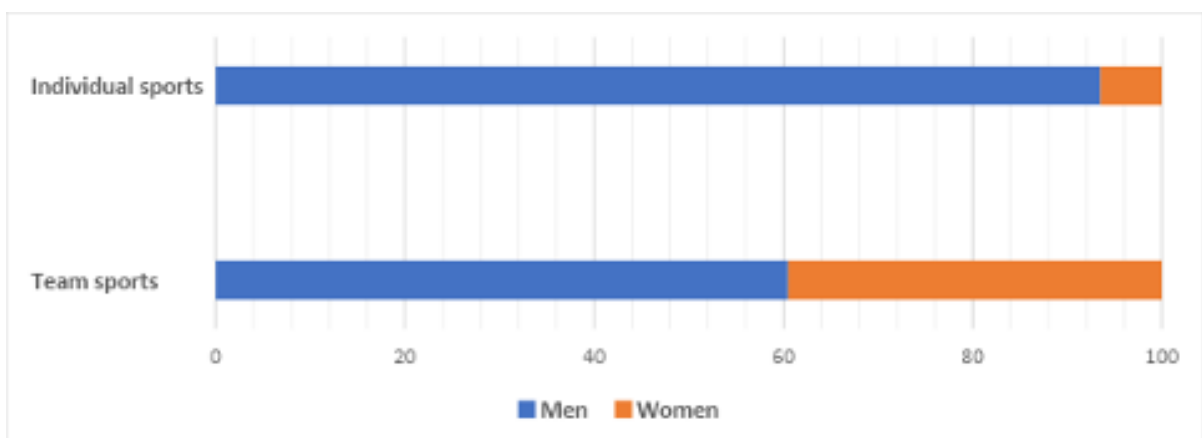


Figure 4. Percentage of male and female employees within the individual vs team sports federations

Lastly, figure 5 shows the percentages of male and female employees within the four most represented sports in the different countries: football (5 federations), athletics (4 federations), basketball (4 federations) and handball (3 federations). As can be observed, the sport with the most equal distribution of employees is handball (48,2% of female employees), followed by athletics (41,5% of female employees), football (38,5% of female employees) and basketball, where 83,2% of the employees are men.

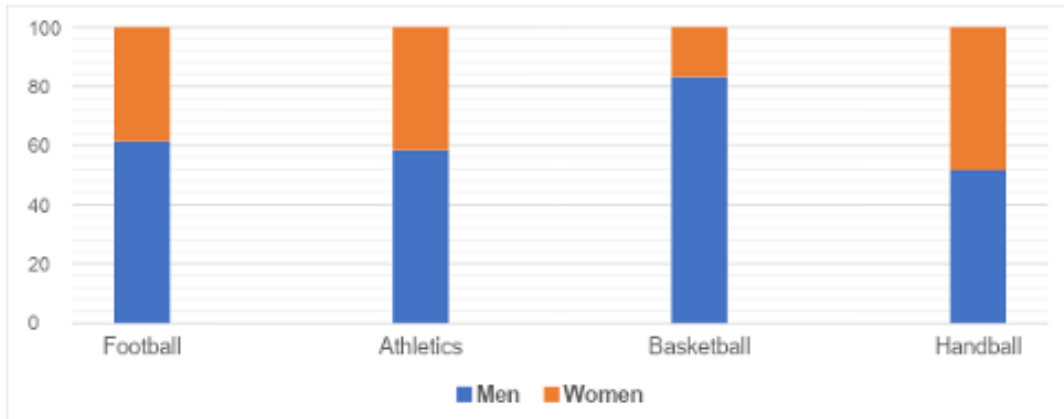


Figure 5. Percentage of male and female employees within the four most represented sports

Power to women? An analysis of the gender distribution of top positions within sports federations

In figure 6, the number of female employees in decision making positions is reported. Out of the 25 federations, 13 reported that 25% or less of their employees in decision making positions is a woman, while 10 federations reported a percentage of female employees in decision making positions between 26 and 50%. Only two federations reported that over a half of their employees in decision making positions is a woman, and none reported a percentage of 76% or more.

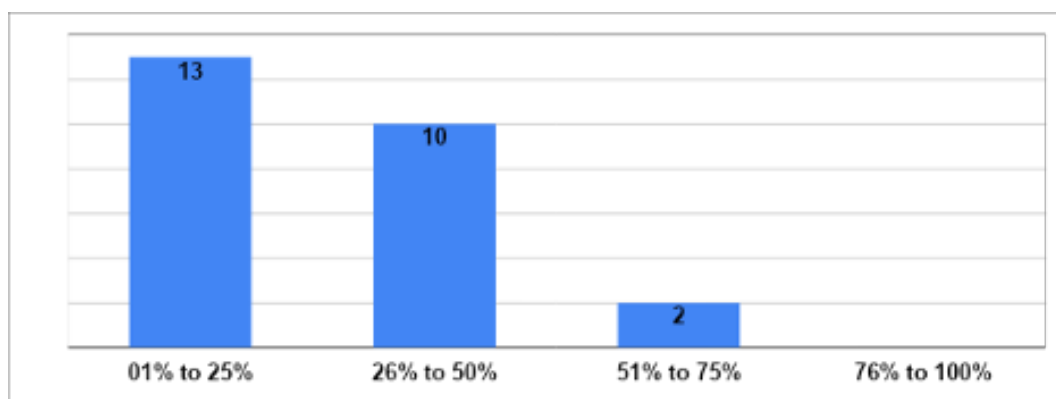


Figure 6. Percentage of female employees in decision-making positions

If we take a closer look at this distribution, in figure 7 we can see that in Slovenia, the female employees of the interviewed federations cover decision making positions only in 25% of cases or less. The best scenarios for women are offered by Romania and Norway, where at least one federation out of three had more than 50% of female employees in decision making positions.

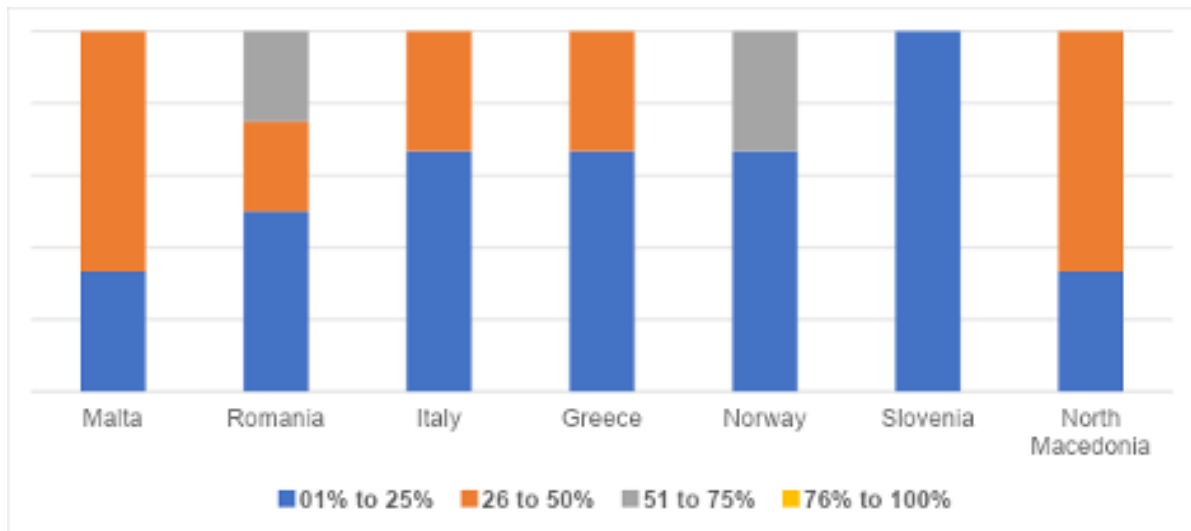


Figure 7. Percentage of female employees in decision-making positions divided by country

If we analyze the same statistics for sports, we can see in figure 8 that, in individual sports, there is a higher percentage of federations with 25% or fewer female employees in decision making positions, but also a slightly higher percentage of federations with more than 50% female employees in decision making positions. In general, it seems that there are no major differences with respect to team and individual sports.

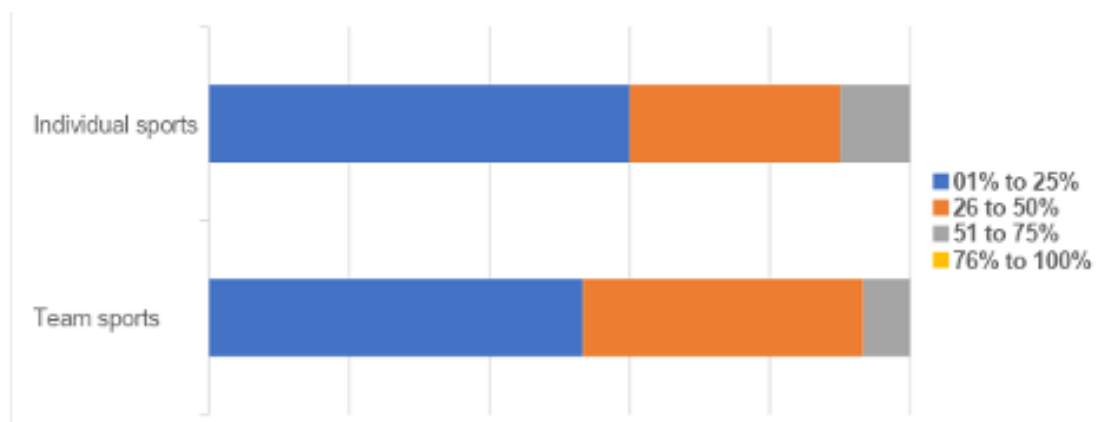


Figure 8. Percentage of female employees in decision-making positions within the individual vs team sports federations

Lastly, looking at the four most represented sports across the participating countries in figure 9, we can see that athletics seems to be the sport with the strongest glass ceiling (100% of the interviewed federations has 25% or less of female employees in decision making positions), while the best scenario for women is offered by handball.

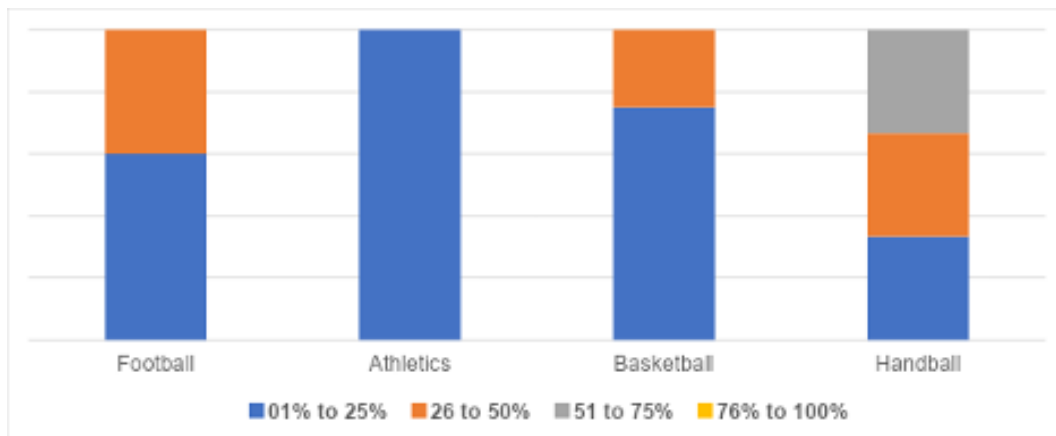


Figure 9. Percentage of female employees in decision-making positions within the four most represented sports

If we then look at the members who are in the board of directors or executive council in the different federations (figure 10), we can see that, overall, only 20,7% are women. Specifically, the lowest percentage can be found in Slovenia (4,5%), while Norway is the only country where the board of directors not only has an equal distribution between the two genders, but it even counts more women (53,6%) than men (46,4%).

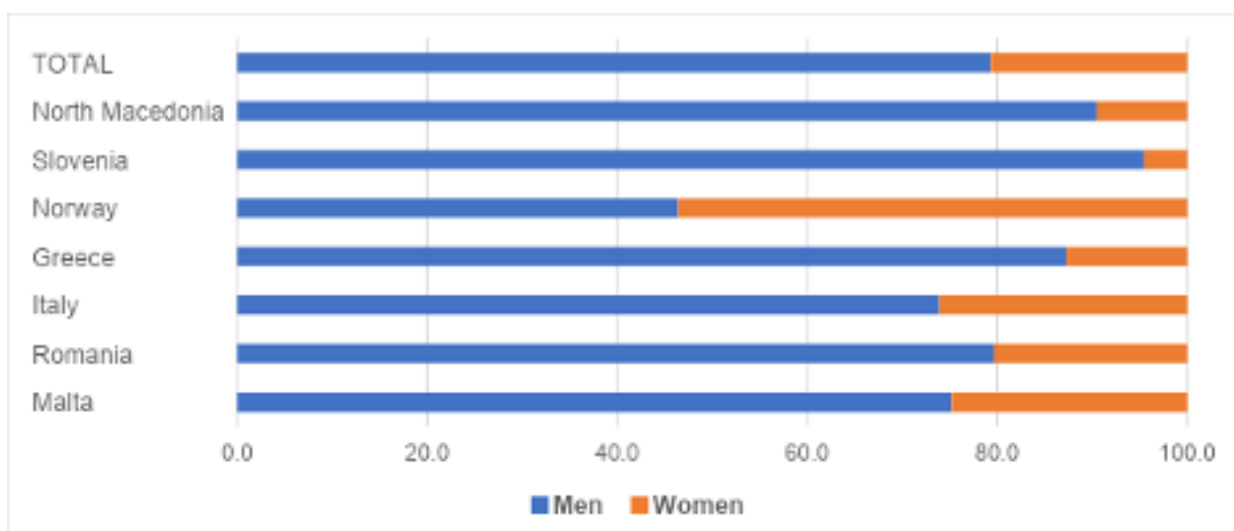


Figure 10. Percentage of male and female members that are in the board of directors or executive council within the sports federations divided by country

Concerning the distinction between team and individual sports (figure 11), in this case, the data confirm the stereotype related to team sports; in fact, 89.3% of the members that are in the board of directors or executive council are men, compared to 68% within the federations of individual sports.

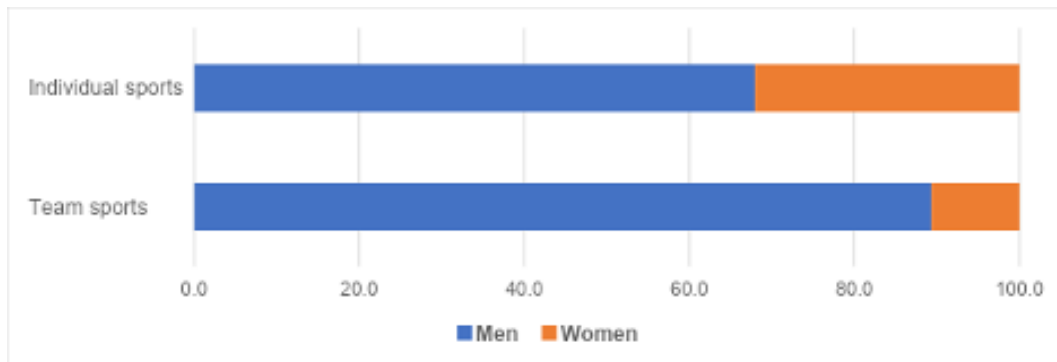


Figure 11. Percentage of male and female members that are in the board of directors or executive council within the individual vs team sports federations

Having a look at the four most represented sports federations (figure 12), the “less stereotypical” representation is offered by athletics and handball, in which about 1/4 of the members that are in the board of directors or executive council is a woman. On the other hand, this percentage diminishes drastically if we look at football or basketball (both at 4,8% of female members in the board of directors).

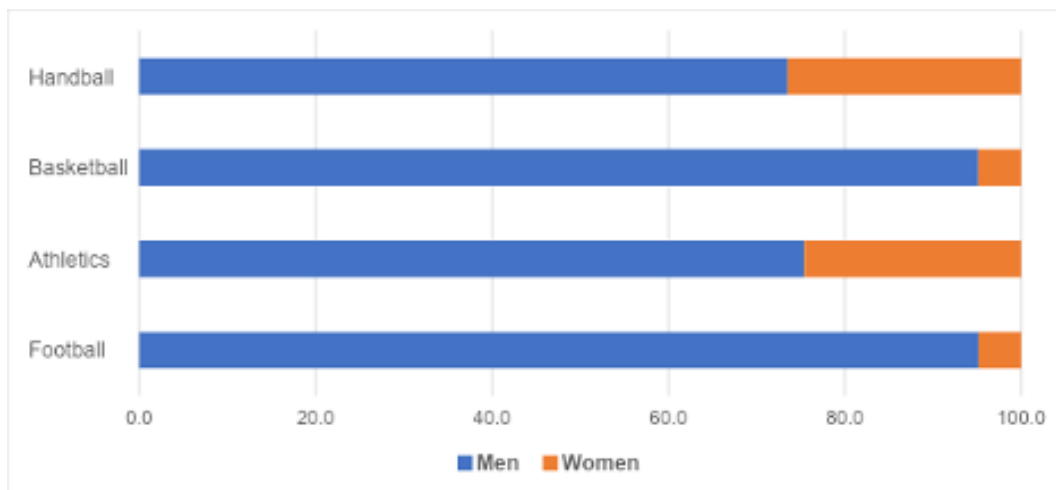


Figure 12. Percentage of male and female members that are in the board of directors or executive council within the four most represented sports

Addressing the topic of gender equality

Policies to promote gender equality.

We asked the federations if they had a strategic plan or policy to address gender equality. As can be seen in figure 13, only six federations out of 25 have strategic plans and/or policies to specifically address the issue of gender equality.

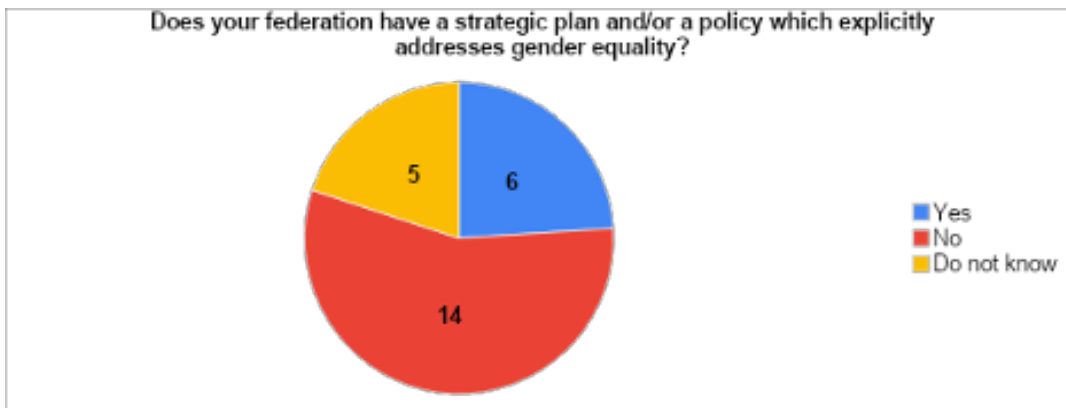


Figure 13. Number of federations with and without specific policies related to gender equality.

The situation is similar when it comes to the implementation of gender quotas; seven federations out of 25 have implemented them (see figure 14).

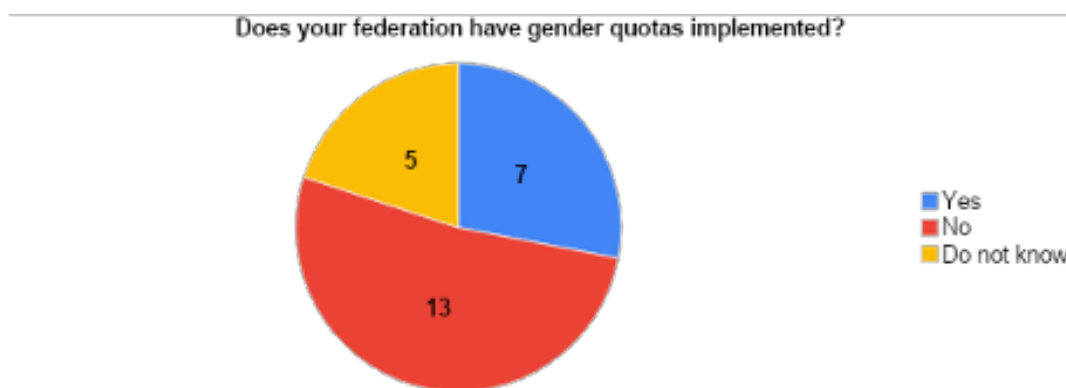


Figure 14. Number of federations with and without gender quotas implemented

Lastly, we also asked the different federations if they had a recruitment strategy to get more female employees into decision making positions (figure 15) and/or board of directors/executive council (figure 16). Coherently with what we have seen so far, only three out of 25 federations have developed and applied policies to foster women's inclusion into decision making policies, while six federations have developed strategies to get more female employees on the board of directors.

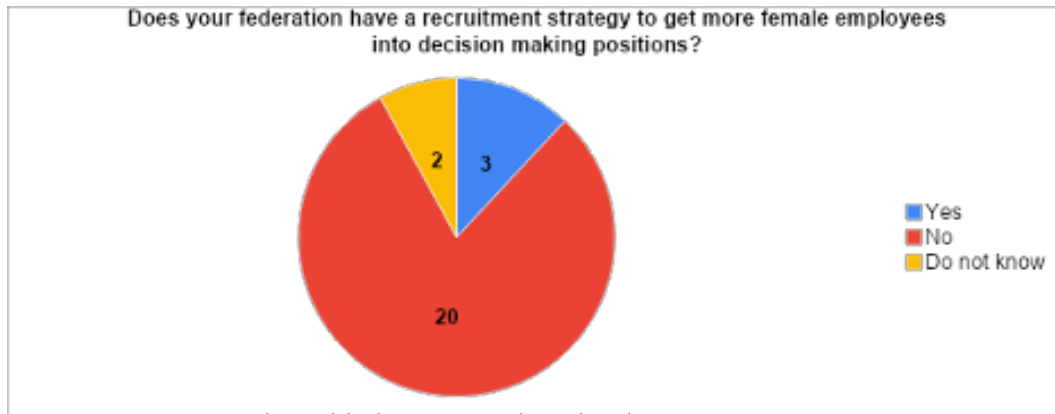


Figure 15. Number of federations with and without recruitment strategies to get more women into decision making positions

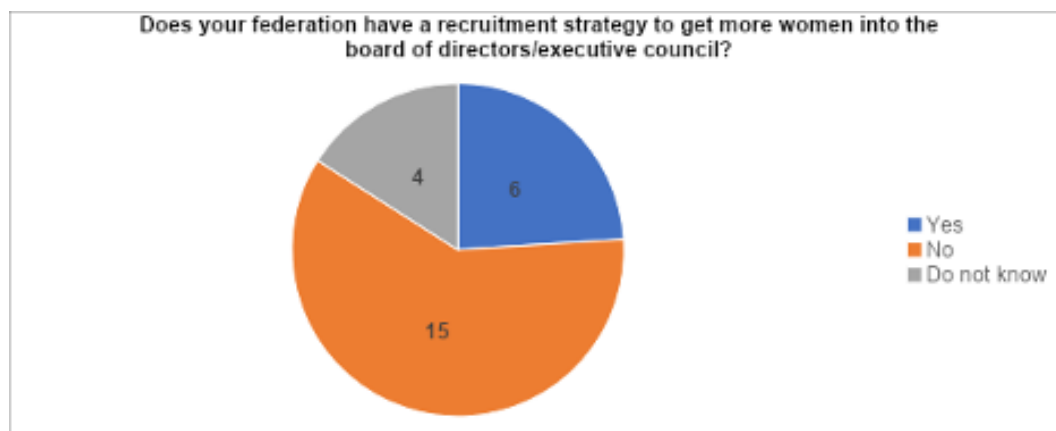


Figure 16. Number of federations with and without recruitment strategies to get more women into the board of directors or executive council

If we further analyze these data (see figure 17), we can see that, once again, Norway is the country where more attention is paid to developing policies and strategies for women's career development; specifically, one out of three federations developed policies to support women in getting to top and/or decision making positions, two out of three federations have gender equality policies and all Norwegian federations implement gender quotas.

Malta has good statistics as well, with four out of six federations having a recruitment strategy to get more women into the board of directors/executive council. On the other hand, Slovenia and Greece do not have such policies at all, while Italy and Romania present a slightly better, but still not optimal scenario.

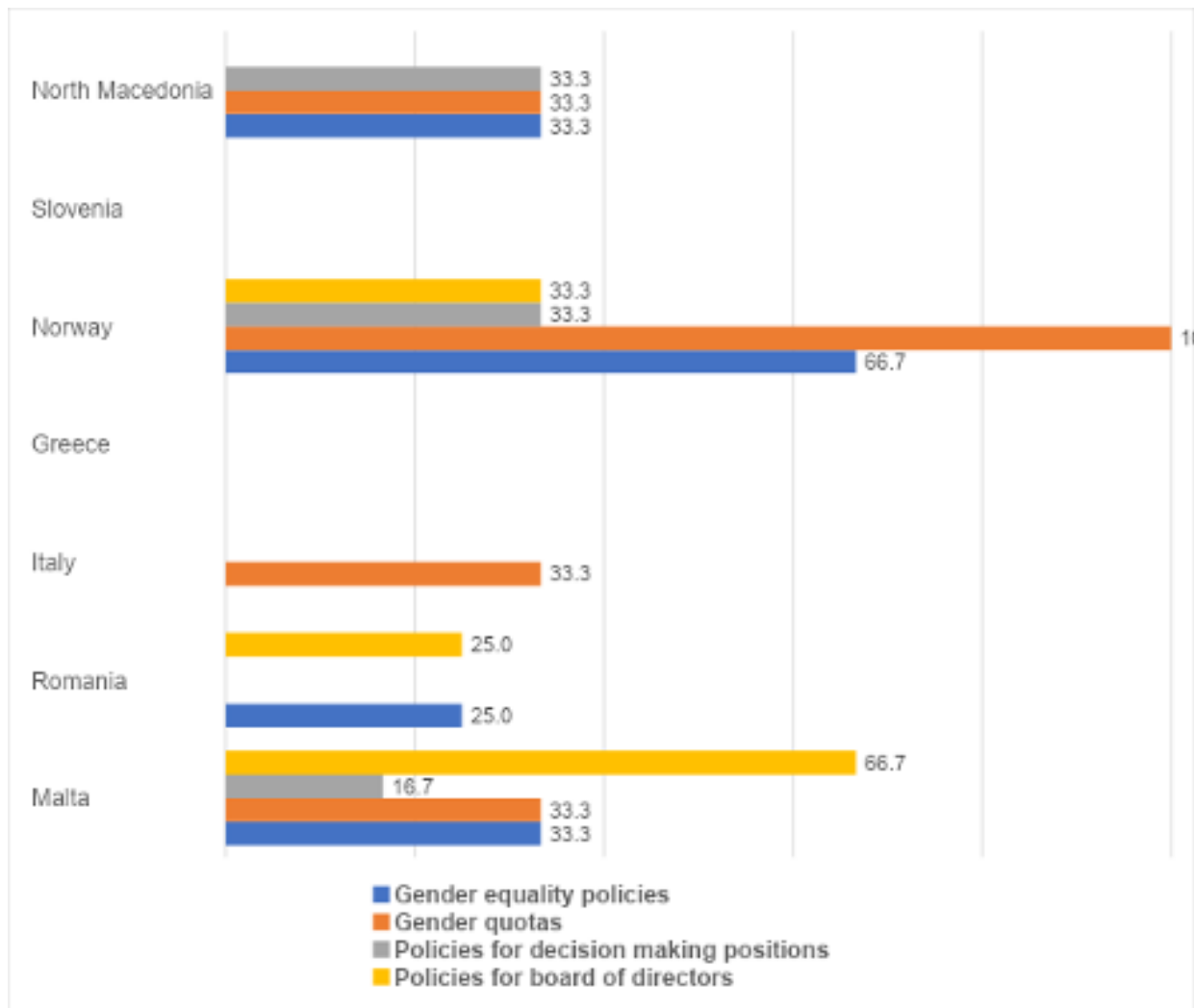


Figure 17. Gender mainstreaming policies within the sports federations divided by country

Lastly, we looked at the gender mainstreaming policies implemented in the 25 federations also with respect to the type of sport represented. As can be seen in figure 18, federations of individual sports (ten in total in our sample) have higher percentages compared to federations of team sports (15 in total in our sample) in promoting gender equality policies (30%, compared to 20% of the team sports federations), implementing gender quotas (40% vs 20%) and developing policies to support women in getting to decision making positions (20% vs 6,7%). On the other hand, team sports federations are more likely to have recruitment strategies to get more women into the board of directors/executive council (26,7%) than individual sports federations (20%).

If we take into account one last time the four sports most represented in the ranks of the participating federations (figure 19), we can observe that the least equipped sport in favouring gender mainstreaming is basketball; indeed, in the three sampled basketball federations, none of the proposed strategies is activated.

As for football, only one in five federations implements policies to promote gender equality or women's access to top positions. The scenario offered by handball is better, with one in three federations being offered some kind of policy or strategy in favour of women. Finally, the most virtuous sport, in this sample, seems to be athletics; three out of four athletics federations have implemented gender quotas, and two out of four have gender mainstreaming policies.

Finally, at least one in four federations has also activated policies to encourage career development for women.

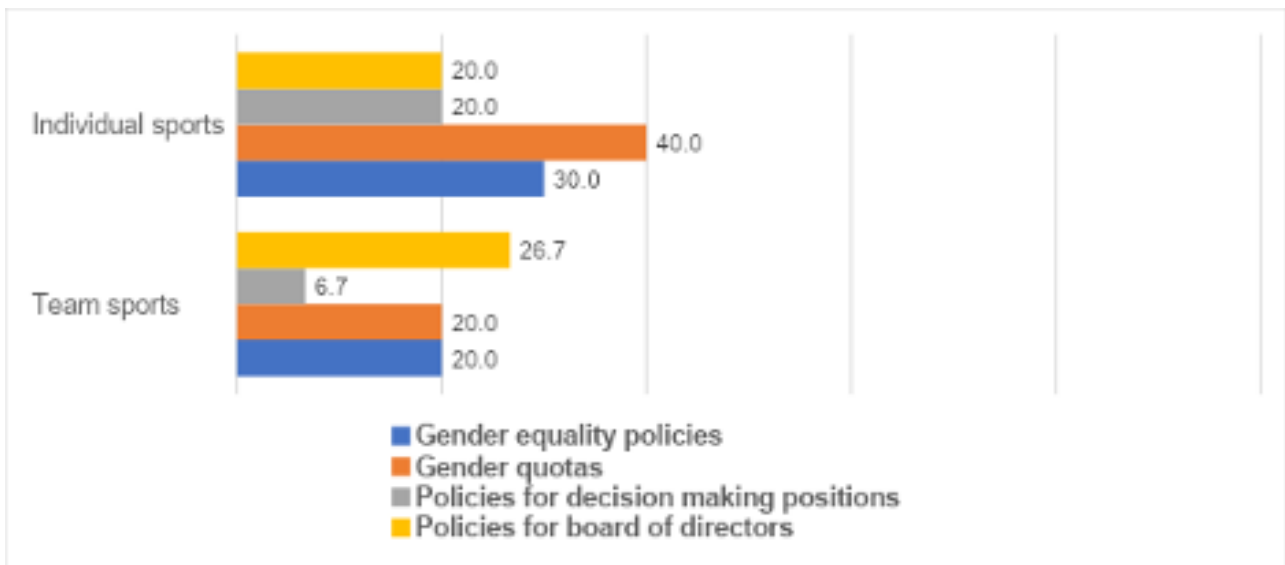


Figure 18. Gender mainstreaming policies within the individual vs team sports federations

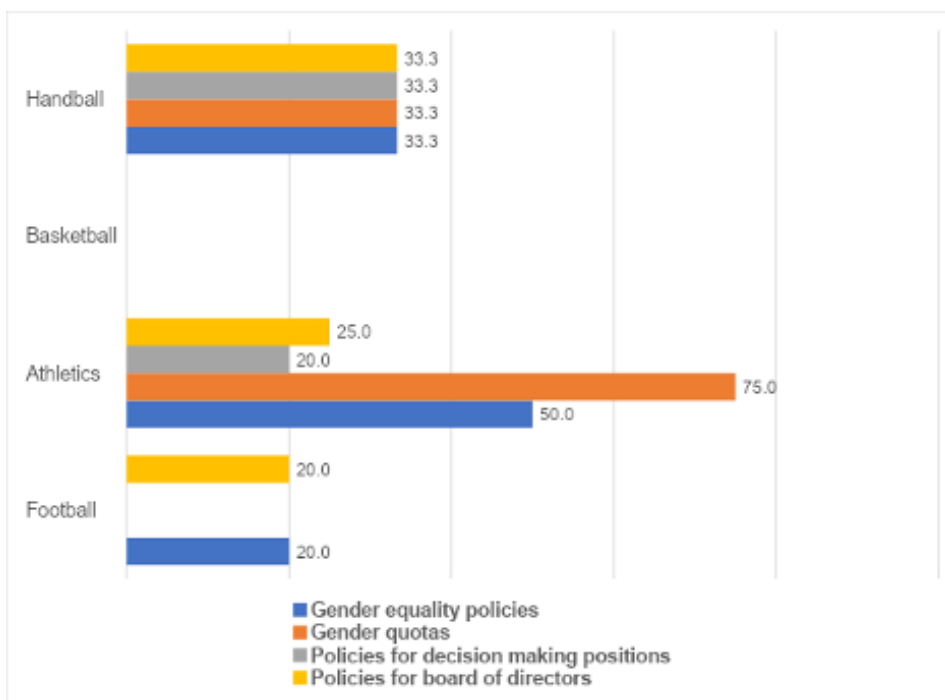


Figure 19. Gender mainstreaming policies within the four most represented sports

Based on the data presented, it is evident that there is still an imbalance in favour of the male gender both in terms of work representation within the different federations, and, above all, as regards access to the top positions of the federations. Furthermore, most sports federations are poorly equipped (or not equipped at all) with policies and strategies useful for promoting gender mainstreaming and facilitating women's careers.

In this sense, more policies should be developed for gender mainstreaming in the administration of sports federations and for their recruitment processes. Most importantly, urgent actions are needed to offer women equal access as men to the top and decision making positions of sports federations.

CHAPTER 3: STEPS TOWARDS GENDER EQUALITY IN SPORT

01 — Aim

We have identified and disseminated a number of good practices implemented by various categories of actors: on the one hand football federations, on the other hand governing bodies, city administrations, platforms and networks, civil society (NGOs, foundations, associations) but also private companies, in order to help decision makers and practitioners in the field.

02 — Methods

Desk research & data analysis.

03 — Findings

In total we collected 34 good practices and we divided into 7 categories, as follows: Strategic gender mainstreaming; Research & studies; Awareness & education; Activist; Social media; Communication & PR; Women's participation in sports. Examples of good practice can be helpful both for decision makers and practitioners in the field. At the same time, they illustrate that sports are not inherently "masculine", but that where there is a will, things can change.

04 — Implications

Inequalities still persist today in sport, encompassing a variety of areas like access to sport, education and physical activities, participation at the governing and decision-making bodies, access to resources, to remuneration, to financial incentives and sports facilities to media representation of female athletes and women's sport or even gender-based violence, yet many actors in the sport ecosystem are making significant strides to advance gender equality.

3.1 Gender mainstreaming

Name (title) of the good practice:	Romanian Football Federation Strategic Plan 2015-2020
Country/region	Romania
Coordinating institution	Romanian Football Federation
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	One of the objectives of the Strategic Plan 2015-2020 was developing women football in Romania. The action plan comprised raising the number of women football players, raising the number of women football clubs, developing new competitions for junior women football players, raising visibility of women's football, encouraging women to participate in programs for coaches and referees, promoting public personalities as ambassadors of women's football, establishing a management unit at the administrative level of the Romanian Football Federation, dedicated to promoting women's football.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Containing good elements re-appropriable in other contexts.
Impact at local, regional, national or EU level	National level
Re-appropriation potential	High re-appropriation potential
Web link(s)	https://www.frf.ro/publicatii/plan-strategic-2015-2020/



Name (title) of the good practice:	Strategy for the Development of Romanian Women’s Football 2021-2026
Country/region	Romania
Coordinating institution	Romanian Football Federation
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	<p>The Romanian Football Federation developed a dedicated strategic plan for the development of women’s football 2021-2026. This strategic plan has clear objectives and indicators, which are in accordance with the objectives of UEFA and FIFA strategy for women’s football. The strategic plan for women’s football 2021-2026 also comprises the vision, mission and values of the Romanian Football Federation.</p> <p>The strategic objectives are:</p> <ul style="list-style-type: none"> • Raising women participation in football (football players, women clubs and teams, women coaches and referees); • Continuous training and development of women in football; • Improving women’s competitions in football; • Raising visibility and commercial value of women’s football; • Promoting and consolidating notoriety of women’s football.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	National level
Re-appropriation potential	High re-appropriation potential
Web link(s)	https://www.frf.ro/wp-content/uploads/2021/06/Strategie-dezvoltare-fotbal-feminin.pdf





Name (title) of the good practice:	Quota systems to recruit women into Boards and Committees in Norwegian Football (By-law)
Country/region	Norway
Coordinating institution	The Football Association of Norway
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations
Description	NFF board: at least 50% woman (By-law). SECTION 9-3 GENDER DISTRIBUTION IN BOARDS AND COMMITTEES: "(1) Both genders must be represented in the election/appointment of boards, councils, committees, etc., and in representation for annual meetings/General Assemblies in NFF and NFF's organization segments."
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	Local, regional, national
Re-appropriation potential	By-law (NFF legislation)
Web link(s)	https://www.fotball.no/lov-og-reglement/

Name (title) of the good practice:	Equal Pay agreement
Country/region	Norway
Coordinating institution	The Football Association of Norway
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations



Description	In 2017 the Football Association of Norway announced that their women's national team will be paid the same as their men's side. This was the first equal pay deal in the history of football.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	National
Re-appropriation potential	Agreement signed
Web link(s)	https://www.fotball.no/tema/nff-nyheter/2017/historisk-landslagsavtale-signert/ https://www.theguardian.com/football/blog/2017/oct/17/norway-historic-pay-deal-for-womens-team-shows-it-can-be-done

Name (title) of the good practice:	International equality projects
---	--

Country/region	Middle East (Lebanon, Palestine, Jordan, Iran, Iraq), North-Africa. (Egypt, Morocco, Tunisia), South-East Asia (Vietnam), Balkan (Albania, Bosnia & Herzegovina, Kosovo, Makedonia, Montenegro, Serbia)
-----------------------	---

Coordinating institution	The Football Association of Norway
---------------------------------	------------------------------------

PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
--	---

Description	<p><u>NFF's international project portfolio:</u></p> <ul style="list-style-type: none"> • Girls' Football Coaching Course - the overarching ambition of the project is to realize actual opportunities for girls and women to participate and get an education in football; • Children's Grassroots Football Schools in Iraq (CGFS) - through educating coaches and development of children and women's football, the project aims to encourage reconciliation and peaceful coexistence between different ethnic groups in the country, covering most provinces in Iraq;
--------------------	---

<p>Description</p>	<ul style="list-style-type: none"> • Football for Syrian refugees in Jordan - aims to improve daily life for Syrian refugees in Jordan living in refugee camps and host communities via support to education, the school system and sporting facilities and a positive interaction with Jordanian children; • Football for All in Vietnam - aims to strengthen the civil society through the establishment of sustainable structures for children's football, emphasizing increased participation for girls and marginalized groups.
<p>Relevance</p>	<p>Transformative in their purpose and in relation to their context; Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts</p>
<p>Impact at local, regional, national or EU level</p>	<p>Impact at local, regional, national level (in project countries) EU level (Balkan)</p>
<p>Re-appropriation potential</p>	<p>The agreement between the Norwegian Ministries of Foreign Affairs and NFF is renewed every third year.</p>
<p>Web link(s)</p>	<p>The agreement between the Norwegian Ministries of Foreign Affairs and NFF is renewed every third year.</p>
<p>Name (title) of the good practice:</p>	<p>National Action Plan on Gender Equality for 2016-2020</p>
<p>Country/region</p>	<p>Greece</p>
<p>Coordinating institution</p>	<p>General Secretariat for Family Policy and Gender Equality (including the sports sector)</p>
<p>PROGRES Scope - fields affected</p>	<p>Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Addressing inappropriate behaviours toward females within sport associations; Fighting gender stereotypes at all levels of sport associations</p>
<p>Description</p>	<p>The General Secretariat for Gender Equality (GSGE), aiming at the elimination of inequalities between women and men, incorporates in the National Action Plan for Gender Equality 2016-2020 (NAPGE) the basic principles and strategic objectives set by the NAPGE 2010-2013 and updates them, taking into account the particular needs and conditions that emerged and shaped the field of gender equality at the time of the economic crisis.</p>

<p>Description</p>	<p>The NAPGE is of national scope and the strategic objectives set are as follows:</p> <ul style="list-style-type: none"> • protecting the rights of women, with a focus on vulnerable; population on groups, migrant women and women refugees; • preventing and tackling violence against women in family, work, and society; • supporting the employment of women and tackling the consequences of decreasing male employment with regard to gender identities and gender relations; • promoting gender equality in education, culture, the media and sports; • eliminating gender inequalities in health; • balanced participation of women in decision-making.
<p>Relevance</p>	<p>Transformative in their purpose and in relation to their context; Containing good elements re-appropriable in other contexts.</p>
<p>Impact at local, regional, national or EU level</p>	<p>For the Promotion of Gender Equality in the field of Sports, the main actions, which were implemented, included:</p> <ul style="list-style-type: none"> • encouragement of local authorities for activation of Article 20 (Culture, Sports and Entertainment) of the Guide Implementation of the European Charter for Gender Equality in Local Communities; • schedule of training seminars for the staff of Ministry of Culture and Sports with aim to include its dimension gender in its policy making Ministry; • induction of the gender perspective in National Action Plan for Sports; • activation of its Observatory UNESCO for Women, Sport and Physical Education.
<p>Re-appropriation potential</p>	<p>Revision of National Action Plan 2021 – 2025</p>
<p>Web link(s)</p>	<p>https://eurogender.eige.europa.eu/posts/greece-national-action-plan-gender-equality-2016-2020#resources</p>
<p>Name (title) of the good practice:</p>	<p>Gender Gap Quota: Requirements to get balanced leadership in sport federation</p>
<p>Country/region</p>	<p>Spain</p>
<p>Coordinating institution</p>	<p>High Council for Sport in Spain</p>
<p>PROGRES Scope - fields affected</p>	<p>Promoting gender equality in terms of job positions and salaries in management levels of sport associations</p>

<p>Description</p>	<p>Sport Spanish Federations have to have a minimum representation of women on their management boards in order to receive public funding from the High Council for Sport. A quota was set up for the first time in 2014, in the call for public subsidies within the 'Women and Sport' Program, when the requirement was to have the presence of three women on the management board or similar body, or 33% of female representation on it. Since then, the requirement has been spread to all calls for public subsidies from the High Council for Sport. The aim of this practice is to enhance the presence of women on management boards of Spanish Sport Federations.</p>
<p>Relevance</p>	<p>Transformative in their purpose and in relation to their context; Already produced observable results; Methodologically structured); Containing good elements re-appropriable in other contexts</p>
<p>Impact at local, regional, national or EU level</p>	<p>In 2014 the female participation on management boards of Spanish Federations was very low: there were only 133 women and around 600 men. As a consequence of this new requirement, the number of women in these boards has risen. Nowadays we can say that all the National Federations have achieved this requirement and there are 230 women on management boards of Spanish Federations.</p>
<p>Re-appropriation potential</p>	<p>This measure is intended to be maintained in the future.</p>
<p>Name (title) of the good practice:</p>	<p>Implementation Strategy for Gender Mainstreaming</p>
<p>Country/region</p>	<p>Austria, Vienna</p>
<p>Coordinating institution</p>	<p>Vienna city administration and the Municipal Department for Promotion and Co-ordination of Women's Issues</p>
<p>PROGRES Scope - fields affected</p>	<p>Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches</p>
<p>Description</p>	<p>The main objective was Structural Implementation of Gender Mainstreaming within selected departments in Vienna.</p> <ul style="list-style-type: none"> • The first phase was to work towards a cross-sectional implementation of Gender mainstreaming within selected departments. • The second phase was to expand it to all departments of the administration.

Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	The Project mainly benefited from experiences generated by the Municipal Department for Promotion and Co-ordination of Women's Issues during cross-sectional projects with other departments and various Gender Mainstreaming pilot projects covering several years.
Re-appropriation potential	Unknown
Name (title) of the good practice:	FIFA Women's Development Programme
Country/region	Worldwide
Coordinating institution	Fédération Internationale de Football Association (FIFA)
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	<ul style="list-style-type: none"> • Target Groups: Italian female football players, coaches and professionals working within National football federations • Stakeholders involved: All 211 FIFA National football associations • Content of the good practice - a programme for member associations (MAs) to develop women's football. FIFA Women's Development Programme will also provide MAs with access to women's football experts, additional equipment and technical support. • The FIFA Women's Development Programme includes the following projects: Women's Football Strategy; Women's Football Campaign; League Development; Club Licensing; Capacity-Building for Administrators; Coach Education Scholarships; Coach Mentorship; Women in Football Leadership.
Relevance	Transformative in their purpose and relation to their context; Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts

Impact at local, regional, national or EU level	Possibility to generate more and more new activities through financing at all levels.
Re-appropriation potential	The project offers many inspirational practices to support women in sports; however, many of them require heavy financing to be implemented.
Web link(s)	https://www.fifa.com/media-releases/fifa-launches-programme-to-help-member-associations-further-develop-women-s-foot

Name (title) of the good practice:	WIWA – Women in World Athletics, Italy, European Athletics
Country/region	Italy
Coordinating institution	European Athletics
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	The International Association of Athletics Federations (IAAF), at the end of 2016, has written minimum gender targets into its constitution to ensure more women are represented at all levels in the sport's governance. From March 2018 to 2019 women in apical positions grew by just under 30% and will grow by 40% in 2023 and 50% in 2027. In 2019 one of the four vice presidents was a woman, while two of the four vice president positions will be filled by women by 2027.
Relevance	Already produced observable results; Methodologically structured)
Impact at local, regional, national or EU level	Increment of female sports workers in apical positions.
Re-appropriation potential	Possibility of translating and sharing the course worldwide, to facilitate the application of the indications given by the International Association of Athletics Federations (IAAF).
Web link(s)	https://www.worldathletics.org/women-in-athletics/about

Name (title) of the good practice:	Gender quotas in leadership 50:50 in force in 2021
Country/region	Sweden
Coordinating institution	Swedish Sport Confederation
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations
Description	Modification of the SSC statute that implies the boards in the 71 national sports will have a gender balance (no gender represented by less than 40%). Similarly, in the nomination committees, the gender balance must be equal to 50-50. This new statute will enter into force in 2021. The lack of gender balance in the boards will be considered as a contravention of the statute and the most extreme consequence is exclusion from the Swedish Sports Confederation.
Relevance	Already produced observable results; Methodologically structured
Impact at local, regional, national or EU level	Local/regional/national level
Re-appropriation potential	Unknown
Web link(s)	https://translate.google.se/translate?sl=sv&tl=en&js=y&prev=_t&hl=sv&ie=UTF-8&u=https://www.rf.se/RFarbetarmed/jamstalldhet/&edit-text=
Name (title) of the good practice:	Guide to gender mainstreaming for local sports policies
Country/region	Spain
Coordinating institution	Federación Española de Municipios y Provincias (Spanish Federation of Municipalities and Provinces) and the National Sports Council

PROGRES Scope - fields affected	Addressing inappropriate behaviours toward females within sport associations; Fighting gender stereotypes at all levels of sport association
Description	Guide provides guidelines to incorporate a gender mainstreaming approach into local sports management, addressing five areas: local sports policy and management; sport offered by local governments; sport offered by sport organisations; sport offered by school sport; sport facilities and equipment. It also provides strategies for implementing measures and practical examples for incorporating gender mainstreaming into planning, funding, and developing the local legal framework. Additionally, it provides examples of affirmative actions on this topic, and stresses the importance of citizens' participation, and awareness raising and education.
Relevance	Transformative in their purpose and in relation to their context; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	Local/regional/national level Raising awareness on issues related to gender inequality in sport.
Re-appropriation potential	Unknown
Web link(s)	http://femp.femp.es/files/566-1047-archivo/Guía%20para%20la%20Incorporación%20de%20la%20Perspectiva%20de%20Género.pdf

3.2 Research

Name (title) of the good practice:	Ambition Report, an unprecedented, bold initiative with tangible recommendations for the future of women's sport
Country/region	United Kingdom
Coordinating institution	Women's Sports Trust

PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches.
Description	The Women's Sport Trust convened 54 of the most influential players in the sports industry to take part in a series of discussions and to share their thoughts and experiences of women's sport. The group includes leaders from media, business, sports bodies, rights holders, agencies and brands. The resulting Ambition Report will help expand the women's sport market with a positive shift in the media narrative, increased visibility of female athletes, greater investment and a leadership that is more accountable to prioritise women's sport.
Relevance	Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	National
Re-appropriation potential	Unknown
Web link(s)	https://www.womenssporttrust.com/how-does-womens-sport-leap-to-the-next-level/
Name (title) of the good practice:	Women in Sport Platform
Country/region	Denmark
Coordinating institution	Alice Milliat Foundation's
PROGRES Scope - fields affected	Promoting social inclusion of female athletes and coaches; Fighting gender stereotypes at all levels of sport associations

Description	The Women in Sport platform has been created by the International Sport and Culture Association (ISCA) as part of the Alice Milliat Foundation's Erasmus+ supported project 'European Network for Promotion of Women's Sports'. It gathers 60 examples from more than 12 countries that demonstrate tried-and-tested ways of promoting women's participation at all levels of sport, particularly at the community level.
Relevance	Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	National
Re-appropriation potential	Unknown
Web link(s)	https://womeninsport.isca.org/project/

3.3 Education

Name (title) of the good practice:	GFCC - Girl's football, coaching course, Norway Football Association (for Balkan Region) - education/work opportunities for female in football, create positive female role model
Country/region	Balkan region
Coordinating institution	Norway Football Association
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	NFF has established GFCC -Girl's football coaching courses project based on the C-license qualification UEFA approved and now in the process of implementation from the UEFA association members. Project has a regional focus with 30 introduction courses for min.720 coach participants and 12 follow-up courses. The local activity goal is to enhance participation of girls in football -around 5000, to strengthen girl's opportunities in and access to football. The project offers education/work opportunities for females in football, creating positive female role models.



Relevance	Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	Increasing interest for female coaching Increasing number of girls in youth competition
Re-appropriation potential	Possibility sharing the course in other regions (already shared on Middle East)
Name (title) of the good practice:	Sports 4 life
Country/region	New York, USA
Coordinating institution	Women's Sports Foundation
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Promoting social inclusion of female athletes and coaches; Fighting gender stereotypes at all levels of sport associations
Description	Sports 4 Life offers community funding and seeks to effect sustainable improvement to the overall health and development of girls in these communities through grant making, leadership training and capacity-building efforts. The program seeks to increase the participation and retention of African-American and Hispanic girls, ages 11-18, in developmental youth sports programs.
Relevance	Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	Regional
Re-appropriation potential	Unknown
Web link(s)	https://www.womenssportsfoundation.org/wsf_program_categories/girl-serving-programs/



Name (title) of the good practice:	SWinG project - Supporting Women in Achieving their Goals
Country/region	Paris, France
Coordinating institution	The French Federation for Company Sport (FFSE)
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	A European level collaborative partnership will gather cross-sectoral stakeholders to develop a European version of the Anglo-Saxon concept of empowerment. The final aim will be to facilitate and support emerging/aspiring women sport leaders in achieving a change-making position in sport governing bodies.
Relevance	Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	EU level
Re-appropriation potential	Unknown
Web link(s)	https://gamechangeher.org/the-project/

Name (title) of the good practice:	Coaching courses for women (UEFA C, UEFA B)
Country/region	Norway
Coordinating institution	The Football Association of Norway (NFF)



PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	<p>With the aim of getting more female coaches into football, the Norwegian Football Association has arranged coaching courses only for women. UEFA C and UEFA B courses for women coaches, primarily in youth football. We also try to include women instructors where it is possible, and the course participants are followed up in their own club and team after the end of the course.</p> <p>These courses are evaluated every year, both by the regional FA's and by the central federation. We also use surveys to participate to get more insight in how to make these courses more adapted to the target group. The numbers of female coaches are rising (approx. 19%), but we still have a lot of work to do to get higher participation.</p>
Relevance	Already produced observable results; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	More female coaches taking part in their and other children's football development. More females are getting other roles in the clubs that usually have been possessed by men.
Re-appropriation potential	These courses will continue to be offered in addition to the regular courses. Funding by our general sponsor Norsk Tipping is also helping us to have even more focus on female coach and player development.
Web link(s)	https://www.fotball.no/trener/uefa-b-lisens/2021/nytt-uefa-b-lisenskurs-for-kvinner-i-host/
Name (title) of the good practice:	"LEADS LIKE A WOMAN" - Sport Leadership Education for Women
Country/region	Finland
Coordinating institution	Finnish Olympic Committee
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations



Description	20 volunteer leaders from local, regional and national level were chosen for this one-year programme. This programme consisted of five two-day sessions, tasks between sessions and mentoring. The education offered practical tools and techniques for personal goal setting, development and branding. The main themes were the sport movement and the structure of sport in Finland, self-management, leading others, strategic leading and goal setting, effective communication, conflict management and networking skills.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Methodologically structured
Impact at local, regional, national or EU level	Local level
Re-appropriation potential	For the next round, the target group is women who are working in operational management in national sport federations or are pursuing positions in these organisations. Some changes in the schedule and themes will be needed with the new target group.
Web link(s)	https://www.olympiakomitea.fi/olympiakomitea/vastuullisuus/tasa-arvo/johtaa-kuin-nainen/

Name (title) of the good practice:	"InDifesa" (lit. Defenseless/In Defence)
Country/region	Italy
Coordinating institution	Terre des Hommes
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations
Description	"InDifesa" is a campaign to raise awareness among international and national institutions on the problems that thousands of girls and adolescents face every day. The Italian Rugby Federation has joined "InDifesa" in a two-year partnership that will see the two realities raise awareness on the topics of gender equality, empowerment and fair opportunities among the public and fans of the world of Rugby through information and awareness-raising activities.



Relevance	Transformative in their purpose and relation to their context; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	Local/regional/national level Raising awareness among the general public on issues related to gender inequality.
Re-appropriation potential	Use of sport as a powerful tool to spread knowledge regarding gender-related issues.
Web link(s)	https://terredeshommes.it/comunicati/fir-terre-des-hommes-insieme-un-mondo-dello-sport-misura-delle-bambine-delle-ragazze/

Name (title) of the good practice:	"Inclusione è meta!" (lit. "Inclusion is the goal") "Battiti – Uniti con le donne" (lit. "Fight – together with women")
------------------------------------	--

Country/region	Italy
----------------	-------

Coordinating institution	Colorno Rugby
--------------------------	---------------

PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
---------------------------------	---

Description	This initiative comprehends many activities aimed at fostering female empowerment and at reducing gender stereotypes. The key goal of this practice is to promote, develop and support female empowerment through sport as a means of self-efficacy, self-determination and autonomy. This initiative will offer the girls of many Rugby teams support for the construction of their personal and social identity through a path of awareness and promoting (a) sporting activity, (b) psychophysical well-being, (c) social participation, (d) development of self-awareness.
-------------	--

Relevance	Transformative in their purpose and relation to their context; Containing good elements re-appropriable in other contexts
-----------	--

Impact at local, regional, national or EU level	Local/regional level - raising awareness among the general public on issues related to gender inequality; informing families and clubs concerning gender stereotypes and how to limit them; empowering young female athletes with respect to their possibilities in participating in counter-stereotypical sports and careers.
---	--





Re-appropriation potential	Acting on female youth to inform and empower them. It can be applied at many levels in different forms (international, national, regional and local).
Web link(s)	https://rugbycolorno.com/ https://www.facebook.com/RugbyColorno/
Name (title) of the good practice:	GOAL Girls Football Project - Teaching life-skills to girls through football (soccer)
Country/region	Kenya
Coordinating institution	TAG - an international development charity that deploys unique humanitarian expertise and proven social models to create sustainable solutions for developing countries
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	Tag has established GOAL (Girls Opportunities And Life-skills), a football-based youth empowerment project, focused on empowering girls and young women through sport and life skills. The recipients are 30 girls of a local football team who are being supplied with improved equipment, enhanced football training, as well as life-skills development.
Relevance	Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	Potentially high impact at a local level in empowering female youth in under-developed countries.
Re-appropriation potential	Can be applied in other under-developed areas, and it could also be enriched by introducing other life-skills training for coaches and other women in families as well.
Web link(s)	https://www.tagdevelopment.org/girls-football-project



3.4 Activism

Name (title) of the good practice:	Global Goals World Cup – GGWCUP
Country/region	Denmark/Worldwide
Coordinating institution	EIR Soccer
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	The GGWCUP is the first activist world cup for women. The teams are scored in four categories: Action, Crowd, Style and Football. Leading up to match day each team champions one of the United Nations' 17 Sustainable Development Goals, and is ranked by the action taken for their Global Goal on and off the field. The teams awarded not only win a tournament. They create impact locally and globally.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	European level/International level
Re-appropriation potential	Unknown
Web link(s)	https://ggwcup.com
Name (title) of the good practice:	Women's Football in Brazil – Juggling Roles & Creating Space
Country/region	Sao Paulo, Brazil
Coordinating institution	GUERREIRASPROJECT



PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	An international movement that uses football to promote gender justice and to create more equitable and sustainable ways of thinking, relating and doing. The project is made up of a team of athletes, artists, academics and activists who, together, use multimedia, research and community campaigns to stimulate gender dialogue, empower female players, challenge discrimination and promote social justice.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	European level/International level The impact of the GP is to contribute to the eradication of negative gender norms and build solidarity in doing so, thereby addressing the social injustices driven by such norms - including reducing gender-based violence, tackling homophobia, and promoting gender equality in the workplace.
Re-appropriation potential	Unknown
Web link(s)	https://worldjusticeproject.org/news/guerreiras-project-womens-football-brazil---juggling-roles-creating-space
Name (title) of the good practice:	Empowering Women Athletes: Tackling Feminine Abuse, Violence and Discrimination in EU Sports Clubs
Country/region	Bulgaria
Coordinating institution	Bulgarian Sport Development Association (BSDA)
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches



Description	EWA is a collaborative partnership co-financed by the European Commission thanks to the ERASMUS+ programme which aims to develop a community of female athletes, professionals, sport managers and policy makers in Europe to actively prevent and counter violence, abuse, harassment, and discrimination against female athletes in key sports environments, providing them with knowledge, education, and practical tools.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	European level/International level
Re-appropriation potential	Unknown
Web link(s)	https://ewa-project.eu/project.php

3.5 Social Media

Name (title) of the good practice:	Women football players's archive
Country/region	România
Coordinating institution	Private initiative
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	A Facebook page dedicated to recovering the history of women's football in Romania and to reconstruct the stories of women's football through subjective perspectives of the women involved in football. The Facebook page has been recently launched and also publishes archive articles about women's football players and teams from the 1990s.



Relevance	Transformative in their purpose and in relation to their context
Impact at local, regional, national or EU level	National level
Re-appropriation potential	High re-appropriation potential
Web link(s)	https://www.facebook.com/arhivafotbalistelor/?ref=page_internal

Name (title) of the good practice:	Girls are playing football too
Country/region	România
Coordinating institution	Diana Coltofean
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	In 2016 Diana Coltofean launched the project "Girls are playing football too" in order to promote women's football in Romania in social media and online, through her blog. She has published more than 100 articles online about women's football, Romanian women football players, tournaments, coaches and she has been raising awareness about women's football players and their results through her Facebook page, which has over 6k followers.
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	National level





Re-appropriation potential	High re-appropriation potential
Web link(s)	https://www.dianacoltofean.ro/

3.6 Communication/marketing

Name (title) of the good practice:	Performance is your type!
Country/region	România
Coordinating institution	Head & Shoulders Romania (P&G)
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations ; Promoting social inclusion of female athletes and coaches
Description	<p>P&G launched a local campaign "Performance is your type!" which aims to convey to young people not to let anything stand in the way of their dream and, at the same time, to contribute to changing the perception of Romanians in relation to gender equality in sports.</p> <p>The video of the campaign, which brings to the forefront Teodora Meluță, defender in the National Women's Football Team, shows us the trials that athletes go through both on and off the field - from daily training to stress before a important confrontations, emphasizing the idea that performance is built with determination, training and endurance regardless of gender.</p>
Relevance	Transformative in their purpose and in relation to their context; Already produced observable results; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	National level
Re-appropriation potential	High re-appropriation potential.
Web link(s)	https://www.youtube.com/watch?v=x4YwjRcPiKc





Name (title) of the good practice:	Women in Sport x Getty Images Menopause curation
Country/region	London
Coordinating institution	Women in Sport
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches
Description	A curation of ground-breaking images and short films that challenge the way women going through the menopause are portrayed in society. They showcase women who have experienced menopause, illustrating the joy of exercise and how it changed their lives building community, friendship, adventure, fun and camaraderie.
Relevance	Already produced observable results; Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	National level
Re-appropriation potential	High re-appropriation potential.
Web link(s)	https://www.womeninsport.org/our-work/campaigning/women-in-sport-x-getty-images-menopause-curation/

Name (title) of the good practice:	Fighting gender stereotypes at all levels of sport associations
Country/region	Global
Coordinating institution	International Olympic Committee
PROGRES Scope - fields affected	Fighting gender stereotypes at all levels of sport associations



Description	The Portrayal Guidelines are intended to raise awareness on what constitutes gender bias in the portrayal of athletes (i.e., how women and men are presented and described). They provide examples and good practices within the sporting context of how this bias can be overcome – notably in the areas of print, digital and broadcasting – to achieve gender neutral language and equal representation. They are a direct result of Recommendation 12 of the 2018 IOC Gender Equality Review Project – Balanced Media Portrayal of Both Genders – which calls on the IOC administration “to establish principles and guidelines for fair and balanced portrayal in all its forms of communication” and encourages “all Olympic Movement stakeholders to adopt” and adapt these Guidelines.
Relevance	Already produced observable results; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	EU level
Re-appropriation potential	Unknown
Web link(s)	https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/Promote-Olympism/Women-And-Sport/Guide-Genders-Balanced-Representation.pdf

3.7 Women’s participation in sport

Name (title) of the good practice:	ALL IN: Towards gender balance in sports
Country/region	European Union (Greece included as partner) and Council of Europe
Coordinating institution	Enlarged Partial Agreement on Sport of the Council of Europe
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations; Promoting social inclusion of female athletes and coaches.



Description	The project's aim was to provide support to public authorities and sport organisations when designing and implementing policies and programmes addressing gender inequalities in sport, and when adopting a gender mainstreaming strategy.
Relevance	Methodologically structured; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	EU level
Re-appropriation potential	Unknown
Web link(s)	https://pjp-eu.coe.int/en/web/gender-equality-in-sport/

Name (title) of the good practice:	Women's leadership development in Tanzania, Anita White Foundation (AWF), Tanzanian National Sports Council (NSC)
Country/region	Tanzania
Coordinating institution	Anita White Foundation (AWF) Tanzanian National Sports Council (NSC)
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations
Description	The AWF project aimed to increase the participation of women and young people in sport within the influence of the female leaders, to further develop the leadership skills of the four leaders and to advocate for female leadership at the NSC level and the development of the women and sport movement in Tanzania. Target groups: local girls, women, and young people.
Relevance	Already produced observable results
Impact at local, regional, national or EU level	Positive impact of the programme on women's leadership development and sports participation; the generation of volunteerism in the leaders throughout this project.





Re-appropriation potential	Unknown
Web link(s)	https://c4aae626-5504-4514-aeb7-5c75881cc1cc.filesusr.com/ugd/2580c3_cc9aec5c7c5a4ea19e2f6e3889ae1298.pdf
Name (title) of the good practice:	The Women's Sport Leadership Academy
Country/region	United Kingdom
Coordinating institution	Anita White Foundation (AWF) Females Achieving Brilliance (FAB) University of Chichester (UoC)
PROGRES Scope - fields affected	Promoting gender equality in terms of job positions and salaries in management levels of sport associations; Fighting gender stereotypes at all levels of sport associations
Description	The AWF was launched in 2011 at the University of Chichester, UK. It comprised a Fund to support women leaders and scholars who faced challenges in particular areas of the world and an Archive of materials about the Women and Sport Movement. Since 2014, 228 women from 41 countries have become graduates of the academy.
Relevance	Transformative in their purpose and in relation to their context; Containing good elements re-appropriable in other contexts
Impact at local, regional, national or EU level	EU level & international
Re-appropriation potential	Unknown
Web link(s)	https://www.anitawhitefoundation.co.uk/wsla



CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

This study shows most directly the changes that need to be made in federations/associations (FAs), to identify underlying parameters which need to be addressed to move towards a more gender-equal labor market in the future, with respect for women sports professionals, whether they work in management or as athletes and coaches. Moreover, it provides examples of good practices.

The research carried out in Malta, North Macedonia and Norway (Chapter 1) shows that gap inequality and sets clear targets for the next steps all European countries and worldwide should take.

Firstly, identifies men as the majority in all FAs both in numbers of individual players and employees in the administration. Most women are recruited into the FAs due to personal relations and networks with men in the FAs. Gender mainstreaming is different for women working in the administration of the FAs and women working with sport activity-related tasks. When working with administrative related tasks, women feel that gender equality is better than when working with sport activity-related tasks. Also, the conditions for women working in the administration are better than for women on the field.

The opportunities for women to influence decision-making vary. Most of the females feel like their opinion is taken into consideration in decision-making processes within the organization. However, there is much to be done towards a more equal work environment.

Findings show gender inequality concerning roles, tasks, compensation, and benefits. Men in decision-making positions have a higher average income than women. As well, the study reports that men have better benefits.

The most striking fact is that women working for the federations are highly qualified. They speak English, take special courses in football management offered by UEFA, grassroots football courses, and extra leadership courses. They have communication and managerial skills as they have networks both locally, nationally, and internationally which made them valuable for their FA.

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

Women's leadership and mentoring programs helped women advance in their federations. Women are more educated and supported than men as they both have prospects of career development. However, the hierarchy in the federations is male-dominated. The survey shows that decision-making positions are occupied by men. Women manage to climb on the second and third levels of decision-making positions. In all three countries, Malta, North Macedonia, Norway there are no female Secretary-General, CEO, or President (first level).

After the completion of the survey in the three countries, it became clear that improvements can be made in the participation rate of women in decision-making positions. In this direction, the recruitment process of women in federations should be changed. Job advertisements should be published differently, a more active way of searching for female talents and of course in the recruitment process there should be a woman.

Therefore, the groundwork should be laid from a young age and aim to empower girls and young women to play football and get involved in sports. Several suggestions would help in this direction such as cooperation with physical education and after-school activities for girls, do branding by having a top female football player come to a session for girls.

Of interest are the findings of the survey on gender inequalities within different sports (Chapter 2). Inequalities are found in the management of different federations/associations. The results of the survey among 25 different sports federations, football, basketball, athletics, handball, in Greece, Italy, Malta, North Macedonia, Norway, and Slovenia underlies issues and obstacles that need to be overcome to bridge the inequality gap. In this survey, as in the one examined at the beginning of the study, it is confirmed that men hold the most popular positions in the hierarchy as they are considered more competent. Members in the board of directors or executive council in the 25 federations are men, only 20,7% are women. Only two federations out of 25 reported that over half of their employees in decision-making positions are women, and none reported a percentage of 76%.

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

While at the same time men constitute the largest percentage of employees (about 60%) in sports federations. The most striking cases of the gender gap are highlighted in Slovenia followed by Greece. Slovenia has the largest gender gap (77,1% of male employees) and especially Greece (97,1% of male employees). On the other hand, Norway appears as the country in which gender equal opportunities are guaranteed the most, where the distribution is even (49,8% of female employees). Moreover, Norway has implemented more practices to support women's careers within the federations, followed by Malta.

In comparison among sports, there are no major differences between team and individual sports concerning gender inequalities within the federations. As can be observed, the sport with the most equal distribution of employees is handball (48,2% of female employees), followed by athletics (41,5% of female employees), football (38,5% of female employees), and basketball, where 83,2% of the employees are men.

In the field of implementation policies for promoting gender equality, only six federations out of 25 have strategic plans and policies to specifically address this issue. Only three out of 25 federations have developed and applied policies to foster women's inclusion into decision-making policies, while six federations have developed strategies to get more female employees on the board of directors. Norway is the country where more attention is paid to developing policies and strategies for women's career development. Malta has good statistics as well. On the other hand, Slovenia and Greece do not have such policies at all, while Italy and Romania present a slightly better scenario.

Federations vary in implementing gender mainstreaming policies. Federations of individual sports have higher percentages compared to federations of team sports in promoting gender equality policies (30%, compared to 20% of the team sports federations), implementing gender quotas (40% vs 20%), and developing policies to support women in getting to decision making positions (20% vs 6,7%). On the other hand, team sports federations are more likely to have recruitment strategies to get more women into higher positions in the hierarchy (26,7%) than individual sports federations (20%).

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

The creation of good practices by countries, regions, municipalities around the world as well as by international sports organizations and international economic and political unions such as the European Union, is the necessary step to be taken to achieve equal participation of women and men in the field of sports and especially in sport's management. These policies intend a more inclusive society with equal opportunities for men and women and the same prospects for the future for boys and girls. Good practice examples are analyzed in the field of gender mainstreaming, research, education, activism, social media, communication/marketing, regarding women's participation in sport.

In the field of gender mainstreaming, Romania, Norway, Greece, Spain, Austria, Italy, Sweden, and FIFA have taken action and strategic plans, implementation strategies, and quota systems to recruit women. These policies aim to fight gender stereotypes at all levels of sports associations, promote the social inclusion of female athletes and coaches. Moreover, the goal is to promote gender equality in terms of job positions and salaries in management. Eliminate inappropriate behaviors toward females within sports associations.

Greece, which is one of the countries with the greatest inequalities between men and women, has developed a "National Action Plan on Gender Equality for 2016-2020" to protect the rights of women, with a focus on the vulnerable population, migrant women, and women refugees, promote gender equality in education, culture, the media, and sports. Prevent and tackle violence against women in the family, work, and society and finally support the employment of women and eliminate gender inequalities in health.

Spain's "Gender Gap Quota: Requirements to get balanced leadership in sports federations" and "Guide to gender mainstreaming for local sports policies", provides guidelines to incorporate a gender mainstreaming approach into local sports management. Austria's "Implementation Strategy for Gender Mainstreaming" tries to fight gender stereotypes at all levels of sports associations and promote the social inclusion of female athletes and coaches.

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

Norway implements three action plans “Quota systems to recruit women into Boards and Committees in Norwegian Football (By-law)”, “Equal Pay agreement” and international equality projects:

- 1.Children’s Grassroots Football Schools in Iraq (CGFS)
- 2.Football for Syrian refugees in Jordan
- 3.Football for All in Vietnam

Romania has planned the following programs: “Romanian Football Federation Strategic Plan 2015-2020”, “Strategy for the Development of Romanian Women’s Football 2021-2026”. Italy developed “Women in World Athletics”, and Sweden “Gender quotas in leadership 50:50 in force in 2021”.

FIFA has launched a program for member associations (MAs) to develop women’s football, in line with FIFA’s Women’s Football Strategy, and the FIFA Women’s Development Program. The FIFA Women’s Development Program includes projects such as “Women’s Football Strategy”, “Women’s Football”, “Campaign Coach Education Scholarships”, “Women in Football Leadership”.

In the field of research, the United Kingdom and Denmark have taken action trying to launch bold policies that will change the future of women in sport and break the perception that some sports are only for men. The UK’s project is the “Ambition Report, an unprecedented, bold initiative with tangible recommendations for the future of women’s sport” and the Danish initiative is “Women in Sports Platform”.

Norway, Finland, Italy, Kenya, the Balkan Region, and the municipalities of New York and Paris implement policies and plan strategies in education. “Coaching courses for women (UEFA C, UEFA B)”, “LEADS LIKE A WOMAN” - Sport Leadership Education for Women”, “Battiti – Uniti con le Donne” (lit. “Fight – together with women”), “GOAL Girls Football Project - Teaching life-skills to girls through football (soccer)”, “GFCC - Girl’s football, coaching course, Norway Football Association (for Balkan Region) - education/work opportunities for female in football, create positive female role model”, “Sports 4 life”, “SWinG project - Supporting Women in Achieving their Goals”, all these projects’ potential is to address wider agendas such as health, economic and social inclusion.

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

Promote training courses and opportunities through free sports, create positive female role models. Break the glass ceiling that women and girls are still facing as progress on women's access to leadership positions remains limited.

The Danish "Global Goals World Cup – GGWCUP" in the field of activism fights gender stereotypes at all levels of sports associations; Promoting social inclusion of female athletes and coaches.

Social Media and Communication/Marketing sectors include projects developed by Romania, the municipality of London, and the International Olympic Committee. Romania's "Women football player's archive", "Girls are playing football too", and "Performance is your type!" aims to recover the history of women's football in Romania and to promote women's football on social media and online.

London's "Women in Sport" has partnered with Getty Images to launch a curation of ground-breaking images and short films that challenge the way women going through menopause are portrayed in society. The Portrayal Guidelines of the International Olympic Committee are intended to raise awareness on what constitutes gender bias in the portrayal of athletes providing examples and good practices within the sporting context of how this bias can be overcome – notably in the areas of print, digital, and broadcasting – to achieve gender-neutral language and equal representation.

Good practice examples regarding women's participation in sport come from the United Kingdom, Tanzania, the European Union (Greece is included as a partner), and the Council of Europe. The "Women's Sport Leadership Academy" is dedicated to developing tomorrow's leaders of sport and provides unique development opportunities for women leaders from around the world to step up, take the lead, and make an impact.

The Tanzanian project aims to increase the participation of women and young people in sport within the influence of female leaders, to further develop leadership skills, and to advocate for female leadership in Tanzania.

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

Finally, “ALL IN: Towards gender balance in sports” aims to create the appropriate tools to achieve gender equality. By collecting data, by documenting challenges, by raising awareness, supporting public authorities and sports organizations when designing their actions it seeks to create an environment of cohesion and equality in sport.

Gender equality must be a core principle of all countries, all sectors of work, and of course for sports. It is still not a reality. In business, sports, and society as a whole, we can only reach our full potential if men and women use all of their talent and diversity. States, regions, municipalities, federations, associations should make sure that women and men receive equal pay for the same work and work of equal value.

Binding measures must be taken on pay transparency and make rules on work-life balance for women and men in practice. Promote equal uptake of family leaves and flexible working arrangements for both women and men. Improve access to high-quality and affordable childcare and other care services for young women.

Women should not be excluded from the economy and society. Stereotypical expectations for women and men, girls and boys, limit their aspirations, choices, and freedom, and therefore need to be discredited. Gender stereotypes strongly contribute to the gender pay gap. Women should not be restricted to jobs that are stereotypically considered female and denied opportunities to move up the hierarchy.

Increasing women’s participation in the labor market, sports included, has a strong and positive impact on the economy, notably in the context of a shrinking workforce and skills shortages. It also empowers women to shape their own lives and play a role in public life. Having both women and men represented is crucial for successful leadership. Inclusive and diverse leadership can solve complex challenges. A broad range of talents and skills contributes to better decision-making and corporate governance and drives economic growth. This can be addressed by concrete actions including wide targets on gender balance on corporate boards, encouraging the participation of women as voters, addressing the digital gender gap. By all means, states should ratify and implement the Istanbul Convention.

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

The media and the cultural sectors shape people's beliefs, values, and perception of reality, and are thus further key channels for changing attitudes and challenging stereotypes. Sport in cooperation with the media can contribute to the elimination of gender discrimination. Famous athletes who are globally visible can act as role models for young people.

The digital transition is of most importance in the context of gender equality. Even though girls are better than boys in digital literacy, women are left behind in digital expertise. Vocational education and training support improving gender balance in traditionally male or female-dominated professions and address gender stereotypes. As a future goal, Artificial Intelligence (AI) can become an area of strategic importance. Women have to be part of its development as researchers, programmers, and users to bridge gender inequalities. The sports sector is one of the first to be able to apply new digital technologies, esports, virtual reality, and invest in AI.

In the European Union, a large group of women (33%) has experienced physical and/or sexual violence. This must not be a reality for women not in society nor in sports. In particular, federations and associations should take action to improve awareness and collect wide data on the prevalence of gender-based violence and harassment. Comprehensive, updated, and comparable data for policies on combating gender-based violence should be a priority. Boys and girls from an early age should be educated about gender equality and be supported to develop non-violent relationships.

A gender equality strategy means gender mainstreaming, including a gender perspective in all policy areas, at all levels, and all stages of policy-making. Specific needs, challenges, and opportunities in different sectors, such as sports, should be addressed within gender mainstreaming actions. Large funds for programs focusing on the elimination of gender discrimination should be provided by governments, associations, and the private sector as we move towards a more cohesive society.

CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

Gender equality and women's empowerment lies in international partnerships, political and human rights dialogues worldwide. Moreover, gender-related actions should be included in all countries' actions even in fragile, conflicts, and emergencies. Achieving gender equality is a joint responsibility. It requires teaming up and action by all institutions, States agencies, associations in partnership with civil society and women's organizations, social partners, and the private sector. They should use all the tools at their disposal and possibilities offered for financial support and ensure the improvement in gender equality.

In a gender-equal world, women and men should be free to pursue their chosen path in life. To have equal opportunities to thrive in society and the economy.

Bibliography

- BBC, 8 October 2020, Two-thirds of women in football have experienced discrimination, says report, available at: <https://www.bbc.com/sport/football/54453958>
- Bearak, Barry, 2012, Women Finally Get Their Chance to Box in Olympics, available at: <https://www.nytimes.com/2012/08/06/sports/olympics/women-participate-in-olympic-boxing-for-first-time.html>
- Block, Melissa, 2021, Olympic Runner Caster Semenya Wants to Compete, Not Defend Her Womanhood, available at: <https://www.npr.org/sections/tokyo-olympics-live-updates/2021/07/28/1021503989/women-runners-testosterone-olympics?t=1636973110921&t=1637065294141&t=1637065314122>
- European Commission, 2016, Strategic engagement for gender equality 2016-2019, available at https://ec.europa.eu/info/sites/default/files/strategic_engagement_en.pdf
- European Commission, 2020, A Union of Equality: Gender Equality Strategy 2020-2025, available at: <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020DC0152&from=EN>
- European Commission, Dialogue with Member States and sport organisations, available at: <https://sport.ec.europa.eu/sport-in-the-eu/dialogue-with-ms-and-organisations>
- Fasting, Kari, 2019, All in! Towards gender balance in European sport. Analytical Report of the Data Collection Campaign, available at: <https://rm.coe.int/analytical-report-of-the-data-collection-campaign-all-in-towards-gende/1680971a71>
- Felix, Allison, 2019, Allison Felix: My Own Nike Pregnancy Story, available at: <https://www.nytimes.com/2019/05/22/opinion/allyson-felix-pregnancy-nike.html>
- Horky, Thomas, Nieland, Jorg-Uwe, 2011, International Sports Press. Survey 2011, available at: https://www.playthegame.org/fileadmin/image/PtG2013/Presentations/30_October_Wednesday/Horky-Nieland_PTG_2013_11.30.pdf
- Indian Express, 2021, Caster Semenya taking case to European Court of Human Rights, available at: <https://indianexpress.com/article/sports/sport-others/caster-semenya-taking-case-to-european-court-of-human-rights-7204825/>
- Johnson Hess, Abigail, 2021, US Soccer Federation announces men's and women's national teams will be offered the same contract, available at: <https://www.cnbc.com/2021/09/15/us-soccer-federation-to-offer-men-and-women-players-same-contract.html>
- Junior Report, 2019, Inequality in Sports, available at: <https://junior-report.media/en/inequality-in-sports/>
- Katsarova, Ivana, 2020, Gender Equality in Sports: (Slowly) Changing the Game, available at: [https://www.europarl.europa.eu/RegData/etudes/ATAG/2020/646192/EPRS_ATA\(2020\)646192_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/ATAG/2020/646192/EPRS_ATA(2020)646192_EN.pdf)

Bibliography

- Kilgore, Adam, 2019, Under fire, Nike expands protections for pregnant athletes, available at: <https://www.washingtonpost.com/sports/2019/08/16/under-fire-nike-expands-protections-pregnant-athletes/>
- Malta Population (2021) - Worldometer (worldometers.info)
- Malta FA Strategy for Maltese football 2020-2024. We can do better. (p.53) <https://info.mfa.com.mt/resources/MaltaFA%20Strategy%202020-24>
- Norway Population 2021 (Demographics, Maps, Graphs) (worldpopulationreview.com)
- Norway FA (2020) Report on diversity in Norwegian football [Mangfoldskartleggingen 2020 En rapport om mangfold i fotball-Norge]
- Padawer, Ruth, 2016, The humiliating practices of sex testing female athletes, available at: <https://www.nytimes.com/2016/07/03/magazine/the-humiliating-practice-of-sex-testing-female-athletes.html>
- Postow, B. C. (1980). Women and masculine sports. Journal of the Philosophy of Sport, 7(1), 51-58.
- Saxena, Isha, Tracing the challenging history of women's participation in sport, available at: <https://www.sportanddev.org/en/article/news/tracing-challenging-history-womens-participation-sport>
- Scroll.in, 2020, Pause, rewind, play: She was attacked at 1967 Boston Marathon for being a woman – rest is history, available at: <https://scroll.in/field/969618/pause-rewind-play-she-was-attacked-at-1967-boston-marathon-for-being-a-woman-rest-is-history>
- Sporting Intelligence, 2018, Global Sports Salaries Survey 2017. The Gender (In)Equality Issue, available at: <http://globalsportssalaries.com/GSSS%202017.pdf>
- Switzer, Kathrine, 2017, The Real Story of Kathrine Switzer's 1967 Boston Marathon, available: <https://kathrineswitzer.com/1967-boston-marathon-the-real-story/>
- Tignor, Steve, 2021, Women's History Month: Wimbledon Finally Offers Equal Prize Money, available at: <https://www.tennis.com/news/articles/women-s-history-month-wimbledon-finally-offers-equal-prize-money>
- UEFA Country Ranking 2020/21 | *LIVE* | UEFA Coefficient (footballseeding.com)
- Women's Sport Foundations, 2020, Keeping Girls in the Game: Factors that Influence Sport Participation, available at: <https://www.womenssportsfoundation.org/wp-content/uploads/2020/02/Keeping-Girls-in-the-Game-Executive-Summary-FINAL-web.pdf>
- Young, Lauren, 2016, When Ancient Greece banned women from Olympics, they started their own, Atlas Obscura, available at: <https://www.atlasobscura.com/articles/when-ancient-greece-barred-women-from-even-watching-the-games-they-started-their-own-olympics>
- www.billiejeanking.com

CONTACT AND SUPPORT

Malta Football Association (MFA)

fsr@mfa.com.mt

+356 21412656

www.mfa.com.mt

Football Association of Norway (NFF)

nff@fotball.no

+47 21029300

www.fotball.no

Football Federation of Macedonia (FFM)

irena.b.miloshevska@ffm.com.mk

+389 23129291

www.ffmpeg.mk

TREK Development SA

office@trek-development.eu

+30 2106179441

www.trek-development.eu

EUSA Institute

office@eusa.eu

+386 12560056

www.eusa.eu

Centrul FILIA

office@centrulfilia.ro

+021 3138024

www.centrulfilia.ro

Universita Degli Studi di Modena e Regio Emilia

urp@unimore.it

+39 0592056511

www.unimore.it

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.