



Gender Equality in Sport

Proposal for Strategic Actions 2014-2020



Sport

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Approved by the Group of Experts 'Gender Equality in Sport'
at its meeting in Brussels on 18 February 2014

Preface

Although we are witnessing more and more women in Europe participating in sport activities, a lot remains to be done in the sphere of gender equality. Many women are today still unable to find the right environment in which to develop their full potential. In some countries, women lag seriously behind men in access to sport.

We know that many factors, external to sport, can affect women's levels of participation. These include the situation at home or the role of physical education at school. But we also know that there are many factors at play within the sport sector itself which can hamper the participation of women - for instance the lack of coaches which create a gender friendly and safe sport environment, no interest from decision-making boards, often dominated by men, for sustainable gender equality policies leading to concrete changes.

The importance of sport in our daily life cannot be overstated. It contributes significantly to fitness, health, the economy and self-development, teaching us values and skills like discipline, teamwork, respect and perseverance. It is all the more regrettable, therefore, that the sport world should still be plagued by inequalities between women and men.

I am determined to promote gender equality in sport and also to use the potential of sport for equality in its broadest sense. A gender-friendly climate should become a standard feature of sport institutions and I have no doubt that the sport world will be the first to reap the benefits.

I therefore welcome this report as an invaluable input into the political debate which I am confident will lead to the implementation of concrete actions at national and European level.

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1 Gender equality in sport

1.1 Introduction

For a long time women have been expected to live up to traditional gender roles that are held by both men and women in mainstream society. These gender roles often resulted in women being dissuaded from involvement in sectors of society, including participating and competing in sport.

Since the Olympic Games in Paris in 1900, where 22 women out of 997 athletes participated in 5 sports, the involvement of women in the Olympic Movement at all levels has changed gradually. Changes in gender roles in response to changing economic, social and political circumstances also had an influence on sport, especially in relation to participation. At the decision making level the progress has been less impressive: there were no women members of the International Olympic Committee between 1896 and 1981. In 2014 there are 24 female IOC members out of 115 Members.

Before the start of the 2012 Olympic Games in London Viviane Reding, Vice-President of the European Commission, and Androulla Vassiliou, European Commissioner responsible for sport, congratulated the presidents of the IOC and IPC on the very first Olympic Games where women were competing in every sport in their respective programmes:

'It is an important milestone in the long struggle for real gender balance between women and men in sport. Nevertheless, we do firmly believe that more needs to be done to achieve an acceptable representation of women in sport and sport governing bodies and to continue the fight against discrimination and sexual harassment towards women'.

The Commissioners pointed out that they had already taken a first initiative in supporting projects in which European Olympic and Paralympic sport organisations were involved and invited IOC and IPC presidents for further cooperation:

'We believe that these actions should be part of a common framework developed in close cooperation with you in the future. We suggest developing a Roadmap on gender equality in sport with smart and realistic objectives for governmental and non-governmental organisations to be achieved by the year 2020.'

1.2 Challenges for gender equality in sport

The Commissioners call for more actions and further cooperation is based on the persisting gaps at all levels between women and men in sport and the lack of implementation of concrete measures.

The Euro barometer on Sport and Physical Activity 2014 highlighted that the participation of girls and women in Europe in general is still not at the same levels of participation as boys and men. In addition, researchⁱ has shown that the number of women in leadership positions in sport governing bodies in Europe is still very low (average of 10%) with exceptions in some EU Member States and at local level. Despite some positive action substantial changes through legislation and policies have rarely taken place, with the exception of the Nordic countries, UK and France and in federations such as the International Triathlon Union. Furthermore, employed female

coaches are in the minority of the coaches in Europe and often earn less per month on average than their male colleagues with differences of up to 1000 euros reported for the same type of job.

The EU funded project 'Sexualised violence in sport' proved that sport makes children strong and self-confident, however this also represents an area of significant vulnerability for sexual and gender harassment and abuse. This is as a result of the close relationships and trust developed between individuals when training for success.

The results of the 2010 Euro barometer on gender equality indicated that Europeans are concerned about the sexist stereotypes found in the world of sport. This all makes sport not as gender balanced as it should be and highlights the need to improve the gender climate and equality in sport through concrete measures, supported by sustainable policies and, where necessary, legal frameworks.

It is a good sign that many sports organisations have expressed their commitment to gender equality in sport, as by 1 January 2014 more than 412 sport organisations worldwide had endorsed the Brighton Declaration on Women and Sport. However, it cannot be denied that at the same time the implementation of measures and actions has not happened. Almost 20 years after the Brighton Declaration, there is still the need to 'Lead the Change' as the motto of the next IWG World Conference in Helsinki 2014 hails.

There have been many positive activities, projects and actions taken for women in sport by the signatories of the Brighton Declaration. However, it is still questionable how sustainable these activities have been and how many mainstream sports organisations were involved. It seems that many sports organisations have not been able to institutionalize gender mainstreaming within sport.

1.3 Benefits of gender equality in sport

The lack of gender equality in sport could also be seen as a missed opportunity for the sport sector. Research and developments in sport have shown that better skilled and educated women and men could lead to interesting benefits on personal, organisational and societal levels. Instead of considering gender issues to be irrelevant, or even a hindrance to the core policy goals in sport, stakeholders in sport should develop a more comprehensive understanding of the value of gender equality as a condition of social and economic progress.

Gender equality will benefit the position of women, who for a long time did not have the same **human rights** as men, but at the same time it will improve the **diversity** of today's sport sector which is needed to attract potential sport participants and clients and keep them as members or participants active in the organisation, ready to fulfil activities or functions.

It will contribute positively to the **quality of the services** delivered, as women will provide different role models for girls and boys, and new, relevant educational approaches which encourage girls and women to enjoy sport and prepare for a lifelong sporting career. This approach will, in the long term, also influence boys and men. It will establish a **safe and secure sport environment** for girls and boys, young women and men as it will raise awareness of the topic, educate instructors and administrators on how to handle risks in this field and prevent harm to athletes.

Gender friendly guidance and coaching may **decrease the high drop-out rate** of girls and women, avoid sexist gender stereotypes in sport and create a positive and social educational climate for all.

For many women with a disability or migrant background it is much more, it is also using sport as a tool to **empower their lives**, to have a job, to have a family and to be accepted as a citizen in their (new) country and not being someone 'different'. It could be expected that as a result of a gender equality approach, the climate of sport will become more attractive and enjoyable to women and girls, which will lead to an increase in their participation. It will result in a positive effect on the **health** of women and girls throughout Europe.

Finally it should be strongly stressed that gender equality in sport will be **economically beneficial** for all stakeholders in sport and related industries, including the media because of higher participation and popularity of sport and a growing workforce.

1.4 A call for strategic actions for the promotion and support of gender equality in sport

Any call for renewed political attention on gender equality in sport at the international level should be seen in a historical context, as there was already an international conference on women and sport organised by the Central Council of Physical Recreation on 4-6 December 1978 in London and the Charter of Women's Rights in Sports, proposed by the Italian Sport For All organisation UISP, adopted by the European Parliament in 1987 (Resolution on Women and Sport doc.A 2-32/87/rev).

Moreover, the conference on women and sport in Brighton, UK from 5-8 May 1994 organised by the British Sports Council and supported by the International Olympic Committee, the Beijing Platform for Action, adopted at the UN Fourth World Conference on Women in 1995, and the UNESCO MINEPS conferences in 2004 and 2013 provided important policy recommendations on women and gender equality in sport. Several initiatives of Member States, the sport movement, the Council of Europe and the European Parliament of the EU (2003, 2007) were launched, each time calling for more action and measures. However, these actions still have not led to an acceptable level of gender equality in sport.

In a meeting with representatives of EWS, ENGSO and the IWG on gender equality and sport in 2011, Commissioner Vassiliou concluded that it was hard to reach any objectives on gender equality in sport without specific actions and political and financial support. Therefore strategic actions, including a roadmap and an action plan, which would outline priority areas for national and international sports organisations, national governments and work at the EU level, should be developed. This would include educational and training programmes for women and men and new human resource policies at local, national and international levels.

Commissioner Vassiliou invited the stakeholders in sport and the EU Member States to work together to develop a coherent plan to reach gender equality in sport by 2020. She asked a group of experts to prepare a proposal for such a plan based on evidence, including the possible benefits of concrete measures, to be discussed with stakeholders and experts at the EU conference on Gender Equality in Sport on 3-4 December 2013 in Vilnius, Lithuania.

This document is the requested proposal for a plan of strategic actions on gender equality in sport. The overall aim of the proposal is to ensure that sport is attractive to all, but pays particular attention to girls and women, whatever age or background, so that they can participate, work, govern and enjoy sport, in a safe and secure environment. At the same time sport should be promoted as a tool to improve gender equality in society, as it has the potential to educate people for leadership, contribute to the skills needed for a role or profession and prevents gender based violence. Furthermore, the media attention on sport makes it an excellent tool to fight against negative gender stereotypes in sport and society as a whole.

This proposal for strategic action encourages sport governing bodies to develop and implement national and international strategies on gender equality in sport for the period 2014 – 2020, supported by coherent and concrete measures at the EU level. Following priority areas of the European Strategy for Equality between Women and Men 2010-2015 and the Brighton Declaration on Women and Sport, concrete measures are proposed including a clear monitoring mechanism and dissemination strategy.

The call for the implementation of gender equality in sport is for both non-governmental and governmental organisations. These organisations in the field of sport have a special relationship to each other, which varies from country to country. Respecting each other's autonomy (and all the types of interdependencies and complementary actions which exist) is important and varies from taking initiatives, developing social programs, launching research, organizing education, funding (or licences to receive (lottery) funds), special agreements, partnerships and legislation.

It means that equal opportunities could be promoted at different levels and by different organisations where they have the competence to handle these. A key to the success of this proposal will be achieving the commitment of stakeholders inside and outside the sport sector in order to secure support for political actions and supporting measures. This support is needed if there is to be further progress in implementing gender equality policies in sport.

This initiative is an important element for the further development of an EU dimension in sport, supported by concrete measures, and a contribution to the mainstreaming of gender equality throughout European sport. The proposal is based on relevant theories, research, and practical experience regarding gender equality in the Member States and suggestions and actions by sport and gender equality organisations discussed at the EU conference on Gender Equality in Sport in Vilnius. Existing instruments, for example, the 'Sydney Scoreboard' (an international database on women in leadership positions in sport), campaigns, specific legislation or networks such as the European Women and Sport network are taken into consideration, based on the added value they bring.

It also takes into account the benefits of gender equality in sport and the added value of European initiatives in this field. The purpose of the document is not to produce a comprehensive academic review of the subject. The use of references and specialist terminology has therefore been kept to a minimum and references and a glossary of definitions can be found in the annexes.

2. Call for the development and implementation of national and international strategies

2.1 Need for strategic actions at national level

Gender equality in sport is primarily the responsibility of national and local stakeholders and efforts should be made at a local level to address the role of women and men in the governing bodies of sport. This includes access to clubs, improved access to coaching courses, changing stereotypes and safety and security arrangements. However, this should not depend on private local initiatives only and there is a need for a sustainable approach to the whole sport sector, as part of a policy and or legal framework.

Gender equality is a key priority in only a limited number of national sports organisations and Member States, while in other national sport governing bodies specific policies or strategies are limited to certain topics such as the fight against gender based violence, or there is no priority at all. Gender equality in sport should by definition involve engagement of the sport sector but not in isolation. More cooperation should be promoted with the domains of gender equality and education and training, where all could benefit from this cooperation. With the precise configuration of responsibilities varying from one Member State to another, and depending on Member State policies and practices (including legal frameworks), governmental organisations responsible for sport, gender and education should launch the necessary initiatives or support actions in the field.

There is no single model to be recommended on how to develop and implement a national plan or strategy on gender equality in sport, nor can it be said which sector should take the lead in coordinating this process. A state-centric provision backed by legislation is different from a state as a facilitator fostering formal agreements between gender and sporting bodies. Research highlights how France, Norway and the UK respectively have adapted their local systems to produce success in both gender and sporting terms, by cooperation across levels of government, across policy domains and across commercial, public and NGO providers.

A successful national strategy on gender equality in sport follows a balanced approach in setting benchmarks which are realistic and achievable. There is room for alternative measures and actions taking note of their social and cultural environments. Examples of good practice offer additional guidance. Rather than presenting single strategic options, for example, the empowerment of individual women or the setting of quotas, a strategy should take note of how men and women could contribute to gender balance, how the diversity of different groups of women should get specific attention and how multiple discrimination/intersectionality should be addressed. By describing these options, and proposing specific measures, the strategy should help governmental and non-governmental sports organisations make the necessary policy choices and launch concrete actions.

Taking into account the development in sport and gender equality policies, there are at least four priority areas that need attention in the national strategies for action and, in particular, where they have a focus on grassroots and amateur sport and specific programmes for young talented women and girls in sport:

- Equal representation and gender sensitivity in decision making,
- Equal representation and gender equality in coaching and teaching in sport,

- The fight against gender violence in sport and the role of sport in preventing gender violence,
- The fight against negative gender stereotypes in sport and the promotion of positive role models and the role of media in this perspective.

These priority areas are crucial for the concrete implementation of gender equality in sport. They take into account the principle that decisions are taken in the boardrooms, but recognise that the concrete implementation of gender equality in sport often takes place on the playing fields where coaches and instructors are active and guide athletes in their sport. They acknowledge the importance of a safe and secure sports environment characterised by more joy and satisfaction and not by pre-determined negative stereotypes strengthened by the media.

Topics such as the pay gap between women and men in professional sports and the accessibility and direct promotion of sport participation by specific groups of girls and women should also receive attention in national or federations' strategies, depending on the context of the country or sport.

To realise the implementation of strategies a solid management process framework is inevitably required, transforming the social mission into desired change. Quality of management processes should be benchmarked against standards set for management design, mapping, implementation, support and monitoring. Without these standards, stakeholders' efforts to implement a national plan become superficial.

Action

- *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.*

2.2 Need for a European approach

Equality between women and men is a fundamental principle of the European Union and enshrined in the Treaties. It is a common value of the EU, and a necessary condition for the achievement of the EU objectives of growth, employment and social cohesion. The need for a European approach goes beyond the valuable mutual exchange of learning experiences and good practice and the support for the development of national strategies. The huge gender gap existing in the decision making bodies of European sport, the lack of attention for gender equality and the key positions these organisations could play regarding media and sponsor contracts, crucial for the right coverage of women in sport, justify a European approach. Moreover, an international approach could also be helpful in topics, such as sexualized violence in sport, which could be delicate and sensitive at a national level and faces cross border challenges.

As to its policy approach, the Commission follows a dual approach to gender equality, namely specific actions plus gender mainstreaming. Mainstreaming the principle of equality between women and men in all its activities represents a specific mission for the Union. With the entry of an EU sport competence in the Lisbon treaty in 2009 there is now room to support specific actions and to mainstream gender equality in the field of sport. So far no concrete actions have been taken at the European level. For that reason a more detailed coherent plan on a European level with concrete measures in a time frame to reach the gender objectives in sport should be developed. Such a plan of strategic actions, including a roadmap or action plan, should

outline priority areas for EU action on gender equality in sport for the period 2016 – 2020. This plan of strategic action will prove the Commission's commitment to driving the gender equality in sport agenda forward, reinforcing partnership with Member states, and relevant stakeholders.

In order to ensure the implementation of real actions, key actions are identified alongside other activities which will help implement/complement those actions. In a final plan of strategic actions there is a need to appoint 'chefs de file' and establish delivery dates for the development of tools, instruments and training to make the process manageable. Within the European Union the initiative should be included in the preparation of new EU policies on equality between women and men to be launched in 2015.

The specific strategic actions regarding sport should be included in the agenda of the new EU Work Plan for Sport. A governmental expert group including experts of the sports movement, could further finalize the concrete plan of strategic actions, leading to endorsement by the Council and inviting Member States and European Union institutions to take further actions. Support for these policy steps should be organized within the framework of the sport chapter of the EU programme Erasmus+ 2014-2020, leading to the implementation of concrete measures in the future. Equal steps should be made by other stakeholders on international and national level.

Essential for a European approach are:

- A joint political agenda of the European sports organisations and gender sector to support the implementation of gender equality in sport at national and international level.
- Inclusion of gender equality in the structured dialogue of the European Union with sport stakeholders.
- Monitoring and evaluation of national strategies and European actions based on indicators and defined by output-targets.
- Guidelines supporting the development and updating of national plans and strategies and actions on European level.
- Transnational initiatives (studies, seminars, projects) focussing on the implementation of national and international strategic actions on gender equality in sport with a focus on decision making in sport governing bodies, coaching, and the fight against gender based violence and negative stereotypes in sport.
- Promotion of gender friendly human resource policies of international sports organisations and within the framework of the EU social dialogue between employers and employees in the sector of sport.
- Addressing the multiple discrimination/intersectionality for specific groups of women in sport.

It is recommended using all available resources, including the capacity of the European Institute for Gender Equality (EIGE) and cooperation with the Council of Europe, to follow-up this process.

Actions

- *Specific strategic actions regarding sport should be included in the agenda of the new EU Work Plan for Sport.*
- *A European plan to reach gender objectives in sport, with SMART measures, should be developed by a European group of experts. They should have a clear mandate and tasks to address specific gender topics in sport, leading to an EU*

Plan for strategic actions 2016-2020. The progress of the plan should be monitored and reported on by Member States every three years.

- *The European Commission, together with the international Olympic and Paralympic sport governing bodies and EWS, should launch a 'Pledgeboard' for European sport governing bodies, accompanied by a robust monitoring system. This will inform all stakeholders about planned and identified activities, and the progress made, in the field of gender equality in sport.*
- *Based on an inventory of actions and the European Plan of Strategic Actions, the European Commission, Council of Europe, the international Olympic and Paralympic sport governing bodies should develop and support complementary initiatives, with concrete actions, to progress gender equality in the period of 2014-2020. The progress of the initiatives should be discussed at least every three years at the EU Sport forum.*

3 Gender balance and equality in decision-making in sport

3.1 Challenges at national and international levels

With the exception of women-only sports organisations, women form a minority in all sports, at all levels, and in all countries when it comes to decision-making positions.

Out of 52 European sports federations 20 (38%) do not have a women on their boards, 46 (88%) have less than 25% women on their boards, and only two have a female president.ⁱⁱ There are only three female presidents among European National Olympic Committees (NOCs), whereas the percentage of women on NOC Executive Committees was 14% and only seven had a female secretary generalⁱⁱⁱ. The percentages of women in decision-making positions vary across Europe and among different sports: 15 % of the executives (N=697) in German sports federations were women. The equivalent numbers for Finland^{iv}, Sweden^v and Norway^{vi} were 27%, 33% and 37%, respectively. In another study 7(64%) of the 11 football federations did not have a single woman on their boards, whereas three sport federations (two in gymnastics and one in aquatics) had around 50% women. Women are also underrepresented in governmental sport bodies. Only 6 out of 28 ministers responsible for sport are female (21%) and 28% of the national sport directors in the EU Member States are women.

The barriers women face in taking on decision making and management positions can partly be explained by the different values, attitudes and behaviors of women and men. Such factors however are also related to equal rights, gender roles, gender regimes and the gender order in society at large and can be considered as cultural barriers. More often organisational processes in sport governing bodies are barriers as they are related to mechanisms such as 'sex typing of jobs', so that certain personality characteristics and skills that traditionally have been defined as masculine are required and 'stereotyping' leading to masculine connotation.

Co-option processes in sport also easily lead to 'homologous reproduction', where leaders elect or appoint new leaders who look like themselves. Women are also at risk in that they don't join networks and so become marginalized. Furthermore, women and men are recruited to different types of positions (gender segregation) leading to leadership positions that have the lowest prestige, i.e. not in national or international sport organisations, and as secretaries and not as presidents. However, the largest barrier seems to be that sports organisations are dominated by a male culture which either excludes women or does not attract, nor accommodate, large groups of women.^{vii} Having a decision-making position in a voluntary sport governing body requires a heavy investment of time and energy plus a flexible home and work life, and sports organisations are seldom organised to be sensitive to the family responsibilities of decision-makers.

The structures of the sports organisations themselves and the way they are organised and operate are not very often questioned. Furthermore, job search committees, or election committees, which normally consist of men, often use subjective evaluative criteria or profiles in which men will be seen as more qualified than women. In practice this means that men have used their male networks to help them during their job search and hiring process, or during election procedures for administrative positions. Women administrators often feel they are judged by more demanding standards than men.^{viii}

3.2 Objectives 2020

The private and commercial sectors have shown that better decision making and superior results are achieved if gender diversity is incorporated into senior decision making positions, because they understand the consumer (i.e. both men and women) and bring in diverse styles of leadership and understanding of business. Sport governing bodies should adopt the same attitude with a larger focus on gender equality in sport, so that they can take full advantage of the leadership skills, opinions and experience of women and adequately reflect women's needs. Likewise, women in powerful decision-making positions may function as role models for other women. For girls and young women learning leadership skills in sport will contribute to significant experiences that can be transferred to other professions.

Therefore the overall aim of strategic actions should be to achieve a full gender balance in the representation in decision-making positions in sport governing bodies. The objectives 2020 which could function as targets for national and international plans of strategic actions and contribute to this overall aim are:

- 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 sport bodies.
- All sport governing bodies should have a gender equality policy including an action plan.

3.3 Tools and measures to implement the objectives

3.3.1 Gender balance on executive boards and committees of sport governing bodies.

As the boards of membership organisations should reflect the diversity of the individual members of the organisation, executive boards in sport should evolve to gender balanced organisations with a minimum of 40% of women and men on executive boards and committees. This should certainly be the case if participation in sport grows to equal participation between women and men.

While male candidates for executive boards are generally in the front, more efforts need to be taken in relation to the recruitment of women to decision-making positions, particularly at the national and international levels. A prerequisite for more gender balance in the boardroom is that the members of the sport governing bodies understand the value of having a diverse representation on the executive boards and committees. Such an understanding should in itself lead to greater effort in searching for female candidates to decision-making positions. Furthermore, tools that can make candidates visible should also be developed.

Education and mentoring of both women and men who are already in decision-making positions at the lower levels is needed to prepare them for more demanding positions. It is especially important that women are offered such training given the objective of increasing the female representation on national and international executive boards and committees. Mentoring (informal transmission of knowledge, including learning, dialogue, and challenge) programmes should be established, whether on a non-formal basis or via a more formal educational approach, leading to qualifications.

Since decision-making positions in sport governing bodies are often voluntary and the work takes place in the evenings and weekends, the structure and organisation need

to be made more family friendly. Although both women and men have family obligations, this is normally a larger issue for women due to the gender order of society at large. In a sector that rarely makes childcare provisions, changes to the organisational structure of the boards to ensure a more family-friendly model will therefore increase access to leadership opportunities for women. Providing flexibility in terms of reducing personal presence at meeting etc. through the use of modern communication tools (teleconference facilities, Skype, etc.) could be other measures to make the functions more accessible for women.

The hiring and election process within organisations could be of great importance in getting a better gender balance in sport committees, so more women should get involved in this process. Gender quota regulations within sports organisations could certainly lead to substantial changes as examples in some countries show.

The Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) has included a paragraph about gender distribution in their law (§2-4). This law adopted in 1990 states that:

When electing or appointing delegates to general assembly(ies), and members to executive boards, councils and committees in NIF and its organisational units, candidates/delegates of both sexes shall be chosen. The composition shall be proportionate to the gender distribution among the members, such, however, that there shall be at least two representatives of each of the sexes in executive boards, councils and committees with more than three members. In boards, councils or committees with two or three members, both sexes shall be represented. Suppliants shall not be taken into account when the gender distribution is calculated.

The number of female members in national federations' executive boards has increased from 22% in 1990 to 37% today. This is almost equivalent to the active female memberships in Norwegian organized sports (40%). The law also covers committees such as election committees that nominate candidates for executive boards.

Such regulations can be institutionalized through legislation and/or through decisions of the executive board of the organisation. Supporting measures or legislation of national sport governing bodies including governments could progress this process, although a lot of resistance exists in several Member States based on governing principles and/or the relationship with the sport movement.

While pressure and initiatives of individual members of organisations at local and national level can make a difference, other mechanisms are in place in sport umbrella organisations in particular at the international level. Members of these organisations are National Federations mainly run by men or independent members as in the IOC. Moreover, many executive board members are elected for long terms. However, this does not relieve the international sports organisations of having a gender balance in their boards and committees as a principle of good governance and extra efforts should be made to change regulations and statutes to get the gender balance in place. International sports organisations often function as 'role models' for national federations, so this should also be the case for gender equality. Changes at the international level will certainly take more time than at the national level because of the international character of the decision making processes and traditional attitudes in the sport sector related to recruitment strategies in the world of business. Therefore it is realistic that in 2020 a minimum of 30% of the members of executive boards are women and men with the target of 40% as the final goal.

Initiatives of executive boards and presidents of international sports organisations to co-opt female members in the executive board, or to have more executive board

members, are welcomed and should function as an example for other federations. However, they should not remain symbolic gestures as they are not representing sufficiently the importance of the growth of female participation in sports. In various sports the numbers of members at a national level grow or stabilize because of the increased interest for girls for these sports.

In the International Triathlon Union (ITU) delegations from the national federations are encouraged to be gender neutral through the mechanism of allowing gender balanced delegations to send more delegates. Each National Federation is entitled to be represented by two delegates, this number increased to three if one is a woman and four if two delegates are women.

In 2010 the EU funded Women's International Leadership Development (WILD) programme was run by ENGSO in European countries and used education and training, combined with a mentoring system. Its outcomes included increasing the confidence and the competence of potential national and international women leaders.

Actions

All national, European and international sport governing bodies should develop and implement strategic actions regarding gender equality in decision making bodies including:

- *Development and implementation of transparent and clear gender friendly procedures concerning candidate identification for posts, election procedures and human resource policies. These should include gender balanced representation of women and men on the nomination committees seeking candidates for decision-making positions*
- *Development of awareness programmes and support for projects to develop and maintain education and training programmes and mentoring systems for (future) female leaders in formal and non-formal education*
- *Production of educational materials for all decision-makers in sport on the value of having a diverse representation on the executive boards and committees*
- *Facilitation of the combination of family responsibilities and obligations for those in decision-making positions in sport.*

3.3.2 Gender balance in the management of professional sport administrations and governing bodies

Just as elected executive board members, professionals in sport governing bodies also have an important role to play in decisions about policies, strategies and implementation. In many organisations implementation of decisions is the responsibility of the management. As in other sectors of the labour market it is therefore important that there is a gender balance among sport professionals in decision-making positions. Hence, gender sensitive and transparent selection, recruitment, succession planning and appointment procedures and practices should be created to increase the number of women participating at all levels of the sport organisation, including top management. Human resources policies within sport governing bodies could be implemented in a recruitment and succession plan where gender quality indicators including diversity and equity criteria in recruitment, continuing education and training and other measures are taken into account.

Furthermore, registers of women in professional management in sport should be established at the local, regional, and national levels so that female candidates are made visible for further recruitment.

Courses and degrees in sport management have been established during the previous decades in many universities and colleges. Hence, there is now a large pool of qualified female candidates for professional management positions in sport that maybe an untapped resource. When sport organisations look for female candidates for positions in professional management they should look at these women and encourage them to apply for such positions. It is also essential that management jobs in sport are publicly announced. This would reduce the problem of that such positions often are filled through closed networks dominated by males.

The International Cycling Union (UCI) has endorsed an equal-opportunity recruitment plan. As a result the UCI reports that 49% of its staff and over 35% of its managers and directors are female.

Actions

All national, European and international sport governing bodies should:

- *Develop recruitment plans which take into account gender quality indicators including diversity and equity criteria in recruitment, continuing education and training.*
- *Establish registers of women in professional management in sport at local, regional, national and international levels.*
- *Recruit women with sport management qualifications obtained by formal, and recognized non formal, learning experiences in education and voluntary functions and roles.*
- *Publicly advertise all professional management jobs in sport.*

3.3.3 Gender equality policy in sport governing bodies

Reaching the objective of 40% women on executive boards, committees and in the management of professional sport administrations is an important step to gender equality. However it is not a guarantee as numbers alone will not change policies and decisions automatically. Moreover, gender equality should be the responsibility of all board members and management staff. Therefore it is necessary for sport governing bodies to have a gender equality plan in place, including the gender balance in decision making bodies, but also taking into account the gender perspective of the other portfolios to be discussed in the board or staff. To reach gender equality on decision making levels, education and training for both women and men in decision making bodies and staff should be promoted. Such initiatives should also be monitored on a regular basis.

Actions

Executive boards and management of national and international sport governing bodies should:

- *Develop and maintain a gender equality policy including specific actions (where needed) and ensure gender equality is mainstreamed in general policies and actions. This plan should be monitored on a regular basis.*
- *Promote and participate in training to raise gender awareness and commitment to gender mainstreaming for board members and personnel in leading positions.*

4 Gender equality in coaching

4.1 Challenges at national and international levels

Throughout the EU Member States under representation of women as sports coaches is evident. Coaching is still recognised as a gendered role, dominated by men. Based on figures in seven EU Member States it could be estimated that between 20%-30 % of all sport coaches in Europe are women. However, these figures seemed to be lower for the number of female coaches with a coaching qualification.

In the UK 25% of more than one million coaches and 17% of the qualified coaches are women.^{ix} In Finland 30% of the coaches are women and in Northern Ireland just over a fifth.^{x xi} In the Czech Republic 72% of the female athletes were coached by a man and 28% by a woman.^{xii} In Northern Ireland a study found around 40% female coaches in hockey and athletics, whereas there were no female coaches in cricket, only 2% in rugby and less than 10% in football. In Denmark female coaches dominated in gymnastics (73%), but were largely underrepresented in handball (28%), tennis (20%), athletics (14%), and football (7%).^{xiii}

These figures also mirror the gender distribution in different sports. Female coaches are often found in sports that have a high level of female participants (e.g. dance, gymnastics, figure skating and equestrian) and they predominantly work with women, adolescents or children who compete at local and regional levels.^{xiv} The number of female coaches in almost all sports seems to be underrepresented in relation to female membership.

This means that the representation of women coaches in many sports is much more sporadic than the overall numbers may indicate and that many men are coaching girls and women, even in female dominated sports, and very few women are coaching men. At the elite level the number of female coaches seems to be very low and in those cases where female coaches work with athletes at higher performance levels they typically occupy assistant coaching positions, supporting male head coaches.

In Germany approximately 10 % of the 500 national coaches^{xv} and in elite and professional sport 13 % of the coaches are women, who with few exceptions, were in charge of female elite athletes.^{xvi} In Sweden 11% of the national coaches in 34 different sports were female, and in Slovenia 15% of the national team coaches at junior level and higher were women.^{xvii xviii}

According to several studies female coaches face far more barriers than support in today's sport^{xix}. The barriers at the individual level (e.g. low self-efficacy, low perceived confidence and competence) have been addressed in some countries by supporting small education programmes developed for both active female and male members of clubs.^{xx xxi} However, women's recruitment in this way was successful only in a limited number of sports. In several EU Member States more formal education programmes for coaches were set up at universities and vocational education and training institutes, attracting more young women, but specific post-programme opportunities to obtain the needed qualifications for the highest performance level simply seems to be non-existent.^{xxii}

Moreover, in the various education and training programs for coaches there is little attention to gender specific topics and gender issues are barely mainstreamed in the curriculum. There is no structure in Europe which obliges educational providers of

coach education and qualifications in sport to include gender related elements in their systems.

Sports Coach UK developed six factsheets, exploring different areas surrounding women in sport, which may help inform the coaches' approach to the current coaching practice: Women in coaching, Coaching Myth Buster, Female Psychology and Considerations for Coaching Practice, - Female Physiology and Considerations for Coaching Practice, - Coaching Female High-Performance Athletes, - Socially Inclusive Coaching.

Finland is one of the few European countries that has started to mainstream the gender perspective in their coach and instructor training. A specific development project in the period 2005-2010 was followed by the implementation of the gender perspective in sport coaching by the Finnish Coach Association.

The barriers at the *interpersonal level* (e.g. lack of support from training coordinators or negative interactions) are still prominent, as supporting systems and old girls network for women coaches are lacking in many sports at national and international levels. At the *organisational level* the situation is even worse as gender equality in coaching and coach education at national and international level is often neglected. In addition, women who intend to work as top-level coaches face similar problems to those women aiming for leadership/managements positions, for instance with regards to recruitment, stereotypes about their abilities, and gender-typing of tasks, as employees and club administrators still recruit in a traditional way, especially for higher teams and elite athletes.

Female coaches have particularly experienced barriers at the *social cultural level* by dominant gender ideologies and stereotypes in the world of sport and face the reality that strategies to change these stereotypes and ideologies are very limited.^{xxiii} Stereotypes such as 'women are the best coaches for young children only' or 'women cannot coach men' are barriers to developing a career in sport. Female top level coaches as role models seldom receive attention, while they may also serve as examples of 'women can' and if disseminated could impact into other 'male' arenas in society.

4.2 Objectives 2020

Women should have equal opportunities to achieve a role or job as an instructor or coach of the sporting activity of their choice. The sport sector could increase women's skills and knowledge, which makes them more employable in sport and the wider labour market. By doing this the sector could also benefit from more female coaches, as there is a lack of coaches in general. More female coaches could also lead to more women being physically active in sport. Due to their own personal preferences, cultural traditions or religious beliefs, some women feel more comfortable with female coaches.

A more inclusive coaching workforce may also start to attract women from under-represented backgrounds (e.g. migrants, people with a disability) to participate in sport or be involved in a coaching role, but also in development/executive roles. It is important that male and female coaches are both gender sensitive in their practice. A larger focus is necessary on the content of the coaching role itself, i.e. the development of different and new coaching styles and practices which may attract not only more girls and women into sport, but also more boys and men.

Given the current state of play, the following objectives could function as targets and support the implementation of concrete measures by governing bodies in sport, training and education:

- A minimum of 40% of women and men as volunteer and employed coaches.
- A minimum of 30% of women and men as coaches of all the national team coaches.
- Evidence based knowledge about gender and gender equality should be included in coach education at all levels.

4.3 Tools and measures to implement the objectives

Specific measures should be taken to support more women to become qualified coaches and to break the existing stereotypes. Furthermore, a process should be put in place to ensure every sports coach is gender sensitive in the future.

4.3.1 Gender balance in the coaching workforce as volunteer and employed coaches

For some countries existing equality legislation could be helpful in reaching a gender balance in teams of professional coaches, as this type of legislation protects people from minority or underrepresented backgrounds in work and society. However, coaching in sport in a majority of EU Member States is primarily delivered by volunteers, where legislation in the workplace has little or no jurisdiction. This makes recruitment and development of female coaches enforced by law, if that is a desired option, difficult.

As it is recognised that the biggest route into coaching is through sports participation, female athletes with a high performance/elite sport background can play an important role in increasing the female representation among coaches. Their experiences could represent significant knowledge in performance development and technical aspects of their sport. Through their involvement, existing stereotypes about female coaches could be broken. It would therefore be an effective use of resources to recruit women who show an interest in coaching (during or as part of their dual career) and adapt or create educational pathways which recognize the informal learning experience of these (ex) athletes.^{xxiv}

It is also important to recruit women from the growing number of (higher) educational institutes which specialise in coaching and physical education as well as women not directly involved in sport (for example mothers with children active in sport), inactive female members of a sports club, and/or women occupying other 'supporting' roles in the sporting community. Positive results could be expected from recruitment projects which target different groups of girls and women such as migrant and disabled women.

The football associations throughout England, Wales, Scotland and Northern Ireland have developed 'Mums on the Ball' programmes to get more mothers into coaching their children's session. Over 500 women were funded by the FAs of the 4 UK home nations to qualify as a level 1 grassroots coach.^{xxv}

In the Netherlands Muslim women were educated to become swimming instructors and got a part-time job at the swimming pool. This sort of employment immediately increased the number of girls learning to swim. Sport England has developed some [market segmentation profiles](#) that may help to identify where to target coach recruitment campaigns.

Recruitment campaigns must try to recruit women to take appropriate coaching qualifications and also encourage them to develop along the coaching ladder to take further qualifications, when appropriate. In such campaigns it is important to focus on the content and delivery of coach education, which can be made more attractive to women.

In most of the countries the requirements and conditions of education/training are the same for men and women in all sports and in all license categories. This formal equality of opportunity does not necessarily mean that women have the same opportunities in practice. Admission rules, which may include an examination of skills, the demands and atmosphere during the programmes and the tasks and standards in examinations, are often oriented towards men's athletic performance and life circumstances, as well as to male norms and values, that may put women at a disadvantage. Sport governing bodies should therefore investigate the structure of the programme and the environment in which it is delivered as well as the content of the coaching courses and curricula, and see that it is not dominated by male examples and masculine values.

Children and family obligations may represent a barrier for many female coaches. Also male coaches are fathers and have families, but due to the gender order in society, such barriers are normally greater for female coaches. Governing bodies of sport should therefore support clubs to create or find childcare facilities which are available during coached sessions and coach education training. Female role models are crucial when it comes to recruit and motivate new female coaches^{xxvi} and their images must be made more visible at all levels and in different sporting arenas. To highlight the achievements of female coaches and ensure that people locally are recognising their ability and efforts, governing bodies should actively welcome the establishment of awards for the best female coach. Alternatively female coaches should be more proactively nominated into already established awards programme.

Actions

All national and international sport governing bodies should support, develop and implement policies which facilitate coaching by women including:

- *Recruitment projects and campaigns for specific groups of women based on market segmentation profiles in an environment (including a virtual one) where female candidates frequent. These should be accompanied by measures, such as scholarships, that facilitate coach education for women.*
- *Adapted educational coaching pathways for first team female players and elite athletes, which recognizes the informal learning experiences of these (ex) players and organise, where appropriate, 'women only' coach courses as a mechanism for engaging, empowering and increasing the technical skills of female coaches.*
- *Recruitment of more female coaching educators at all levels of coach education.*
- *Awards programme for female coaches at all levels and/or actively welcome nominations of female coaches into annual awards programmes.*
- *Family friendly environments and offer childcare during coach education training, coaching sessions and competitions.*

4.3.2 Gender balance of female and male coaches in all national teams

There is a need for action so that more women are qualified for elite-level coaching roles, recruited to such positions and retained in elite-level coaching. The sport governing bodies must be more active in recruiting female coaches to take the highest educational level in coach education in their sport. Sports organisations should

consider employing a mixed male and female coaching staff for the different national teams in all age groups. It is essential that every coaching job is advertised and not filled through closed networks dominated by males, resulting in female candidates outside these networks not getting such jobs.^{xxvii} However, this is not enough; female coaches should be actively encouraged to stay in these jobs, instead of getting burned out in a not very gender sensitive environment.^{xxviii}

The creation of a network among elite level female coaches may also be important: having (virtual) meeting places where elite level female coaches can interact and learn from each other may lead to better performance and it could lead to more female elite level coaches applying for national team coaching jobs. Elite coaches report heavy workloads, as well as schedules which do not fit into 'normal' working weeks. Training hours are often in the evenings and competitions at the weekends, often abroad. This can make the job unattractive for both women and men who have to, or want to, take care of their families. Sport governing bodies should make arrangements at elite-level sport so that these issues are reduced. In some sports, coaching teams have been successful in trying to reduce the workload of all elite level coaches.

'Kvinneløftet' (which means a boost/lift for women) is a Norwegian inter-sport initiative targeting female athletes, coaches and team managers. The transfer of expertise from good athletes/coaches and between athletes/coaches, is the founding philosophy of the initiative. Nine female elite level coaches with experiences of coaching national teams are involved and share their experiences and knowledge across disciplines and sports.

The Finnish Coach Association has set up sport-specific mentoring in Finland in 2006 and created a functioning network of mentors in specific sports. The National Women's Sports Operators' Network in Finland (Liikun Naiset) has adopted mentoring as a way of promoting women's status in the various positions within the field of sport. National and regional Sport Centres in Germany (biathlon) have been developed at which the elite level athletes, their families and the coaches and their families, live and train. This is a way of reducing the number of travelling days many elite athletes and coaches have today.

Actions

All national, European and International sport governing bodies should:

- *Consider employing a mixed male and female coaching staff where they have more national (team) coaches.*
- *Set up recruitment measures to get women to take the highest level of coach education in their sport and ensure female elite level coaches are provided with the opportunity to coach, and gain the experience of coaching high performance level athletes, during and after finishing their education through apprenticeships and trainee positions.*
- *Develop mechanisms, including mentoring programmes and a network of elite level female coaches both at national and European level, to ensure female elite level coaches access further and specialized coach education and support.*
- *Use successful female elite coaches as role models in coach recruitment and educational material.*

4.3.3 Evidence based knowledge about gender and gender equality is included in coach education.

All coaches in sport should be aware, and respectful of gender differences and the diversity of participants, aiming to create an active and challenging sports environment, which at the same time is safe and secure. They have to learn that

gender equality is not synonymous with sameness nor with establishing men, their lifestyle and conditions as the norm. Biological differences between men and women cannot be used to deny female athletes access to sport and to specific training regimes, which historically have been the case. Coaches should understand that gender is a culture-specific definition of femininity and masculinity and therefore varies in different countries, in time and space, leading to women and men living different lives and developing different values. The inclusion of gender equality in coach education and training is essential as coaches should develop and adopt different coaching styles to suit the individuals they are coaching, addressing their needs at a personal level. Both male and female coaches need to be aware of the gendered variety between men/boys and women/girls and amongst men and women. This may help increase the retention of girls in sport and address the drop off of girls taking part in sport after school.

Today coach education courses are mostly co-educational, and many women still feel marginalized in this male-dominated environment. Interviews with female coaches revealed 'flawed coach education which does little to facilitate women's personal and professional development' (Norman 2008, 451). Women-only courses in team sports, which were very successful in Germany and Norway, for example, have the image in other countries of not being good enough or not 'tough' enough. But they seem to offer women a fair chance of gaining coaching licenses and qualifications as well as of motivating them to pursue a career as coaches.

The responsibility for the curriculum and the organisation of educational pathways in coach education is organised at the national level. It is up to national bodies and national educational agencies to include possible civic competences needed for certain qualifications. In this respect attention should be given to gender topics in sport. National Qualification Frameworks with reference to the European Qualification Framework and quality assurance systems could function as a guidance and guarantee of gender equality for the education and training system of the sport and leisure sector.

Actions

All national, European and international sport governing bodies should:

- *Initiate and support research which identifies situations that promote and counteract equality and equal treatment in coaching and coach education. This should include gender specific requirements, conditions and characteristics for women and men as professional and voluntary coaches.*
- *Develop gender equality modules and educational materials that takes into account the specific needs or requirements of female and male coaches and of coaching girls/women and boys/men*
- *Implement codes of conduct and or ethical guidelines to ensure that the coaching environment is free from discrimination or harassment.*

5 Fight against gender based violence in and through sport

5.1 Challenges at national and international levels

Sports participation can empower girls' bodies and identities and as such sport can contribute to the prevention of gender based violence in society at large. However, gender based violence also occurs in sport and for a long time sport did not recognise this. But media attention and research has gradually changed the attitude of sports organisations and they now realise that gender based violence in sport cannot be denied. Prevalence data for gender and sexual harassment in sport varies between 14% and 73% in the nine European countries which have undertaken empirical studies in this area. Gender and sexual harassment seems to occur in all sports. The experience of sexual harassment increases from the recreational to the elite level. Verbal sexual harassment seems to be the form that happens most frequently in sport.

A study among Flemish female student-athletes found that over 20% had experienced from their coach the following: 'flirting with you and/others in your team', 'making a sexual remark about you,' and 'staring at your breasts/your buttocks/your pubic area'.^{xxix}

For sexual abuse in sport prevalence data varies between 2% and 22%, in which athletes were forced or coerced into any sexual activity they did not want, nor were sufficiently mature to consent to. In some of the cases the process of grooming and/or coercing someone for sexual abuse, has been revealed. It seems to occur in sport most often between a young female athlete and an older powerful coach, where the coach slowly gains the trust of a person before systematically breaking down interpersonal barriers, which then ends in sexual abuse.

Gender based violence is often inflicted by male coaches on women and girls, but some research shows female on female harassment and the experiences of boys and men in relation to sexual harassment and abuse. Some sport environments are also characterized by homophobia and homo negativism, which easily leads to sexual harassment and abuse. Recent studies have revealed that peers, i.e. other athletes, more often than the coaches, seem to be the perpetrator. It has also been reported that female coaches are victims. This indicates the necessity of looking at the whole culture of sport in preparing preventive measures to end gender based violence, also taking into account that children and other groups are more vulnerable than others. Studies from outside sport have for example revealed that disabled women, particularly blind and deaf women, experience more harassment and abuse than able bodied women^{xxx}.

In Denmark 160 court cases about sport and sexual abuse were registered in 2004^{xxxii}. Among these cases 65% of the victims were boys. A study from UK found that more young women than young men reported sexual harassment, but more boys than girls reported sexual abuse^{xxxii}.

Qualitative studies have gathered descriptions of harassment and abuse experiences and their responses and consequences. From these studies, risk factors have been identified such as:

- Poor relationship with their parents so the perpetrator has a chance to get closer to the victims: especially on tours, during massage, and at the coach's home.
- Driving arrangements for the athlete to and from practice by the coach. She/he may be totally dedicated to the coach or authority figure who assumes the status of a father figure.
- Unawareness of athletes of their rights and lack of knowledge of those that work with them how to identify indicators of harassment and abuse, or what to do when they are concerned.
- Dependency of pre-peak performance level athletes on coaches and their entourages for success, team selection, who are more likely to be away from home.
- Organisational structure with no formal procedures for screening, hiring and monitoring staff; no guidance about expected standards of behaviour such as conduct and ethics; lack of protection, such as protection policies and procedures, education and training.
- Sport cultures where tolerances of homophobia and gender harassment exist unchallenged.
- An autocratic authority system that sets up a clear power imbalance between athlete and coach and gives scope for separation of athlete from peers in time and space.^{xxxiii}

As a result of the research and the upcoming media attention, a number of national and international organisations have developed recommendations and resolutions for addressing the problem such as the European Ministers responsible for sport in the Council of Europe (Resolution No. 3/2000 on the 'Prevention of sexual Harassment and Abuse of Women, Young people and Children in Sport') and the EU Parliament (Resolution on Women and Sport 2003). Member States and sports federations were called to adopt measures for the prevention and elimination of sexual harassment and abuse in sport by enforcing the legislation on sexual harassment at work, to inform their athletes and their parents of the risk of abuse and the means of legal action available to them, to provide sports organisations' staff with specific training and to ensure that criminal and disciplinary provisions are applied.^{xxxiv}

In 2007, the EU Parliament further urged its Member States 'to define best practices against sexual harassment and abuse in the sports domain' and 'to adopt measures for prevention and control and to organize educational campaigns'.^{xxxv} Despite these calls and efforts to create safe sporting environments across Europe, a number of EU Member States and sports organisations still have not prepared and adopted a national policy against sexual harassment in sport, nor acted upon the recommendations or researched the phenomenon.^{xxxvi}

It is further a large challenge in the few countries that have developed policies and action plans to implement the materials and policy instruments within the sport federations and sports clubs and centres, because sometimes the developed materials don't seem to be known at this level.

5.2 Objectives 2020

The impact of gender, sexual harassment and abuse can be severe for athletes and for sports organisations. For athletes such experiences may, among others, lead to sleeplessness, anxiety, depression and physical stress reactions, poor self-esteem and self-confidence, a ruined relationship between coach-athlete, a feeling of guilt and shame, quitting sports participation and a negative effect on social activities. Gender

based violence could have consequences for the sports organisations as well, as membership could reduce. Highly publicized cases of gender based violence in the media may even lead to financial consequences, for example, due to withdrawal of sponsor funding, which again may impact negatively on women's sport. Therefore, high priority should be given to the prevention, combat and eradication of gender based violence in sport.

This attention may also lead to a reduction of phenomena such as discrimination and bullying that are often precursors for sexual harassment and abuse and to a sports environment characterised by more joy and satisfaction. In the long run a positive impact on recruitment could be anticipated and may also raise the awareness of social relations, particularly an increased focus on gender relationships, both in sport and society at large. According to a 2009 Eurobarometer on Gender Equality, 62% of Europeans think that gender-based violence should be a priority action in the area of gender inequality, and 92% believe that there is an urgent need to tackle it.

The overall aim of preventing gender based violence in sport is to reduce its occurrence and to contribute to the reduction of gender based violence in society. This should lead to a higher participation of girls and women in sport. The following 2020 objectives contribute to this aim:

- A specific national strategy, including a policy and legal framework and action plan, grounded in evidence based data, is in place in all EU Member States.
- Preventive tools and supporting services for victims developed in all EU Member States.
- Human resource policies for volunteers and professionals are operational, including European cooperation regarding screening systems for all applicants for coaching staff and volunteer positions to avoid cross border activities of perpetrators.
- Evidence based programmes in sport are developed and disseminated in order to empower athletes against possible harassment and abuse in sport and society. Provide education and training to coaches to prevent them being involved in gender based violence and to act in the right way preventing violence between peers or others.

5.3 Tools and measures to implement the objectives

Sport governing bodies at all levels must understand their current position in terms of gender based violence and be aware that it occurs in all sports and in every country. Results of research and an inventory of the risks in their sports and country will give them a basis from which to set their own targets to achieve the long term targets identified above and to select and develop their strategies to reach these targets. It is obvious that specific measures should be taken as no concrete measures against gender based violence in sport have been taken so far in a number of countries.

5.3.1 National strategy in each EU Member State

There is a need for a specific national strategy on gender based violence in sport in all EU Member States. Such a strategy could be part of a more general approach to safety and security in sport or gender equality and should be developed and implemented by governing bodies in sport. This should take place in close cooperation with responsible bodies for gender equality and include legislation and policy actions. This strategy, which should be based on further research, should lead to fewer girls

and women experiencing violence in sport and to a safe and a secure climate in sport and sport facilities.

All EU countries should have legislation in place that forbids gender based sexual harassment and abuse in sport. At present these cases in sport fall under a range of various legislative areas, for example, employment laws, criminal laws, as well as anti-discrimination and equality laws. Except for criminal laws, sports organisations may or may not be covered by these laws. The age of consent - the minimum age at which a person is considered to be legally competent to consent to sexual acts- varies from 13 to 18 years of age in Europe. The European countries also have different organized sport structures and different national legal frameworks.

The sports organisations may also have paragraphs in their own regulations that forbid gender based sexual harassment and abuse. This can in itself have a preventive effect. Sports organisations themselves could handle cases various ways, for example, internally (i.e. disciplinary committees, judicial panels) or by an independent body. However it should be pointed out that sexual abuse is a crime and cases should be handed over to the existing legal bodies in a country when there are serious grounds.

The German Olympic Sports Confederation (DOSB) integrated the prevention of sexualized violence in its statutes in 2011. In the Netherlands there has been an independent institute for sports justice that handles complaints (Sports court of arbitration, doping and sexual harassment) since 2001. In 2010 all member organisations of the German Olympic Sports Confederation signed a declaration in which they committed to implement measures of prevention of sexualized violence in sport.

As part of the strategy all sport federations/associations should have a policy, action plan and procedures for the prevention of gender based sexual harassment and abuse in sport. These should be inclusive and in line with international ethical and human rights statutes. The action plan should be renewed regularly and contain concrete measures including timescales for the dissemination of the policy across the organisation. In annex II the recommended elements for such an action plan are listed.

As sexual harassment and abuse in sport could be a sensitive topic in Member States and sports organisations there is a need for European support through experts in this field with a clear mandate and task to support the implementation of preventative measures in these EU Member States, where support is needed. This would be especially important in countries where no policy, legislation or prevention programmes exist and the experts could also coordinate the progress in this area. The European Commission should take the initiative to organise this support with appointed experts providing information and guidance in these EU Member States and lead the fight against gender violence in sport.

A formalised network in this area which could support the work of the experts should be established. This could act as a clearing house for information and resources in sport and become part of the mandate of the European Institute for Gender Equality, working closely with the UNESCO Observatory on Gender Equality in Sport.

Actions

- *Member States and European Commission should support further research on the prevalence of gender based violence, monitor gender based violence in sport regularly and evaluate all measures in place. This should include*

the impact of the preventive actions taken at national and European level and the experiences of athletes in sport.

- *All sport federations/associations should develop and implement mandatory procedures when sexual harassment and abuse occur, including complaint procedures.*
- *Member States should establish legislation, including specific procedures that will support and protect all involved parties, where such does not exist.*
- *European Commission should organise support with appointed experts to guide EU Member States in the implementation of preventive measures and legislation in the fight against gender based violence in sport. A formalised network which acts as a clearing house for information and resources in sport should become part of the mandate of the European Institute for Gender Equality, working closely with the UNESCO Observatory on Gender Equality in Sport.*

5.3.2 Preventive tools and supporting service for victims

An open, sound and safe sporting environment, which in itself serves as a protection against sexual harassment and abuse and against false accusations, opens pathways to foster a climate of open discussion so that athletes and others with problems feel confident enough to speak out. It is very important to bring the problem into the open and raise awareness of what constitutes gender based sexual harassment and abuse. As well as learning about the consequences that it may have for those exposed to it including the environment, the club and sports organisations. It is also crucial that both the coaches and the athletes learn about their rights. Procedures for how to report and handle cases must be made known and visible in the sport club/organisation.

Professional secrecy must be secured, both in relation to the one being the target of gender based violence and the one accused of such behaviour, as well as in relation to possible sanctions. Guidelines for the role of the bystander and for the whistle blower must also be developed. As a part of this system the sport organisation should also have systematic disciplinary appeals and grievance procedures.

A helpline can also be an important tool for assisting those involved in a case. This can be run either by an umbrella sport organisation or by an individual sport association/federation. It can also be run in cooperation with other bodies such as, for example, the Red Cross, or Save the Children.

*The helpline in the Netherlands created by the NOC*NSF in 1997, provides twofold assistance: first, care and relief for victims, alleged perpetrators, parents or bystanders and second, redirection (if wanted by the service user) to a counsellor or other service such as general care organisations, police, lawyers or public prosecutors. It also developed tools to facilitate communication about sexual harassment and abuse, hand-outs for different target groups, documentary (story telling), a website (www.nocnsf.nl/seksuele-intimidatie), information flyers, and guided discussion sessions. In the UK most coaches have to complete the Safeguarding and Protecting Children Workshop to be allowed to coach children.*

The German Sports Youth published in 2012 a qualification module about prevention of sexualized violence in sport to be used in sports clubs. The International Olympic Committee (IOC) developed educational packages for preventing gender based sexual harassment and abuse in sport.^{xxxvii} Different packages have been developed for sport

federations and associations and for athletes and coaches. It is interactive, and different scenarios representing different forms of gender based violence are played by professional actors.

Promoting and exemplify equitable, respectful and ethical leadership will minimize the chance of gender based violence. An autocratic leadership style and a hierarchal sport governing system are risk factors in sport. Accordingly an athlete-centred and empowering coaching and democratic management style seems to have a preventative effect on sexual harassment and abuse in sport. This implies among others that athletes' voices should be heard and included in decision making processes. An equitable balance of males and females in all roles is also important. Furthermore, mandatory modules about gender based sexual harassment and abuse in sport should be included in all training of coaches, instructors, staff and parents.

Actions

- *Member States should support the development and implementation of awareness campaigns and preventive tools based on research that will supplement the knowledge, deepen the understanding and improve the methods of prevention and intervention for everyone involved in sport.*
- *Member States and sport governing bodies should support the development of supporting services for everyone involved in 'possible cases' and put these into practice.*
- *Member States and sport governing bodies should support the development of education and training programmes for different groups on gender sexual harassment and abuse and make training programs to prevent gender sexual harassment and abuse mandatory in all coach education.*
- *Sport governing bodies should develop and run campaigns to recruit a more gender balanced leadership, coaching workforce and number of volunteers.*

5.3.3 Human resource policy on volunteers and professionals

Every sport organisation should have at least one person, often called the welfare or protection officer, responsible for the prevention of gender based violence. Helplines are recommended with a pool of counsellors (national confidential agents) who receive special training to help athletes who have become victims and advise sports organisations in handling incidents and to guide the accused.

Another tool for preventing perpetrators getting into sport is to require criminal record checks for people working with particular young athletes. In Denmark such a law became compulsory for all persons working with children younger than 15 years of age, and since 2012 Danish voluntary organisations have to declare compliance to this law. It is clear from more European countries that offenders are moving not only within a country, but also between countries. It is therefore important that in each country a registration system exists for sexual offenders in sport and that this registration is distributed to international bodies with respect to data protection regulations.

Depending on the sport or organisation common ethical guidelines that concern everyone in the organisation and/or separate codes of conduct for parents, staff/volunteers, and for the athletes, need to be developed. So far codes of conduct for coaches seem to be the first that are developed as a part of a prevention policy. Themes that should be included in the code of conduct for coaches include, among

others: responsibility; private lives; intimate relationships; coach/parent relationships; meeting places; language; touching etc.

Code of conduct National Olympic Committee/ Sport confederation in Norway^{xxxviii}:

1. Treat everyone with respect, and refrain from all forms of communication, action or behaviour that may be perceived as offensive.
2. Avoid body contact that may be perceived as unwanted.
3. Avoid all types of verbal intimacy that may be perceived as sexually charged.
4. Avoid expressions, jokes and opinions that relate to the athlete's gender or sexual orientation in a negative way.
5. Seek to have both sexes represented in the support network.
6. Avoid contact with the athletes in private spaces unless there are several persons present or in agreement with parents/guardians or the sports management.
7. Show respect for the athletes, coaches and leaders private life.
8. Avoid dual relationships. If a reciprocal relationship is established, the situation should be raised and clarified openly in the milieu.
9. Do not offer any form of reward with the purpose of demanding or anticipating sexual services in return.
10. Take action and give notice if a breach of these rules is experienced.

Actions

- *Member States and sport governing bodies should develop a registration system for sexual offenders in sport and distribute this to European and international sport governing bodies with respect to data protection regulations.*
- *Based on regulations of sport governing bodies, sports organisations include a code of ethics and conduct in the minimum requirements of a contract to everyone employed in sport.*

5.3.4 Programmes in sport to empower girls and women against possible harassment and abuse

Sport is perceived to influence personal and social competencies such as self-confidence, self-discipline, body-awareness, playing by the rules, fairness, dealing with emotions, learning mutual respect, winning, losing, teamwork and communication skills (individual). Sport can help to promote broader gender objectives such as human rights awareness and empowerment including education, communication, negotiation and leadership skills. Sport can also give women access to public spaces where they can gather, develop new skills, gain support from others and enjoy the freedom of expression and movement. Sport is especially important for some groups of girls, who have fewer opportunities than boys for social interaction outside the home and beyond family structures.

Specific programmes have been developed using sport as a tool against gender based violence, such as through self-defence classes, which mainly takes place within the framework of martial arts. The philosophy behind these programmes is that women feel both physically and mentally stronger than before; they feel more confident and believe that they are more capable of getting out of a dangerous situation. A crucial role in the programmes to empower girls and women against possible harassment and abuse is that played by the coach. Coaches are in the position to intervene when gender based violence appears between peers or signals of gender based violence are suspected. They should guide athletes to the right supporting systems. Therefore evidence based programmes for coaches should be developed not only to prevent

coaches being involved in gender based violence, but also to act in the right way preventing violence between peers or others. These programmes should be made mandatory in all coach education.

Actions

Sport governing bodies should:

- *Develop and implement specific programmes in sport to prevent gender based violence in society through sport. This should be offered to specific target groups in 'risky' areas and should include recruitment campaigns to reach girls and women in these areas.*
- *Develop evidence based programmes for coaches, which should be made mandatory in all coach education to act and intervene in the right way preventing gender based violence between peers or others.*

6 Fight against negative gender stereotypes in sport and the role of the media

6.1 Challenges at national and international levels

Gender stereotypes in and about sport are still deeply rooted in European societies where sports are predominantly divided into male and female domains and where mixed gender participation has not been accepted for a long time. Traditions - often perpetuated by family members, coaches and teachers - sport governing structures, and the media confirm these stereotypes rather than challenge them. Over the last year the sexualization of women athletes (as well as several male athletes) has also gained increasing importance.^{xxxix}

Women are often framed as suitable only for individual sports or sports with an aesthetic element. They are also portrayed differently than male athletes, both in relation to the images and language used. Often, they are presented in an 'out of sport context' pictures and in passive or traditional feminine poses. Moreover, women athletes are still today depicted in a way which contributes to the marginalization of women's sport due to the emphasis placed on femininity and sexual attraction, instead of strength and beauty. The existence of this type of coverage clearly devalues women's achievement.^{xi}

Despite the considerable increase in girls' and women's participation in sport and a growing audience interested in women's elite sport today^{xli} there are still huge differences in the media coverage of women and men's sports. The proportion of airtime and space in the written press covering female sport - both news and live coverage - is still very low. A study conducted in Denmark, Germany, Iceland, the Netherlands, Norway and Sweden suggests that with the exception of a few events, the amount of media coverage has not changed since the 1970's. This apparent lack of coverage of women's sport is coupled with the very low number of women experts present on screens, airwaves and quoted in the written press.

Studies of newspapers and television broadcasts show a positive correlation between the number of women sports journalists and editors and the quantity of women sports coverage.^{xlii} Women sports reporters are less likely to cover women athletes in disrespectful ways, and more likely to advocate expanding the coverage of women's sports.^{xliii} Stories by female reporters have also been recognized as 'visibly more likely to challenge stereotypes and less likely to reinforce them' than those produced by male journalists.^{xliiv} However, women journalists are often absent in the sport newsroom and, more importantly, from media decision-making positions. The average working environment in sports media is particularly difficult for women journalists. Not only do they have to overcome general barriers, they may also face a particular opposition from male journalists and athletes.

As a result of this position the current sports news and media coverage of women's sport does not reflect the true proportions of sport practitioners by gender and the real presence and importance of women's sport in, and for, societies.

6.2 Objectives 2020

By giving a more representative picture of women's and men's sport, both in relation to its volume and quality, the value of women's sport in society may be increased. This will automatically lead to more female sporting role models and could have a

positive impact on the participation of women and girls in sport. The value of increased and better media coverage has also a sound commercial rationale. The UK Women's Sports and Fitness Foundation (2011)^{xlv} found that women's sport was a commercially uncluttered market, with extensive rights available at a comparatively low cost. Moreover, television viewing for women's events remains dominated by male sport fans: a hard-to reach, valuable consumer group that is highly attractive to advertisers. It was also recognised that women are responsible for the majority of consumer purchasing decisions, so a greater engagement of the female population in sport would benefit investors, and that sportswomen provide a more distinctive and broader marketing opportunity than sportsmen, appealing to a wider audience of both men and women and a wider range of brands.

There is no reason to believe that the limited and unfair portrayal of women in sport will reverse themselves in the next twenty years unless stakeholders decide that it is in their interest to do so. Therefore, there is a need for concrete actions based on the following objectives:

- Gender stereotyping in the sports media is reduced and there is a fair portrayal of both women and men.
- The media coverage of women's sport and of women in sport is increased to 30%, with the long term objective of reaching 40%.
- The gender balance among people working in European sports media departments is increased to a minimum of 30% women.

6.3 Tools and measures to implement the objectives

In order to break down the negative stereotypes in sport and reach a fair portrayal of women in sport a long-term and determined effort by all relevant stakeholders is needed.

6.3.1 A fair portrayal of both women and men in the sports media

It is essential that media professionals are 'gender-aware' and reflect, in their work, the principles of ethical journalism (accuracy, fairness, independence, transparency, diversity, avoiding stereotypes, accountability). Therefore, editorial guidelines, which take into account the gender dimension of sport journalism, as well as toolkits and handbooks on good practice developed by various NGOs and professional media organisations, should serve as guidance for the everyday work of media professionals^{xlvi}.

Education and training are very important in this respect. Media organisations, possibly in cooperation with various stakeholders (sport federations, clubs), should incorporate in their regular training a 'gender-awareness' aspect, with a particular attention paid to the coverage of sports. Professional media and journalist associations as well as international organisations should act as standard-setting bodies and facilitators for the exchange of best practice in this respect. Furthermore, educational institutes should be encouraged to mainstream gender into the curricula of their journalist education and training, with a special attention paid to sports journalism. Courses and other capacity building activities for students, journalists, managers, NGO leaders and other stakeholders on gender sensitivity in sport journalism need to be promoted and further developed. Moreover journalists and editors could be motivated to pay more attention to women's sport and including the standards of ethical journalism, in their work by the launch of prestigious awards.

*In 2009, supported by the Spanish Sport Council, the Faculty of Arts and Communications at the European University in Madrid initiated the creation of a first (student) radio channel **Radio SDF** entirely dedicated to women's sport. This practical training project allowed students to gain valuable skills and knowledge, while incorporating in their work methods the values of gender equality, non-discrimination and tolerance.*

***The Billie Awards**, named after tennis legend Billie Jean King, are awarded annually by the US Women's Sports Foundation in five categories that recognize excellence in media portrayal of female athletes and women's sports: Entertainment, Journalism, Breakthrough and Innovation, Industry Leader and Outstanding Journalist (Women who have excelled in covering sport and become a role model in sports media are eligible).*

A fair portrayal could also be promoted by educating female elite athletes to control the rights of ethical and appropriate use of their names and images. The sports organisations, their agents and in some cases the athletes themselves are responsible for insuring that advertising agencies act ethically, and with good taste, when asking the athlete to pose or model for advertisements or other print and electronic media programming. All sport governing bodies should provide guidelines and training for elite athletes on how to communicate with the media.

Actions

- *Education and training institutes with sports journalism programmes should mainstream gender into the curricula, and include the topic in other media-related courses, including marketing.*
- *Sport governing bodies and sports clubs should develop education and training for athletes and coaches on how to communicate with the media and how to control the rights of ethical and appropriate use of their names and images.*

Media organisations should:

- *Adopt/update editorial guidelines regarding gender-equality in sports journalism with the aim of producing interesting stories, socially and commercially, while respecting women's integrity.*
- *Create and/or update tools such as expert databases to achieve gender parity in expert panels, reports and bulletins.*
- *Develop and foster the skills and competences of media professionals dealing with sport by providing systemic training regarding gender equality in sport and encourage journalists to use the existing toolkits and guidelines on gender equality and diversity in the media in their everyday work.*
- *Develop and/or promote award schemes for female sports journalists and for achievements in breaking gender stereotypes in the sports media.*

6.3.2 Gender balance in the coverage of sport in all media

It is important that the media increases their coverage of women in all sporting roles. This entails increasing the coverage of women's (and mixed) sport events, engaging women in interviews and involving them as experts in sports debating programmes. However increasing media coverage of women's sport needs to be seen within a broader context. Media, both private and public, function in a competitive market environment, and their business models are predominantly based on advertising revenue. In order to attract advertisers, media organisations need viewers, listeners and readers.

It should be possible to find new narratives for women's sport; some that would generate excitement among people, and also lead to new audiences. Awareness raising activities, which make use of hard evidence (activity reports, viewership/and readership numbers, economic statistics etc.) illustrating the current state of play and demonstrating the societal and economic potential of an increased and improved coverage of women's sport, should be supported and their results widely disseminated.

The study 'Big deal? The case for commercial investment in women's sport' conducted by the UK Commission on the Future of Women's Sport in 2011 gathered evidence on the commercial attractiveness of women's sport. Its results have been extensively distributed and quoted.

In Denmark, the joint collaboration of the federation, football clubs and the Kanal Sport resulted in establishing a fixed time for life broadcast of Danish women football series, 3F Ligaen.

Crucial for increased media coverage is the contracts and contacts between media organisations, sport governing bodies and sponsors. To succeed, sports organisations should work with broadcasters and other media bodies to build up excitement around women's sport and to create high-quality events attractive for the media as was the case, for example, of the 2011 Women football World Cup in Germany. As it is already the case in some EU countries, specific clauses encouraging media organisations to report on/ broadcast more women's equivalent of major men's sports (e.g. football, basketball) could be negotiated by the sport governing bodies in the broadcast rights contracts. Such clauses may require broadcasters to, for example, acquire the rights to both the men's and women's events, to report on such events or to send female journalists/camerapersons to ensure the coverage.

Cooperation could therefore result in concrete adjustments of both the approach of broadcasters and of the organisation of sport events and competitions. Agreements on the scheduling of major women's sports events to make them broadcast-friendly or to exploring the possibility of coupling together women's and men's competitions and matches in order to decrease the costs of the coverage of both events are but two examples. Therefore sport governing bodies should create high quality business cases, develop strong relationships with sponsors and broadcasters, present their events and competitions in a media-friendly way and utilise social media, which offers an alternative to traditional media and direct relationships with fans that are attractive to businesses. Sport governing bodies and sports clubs need to develop sound communication plans and strategies and internalise them within their general strategic development plans. A professional (or a volunteer) responsible for media relations should be an integral part of the internal organisational structure of each major sport organisation. PR activities of each federation could range from increasing space dedicated to women's sports in their own promotional publications, to improving websites and finding partners for the coverage of women's sport via web streaming.

Sport governing bodies should provide more and better information about women athletes (e.g. press-packs, digital photo archives, blogs), proactively seek media coverage of sport achievements at all levels; build good relations with (local) journalists in promoting successful local female athletes as role models and promote female experts and female representatives of governing bodies to represent their organisations in the media. Essentially, they need to be innovative and use potential new technologies and social media to the fullest. Undeniably, social media can reach vast audiences and if backed by famous sports personalities it can have a real power, a power that broadcasters cannot ignore. This viral quality is therefore an appealing way to promote the cause of women in sport and further their coverage.^{xlvii}

Furthermore, media organisations and, in particular, broadcasters should be encouraged to use the potential of their online presence and of the increased broadcast spectrum (new channels) to provide more material and coverage of women's sports and to test its commercial potential.

*French Basketball Federation operates a web TV where women's basketball matches, short summaries and other materials can be viewed and partly downloaded. In Germany, every home game of the Women Bundesliga is televised live on the online platform of the Deutsche **Fussball Bund DFB-TV**. UK telecommunications company, BT launched two new sport channels in August 2013. Having invested considerably in acquiring broadcast rights for women tennis (WTA) and football. The English FA, BT TV and a number of sponsors created a distinct commercial programme for women's football. BT TV has become a major partner for the FA in implementing their five years' strategy for the development of women's football. The BT Sport website contains equally a prominent, well-funded section dedicated uniquely to women's sport.*

An even higher degree of cooperation and involvement of sport governing bodies, broadcasters (media) and sponsors could lead to the creation of (new) common products with a high audience and development potential.

Regular monitoring and assessment of the progress made both at national and EU level is another way of raising awareness based on concrete evidence. In particular the annual reports on the implementation of the EU strategy on gender equality (taking into account the level of media coverage and portrayal of women's sports) could serve as a basis of such an external exercise. Internally, media organisations should be encouraged to use the *Gender Sensitive Indicators in the Media* developed by UNESCO, or any other similar tool, in order to conduct a self-assessment of their own internal structure and policies and of their implementation.

Organisation of conferences, seminars or fora, where the issue of insufficient and inappropriate media coverage of women's sport would be discussed would equally help to raise awareness among stakeholders. The general public could be then taken in through initiatives such as petitions or web-based campaigns initiated by various civil society organisations calling attention to this issue.

*A large scale conference organised in May 2013 by Tango Bourges Women Basketball Club **Les Etats généraux du sport féminin en équipe** gathered various stakeholders to have an in-depth discussion on a number of issues, including the mediatisation of women's sport. A petition called 'Pas de filles hors-jeu', initiated by a French NGO Femmes Solidaires, called attention to the prevailing discrepancy between the media coverage of women's and men's sport and to ask for the extension of the AVMSD list of 'Events of major importance'.*

Furthermore, the question of regulation should also be addressed. Media legislation is essentially in the hands of Member States, however with many aspects stemming from EU (case) law, of which the Audio-visual Media Services Directive (AVSMD) is the most prominent example. However to increase television coverage of women's sport by imposing a mandatory quota upon broadcasters in the AVMSD may be unworkable and even counter-productive to the growth of women's sport. Therefore diverse coverage of sports events both in terms of content and gender should be mainly promoted at a national level, where the media's coverage of women's sports should be further encouraged through the mechanism provided by the AVSMD, the so called list of 'events of major importance to society'.

Listed events have to be broadcast free-to-air even if exclusive rights have been purchased by pay-TV channels. Member States could therefore envisage revising these lists to improve the parity between men's and women's sports events.

*In France, the Minister of Women's Rights has proposed a **framework law on equality between women and men**, which contains a provision on extending the 'List of events of major importance for society' to cover more women's sport events (rugby and football).*

Actions

- *Each sport governing body should integrate media coverage of women's sports as a key element in their development and marketing strategies. This should include close cooperation with the media regarding the coverage of existing competitions, events and innovative products.*

Member States should:

- *Include the mediatisation of women's sports as an integral part of a national strategy on gender equality in sport and implement strategic actions based on sound evidence, and evaluate them based on a track record.*
- *Promote the development of sport and the media action plans on how to increase the coverage of women's sports and women in sport which incorporate a realistic business plan.*
- *Review their 'List of events of major importance for society' to include more women's sports events.*
- *Allocate financial resources from national budgets and/or the European Social Fund to projects (of civil society/educational establishment/community media) for the promotion of increased media coverage and fair portrayal of women's sports.*

Members States and European Commission should:

- *Encourage the cooperation between the media and sport governing bodies, through the development of guidelines and the creation of a multi-stakeholder working group or platform on gender equality in the sports media, as this is essential for improving and increasing the media coverage of women's sports.*
- *Support research on mediatisation of women's sports including the commercial potential of women's sports for the media and encourage the exchange of good practice in this area.*
- *European Commission should take account of media coverage of women's sports in the evaluation of the AVMS.*

6.3.3 Gender balance of women and men working in European sports media departments

To get a better gender balance in the sport media, more women need to be hired or engaged/involved in the sports department of media organisations. Here different forms of promotion measures within the media organisation could be discussed as a means to increase the gender balance. But women must also apply for these kinds of jobs; they must be made attractive to women.

All media organisations should be encouraged to develop and implement comprehensive and long-term action programmes (gender-equality plans, diversity policies and codes of conduct) with measurable goals with the objective of increasing the number of female staff in the sports departments. As the standard setting bodies, professional media and journalistic organisations have an important role to play. Their

recommendations, guidelines or roadmaps should serve as guidance for media organisations. Media organisations should include gender-specific topics and aspects into their capacity building activities and materials dedicated to all employees in the sports department, including managers. The development of specific capacity building and networking activities as well as mentoring schemes to allow women to acquire the necessary leadership and managerial skills, and to orientate well in the still men-dominated environment, should be equally encouraged. These could be supported by national and international professional media organisations and associations.

*In 1995, the European Broadcasting Union, together with its member organisations, devised a **Charter for Equal Opportunities for Women in Broadcasting** to demonstrate the commitment of European Public service media to the rights of women working in the media (fair and equal treatment at work, equal opportunities, equal pay and benefits, freedom from harassment, supportive working conditions, and safe and healthy environment), and the rights of women to a fair media portrayal.*

Actions

- *Media organisations active in the field of sport should develop gender equality plans including specific actions such as for example promotion measures and quotas, recruitment campaigns among women journalists for getting them interesting in covering sport and the promotion of women's leadership (both in management and in editorial positions) through policy measures, leadership seminars, tutoring schemes and training.*
- *Professional media and journalistic associations should provide guidance (guidelines, best practices guides.) and a platform for discussion and exchange of best practice to ensure a better gender balance in sport media departments.*
- *European Commission should support research projects on the experiences of European female sports journalists and the qualitative dimension of gender and sport in the European broadcasting.*

7 Horizontal tools and measures

7.1. Introduction

Alongside the actions with a specific focus on decision making, coaching, gender based violence and gender stereotypes, more horizontal tools and measures should be taken into consideration to support these actions, bind them in a plan of strategic actions and make them effective. Precondition is that executive board members, senior management, coaches and athletes are aware of the importance and the beneficial value of gender equality for girls and boys, women and men, the organisations and society as a whole. Women and girls, including those with a disability or migrant background, should receive the message that it is fun, safe and healthy to do exercise/sport in any discipline and that they can benefit from being a coach, volunteer, professional or administrator in the field of sport.

Furthermore, in the face of the persisting gender gaps in the field of sport, initiatives should be launched to really implement gender equality in sport. Therefore a 'dual track' is needed - specific actions to advance women in sport plus the mainstreaming of gender elements in sport policies and general actions. The specific actions as described in the previous chapters are one way to remedy past discrimination and to compensate for existing inequalities in sport. However, integration of a gender perspective (gender mainstreaming) in every intervention and in all stages - preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes - with a view to promoting equality between women and men, is as important.

7.2. Challenges at national and international levels

Most sport governing bodies have been involved in raising awareness on the position of girls and women through campaigns, conferences and seminars. However, often these activities did not lead to substantial changes and concrete measures. In a small number of Member States gender equality in sport is recognized as a priority and as a result positive actions and sometimes tools to mainstream gender were implemented. A Council of Europe report on strategies/tools indicated that a strategy and a tool such as gender budgeting are mentioned by six and nine of the responding countries^{xlviii} respectively.

In the vast majority of member states these actions and tools were not implemented. In many sports organisations the situation is not very different as specific actions and gender mainstreaming efforts have not been institutionalized. A lack of understanding of the management skills and processes needed to mainstream gender could be one of the reasons that positive intentions have not been translated into concrete measures. However, the administrative burden is often used as an argument to object to such actions.

It seems that in its present forms networks and organisations in the field of sport are not able to function as a full agent to lead the change by supporting innovative practices, disseminate good practices systematically or guide organisations in the implementation of gender equality, on their own. Moreover links to gender organisations or institutes are weak, partly because the women's movement in many countries has not been very interested in sport so far.

In many sport governing bodies the statistical information is limited to active female and male participants. There is therefore a need to undertake research in coaching, officiating and administration, taking into account different subgroups (older women, disabled women, women from a minority ethnic background). This information is essential for the further development of appropriate interventions to increase the number of participants and for example female coaches and the deployment in areas where there is a demand for (specific groups of) female coaches or managers. Initiatives such as the Sydney scoreboard (indicating gender balance in sport governing bodies from a quantitative perspective) set up by the International Working Group on Women and Sport are examples of useful indicative monitoring instruments, but they are not formalized, depend on voluntary input and are often limited to equal representation in decision making bodies.

Indicators related to gender equality in sport are not yet included in existing gender monitoring systems at a national or European level. Recent research has investigated elements of gender equality in sport, such as the media coverage but the research on leadership positions is relatively scattered and limited and in some areas for example coaching and gender based violence the research only covers a minority of Member States.

7.3 Tools and measures to implement the actions

In order to develop and maintain national plans or strategies and a European Plan of Strategic Actions regarding gender equality in sport, measures and tools need to be implemented. They should provide the necessary conditions and information to make the focus on certain aspects regarding decision making, coaching, gender based violence and negative stereotypes successful leading to concrete actions supporting the European women and men.

7.3.1 Public awareness and dissemination

Approaching specific groups, asking attention for certain topics from different angles and by various organisations on local national and European level (e.g. sport governing bodies, Governments, EU) will spread the message faster and in a more efficient way. However, awareness and dissemination will be only effective if they are part of a strategic plan with clear and concrete follow up activities. Moreover, coordination between the different partners will be one of the key success factors and existing networks but definitely the media can make an important contribution by disseminating the concept of gender equality.

Actions at governmental level, including national sport agencies and councils and educational institutes, can make stakeholders aware of the importance of gender equality. Communication plans and campaigns should focus on the benefits of a gender balance between women and men in all sport contexts and the success of women coaches, athletes and decision makers and their achievements. This could take the form of information targeted at specific groups including men, particularly in powerful positions, press releases about new developments, advertisements, posters etc. or through programmes at special sport events.

In the framework of national 'sport weeks' and the (future) EU European 'Week of Sport' active participation of women in sport should be promoted at all levels in sport including coaching and governing jobs and tasks. Female role models from Olympic, Paralympic and other sports events could play a prominent role in this perspective.

7.3.2 Networks and partnerships

The EU's 2009 Preparatory Action in the field of sport illustrated, on a small scale, the value of: cross-sectoral cooperation; innovative partnerships and approaches to the dissemination of good practice; fostering learning across national borders; raising awareness at national and international level; and developing new ideas about the challenges in specific sports or EU Member States. One or more European networks representing all the main gender equality in sport stakeholders would be a good basis for further development of gender equality in sport policies in the EU. In view of the useful role already played by the existing networks, networks active in the future should not supplant the existing networks but rather build on them.

The exchange of information and good practice in the European Women and Sport Network (EWS) provides a useful model on how individual women could be reached, trained and mentored, but for innovative actions and guidance of sport governing bodies on the implementation of gender equality either EWS need a transformation or other network organisations should be addressed.

The main aim of EWS is directed towards a sports culture of practised gender equality in terms of equal opportunities for girls and boys, women and men with regard to education and training, participation and promotion as well as co-determination in decision-making processes in sport. The EWS constitutes a network of contacts aimed at increasing the involvement of women in sport at all levels and in all functions and roles.

Apart from women and sport networks as EWS and IWG and the European Non-Governmental Sport Organisation (ENGSO), other organisations such as the European Olympic Committee (EOC), the European Coaching Council and other sport for all or grassroots organisations, athlete and coach organisations should play a more active role in promoting and implementing gender equality at different levels. Within the sport sector women commissions need to be transformed to (gender) equality commissions with an active role of both women and men.

It should be kept in mind that the topic of gender equality in sport is not an isolated topic that could be addressed exhaustively by networks created for that purpose. Organisations such as the European Association of Sport Management (EASM), The European Association for Sport Sociology (EASS), the European Institute for Gender Equality (EIGE), the European Women's lobby, and other European organisations in this field could also play a useful role and partnerships should be promoted. Women and men from sports organisations should be more involved in general equality commissions giving guidance to the implementation of plans and strategies on gender equality at local and national level.

7.3.3 Research, monitoring and evaluation

Further research covering the most relevant areas should be promoted. This could include: the role of coaches in gender equality and the mainstreaming of gender equality in coach education; effective ways to reach women to take up commitment as coaches and at policy level in sports organisations; the safeguarding of the development of young athletes in different Member States; the long-term impact of preventive programmes in the fight against gender based violence in sport and the effectiveness of these programmes; and the role of the media in particularly new media such as Facebook and Twitter. Special attention is needed on research for specific groups of women, such as disabled women and migrant women in sport, as there is very little research about them.

The research which has been undertaken so far in the Member States should be collected and coordinated in a more transparent way by institutions such as the European Institute for gender Equality and the Observatory on Women, Sport and Physical Education, under the auspices of UNESCO.

More qualitative monitoring systems such as a potential 'pledge board' (where an action plan of activities and measures taken by sport governing bodies in this field are ranked) needs to be developed. Most important is that the implementation of policy actions for the promotion of gender equality in sport should be monitored in a more systematic way at national and EU level.

In Finland the report 'Sport and equality 2011, Current stage and changes of gender equality in Finland' was published by the Finnish Ministry of Education and Culture 2012-2013.

www.minedu.fi/export/sites/default/OPM/Julkaisut/2012/liitteet/OKM13.pdf?lang=fi

First of all sports organisations must have more robust monitoring systems that can report on the numbers of women and men participating and coaching in sport, but also the number of women undertaking qualifications and continuous development. Furthermore it is important that appropriate targets of recruitment, development and retention of female and male workers and volunteers in sport are monitored effectively. Guidance should be provided that ensures all clubs and organisations collecting personal data are adhering to the relevant data protection legislation within their own country. Baseline sex-disaggregated statistics and monitoring at national level will allow national governments and governing bodies to identify their targets and the degree of their achievement. It is also important to understand the motivation of women to get into sport or coaching, take up commitments as volunteer or board members. By understanding these key questions governing bodies will be convinced of the value of female coaches and managers and will be able to get cross-organisational buy-in which will ensure that any interventions adopted will be long term and sustainable. To ensure that objectives are evaluated, statistics collected systematically, broken down by gender, should be published regularly and disseminated widely.

At the European level Eurostat should be asked to consider including the involvement of women and men in sport at different levels in existing European surveys, such as time-use surveys on gender equality. The inclusion of sport in gender statistics and surveys, and vice versa, gender indicators in sport statistics should be envisaged by Eurostat, possibly building on the know-how of EU agencies such as EIGE and Eurofound. At the moment these indicators related to gender equality in sport are not yet included in existing gender monitoring systems at European level and these should be developed. Like in other sectors, such as in the field of research and innovation, the Commission should regularly take into consideration the evaluation of the progress made on gender equality in sports at national and European levels.

The results, based on the information provided by Eurostat and Member States, should be included every three years in a Report on the Equality between Women and Men in Sport. The European Commission should send this report to the Council of the EU and the EU Sport Forum, identifying the main challenges and priorities for the future. Evaluation of objectives is essential to demonstrate the relevance of promoting gender equality to achieve goals in the field of sport.

7.3.4 Gender mainstreaming

Gender mainstreaming in sport will not take place automatically. It is therefore very important that Ministers of Sport in the framework of the Council of Europe support the recommendation on gender mainstreaming in sport and support its implementation at national level. The commitment to mainstream gender in sport must come from the top down. Executive boards and senior management of sports organisations should understand the concept and implementation of gender mainstreaming as well as how to monitor outcomes. All governmental and non-governmental sport policies should include a gender perspective and all executive and non-executive personnel should receive training in gender equality. Gender equality should for example be included in code of ethics for management, coaches and directors of performance teams.

The development of guidelines on how the gender perspective can be mainstreamed in sport could support the further implementation in the field of sport. Guidelines on how to use certain tools such as gender budgeting, impact assessments will provide a framework for action and assistance in building and selecting the necessary tools to act.

National and European sport governing bodies should organize and support seminars dealing with equality between women and men, girls and boys in, and through, sport. These should involve the different actors concerned, i.e. executive board members and senior management and coaches. In these seminars and transnational trainings, tailor made and proportional tools, alongside support services in the field of gender equality, should be used. An interactive network for exchanging good practice at European level and the development of a manual could facilitate these developments.

In Sweden a general Gender Mainstreaming Manual has been developed by the Swedish Gender Mainstreaming Support Committee, which could be useful for sport. The Ministry of Education and Culture in Finland has published a report Sport and Equality 2011; Current state and changes of gender equality in Finland (2012.13). It systematically covers the mainstreaming of the gender perspective in sports in different chapters.

7.3.5 Financial support

It is hard to reach any objectives on gender equality in sport without specific actions and political and financial support. Therefore the implementation of national actions and programmes and European initiatives which support the policies and strategies included in this proposal, need support at national and European level. Support of transnational initiatives (studies, seminars, projects) focussing on the implementation of national and international strategic actions need to be prioritized within the framework of EU funding programmes, with a focus on decision making in sport governing bodies, coaching, and the fight against gender based violence and negative stereotypes in sport. Guidelines should be developed by experts supporting the development and updating of national plans and strategies and actions on European level should also function as reference for future support through the Erasmus+ Sport chapter. In this way the coherence of strategic actions could be guaranteed.

Public Authorities at local, provincial, national level should also take into consideration the use of a proactive gender based approach when distributing the results of national budgets, national lotteries or gambling systems to the financing of sport and regularly evaluate the gender impact of funded projects and programs. The integration of a gender perspective to the public funding of sport by governments and lotteries should be supported at a European level through the exchange of national and local initiatives

and the analysis of good practice. After the first launch of the new Erasmus+ sport chapter the European Commission should take into consideration including a proactive gender based approach in the evaluation of future transnational projects in all aspects of sport from 2016 onwards.

Actions

At national level:

- *Sport governing bodies should establish a database of female and male participants, volunteers, coaches and managers in their sport, taking into account different subgroups, as a basis for a gender equality policy, and monitor progress.*
- *Sport governing bodies and gender organisations should develop communication plans and campaigns including the media with focus on the benefits of a gender balance between women and men in all sport contexts and make use of the success of women coaches, athletes and decision makers and their achievements.*
- *Member States should support national projects including the training and education of sport administrators, to implement their gender equality policies. This should include specific measures and mainstreaming tools with regards to decision making bodies, coaches, the fight against gender based violence and gender stereotype and the role of media.*
- *All stakeholders should report developments (research, projects, evaluations) in the field of gender equality in sport at national and European level to the European Institute of Gender Equality and the Observatory for Women, Sport and Physical Education, under the auspices of UNESCO*

The European Commission should:

- *Support the European activities of networks with a focus on gender equality in sport to deliver awareness raising, dissemination of good practices and guidance to sports organisations. In addition, to provide training, mentoring and promotion of partnerships with gender organisations and Council of Europe in line with existing EU policies and guidelines.*
- *Promote further research on gender equality in sport in the Member States, covering key areas such as the equal representation of women coaches and the inclusion of gender equality in coach education, gender based violence and on specific groups of women in disadvantaged positions. This research should be collected and coordinated in a more transparent way by institutions such as the European Institute for Gender Equality and the Observatory on Women, Sport and Physical Education under the auspices of UNESCO.*
- *Facilitate the inclusion by Eurostat of data regarding the involvement of women and men in sport at different levels in the European database and time-use surveys on gender equality. Furthermore, in statistics on sport at national and European level gender indicators at levels of participation, volunteering, work, leadership and coaching positions should be included.*
- *Support the adaptation of gender mainstreaming tools making them tailor made and proportional and accessible for sports organisations in order to assess policies, practices and results of implementing gender equality in sport. Support the development of an interactive network, a manual of good practices and case studies about how to use specific measures and gender mainstreaming tools in sport in Europe based on supported projects in this field.*
 - *Promote the active participation of women in sport on all levels in the framework of national sport weeks and the (future) EU European Week of Sport.*

- *Support transnational initiatives (studies, seminars, projects) focussing on the implementation of national and international strategic actions within the framework of EU funding programmes, with a focus on decision making in sport governing bodies, coaching, and the fight against gender based violence and negative stereotypes in sport.*

ANNEX I Glossary

Gender identifies the social relations between men and women. It refers to the relationship between men and women, boys and girls, and how this is socially constructed. Gender roles are dynamic and change over time.

Gender-based violence is defined as violence directed against a person because of that person's gender (including gender identity/expression) or as violence that affects persons of a particular gender disproportionately. In this report this includes sexual violence (including rape, sexual assault, abuse and harassment)

Gender equality is the result of the absence of discrimination on the basis of a person's sex in opportunities and the allocation of resources or benefits or in access to services.

Gender equity entails the provision of fairness and justice in the distribution of benefits and responsibilities between women and men. The concept recognises that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalances between the sexes.

Gender-based harassment means unwelcome conduct related to a person's gender and has the effect or purpose of offending another person's dignity.

Gender identity is a person's sense of being male or female, resulting from a combination of genetic and environmental influences and a person's concept of being male and masculine or female and feminine, or ambivalent.

Gender Roles are learned behaviours in a given society/community or other special group that condition what activities, tasks and responsibilities are perceived as male or female. Gender roles are affected by age, class, race, ethnicity or religion and by the geographical, economic and political environment. Changes in gender roles often occur in response to changing economic, social or political circumstances. Both men and women play multiple roles in society. The gender roles of women can be identified as reproductive, productive and community managing roles, while men's are categorised as either productive or community politics. Men are able to focus on a particular productive role, and play their multiple roles sequentially. Women, in contrast to men, must play their roles simultaneously, and balance competing claims on time for each of them.

Intersectionality refers to a situation where several grounds operate, and interact with each other at the same time in such a way that they are inseparable. The shape of the social behaviour of women and men often goes together with other (unequal) power relations due to the ethnicity, religion, culture, disability sexual orientation and age.

Multiple discrimination in this context is to be understood as any combination of discrimination on the grounds of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

Sexual abuse means to trick, force or coerce a person into any sexual activity the person does not want, or is not sufficiently mature to consent to.

Sexual harassment refers to behaviour of a sexualized nature which is unwanted, exploitative, degrading, coerced, forced and/or violent.

ANNEX II Example of Guidelines for a National Action Plan on gender based violence in sport

The policy should include:^{xlix}

- *A mission statement about athletes' rights.*
- *Definitions of gender based sexual harassment and abuse (GSHA).*
- *Recruitment procedures.*
- *Complaint procedures.*
- *Disciplinary, grievance and appeals procedures.*
- *Dismissal, suspension and reinstatement.*
- *Grievance and appeals procedures.*
- *Referral and reporting procedures.*
- *Duty of care statements.*
- *Code of ethics and practice.*
- *Guidelines on dealing with the media.*
- *Guidance on allegations, disclosures and confidentiality.*
- *Guidance on self-protection for workers and volunteers.*
- *Guidance on touching norms, intimate care and interpersonal boundaries.*
- *Budget for anti-Gender base sexual harassment and abuse.*

It should also include plans for:

- *Identifying the relevant people/posts involved and their responsibilities.*
- *Identifying and address possible barriers to successful implementation.*
- *Stating how the implementation of the policy should be monitored in the future, identifying what can be measured, by whom, how and when; the criteria for measuring success and when it will be reviewed and updated.*
- *Recognizing the needs of all involved and possible barriers they may face and needs that they may have (such as language communication, a disability, etc.).*
- *Investigating the benefits of registers & criminal record checks.*
- *Distributing information for parents, athletes and coaches.*
- *Strengthening links with child protection agencies.*
- *Disseminating and rewarding good practice.*
- *Commissioning research to increase knowledge.*



EU Conference Gender Equality in Sport

3 & 4 December 2013, Vilnius - Lithuania



Vilnius Call for Strategic Actions

Experts and stakeholders in gender equality in sport call for the following strategic actions:

National level strategic actions gender equality in sport

- National sport governing bodies in each EU Member State and related states in Europe have developed and maintain a plan of strategic actions on gender equality in sport in 2016 to reach its objectives in 2020.
- The plan of strategic actions pays attention to specific actions on gender balance in decision making, coaching, gender based violence, the fight against gender stereotypes in sport (in the media) and mainstreaming gender in sport to facilitate the implementation of gender equality in sport by concrete measures and actions.
- The plan should be conveyed through all promotional campaigns for sport and educational materials for decision makers and coaches in sport.
- National sport governing bodies develop national guidelines for the implementation of specific actions and gender mainstreaming in sport-governmental and nongovernmental
- Sport bodies support projects and initiatives which contribute to the objectives of national plans of strategic actions, and make use of expertise and resources developed by gender organisations and municipalities.
- National sport governing bodies should promote the implementation of regulations or measures, to reach 40% female representation in decision-making positions in 2020, as a first step by gender distribution of executive boards, based on the gender distribution among the members, but with at least two representatives of both women and men on boards with more than three members.
- Transparent and gender friendly procedures to advertise posts in decision making positions in boards, commissions, management and (head) coaching positions, including election procedures and human resource policies should be in use by 2018. Both women and men should be represented in committees that nominate candidates for decision-making positions in governing and coaching positions.
- Develop and implement preventive tools and supporting services for victims of gender based violence in sport.
- Establish legislations where such do not exist regarding gender based violence in sport and demand all sport federations/associations to develop and maintain mandatory procedures when sexual harassment and abuse occur.
- Enhance cooperation between sports organisations and the media with the objective to develop high-quality women's sport events. Support and/or create a multi-stakeholder working group or platform on gender equality in the sports media to this end.
- Encourage Member States to allocate financial resources from national budgets and/or the European Social Fund to projects (of civil society/educational establishment/community media) for the promotion of increased media coverage and fair portrayal of women sports projects.

European level strategic actions gender equality in sport

- The European Commission, based on the support from the Council and Member States and consultation of European stakeholders in the field of gender equality and sport, develops a European level strategic plan to reach gender equality in sport, which is in place in 2016 to support national and European strategic and innovative initiatives until 2020.
- The plan pays specific attention to specific actions on gender balance in decision making, coaching, gender based violence, the fight against gender stereotypes in sport and mainstreaming gender in sport.
- The plan should be based on SMART measures and include monitoring the progress and reported on by Member States and sports organisations every three years.
- Launch a 'Pledgeboard' for international sports organisations in Europe which will inform the Commission and the European stakeholders in sport about planned and identified activities in the field of gender equality in sport. This should be discussed at least every three years at the EU Sport forum.
- European Commission should develop guidelines (concrete actions, good practice and tools) which could support the implementation of strategic actions at European level and the development of national plans in the Member States.
- European 'Taskforces' should be established to support and advise sport governing bodies on the implementation of specific gender topics in sport where needed, such as, addressing sexualized violence in sport.
- To support this Taskforce a European network for the prevention of gender based sexual harassment and abuse in sport should be supported by the European Commission and stakeholders in sport which should become part of the mandate of the European Institute for Gender Equality.
- Support projects for implementation of national and international strategic actions through the sport chapter of the EU programme Erasmus+ with a focus on:
 - Training implementation gender equality in policies for organisations and administrations.
 - Supporting networks.
 - Decision making, coaching, preventive measures on gender based violence and improving
 - the media portrayal and media coverage of women's sport.
 - Multiple discrimination and intersectionality for specific groups of women in sport.
- Facilitate European cooperation regarding screening systems for all applicants for coaching staff and volunteer positions to avoid cross border activities of perpetrators of gender based violence in sport.
- Further research on gender equality in sport should be supported.
- Existing research should be collected and coordinated in a more transparent way by institutions such as the European Institute for Gender Equality and the Observatory on Women, Sport and Physical Education under the auspices of UNESCO.
- Include the involvement of women and men in sport at different levels in the European database and time-use surveys on gender equality and statistics on sport on national and European level based on gender indicators on levels of participation, volunteering, work, leadership and coaching positions.
- Promote the implementation of principles of good governance including Gender Equality.

ANNEX III List of experts

This proposal on Gender Equality in Sport was drafted by an ad-hoc Group of Experts consisting of the following experts:

- Sallie Barker, *European Non-Governmental Sports Organisation, United Kingdom*
- Sarah Cohen, *Sport Coach UK, United Kingdom*
- Kari Fasting, *Norwegian School for Sport Sciences, Norway*
- Karin Fehres, *German Olympic Sport Federation DOSB, Germany*
- Evelina Georgiades, *European Women and Sport, Cyprus*
- Terhi Heinila, *International Working Group on Women and Sport, Finland*
- Jana Janotova, *European Broadcasting Union, Czech Republic*
- Kalliopi Nedelkou, *Ministry of Culture and Sports, Greece*

- Tine Rindum Teilmann, *International Paralympic Committee, Denmark*
- Astrid Vervaet, *Flemish Department for Culture Youth, Sport and Media, Belgium*
- Joanna Żukowska-Easton, *Ministry of Tourism and Sport, Poland*

The Group of Experts was chaired by the Sport Unit of the Directorate-General for Education and Culture of the European Commission, which also played the role of a secretariat. Representatives of the European Commission DG Justice and the Council of Europe attended the meetings as observers.

A draft proposal was discussed with 100 experts and stakeholders at the EU Conference on Gender Equality in Sport which took place on 3-4 December 2013 in Vilnius, Lithuania.

The logistical expenses of the Group of Experts and the conference in Vilnius were covered by the European Commission.

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