



# BALANCE IN SPORT

Tools to implement  
gender equality in sport

Towards gender equality...

Preliminary meeting / Preparation of the Balance in sport 2018 project

*23 June 2017*

Funded  
by the European Union  
and the Council of Europe



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Implemented  
by the Council of Europe

# “Balance in sport”... in brief



- Following the 2015 recommendation adopted by the Committee of Ministers of the CoE on gender mainstreaming in sport
- Aimed at identifying, testing and implementing generally agreed gender equality indicators in sport
- In 5 strategic areas : leadership, coaching, participation, gender-based violence and the media coverage of women and men practising sport

# “Balance in sport”... in brief





- Objectives:
  - Identifying a set of gender equality indicators and provide guidance on how to use them
  - Implementing a pilot data collection campaign in 4 European countries by using the set of indicators and an online tool

Partners : public authorities in charge of sport, sport movement, networks, gender equality experts, etc.

# Pilot data collection campaign *(15 September - 25 October)*



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Ministries or Government Departments

SPORT



Ministries or Government Departments

MEDIA



NOCs, National Sport Federations, etc.

NATIONAL SPORT GOVERNING BODIES

✎ ⚙ +

# Pilot data collection campaign

(15 September - 25 October)



- 2 types of data collected:
  - Quantitative data on the participation of girls and women / boys and men in the sport world
  - Qualitative data on legal frameworks, policies and strategies
- 4 European countries involved: Finland, France, Romania and Spain
- 3 target groups in each country:
  - Ministry or government department related to sport
  - Ministry or government department related to public service media
  - National sport governing bodies (*NOC, national sport confederation, national sport federations*)

# Pilot data collection campaign *(15 September - 25 October)*



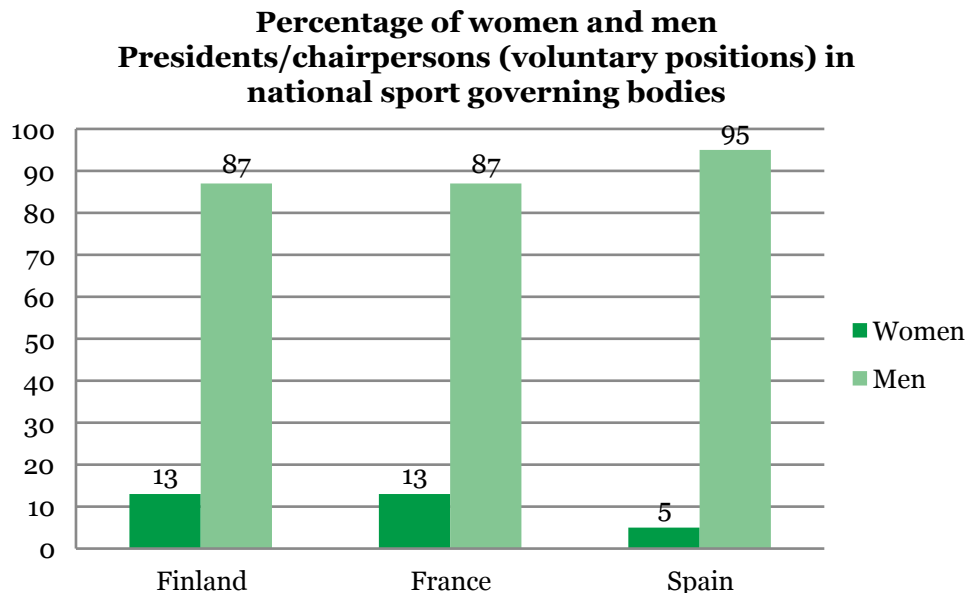
- A high involvement of the pilot countries:
  - 100 replies from public authorities and national sport organisations
  - About 90 other sport actors showed an interest in the process
- Impacts at national level:
  - Awareness raising on gender inequalities
  - Evolution of policies and strategies

# Pilot data collection campaign (15 September - 25 October)



## LEADERSHIP

- Underrepresentation of women in leadership positions (voluntary positions) in national sport governing bodies (*NOCs and national sport federations*)



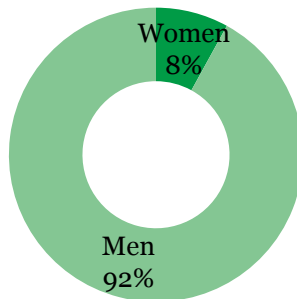
# Pilot data collection campaign *(15 September - 25 October)*



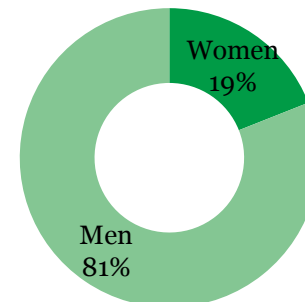
## COACHING

- A significant gender gap in elite coaching

Percentage of women and men who act as  
head coaches  
in elite sport (full and part-time)  
FRANCE



Percentage of women and men who act as  
head coaches  
in elite sport (full and part-time)  
SPAIN



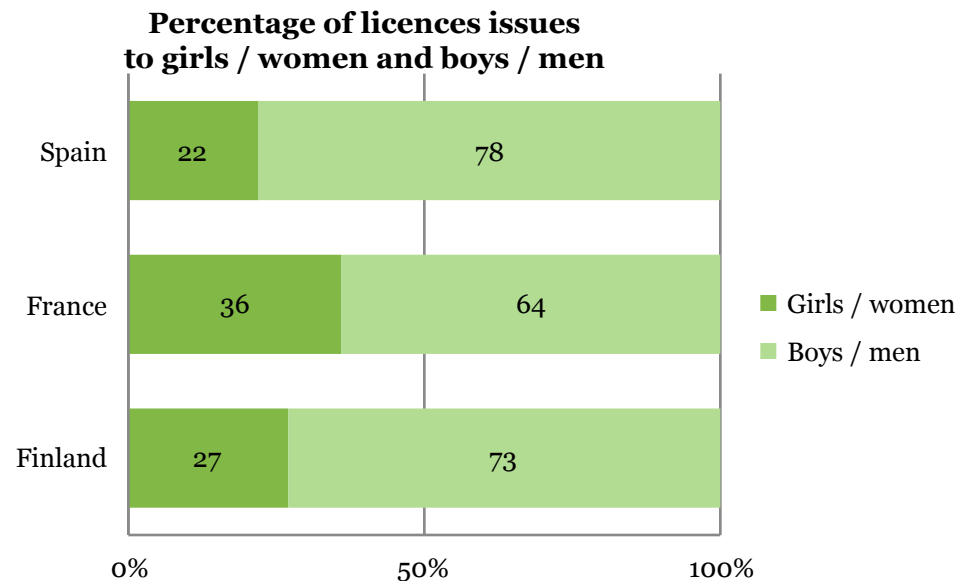


# Pilot data collection campaign *(15 September - 25 October)*



## PARTICIPATION

- A few licences are issued to girls and women compared to those issued to boys and men



# Pilot data collection campaign

(15 September - 25 October)



## LEGAL FRAMEWORKS, POLICIES AND STRATEGIES ON GENDER EQUALITY IN SPORT

### Ministries / Government departments related to sport

- Highly committed to gender equality
- Broad approach covering all strategic areas of the project - or most of them
- Main tools / measures : gender quotas, financial support to stakeholders and preventing tools (*for combating gender-based violence*)

# Pilot data collection campaign

(15 September - 25 October)



## Ministries / Government departments related to public service media

- Legal frameworks, policies and / or programmes for :
  - Combating gender stereotypes and sexism
  - Reaching a gender balance among journalists / reporters and in leadership positions
    - ➔ Usually not specific to sport...
  - Reaching a better balanced media coverage of women's and men's sport

# Pilot data collection campaign (15 September - 25 October)



## National olympic committees / national sport confederations

- Involved in gender equality
- A narrower approach of gender equality in comparison with public authorities
- Gender equality in leadership positions is the most frequent topic tackled by the NOCs surveyed

	Leadership	Coaching	Participation		Gender-based violence	Media
			Grassroots sport	Elite sport		
FINLAND	×	×			×	
FRANCE	×		×			×
SPAIN	×					

# Collection of resources

(15 September - 15 November 2016)



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## Good practices and resources

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Expert profiles

Training sessions / Resources

Publications

Awareness raising activities

Policy and strategies

Others

# Collection of resources

*(15 September - 15 November 2016)*



Supporting capacity building for Member States and sport governing bodies in the field of gender equality

- Process:
  - Expert profiles, training sessions / educational tools, publications, awareness raising activities, policies and strategies, etc.
  - On leadership, coaching, participation, gender-based violence and media
  - Across Europe
- Results:
  - 32 practices and resources collected

# Supporting our partners



## PILOT TRAINING SESSION ON GENDER EQUALITY INDICATORS

### Objectives:

Provide knowledge and skills on:

- Gender equality « basic » indicators in sport in the 5 strategic areas
- Gender equality indicators
- Evidence-based policies and strategies

### Main results:

- Overall satisfaction with the training
- All participants believe they will be able to apply the contents of the training in their work



# Supporting our partners

## TRAINING FACT-SHEETS

E. g. fact-sheet training



### GENDER-EQUALITY-AND-LEADERSHIP-IN-SPORT<sup>1</sup>

Despite the gradually increasing rates of women's participation in sport, there is still a strikingly gender-unbalanced representation in decision-making positions in sports organisations.<sup>2</sup>

Recent statistics<sup>3</sup> show that there are very few women in leadership positions in the Olympic and Paralympic Committees, in European and national sport governing bodies, and in national sport federations. This underrepresentation of women in leadership positions in sport can be explained by prevailing masculinised sport settings, stereotypical gender roles, but also by gender-blind or biased institutional norms and procedures. Many executive members are elected by their peers, who often tend to elect new leaders that feature similar characteristics as themselves.<sup>4</sup>

In order to ensure a more balanced representation of women and men in leadership positions in sport, several institutions are issuing policy recommendations, establishing targets, or implementing initiatives. A number of examples are described below.<sup>5</sup>

Since 2015, the Council of Europe<sup>6</sup> is inviting the governments of the Member States to develop policies and programmes to achieve a gender-balanced representation in public authorities and public bodies related to sport. The Member States are also encouraged to integrate a gender perspective in all areas of decision-making. A similar recommendation was made by the Council of the European Union in 2014.<sup>7</sup>

The European Commission's Proposal for Strategic Actions in Gender Equality in Sport (2014-2020)<sup>8</sup> recommends to achieve the following targets by 2020:

- A minimum of 40% of women and men in executive boards and committees of national sport governing bodies and 30% in international sports organisations located in Europe;
- A minimum of 40% of women and men in the management of professional sport administrations and governmental bodies.<sup>9</sup>

The Olympic and Paralympic International Committees are engaged in raising the number of women in leadership positions. Both international committees established targets (20% and 30%, respectively) to increase the number of decision-making positions for women (particularly in executive bodies) in the Olympic and Paralympic Movements. Both international committees are undertaking complementary initiatives to support the achievement of these targets.<sup>10</sup>

<sup>1</sup> This factsheet was compiled in October 2016 by Yellow Window.

<sup>2</sup> For more detailed information about recent statistics, see, for example, the 2016 Women on Boards Report on Gender Balance in Global Sport, or the 2015 European Institution for Gender Equality Report on Gender Equality in Power and Decision-Making.

<sup>3</sup> Council of Europe (2015), Recommendations on gender mainstreaming in sport (CM/Rec (2015)2).

<sup>4</sup> Council of the European Union (2014), Conclusions of Gender Equality in Sport.

<sup>5</sup> European Commission (2014), Gender Equality in Sport, Proposal for Strategic Actions 2014-2020.

### Some numbers about women in sport leadership

The Executive Boards of the International Olympic and Paralympic Committees each count only 3 women (and 11 men).



Only 11 women (against 135 men) are presidents of National Olympic Committees.



There are 14% women in decision-making positions and only 5% women are presidents in the national sport federations of the EU 28.



**EXAMPLE 1: Understanding project**  
Promoter: International Paralympic Committee and Aqoo Foundation  
Implementation period: 2014-2016

Understanding was created to help contribute towards the Paralympic Movement's target of having 30-35 women in leadership positions. This project had a duration of 18 months and involved 16 pairs of mentors and mentees in a programme of education and development. Understanding provided its participants with tools to grow into strong leaders. Several mentees recognised that the guidance from their mentors and support was crucial to gain confidence and skills to achieve their goals. The positive impact of the approach is clear as the mentees managed to be promoted and to gain various positions of influence within National Paralympic Committees and Aqoo sport organisations.

Eleven sport federations in continental Europe decided to implement gender quotas to contribute to a balanced representation of women and men for their highest decision-making bodies (i.e. executive committee, presidium and board of directors) and/or for councils, committees and commissions.

Although 'Women in Sport' commissions or committees are becoming popular in sports organisations, they are still rather scarce. These structures can be found in the international and national Olympic and Paralympic Committees, as well as in five sport federations in continental Europe. Within their mandate, they propose policies to increase female participation in sport at all levels, including in leadership positions.

Governmental bodies responsible for the policy area of sport also have a role in promoting measures to increase the number of women in leadership positions in sport.

**EXAMPLE 2: Understanding the state-of-play of gender equality in sport in Finland**  
Promoter: Finnish Ministry of Education and Culture  
Implementation period: 2011-2012

The Finnish Ministry of Education and Culture published in 2012 a report describing the state-of-play of gender equality in sport in the country. This report also included a set of recommendations in relation to planning, managing and leading future developments towards a more gender-sensitive sport policy-making. The analysis undertaken looked into different dimensions, including the representation of women and men in decision-making and leadership positions in sport. This report was a follow-up of a similar exercise undertaken in 2005.

- How to integrate a gender perspective in sport decision-making processes?
  - Implement transparent and fair procedures to identify and elect candidates that do not benefit either of the sexes and recognise different achievements and experiences to perform a certain role.
  - Publish advertise job offers for professional management positions in sport.
  - Ensure a gender-balanced representation of nomination and selection committees.
  - Create gender-sensitive human resources policies that allow for the reconciliation of work and private life (i.e. that allow combining family responsibilities and decision-making roles).
  - Change internal regulations and statutes in order to promote gender balance as a principle of good governance.
  - Develop (or fund) programmes and projects to raise awareness about the benefits of gender diversity in leadership positions, and to develop leadership skills of the underrepresented sex.

<sup>6</sup> United World Wrestling, European Fencing Confederation, European Handball Federation, European Shooting Confederation, European Weightlifting Federation, Union of European Football Associations, European Hockey Federation, FIBA Europe, European Triathlon Union, European Table Tennis Union, and the European Taekwondo Union. <sup>7</sup> Council of the European Union (2014), Conclusions of Gender Equality in Sport. <sup>8</sup> European Commission (2014), Gender Equality in Sport, Proposal for Strategic Actions 2014-2020.



# Balance in sport in 2017



- In-depth analysis of the collected data and update on indicators (in progress)
- Preliminary meeting on the preparation of « Balance in sport » 2018 - to be held in late June
- And other activities included in the draft working programme : feasibility study for a more sophisticated IT tool, seminars, etc.