



EU Work Plan  
for Sport | 2014-  
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# Expert Group on Good Governance

*Recommendations on Gender Equality in Sport*

*Final document, 10 February 2016*

*Acknowledgements: Under the chairmanship of Darren Bailey (UK), the Expert Group work on these recommendations was led by Cédric Chaumond (FR) and supported by the European Commission (EAC/Sport).*

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## 1. Introduction

In September 2013 the Expert Group "Good Governance" (XG GG) produced the "Principles of Good Governance in Sport". In accordance with the mandate deriving from the Council Resolution on the European Work Plan for Sport (2014-2017), a second Expert Group on Good Governance was established to consider four issues in more detail. One of these was "Preparation of Expert Group recommendations or guidelines on gender equality in sport, possibly followed by a pledge board".

The XG GG began its work on the deliverable on 16 October 2014, followed by further discussions on 5 March, 9 June and 10 November 2015.

Recognising the important work of the group of experts on gender equality in sport that resulted, on 18 February 2014, in the report "Gender Equality in Sport Proposal for Strategic Action 2014-2020", the XG GG decided to start from this base to produce this draft of recommendations on this subject.

The recommendations made by the XG GG comply with the Council conclusions on gender equality in sport of 20 May 2014.

Considering the issues related to gender equality in sport within the EU, it seems important that coordinated actions on this issue might lead to substantial and durable changes and encourage better governance of sport organisations, both governmental and non-governmental.

The aim of this document is to provide key actions to Member States and sport organisations to accelerate trends in favour of gender equality in sport. The implementation of these key actions could be monitored through an instrument such as a pledge board.

## 2. Background

Taking into account various international initiatives on equality between women and men in sport over the past 20 years, both from government agencies and non-governmental organisations;

Considering that significant differences remain in terms of equal access and equal treatment of women and men in sport in all its components;

Considering that the European Commission in its 2011-2014 work program nominated a group of experts on gender equality in sport to make proposals for strategic actions for 2014-2020;

Noting the resolution of the Council and the representatives of the Member States, meeting within the Council on 21 May 2014 on the EU Work Plan for sport 2014-2017 which invited the Commission to work with Member States on the implementation of this work plan, in particular regarding the outputs described in Annex I;

Noting the conclusions of the Council "Education, Youth, Culture and Sport" on gender equality in sport of 20 May 2014;

Under the guidance of the expert group on good governance (XG GG), this paper represents the development of recommendations regarding gender equality in sport.

### **3. Definition of the Problem**

According to the Special Eurobarometer study 412 "Sport and physical activity" from 2014, in the EU, men exercise, play sport or engage in other physical activity more than women. This disparity is particularly marked in the 15-24 age group,

Women are under-represented in leadership roles in coaching, within the decision-making bodies, and in the media.

Professional and elite women athletes often suffer from unequal treatment while playing sport. This includes their training and competing conditions as well as the recognition of their employee status and social rights such as the rights related to pregnancy and maternity.

Both women and men suffer from gender stereotypes in sport, which affect gender equality and lead to e.g. unequal treatment and in some cases even sexual harassment.

Equality between women and men<sup>1</sup> is a fundamental principle of the European Union, mentioned in the Treaties. With the inclusion of an EU sport competence in the Lisbon Treaty in 2009, it is now possible to conduct specific and convergent actions to further integrate issues of gender equality in sport. However, this must always be done in line with the principles of subsidiarity and proportionality.

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<sup>1</sup> Gender equality does not concern only women but both sexes and also transgender people.

Thus, the 2014-2017 EU Work Plan for sport invites Member States, in cooperation with the European Commission, to make recommendations on gender equality in sport.

## **4. Challenges and targets**

Policymakers and stakeholders in sport should develop a more comprehensive understanding of the value of gender equality to improve the governance and performance of sport organisations, both from a social and an economic point of view. The promotion and development of diversity in sport must be seen as beneficial for both women and men.

An integrated approach to equality between women and men in sport can avoid the sexist stereotypes that harm the image of sport and help create a positive social and educational environment for all.

A gender equality approach in sport should make it more attractive and enjoyable for both women and men who are not engaged in sport, leading to an increase in the participation of the entire population. These benefits can also apply to sport-related industries, including the media.

The main issue of the draft recommendation is to assert that equality between women and men is a key principle behind the good governance of a sport organisation (the relevant extracts of the principles of good governance in sport, which refer to inclusion and equality, are set out in Annex 3).

The operational challenge of the draft recommendations is to identify and promote existing actions to generate a ripple effect among Member States and European sport organisations (possibly with the help of a pledge board). It should then measure progress regularly, with an ultimate target set for 2020.

## **5. Method and guidelines for the development of draft recommendations**

The XG GG considered that the report "Gender equality in sport, Proposal for strategic actions 2014-2020" formulated by the group of experts on gender equality in sport was the most appropriate framework for the work of the XG GG. These recommendations therefore reflect the content and structure of that document.

The XG GG confirmed that the issues of equality between women and men in sport

require a global and transversal approach that allow real and lasting changes in the organisation and governance of sport organisations (governmental and non-governmental).

On this basis, the architecture of the draft recommendations affirms, firstly, the need to define national and international strategies for equality between women and men in sport. The strategies should be implemented through the following four areas following the EU “Proposal for Strategic Actions on Gender Equality 2014-2020:

- The organisation and decision-making mechanisms of sport organisations
- Gender equality in coaching
- Fight against gender-based violence
- Role of the media in the fight against negative stereotypes.

In this context, these draft recommendations identified six types of actions needed for a comprehensive approach:

- Observation - Evaluation
- Training of actors
- Communication - Awareness
- Support to networks
- Creation of bodies/ institutions
- The equal representation of men and women

Only a transversal and integrated approach in functioning of organisations can allow a significant change in gender equality in sport. However, the formulation of recommendations for action requires taking into account the heterogeneity of sport organizations, respecting the principle of subsidiary and the autonomy of the sports movement. Also, the draft recommendations identify actions integrate equality between women and men in sport. Other actions are identified as the most desirable actions in the medium term.

The XG GG notably stated that the commitment of Member States and sport organisations to pursue and promote gender equality recommendations should take into account examples of concrete best practices already implemented. The identified actions and strategies among the XG GG members are annexed to the draft recommendations (Annex 2).

Looking at examples identified among the XG GG members, it is clear that strategies and actions implemented by sport organisations for gender equality in sport are very diverse. Some strategies incorporate the four transversal areas identified by these recommendations and six types of actions; some strategies which partially integrate these four areas and include isolated actions were also identified. This shows the

relevance of the four transversal areas and six types of actions recommended by the XG GG. It is also clear that the identification and dissemination of more examples of good practice from national and local levels would be relevant and useful.

## **6. Recommendations**

The following five categories of recommendations are complementary and should be integrated in the functioning of all sports organisations, private and public. The implementation of these recommendations will be facilitated thanks to exchanges of good practices and monitoring tools, for example through a pledge board.

It should be noted that these recommendations are intended to promote and stimulate coordinated action on the part of Member States and of sporting organisations (international, European and national) on the basis of their voluntary commitment.

Members of XG GG recall that complementary initiatives or similar exist within Europe (e.g. the Council of Europe). All possible synergies and pooling, particularly in terms of monitoring, should be continued.

These recommendations are, in most cases, targeting policy areas where Member States have exclusive competences and where sport organisations act autonomously, and as such are designed to boost their action at national level. However, it should be stressed that these areas are also very often closely interlinked with those where EU has strong competences, such as non-discrimination at the work place. Therefore, cooperation and coordination between the EU on one hand and the Members States and sport organisations on the other is ever more crucial in order to achieve progress.

Finally, members of the XG GG believe that the following recommendations, if they are followed by commitments from Member States and from sports organisations, will help ensure that gender equality is integrated as one of the key principles of good governance of sport organisations.

### **6.1. National and international strategies on gender equality**

#### Introduction (definition of the problem)

A successful international or national strategy on gender equality in sport follows a balanced approach in the definition of realistic objectives. By proposing specific measures, an international or a national strategy should help Member States or sport organisations to make the necessary policy choices and launch concrete actions. In any case, such choices and identification of strategies must follow

dialogue and coordination among all interested parties. To take into account the development of gender equality in sport policy, there are at least four areas to be considered in national and international strategies for action:

- Equal representation and gender sensitivity in decision making,
- Equal representation and gender equality in coaching and teaching in sport,
- The fight against gender-based violence in sport and the role of sport in preventing gender-based violence,
- The fight against negative gender stereotypes in sport and the promotion of positive role models and the role of media in this perspective.

### Challenges and targets by 2020

All Member States have defined, in cooperation with national sport organisations, a national strategy for gender equality in sport. Where appropriate, the national sport movements could be responsible for this strategy.

The European Commission can inform all stakeholders of the activities existing and identified in the field of gender equality in sport and the progress observed on the subject.

### Possible measures and tools to implement: minimum standards

1. Each Member State should develop, monitor and review a national action plan on gender equality in sport in close cooperation with the main stakeholders, which could be part of the national gender equality strategy and/or national sport policy.
2. The European Commission should facilitate the launch of a pledge board for Member States and sport organisations, accompanied by a light annual monitoring system.
3. Based on an inventory of actions, the European Commission should recommend complementary initiatives to the national strategies of Member States, albeit respecting the subsidiarity principle, to help the progress of gender equality in sport for the period 2016-2020).

## **6.2. Sport decision-making process**

### Introduction (definition of the problem)

The positions of decision-makers or strategic positions in a sport team require skills that are too often associated with masculine qualities and these connotations must be challenged.

Sport organisations are too often based on co-opting systems and this can simply mirror the governing bodies in place. It could be argued that it is not sport organisations that convey "masculine" values, but their governance.



Member States and sport organisations should accelerate the changes within their decision-making processes and encourage the involvement of women within these functions. Some research in other sectors have shown that better decision making and superior results are achieved if gender diversity is incorporated in decision making bodies and decision making positions. A minimum of 40% of men or women guarantees good gender diversity.

#### Challenges and targets by 2020

Member States and sport organisations promote diversity among decision makers. This implies some changes in the processes of decision making and functioning of these organisations.

Women and men have equal access to representation in all stages of the decision-making process.

#### Possible measures and tools to implement: minimum standards

1. Development and implementation of transparent and clear gender sensitive procedures for identifying candidates for positions awarded as part of electoral procedures and human resources policies. These should include gender balanced representation of women and men on the nomination committees seeking candidates for decision-making position.
2. Produce educational materials for all decision makers in sport on the importance of having a diverse representation on boards of directors and executive committees.
3. Develop awareness, training and support for (future) leaders of both sexes. These programs can be based on formal training and informal arrangements such as mentoring systems.

#### Possible measures and tools to implement: other actions to aim higher

1. If necessary, develop and implement gender-friendly strategies until a balanced participation is effective at all levels of sport organisations in terms of coaching, leadership, management, decision making and national and international representation.
2. Facilitate the reconciliation of family responsibilities and professional or elective obligations for those who are in positions of decision-making in sport.
3. For each new position announced, nominate a woman and a man, if possible.

### **6.3. Gender equality in coaching**

#### Introduction (definition of the problem)

Some elements of coaching are still recognised as another role conveying gender stereotypes, predominantly male. Although female coaches are often found in sports that have high level of female participants or with adolescents or children who

compete at local and regional levels, women coaches are underrepresented at elite level, including in female-dominated sports. Women who intend to work as top-level coaches often face stereotype prejudices about their abilities and availabilities, especially for higher teams and elite athletes.

#### Challenges and targets by 2020

40% of women and men as volunteer and employed coaches.

30% of women and men as coaches of all the national federations' team.

#### Possible measures and tools to implement: minimum standards

1. Initiate and support research which identifies situations that promote and counteract equality and equal treatment in coaching and coach education.
2. Produce educational tools and evidence of knowledge on the challenges and strengths of gender equality in sport to be included in the training of coaches, and these at all levels.
3. Implement codes of conduct and ethical guidelines to ensure that the coaching environment is free from discrimination or harassment.
4. Set up recruitment measures to encourage women to take the highest level of coach education in their sport.

#### Possible measures and tools to implement: other actions to aim higher

1. Organisation of awards programme for female coaches at all levels.
2. Promote family friendly environments and offer childcare during coaching education, training, coaching sessions and competitions.
3. Develop specialised training mechanisms and support for female elite-level coaches, including mentoring programs and a women's elite coach network at national and European level.
4. For each new position announced, nominate a woman and a man, if possible.

## **6.4. Fight against gender-based violence**

### Introduction (definition of the problem)

The Council of Europe defines violence against women as 'all acts of gender-based violence that result in, or are likely to result in, physical, sexual, psychological or economic harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life'<sup>2</sup>. Gender-based violence in sport can include in particular sexual harassment, sexual violence, rape or forced prostitution.

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<sup>2</sup> Council of Europe, Ad Hoc Committee on preventing and combating violence against women and domestic violence, 2011

The findings show that gender and sexual harassment seem to occur in all sports, from the recreational to the elite level and affect not only women but all athletes who may be in a vulnerable position in terms of their age, their sexual orientation, their position in the group, their function, their physical ability or their gender.

Participation in sport can allow expression of bodies and identities and, as such, sport can contribute to the prevention of gender-based violence in society at large.

However, Member States and sport organisations have to adopt measures against gender-based violence in sport and measures for prevention, control and organisation of educational campaigns.

The media attention and research on gender-based violence in sport improves understanding of these phenomena. Ignorance by a sport organisation can have significant consequences on its image, its finance and its responsibility.

#### Challenges and targets by 2020

Member States and sport organisations affirm the need to have a specific strategy, including a policy and legal framework and an action plan, against gender-based violence in sport.

Victims of gender based violence in sport can complain more easily against the perpetrators and sport organisations accompany them by partnering in the judicial proceeding.

#### Possible measures and tools to implement: minimum standards

1. Monitor, with observation tools, gender-based violence in sport and regularly evaluate all measures taken.
2. Support the development and implementation of awareness campaigns and prevention tools.
3. Support the development of education and training programs to prevent gender-based violence and include training programs to prevent gender-based violence in all coach education programs. These programs must act and intervene in the framework of the prevention of gender-based violence among peers or others.
4. Establish legislation, including specific procedures that will support and protect all parties involved, if it does not exist.
5. Support new research on the prevalence of gender-based violence.
6. Develop a system of registration allowing the review of the suitability of people working in the field of sport, in particular with children (including voluntary work), in accordance with the regulations of data protection.

#### Possible measures and tools to implement: other actions to aim higher

1. Develop and implement mandatory procedures, including complaints procedures and follow-up procedures, where gender-based violence occurs.

2. Develop and implement specific sport programs to prevent violence based on gender in society. These programs will be primarily aimed at specific groups in the 'risky' zone and include access to such practices campaigns to reach girls and women in these areas.

## **6.5. Consider the role of media in the fight against negative stereotypes**

### Introduction (definition of the problem)

In some sporting events, some stereotyped people, more often women, are hired as entertainment for the audience and viewers.

The media in some cases tend to consider female sporting events as of less interest to the public. This helps to explain the under-representation of women in sport media coverage.

Yet some experiences of broadcasting of women's sporting events demonstrate the potential of attracting new male and female viewers, as well as the commercial potential.

Moreover, sportsmen are often presented for their supposed qualities of power, aggressiveness or ability to rule. The existence of these types of media coverage, both for women and men, clearly accentuates gender stereotypes and undermines equality between women and men.

Media studies show a positive correlation between the number of women sport journalists and editors and the quantity of women's sport coverage. The representation of women in the media should be encouraged.

### Challenges and targets by 2020

Reduce the portrayal of gender stereotypes in sport and in the sport media, and ensure a more balanced representation of women and men.

Increase the media coverage of women's sport and women in sport significantly.

Have a greater gender balance among people working in European sport media departments.

### Possible measures and tools to implement: minimum standards

1. Develop education and training of board members on how to counter negative stereotypes in sport.
2. Develop education and training of athletes and coaches on how to communicate with the media and how to control the rights of an ethical and appropriate use of their names and images.
3. Develop, for the attention of the media and journalism schools, educational tools on gender stereotypes in sports encourage the creation of a multi-stakeholder working group and support research on mediatisation of women's sports.

4. Integrate the media coverage of women's sport as a key element in strategies for development and marketing strategies of sport organisations. Include close cooperation with the media on the coverage of existing competition, events and innovative products.
5. Promote female and male role models and stories that convey the issues of gender equality in sport.
6. Discourage the use of gender stereotyped entertainment at sporting events.

Possible measures and tools to implement: other actions to aim higher

1. Promote media engagement with the organisation of annual days dedicated to the equal broadcasting of men's sport and women's sport.
2. Promote equitable approach between women and men in the definition of the "List of events of major importance for society" of Member States.
3. For each new position announced, nominate a woman and a man, if possible.
4. Monitor, with observation tools, the gender balance among people working in European sport media.

## **7. Dissemination**

The present recommendations will be submitted to the Council Working Party on Sport under the Dutch Presidency of the Council of the EU. The Commission will explore the possibility to disseminate the results through relevant channels at EU level. Member States representatives in the XG GG will liaise with their national ministries and other relevant ministries to disseminate the information at national level.

## Annex 1: References

DIRECTIVE 2002/73/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 23 September 2002 amending Council Directive 76/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions:

DIRECTIVE 2011/92/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 13 December 2011 on combating the sexual abuse and sexual exploitation of children and child pornography, and replacing Council Framework Decision 2004/68/JHA:

European Parliament resolution on women and sport (2002/2280(INI))

European Parliament resolution of 11 June 2015 on recent revelations on high-level corruption cases in FIFA (2015/2730(RSP))

Council Conclusions of 20 May 2014 on Gender Equality in sport (2014/C183/09)

Resolution of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, of 21 May 2014 on the European Union Work Plan for Sport (2014-2017) (2014/C183/12)

Gender equality in sport; Proposal for strategic actions 2014-2020.

Resolution of the Council of Europe on the prevention of sexual harassment and abuse of women, young people and children in sport (3/2000)

Recommendation CM/Rec(2015)2 of the Council of Europe (the Committee of Ministers) to Member States on gender mainstreaming in sport

Brighton plus Helsinki 2014 declaration on women and sport

The Los Angeles Declaration - 5th IOC World Conference on Women and Sport 16-18 February 2012 Los Angeles, California.

Special Eurobarometer 412 "Sport and physical activity". March 2014.

## Annex 2: Example of strategies and good practices

Name of the action:	<b>IOC Strategy for gender equality</b>
Kinds of action:	<input type="checkbox"/> Observation - Evaluation <input type="checkbox"/> Training <input type="checkbox"/> Communication - awareness <input type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input type="checkbox"/> Equal representation of men and women
Objectives:	<p>At the time of its creation in 1995, the IOC Women and Sport developed a strategy for ensuring that women became fully engaged in the Olympic movement.</p> <p>That strategy includes work in four areas :</p> <ul style="list-style-type: none"> <li>- The Olympic Games' program;</li> <li>- The promotion of women sports leaders;</li> <li>- A strong IOC advocacy campaign to place equality higher on the sport agendas;</li> <li>- A series of support activities and programs to help NOCs and the Olympic family at large to participate in the advancement of women in and through sport.</li> </ul>
Presentation of the implementation:	
Measured or observed effects:	<ul style="list-style-type: none"> <li>• Particular success has been recorded in terms of female participation in the Olympic Games and in sport generally. The Olympic Agenda 2020 has committed to reach complete equality “the IOC to work with the International Federations to achieve 50% female participation in the Olympic Games and to stimulate women’s participation and involvement in sport by creating more participation opportunities at the Olympic Games”.</li> <li>• Women access to decision-making positions has been very slow. Thus, the current strategy aims at increasing women in leadership positions and in technical positions</li> </ul> <p><b>The IOC women and sport initiatives and focus areas:</b></p> <ul style="list-style-type: none"> <li>• Advocacy and raising awareness</li> <li>• Education programme targeting women in National Olympic Committees and National Federations</li> <li>• Support NOCs and IFs by providing scholarships for athletes, coaches and also by funding national initiatives aiming at women and girls promotion</li> <li>• Monitoring the progress and collecting gender data within the Olympic Movement.</li> <li>• Advice our stakeholders on how to successfully implement gender equality programmes.</li> <li>• Harassment and Abuse in Sport prevention</li> </ul>
Internet link:	<a href="http://www.olympic.org/women-in-sport-commission">http://www.olympic.org/women-in-sport-commission</a>

Name of the action:	<b>FIFA Task Force for Women's Football &amp; FIFA Women's Football &amp; Leadership Conference</b>
Kinds of action:	<input checked="" type="checkbox"/> Observation – Evaluation <input checked="" type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input checked="" type="checkbox"/> Support to networks <input checked="" type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	FIFA's support and development of women's football and the power of football in breaking social barriers.
Presentation of the implementation:	N/A
Measured or observed effects:	<p>Inter alia two female members of the FIFA Executive Committee and one female co-opted member for special tasks in the FIFA Executive Committee.</p> <p>FIFA Female Leadership Development Program – Grenada Football Association Secretary General is a lady.</p> <p>The FIFA Women's World Cup Canada 2015™ is the most successful tournament so far in terms of TV viewing rating - some key figures can be accessed here:  <a href="http://www.fifa.com/womensworldcup/news/y=2015/m=7/news=key-figures-from-the-fifa-women-s-world-cup-canada-2015tm-2661648.html">http://www.fifa.com/womensworldcup/news/y=2015/m=7/news=key-figures-from-the-fifa-women-s-world-cup-canada-2015tm-2661648.html</a>  <a href="http://www.fifa.com/womensworldcup/news/y=2015/m=7/news=a-tournament-that-broke-all-records-2661554.html">http://www.fifa.com/womensworldcup/news/y=2015/m=7/news=a-tournament-that-broke-all-records-2661554.html</a></p>
Internet link:	<p>Detailed information on the FIFA Task Force for Women's Football is available on FIFA.com:  <a href="http://resources.fifa.com/mm/document/affederation/footballgovernance/02/74/17/96/exco_reformcommitteefinal_neutral.pdf">http://resources.fifa.com/mm/document/affederation/footballgovernance/02/74/17/96/exco_reformcommitteefinal_neutral.pdf</a></p>



Name of the action:	<b>'CALL TO ACTION' FOR WOMEN IN COACHING</b>
Kinds of action:	<input type="checkbox"/> Observation – Evaluation <input type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input type="checkbox"/> Equal representation of men and women
Objectives:	<ul style="list-style-type: none"> <li>- Expand the network of organisations that can help influence positive change for women in coaching</li> <li>- Gather examples of good practice</li> <li>- Showcase case studies from around the world</li> <li>- Identify volunteers to run pilot projects and activities</li> <li>- Create a network of women who want to further the advancement of women and coaching globally</li> </ul>
Presentation of the implementation:	<p>Every international/European ICCE event (2012 ICCE Global Coaches House London, 2013 ICCE Global Coach Conference Durban, 2014 ICCE Global Coaches House Glasgow, 2015 ICCE Global Coach Conference Vierumäki) introduced dedicated sessions/days on women in coaches.</p> <p>The ICCE started to create a showcase of internationally successful women coaches; the first group was introduced in the Congress in Helsinki in 2014.</p> <p>We are working on an online forum on the ICCE website dedicated to this topic.</p>
Measured or observed effects:	ICCE working group “Women in Coaching” collected contact details of individuals and organisations that have committed to our Call to Action and regularly checks the progress and any further action by the members.
Internet link:	<a href="http://www.icce.ws/projects.html">http://www.icce.ws/projects.html</a>

Name of the action:	<b>EOC Gender Equality in Sport Commission – Action Plan</b>
Kinds of action:	<input checked="" type="checkbox"/> Observation - Evaluation <input checked="" type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	<p>The European Olympic Committees established a Gender Equality in Sport Commission (GES) in 2013. In August 2014, the EOC has appointed new members and chairs of all its 8 advisory Commissions with Daina Gudzineviciute, President of the Lithuanian Olympic Committee, at the helm of the recently created GES Commission. Ms. Gudzineviciute was also co-opted to the EOC Executive Committee as its full member.</p> <p>The Commission met for the first time in March 2015 and during the meeting prepared an <b>Action Plan</b> for the EOC which is based on the Proposal for Strategic Actions 2014-2020, developed by the Commission Group of Experts. The GES Commission has set itself the following objectives:</p> <ol style="list-style-type: none"> <li>1. To communicate with sport society, why it is important to achieve gender equity in sport.</li> <li>2. To encourage and where possible provide education and training opportunities for both genders to further develop their skills and understanding of the gender equality in all areas of sport.</li> <li>3. On the basis of best practices in Europe and in collaboration with the EOC leaders' to develop and implement the IOC gender balance policy.</li> </ol> <p>The Plan proposes a set of concrete and realistic actions which are to contribute to the achievement of the above objectives:</p> <ol style="list-style-type: none"> <li>1. To include men to the EOC Gender Equality in Sport Commission, because both women and men should represent NOCs in all events of EOC.</li> <li>2. To conduct detailed data collection for research, evaluation and monitoring, about participation of women in sport at all levels of EOC.</li> <li>3. To promote positive images of women in leadership positions and break down societal stereotypes and raise awareness through media. In collaboration with media partners to organize forums and trainings for sports media with emphasis on better coverage of women in sport.</li> </ol>
Internet link	<a href="http://www.eurolympic.org/en/about-us/commissions/women-and-equality-in-sport.html">http://www.eurolympic.org/en/about-us/commissions/women-and-equality-in-sport.html</a>

Name of the action:	<b>Ladies European Tour Alumni Association</b>
Kinds of action:	<input type="checkbox"/> Observation - Evaluation <input type="checkbox"/> Training <input type="checkbox"/> Communication - awareness <input type="checkbox"/> Support to networks <input checked="" type="checkbox"/> Creation of bodies/institutions <input type="checkbox"/> Equal representation of men and women
Objectives:	<ul style="list-style-type: none"> <li>- To celebrate the achievements of women in positions of responsibility in the sport.</li> <li>- To create a vehicle through which employment opportunities can be communicated.</li> <li>- To involve former members in the annual education programme offered to existing members.</li> <li>- To increase awareness within the current membership of dual and second career opportunities.</li> <li>- To increase the number of women in positions of responsibility in the sport.</li> </ul>
Presentation of the implementation:	<ul style="list-style-type: none"> <li>- Establish an Alumni Association for former LET members.</li> <li>- Profile and celebrate the work being done by women in positions of responsibility in the sport.</li> <li>- Encourage interaction between Alumni members, particularly regarding employment opportunities.</li> <li>- Involve Alumni members in the LET member education programme to provide advice and assistance to those who may be giving consideration to their second career.</li> </ul>
Measured or observed effects:	<ul style="list-style-type: none"> <li>- An increase in the number of women in positions of responsibility in the sport as measured through a benchmarking study to be carried out every 3-5 years.</li> </ul>
Internet link:	n/a

Name of the action:	<b>SCORE Project (Strengthening Coaching with the Objective to Raise Equality)</b>
Kinds of action:	<input type="checkbox"/> Observation - Evaluation <input checked="" type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input checked="" type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	<ul style="list-style-type: none"> <li>• To promote the representation of employed and volunteer female coaches in the coaching workforce</li> <li>• To increase the number of female coaches by creating tools to support female coaches to develop towards the coaching of high performance</li> <li>• To include evidence-based information about gender and gender equality in coach education appropriate to all levels</li> </ul>
Presentation of the implementation:	<p><b>Program and Activities</b></p> <p><b>Coordination and development activities:</b>          The first year of the project will be dedicated to the development of the toolkit and to the education for a mentors program. The activities foreseen in order to realise this phase are the Kick off meeting, Steering Committee meetings and the Project team meeting.</p> <p><b>Implementation and dissemination:</b></p> <p><b>Education for mentors:</b>          Around 24 mentors will be educated to support potential female coaches in developing the mentees' professional and personal growth.</p> <p><b>National Training sessions:</b>          National training sessions will be organised in Croatia, Cyprus, Finland, Germany, Lithuania, Portugal, Sweden and UK between November 2015 and August 2016 to facilitate the implementation and dissemination of the toolkit as well as to educate the relevant stakeholders. The final conference in 2016 will focus on dissemination and raising awareness on the project's outcomes.</p> <p><b>Expected outcomes</b>          SCORE Project specifically aims to develop an educational toolkit "awareness pack" aiming at increasing the number of female coaches and breaking the barriers for female coaching by innovative solutions. The toolkit will include tools both to sport organisations and coaches. In addition, the project develops an education programme for mentors, which will be organised for the representatives from project partner organisations. After the programme, the mentors will assist</p>

	<p>potential female coaches in their respective countries in developing the mentees' professional and personal growth.</p> <p><b>The project aims to develop:</b></p> <ul style="list-style-type: none"> <li>• An educational toolkit “awareness pack” with tools targeted at both the sports organisations and coaches.</li> <li>• An education programme for mentors and around 24 educated mentors to support potential female coaches around Europe</li> </ul>
Measured or observed effects:	Project has started in the beginning of 2015 and will finish in the end of 2016. The effects of the project cannot be measured yet.
Internet link:	<a href="http://www.score-coaching.eu">www.score-coaching.eu</a>

Name of the action:	<b>WILD Project (Women's International Leadership Development)</b>
Kinds of action:	<input type="checkbox"/> Observation - Evaluation <input checked="" type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input checked="" type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	<p>The WILD Programme aimed to:</p> <ul style="list-style-type: none"> <li>• Increase representation by women in leadership positions</li> <li>• Build the competence and confidence of women in decision-making positions</li> <li>• Increase support among organisations for the contribution women can make to sports leadership</li> <li>• Strengthen networking between women leaders, both nationally and internationally</li> <li>• Provide a platform for future projects</li> <li>• Disseminate best practice via website, publications, sharing seminars, and international networks.</li> </ul>
Presentation of the implementation:	<p>WILD stands for the Women's International Leadership Development programme, and was an ENGSO mentoring project, which took place from the beginning of 2010 until 31 March 2011. The aims of the programme, which had partners in the Czech Republic, Denmark, Finland, France, Hungary, Italy, Sweden and the UK, was to up-skill potential women leaders from our partner countries across Europe and leave a legacy of tools and information available for future projects to get a head start.</p>
Measured or observed effects:	<p>There hasn't been systematic measurement on the impact, but many of the women who participated in the Programme are now holding a leading position (Secretary General, Director etc.) in sport organisations. WILD was highlighted several times as a good practice example by former Commissioner Vassiliou.</p>
Internet link:	<a href="http://www.engso.eu/projects.php#2">http://www.engso.eu/projects.php#2</a>

Name of the action:	<b>ENTER!</b>
Kinds of action:	<input type="checkbox"/> Observation - Evaluation <input checked="" type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input checked="" type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	<b>Objectives</b> <ul style="list-style-type: none"> <li>• Increase women's involvement in sport leadership;</li> <li>• Empower women for leadership roles in sport;</li> <li>• Increase awareness of the relationship between sport and social development among sports leaders;</li> <li>• Adopt the principles of mentoring in European sports cultures;</li> <li>• Produce a common vision of sport leadership (professional identity, moral and ethics of good leadership);</li> <li>• Increase democracy and development of the principles of good governance in sports organisations;</li> <li>• Ensure continuity and education of new sport leaders;</li> <li>• Develop a vision of cross-sector co-operation</li> </ul>
Presentation of the implementation:	<p>The ENTER! programme was developed by ENGSO and lasted for three years and was financed by the Leonardo da Vinci Programme of the EU Commission's Lifelong Learning Programme. The aim for the participants was to gain a profound knowledge of national and international sports structures, national political, economic and social environments, decision-making structures and the position of women in sport, nationally and internationally. This took place through 2-3 training days or seminars per year.</p>
Measured or observed effects:	
Internet link:	<a href="http://www.engso.eu/projects.php#3">http://www.engso.eu/projects.php#3</a>

Name of the action:	<b>ENGSO's lobby and monitoring work</b>
Kinds of action:	<input checked="" type="checkbox"/> Observation - Evaluation <input type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input checked="" type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	One of the main aims of this monitoring/lobbying work is to contribute to the implementation of the Proposal for Strategic Actions 2014-2020 – Gender Equality in Sport, and thus enhance the overall gender equality in sport.
Presentation of the implementation:	ENGSO actively follows the EU and Council of Europe (EPAS) decision-making to raise and enhance the topic of gender equality in sport. ENGSO was actively lobbying for getting gender equality included in the Council Work Plan for Sport 2014-2017 and on the agenda of the Expert Group. ENGSO does this work all the time.
Measured or observed effects:	No systematic monitoring
Internet link:	

Name of the action:	<b>Cooperation with the European Women and Sport (EWS) Network</b>
Kinds of action:	<input type="checkbox"/> Observation - Evaluation <input type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input checked="" type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	One of the main aims of this cooperation is to contribute to the implementation of the Proposal for Strategic Actions 2014-2020 – Gender Equality in Sport, and thus enhance the overall gender equality in sport.
Presentation of the implementation:	ENGSO and European Women and Sport signed a Memorandum of Understanding in April 2015 where the general objectives for the cooperation are outlined. Furthermore, ENGSO Executive Committee Member Sallie Barker is a member of the EWS Steering Committee.
Measured or observed effects:	No systematic monitoring
Internet link:	



Name of the action:	<b>National Action Plan on “Gender Equality in sport” – Austria (2015)</b>
Kinds of action:	<input checked="" type="checkbox"/> Observation - Evaluation <input type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	<p>In January 2015 the Austrian Ministry of Sports set up a strategic group with 30 representatives and experts of the organized sport in order to implement the “Proposal for Strategic Actions on Gender Equality in Sports 2014-2020” on national level. The process is coordinated by “100% Sport”, an organisation responsible for Gender Equality in Austrian Sports.</p> <p>Within this strategic group four working groups were established with regard to the four main areas as proposed by the European Commission:</p> <ul style="list-style-type: none"> <li>- Gender balance and equality in decision-making in sport</li> <li>- Gender equality in coaching</li> <li>- Fight against gender based violence in and through sport</li> <li>- Fight against negative stereotypes in sports and the role of the media</li> </ul> <p><b>Working Group: Gender balance and equality in decision-making in sport</b></p> <ul style="list-style-type: none"> <li>• Objectives and measures to enlarge the number of women in decision-making bodies are being discussed, basis for the objectives are the percentages of the EU proposal.</li> <li>• An ombudsperson for gender equality - that acts as person of trust and tries to ensure gender equality in follow-up decisions - has been integrated in every sport organization.</li> <li>• Mentoring programs for young women should increase the amount of women in decision making positions in sport.</li> </ul> <p><b>Working Group: Gender equality in coaching</b></p> <ul style="list-style-type: none"> <li>• In a 2-years process an obligatory module on „gender issues“ has been developed which will be implemented in educational courses for coaches in 2016.</li> <li>• Data has been gathered to examine the gender situation in coaching</li> </ul> <p><b>Working Group: Fight against sexual harassment in sport</b></p> <ul style="list-style-type: none"> <li>• The sports minister has signed a position statement on the topic. In addition, all the presidents of all Austrian sport organizations and umbrella federations have signed the position</li> </ul>

	<p>statement, as well.</p> <ul style="list-style-type: none"> <li>• Persons of trust have been integrated in every sports organization. All athletes have the possibility to contact the person of trust in case of harassment.</li> </ul> <p><b>Working Group: Fight against negative stereotypes in sport and the role of media</b></p> <p>In this working group there are fruitful discussions with relevant stakeholders of Austrian media (public and private broadcast companies).</p> <ul style="list-style-type: none"> <li>• Female sport journalists will be mentored by experts from national broadcast stations to give them peer-to peer feedback and help them with personal experiences</li> <li>• Through Reception Research the group tries to find out how media transports stereotypes and effects gender equality in sport</li> <li>• Guidelines for sport organizations, clubs and sportsmen or sportswomen are prepared in order to raise awareness on the importance of eliminating stereotypes</li> </ul>
Internet link:	

Name of the action:	<b>French strategy on “Gender Equality in sport” – 2012-2017</b>
Kinds of action:	<input checked="" type="checkbox"/> Observation - Evaluation <input checked="" type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input checked="" type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	<p>The Department of the City, the Youth and Sports is conducting a proactive policy in favor of equal access of women to sport and responsibilities. It is based firstly on a legislative and regulatory framework (I) and on a structuring action initiated in 2012 by the government policy on equality between women and men (II).</p> <p><b>I - A legislative and regulatory framework</b>          The law No. 2014-873 of August 4, 2014 for real equality between women and men indeed Article 63 amends the Code of Sport for introduce a move towards parity in the representatives of governing bodies of sports federations. It puts an end to the current mechanism consisting of giving gender representation in governance bodies according to the principle of proportionality. A progressive and proportionate device is provided: for federations delivering over 25% of their licenses in one of the two sexes, the statutes shall provide at least 40% of each sex within 2 Olympiads. For federations delivering less than 25% of their licenses in one of the two sexes, the statutes should include at least 25% representation of each gender for the next Olympiad.</p> <p><b>II - A structuring action framed by government action.</b>          Since 2012, the French Government has initiated a new generation of policies in favor of equality between women and men. Add to the law of 4 August 2014 for real equality between women and men, a set of measures to promote respect for these rights and the fair representation of women in French society was engaged. The Government is mobilized particular against the most serious inequalities by doubling the resources devoted to the fight against violence against women.</p> <p>Thus, all departments are committed for equality between women and men with a roadmap.</p> <p>For sport, five measures are planned for 2014-2015 :          MEASURE 1: Promote gender equality in federations / Improve the place of women in coaching          MEASURE 2: Supporting the implementation and the promotion of feminization plans of sports federations          MEASURE 3: Promote an equal access to sport for women and men</p>

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	<p>including access to sports practice for women most vulnerable</p> <p>MEASURE 4: Higher council of audiovisual (CSA) support efforts for a better representation and a better image of women in sport</p> <p>MEASURE 5: Fighting violence : preventing and combating sexual violence in sport</p> <p>The roadmap for 2016 and 2017 is being drafted.</p>
Internet link:	<p><a href="http://www.gouvernement.fr/en/further-action-for-gender-equality">http://www.gouvernement.fr/en/further-action-for-gender-equality</a></p> <p><a href="http://femmes.gouv.fr/wp-content/uploads/2014/01/DDF-Feuille-de-route-2014-MSJEPVA.pdf">http://femmes.gouv.fr/wp-content/uploads/2014/01/DDF-Feuille-de-route-2014-MSJEPVA.pdf</a></p>

Name of the action:	<b>National Action Plan – Swedish Sports Confederation (2005)</b>
Kinds of action:	<input checked="" type="checkbox"/> Observation - Evaluation <input type="checkbox"/> Training <input checked="" type="checkbox"/> Communication - awareness <input type="checkbox"/> Support to networks <input type="checkbox"/> Creation of bodies/ institutions <input checked="" type="checkbox"/> Equal representation of men and women
Objectives:	<p>The Swedish Sports Confederation adopted in 1989 a National Action Plan for all national Swedish sports federations. The plan has since then been monitored and status of equality has been reported at General Assemblies of the Swedish Sports Federation. The National Action Plan has been updated since then, the last update in 2005.</p> <p>The plan focuses on a main goal and four measurable goals:</p> <p><u>Main goal:</u> Women and men in sport shall have the same possibilities, rights and obligations at all levels and in all areas.</p> <p><u>Goals:</u></p> <ul style="list-style-type: none"> <li>• Girls and boys, women and men, shall have the same possibilities to practise sport;</li> <li>• Women and men, as well as girls and boys sports, shall be valued and prioritised in an equal manner;</li> <li>• Women and men shall have the same influence in decision making bodies;</li> <li>• Working forms and distribution of tasks shall be formed so women and men can have the same possibility to participate;</li> <li>• Gender mainstreaming shall be incorporated in the daily work, and influence all areas.</li> </ul> <p><u>Measurable goals:</u></p> <ol style="list-style-type: none"> <li>1. In all decision making bodies women and men should be represented by at least 40%;</li> <li>2. At senior administrators level there should be at least 30% women and men;</li> <li>3. Election committees at all levels should consist of equal numbers of women and men;</li> <li>4. There should be a more equal representation of women and men as coaches.</li> </ol>
Measured observed effects:	<p>Report is presented at each General Assembly of the Swedish Sports Confederation. The development as follows, as an example:</p> <ol style="list-style-type: none"> <li>1. Decision making: from 15% 1989, to 27% women</li> <li>2. Senior administrators: 18% women</li> </ol> <p>To summarize – more needs to be done.</p>
Internet link:	

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## **Annex 3: Good Governance principles in sport (EU work plan for Sport 2011-2014)**

- Democracy and Minimum Standards (*Principle 4e*) – “ensuring that the appropriate level of inclusivity, diversity and sports representation is achieved and maintained across decision making bodies.”
- Delegation and Committees (*5c*) – “Appropriate selection policies should be in place for committees or working groups to ensure that suitable experts are appointed and there is a balance of views, gender equality and diversity.”
- Management (*6a*) – “the Board must promote equality and diversity and actively work to attract a diverse range of members, including, in particular, but not limited to an appropriate gender balance at board level as part of an overall inclusivity programme.”
- Inclusivity and Youth Engagement (*8a*) – “sports bodies should be inclusive and represent the diverse nature of society and their sports whether by reference to gender, race, sexuality, disability, age or otherwise.” (*8b*) - “...sports bodies should develop and implement robustly an inclusivity strategy incorporating recruitment, selection and appointment procedures.”