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Analysis of gender equality policies on the boards of directors of national sports federations: An exploratory analysis

Survey Report

Luisa Esteban Salvador (Coordinator)

Gonca Güngör Göksu · Emilia Fernandes · Tiziana Di Cimbrini · Rachael Jones

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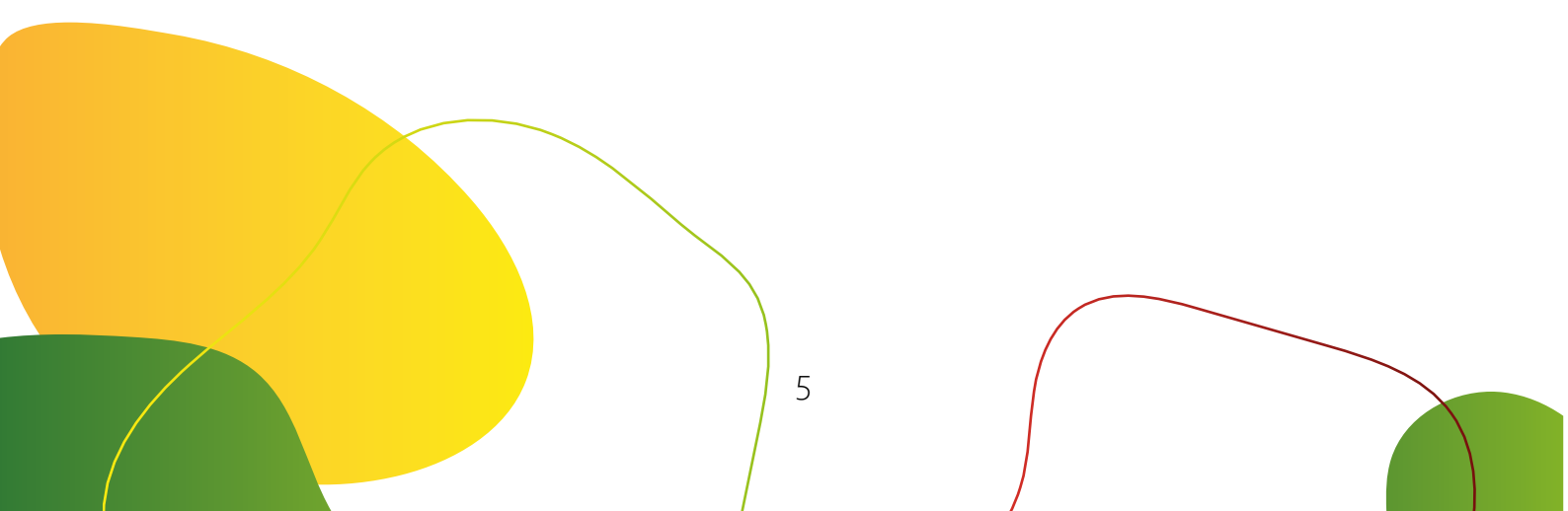
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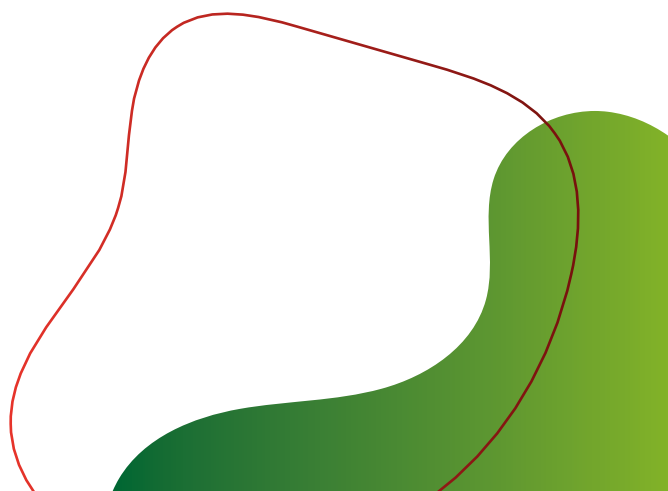
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Abstract

This study analyses the gender equality policies on the national sports federation (NSFs) boards in five European countries: Italy, Portugal, Spain, Turkey and the United Kingdom. It aims to identify the nature of gender relations inside the NSFs and the gender policies adopted by the governing sports boards related to gender diversity. Therefore, an online questionnaire, including 41 questions some of which were inspired by the four gender dimensions according to the model of Connell () production relations, power relations, emotional relations, and symbolic dimensions were applied to the members of all sports boards in the NSFs between May 2021 and Mars 2022. The questionnaire comprised a set of questions about gender policies adopted by the NSF and a final question about the effects of the Covid-19 pandemic on gender discrimination. The descriptive analysis of data showed an increased awareness of gender issues among the directors of the NSFs. Most of them recognized the relevance of gender and diversity policies and the implement in their organizations. Namely in what concerns to bring women to the sports boards. However, most of them also considered that women directors continue to be less influential than their male colleagues in all management sectors of the board, which continue to be perceived as segregated by gender.

Keywords: Sport, gender equality and diversity, boards of directors

1. Introduction

Since the beginning of the 21st century, the discussion of gender equity and related concerns has been raised globally with the establishment of the United Nations Women in 2011 (Gharavi, 2009). In addition to being a fundamental human right, achieving gender equality has significant socioeconomic implications. Strong economies are fueled by the empowerment of women, which boosts output and expansion. However, gender discrimination and the devaluation of women continue to persist in several countries (United Nations Women, 2011) and different domains of social and human life, as in the case of sport, namely in what concerns gender equal

opportunities in decision-making, leadership, and management (Turpeinen et al., 2012). To increase women's numbers in governance and to provide gender equality and diversity, various measures, such as quotes and targets, are applied in different countries (Adriaanse & Schofield, 2014; Betzer-Tayar, 2012). Understanding the roles in the governing of sports organizations is required to advance strategies to apply gender-equity policies related to women's representation in leadership positions (Betzer-Tayar et al., 2017).

Institutionalized gender practices also help shape expectations for leadership (Burton, 2015; Organista, 2021). Regarding this argument, the International Olympic Committee (IOC) recommended gender targets to the sport governing bodies under its supervision, including the NSFs. Thus, the IOC set as an objective to have at least 10% of female members on boards of National Olympic Committees (NOCs) before December 31, 2000, and expanded the target to 20% in December 2005 (International Olympic Committee and Institute of Sport and Leisure Policy, 2004). However, this objective was not accomplished (Esteban Salvador, 2019). Although minor changes occurred on sports organizations' boards, the changes of the male-dominated organizations to a more gender-inclusive culture were inconsistently sustained, and it was country-specific (Sotiriadou & Haan, 2019).

The IOC raised the target to a minimum of 30% in the decision-making bodies of the NOCs in 2020 (International Olympic Committee, 2021). On the other hand, gender equality in sports has also become significant across Europe, and so it is known that leadership has a critical role in speeding up this process (SUE Project, 2020). According to the 2020 targets of the European Union, national and international plans for strategic actions and contributions are shown (European Commission, 2014):

- i. In Europe, in the scope of executive boards and committees of national sports organizations, women's percentage should be a minimum of 40%, and also this percentage should be a minimum of 30% in the international sports organizations;
- ii. In the management of professional sports administrations and governmental sports bodies, women's percentage should be a minimum of 40%;
- iii. All sports organizations should implement a gender equality policy, including an action plan.

Even though significant initiatives have been implemented recently, women continue to hold relatively minor roles within sports organizations, particularly in decision-making (Pérez-Rivases et al., 2017). In other words, women continue to be underrepresented in all areas of leadership in sports governance, despite several political efforts to create more gender-balanced leadership structures in sports (Sotiriadou & Haan, 2019). The changing sports landscape in many countries and international sports organizations is characterized by a chronic under-representation of women in top administration roles. Therefore, a more comprehensive gender-equity policy may be needed to modify the existing situation (Betzer-Tayar et al., 2017). Women face far more significant barriers to job advancement in the sports industry than in other fields because of sports' historically extremely male nature (Turpeinen et al., 2012). The answer to why women are underrepresented in sports organizations in leadership positions depends on the main factors listed below (Karaçam & Koca, 2015):

- i. Masculine domination;
- ii. Traditional beliefs;
- iii. Gender stereotyping;
- iv. Pressures regarding women's role in their families;
- v. Less attention from sport-governing bodies to sports for women;
- vi. Negative attitudes/perceptions towards women managers in a sport organization;
- vii. The gender of the current manager;

Sports organizations need to be aware of the benefits that promoting equality in their decision-making processes will bring to both the overall sports culture and various particular sports. Equal representation of the two sexes in various sports will broaden the viewpoints from which those sport activities are analyzed and developed. It can be argued that all sports would benefit from having both men and women included in the decision-making process (Turpeinen et al., 2012).

As stated by Betzer-Tayar et al. (2017, p. 428):

"As long as women continue to be merely a significant minority at the top of the leadership ladder, their voices may be marginalized and their sociocultural status may be discursively constructed as the other, in relation to the norm for the male-dominated boards of executives. Therefore, both women and men must strive for gender balance in sport organizations, so that each gender's rights will be maintained and promoted."

In today's world, gender equality in decision-making is becoming increasingly crucial for the NSFs. Women are now more frequently seen in different managerial and decision-making roles, compared to the previous decades, and it is an advancement, as shown by the IOC data, where in January 2020, 36% of the IOC members were women, achieving a minimum of 30% female representation in their governance positions (International Olympic Committee, 2020). Nevertheless, compliance with the targets through the years has been scarce (Adriaanse & Schofield, 2014; Claringbould & Knoppers, 2007a). For example, in 2019, representation in the IOC was 22.91% of female board members, and less than 20% in governance positions of the NOCs and the Association of National Olympic Committees (Katsarova, 2019).

This study has been carried out within the framework of the ERASMUS+ project of the European Union. From this perspective, this study aims to analyse the gender equality policies on the national sports federation (NSFs) boards in five European countries: Italy, Portugal, Spain, Turkey, and the United Kingdom. To achieve a gender balance in the sports field, the federations can act as backbone bodies with specific actions (Pérez-Ugena, 2020). In most countries, the role of federations is crucial, "even though they are often not-for-profit bodies which have been delegated public functions, their management tends to be based on principles similar to those governing companies in any other economic sector: excellence, efficiency, good governance, etc." (Vega et al., 2019, p. 216).

The objective of this study is to know the policies, plans, and measures related to equality between men and women on the boards of directors of national sports federations from an international perspective. To do this, a quantitative study was carried out and a questionnaire was constructed to collect data from its members, both men, and women. Therefore, an online questionnaire, including 41 questions some of which inspired by the four gender dimensions according to the model of Connell () - production relations, power relations, emotional relations and symbolic dimensions – was applied to the members of all sports boards in the NSFs between July 2021 and June 2022. The questionnaire comprised a set of questions about gender policies adopted by the NSF and a final question about the effects of the Covid-19 pandemic on gender discrimination.

If the federations have equality policies, we intend to know how they have carried them out, and if they are being carried out effectively in practice. The creation of specific gender bodies in some federations are constituted to "tick the box" but they are not planned according to the objectives and are not adequately planned or evaluated (Leruite Cabrera et al., 2015).

To know how the federations are implementing gender equality policies, we asked them to inform us if they have committees or other types of bodies whose purpose is to develop strategies to implement policies and programs for gender equality and integrate them into the organization itself. The existence of this type of committee could serve to facilitate, evaluate and support the implementation of measures that lead to reducing the gender gap between men and women within the federation.

The book is structured into five sections. First, it the state of the art and a literature review about women on sports boards. The following section explains the research methodology. The fourth section analyses all the questions of the questionnaire and presents the results. Finally, these latter are discussed.

2. Women on Sports boards: state of the art and literature review

The improvement of women's standing in society and the attainment of gender equality in all spheres, including sports, where the idea of gender balance is widely adopted, are current trends and global priorities (Albu, 2021).

Some attempts, i.e. the Erasmus+ program or UN Women, are good examples to show how networking helps to support solidarity and cooperation for gender equality in sports (Drakou et al., 2022). Furthermore, many national sports federations also started initiatives and programs to advance gender equality. For example, the Finnish Athletics Federation and the Finnish Football Association are two examples of successful undertakings (Turpeinen et al., 2012).

Instead of all measures and incentives by international organizations to increase women's numbers on sports boards, unfortunately, women are still under-represented in sports governance (Drakou et al., 2022; Varriale & Mazzeo, 2019). The persistence of gender disparity is exacerbated by the dominance of men in top management and leadership roles in national sports organizations and international federations (Sibson, 2010). The representation of women in leadership and decision-making is relatively marginalized (Cui, 2007). It is accepted as an endemic problem with the gender gap in sports leadership, and the masculine discourses that influence the sports world reflected in this concept (Evans & Pfister, 2021). However, women's marginalization in sports governance cannot depend on their lack of qualifications (Drakou et al., 2022). As previously explained, many reasons play roles in underrepresenting women in sports leadership positions. The low involvement of women in sports governance appears to be a specific type of unfairness (Claringbould & Knoppers, 2007b). To handle this situation, gender equality and the representation of women in sports decision-making could be promoted through several measures, including public discussions, staff training, mentoring programs, and policies to encourage young women to remain in sports (Albu, 2021). Their increasing representation may influence fairness, visibility, opinions, styles, and talents. For women to define and to be reflected in sport and involvement in sports, there must be a clear representation of women in the governance roles (Davis, 2022). To this end, the concept of gender impact assessment has emerged as an essential tool in decision-making by policy-makers. Gender impact assessment has been defined by the European Institute for Gender Equality as an ex ante evaluation, analysis or assessment of a law, policy or programme that makes it possible to identify, in a preventative way, the likelihood of a given decision having negative consequences for the state of equality between women and men.

The need for evaluating the impact of a measure or regulation on gender equality is perceived also in the world of sport (Turpeinen et al., 2012) where there is a growing need to support gender equality policies in sports organizations (Wicker & Kerwin, 2020a). Moreover, a recent stream of research is focusing on the gender impact assessment in terms of the positive effects of gender equality -particularly on boards- in the improvement of boards' effectiveness and performance and in strengthening the members' commitment and intention to stay in the NSFs (Drakou et al., 2022).

The connection between gender and sports has been discussed over the past 20 years, including female participation in sports, gender diversity in leadership roles of sports organizations, and gender quotas in various countries. Several research studies have focused on finding explanations for the gender inequality regimes in sports governance (Adriaanse, 2016a; Evans & Pfister, 2021). First, research explored women's leadership roles, gender equality, and diversity on sports boards (Gaston et al., 2020; Mikkonen et al., 2021). Within the United States Olympic and Paralympic Committee and Inclusion Scorecard, it was examined if gender diversity in the governance structures of the national governing organizations of sport impacted the gender of members (Gaston et al., 2020). In another study, a theoretical model for the boards of Finland's sports organisations was proposed by categorising the inconsistencies of gender-biased recruitment and selection methods and the impact of diversity on organisational performance (Mikkonen et al., 2021). Another research investigated the practices of three organisations with essential stakes in Australian professional sports (Banu-Lawrence et al., 2020). The authors examined the leadership development strategies of key stakeholders in the Australian sports sector to see how they impact the position of women in various organisations. Moreover, Italian sports boards were analysed to determine the status of women in leadership positions (Varriale & Mazzeo, 2019). In Canada, research was conducted to analyse women's representation in the different levels of sports governing bodies regarding their structural and financial organisational characteristics (Wicker & Kerwin, 2020b). Another study investigated gender ratios in the sports system, and barriers women met on the NSFs' boards in Germany (Pfister & Radtke, 2009). In the case of Portugal, the professional experiences of men and women in sports leadership positions in the NSFs were also examined (Organista, 2020).

In Kenya (M'mbaha & Chepyator-Thomson, 2019) and in Israel (Betzer-Tayar et al., 2017), research identified the factors influencing women's career paths in leadership positions in sports organisations. Women's positions in Chinese sports administration (Cui, 2007) were also investigated. In addition to the individual country examples, a comparative study analysed the women's representation in the decision-making positions of the German and Norwegian national football associations (Strittmatter & Skirstad, 2017). The experiences of female leaders within women's leadership development programs in sports in the United Kingdom (Megheirkouni & Roomi, 2017), some dominant leadership discourses in Norway NSFs (Hovden, 2010) and women's "fit" as candidates for boards of NSOs in the Netherlands were also investigated in the literature (Claringbould & Knoppers, 2007b). In addition to these studies, preventing or limiting measures for gender balance within sports governance in the Netherlands and Australia (Knoppers et al., 2021), the gender diversity in sports governance in 45 international NSFs (Adriaanse, 2016a) a "reflective panel" to conceptualise gender inequity in a specific socio-cultural and political way in Europe and North America (Evans & Pfister, 2021), a low female presence in the decision-making bodies of the NSFs in Italy, Portugal, Spain, Turkey and the United Kingdom (Di Cimbrini et al., 2019), and the gender equality policies in International Triathlon Union, Triathlon Australia and Nederland Triathlon Bond (Sotiriadou & Haan, 2019) have been researched in the recent years. Gender quota in sports boards is another important research topic that has attracted the attention of various researchers. Gender quotas in sports governance were examined in Spain (Valiente, 2022), in Norway (Marchiori et al., 2017; Sisjord et al., 2017), and in Australia (Adriaanse & Schofield, 2014).

3. Research method and theoretical background

To investigate the gender policies applied in the national sports federations of Spain, Italy, Portugal, the United Kingdom, and Turkey, we developed a sample survey bringing together three different methodologies: sampling, designing questions, and data collection. The data selected to answer the questionnaire was made from all the directors, women and men, of all the NSFs of the countries under analysis for the purpose of gathering the widest possible number and variety of perspectives on the issue.

The design was aimed at using questions as measures. This is the reason why we constructed a questionnaire with mostly closed questions. These adopt a Likert scale, on a scale of 0 to 10 where zero means total disagreement and 10 means total agreement. In consideration of the purpose of the survey, many questions are aimed at knowing the existence, in the NSF, of policies or organizational units devoted to achieving gender equality (questions 1 and 2) and then the level of knowledge and effectiveness that they have in the perceptions of the respondents (questions 3-4-5-6-7). Three questions have been focused on the respondents' opinions about gender quotas (question 8), nationwide policies needed to promote gender equality (question 20) and, the effectiveness of the IOC recommendations (question 13).

We also investigated if the current balance in the gender composition of the board is perceived as appropriate (question 18) and a reflection of the country's gender culture (question 22). Other questions have been inspired R. W. Connell's theory of gender (1996; 2002) following the example of previous studies on gender and sports boards (Adriaanse, 2016b, 2016a; Adriaanse & Schofield, 2013). According to this theory, gender must be, above all, understood as a matter of social relations that include difference and dichotomy, hierarchy and power patterns that naturalize men and masculinity as the norm. In other words, "Gender is the structure of social relations that centres on the productive arena, and the set of practices (governed by structure) that bring reproductive distinctions between bodies into social processes"(Connell, 2002, p. 10). Each organization had established a set of gender arrangements, which constitute their gender regime. Gender regimes involve multiple gender relations which can be comprised in four main dimensions (Connell, 2002): production relations, power relations, emotional relations, and symbolic dimensions. Production relations comprise the division of labour between women and men, the division between labour and 'home' and how economy is gendered, through cultures and time. Accordingly, a set of questions relates to the assignment of the boards' tasks among women and men (questions 7-9-10). The power relations emphasise power as a dimension of gender and the ways it is contested and resisted. It relates to the idea of power as masculine that operates through institutions, group oppression, and discourses. In our question this dimension has been declined in terms of the perceived influence of women in decision making and problem-solving (questions 11 and 12, respectively).

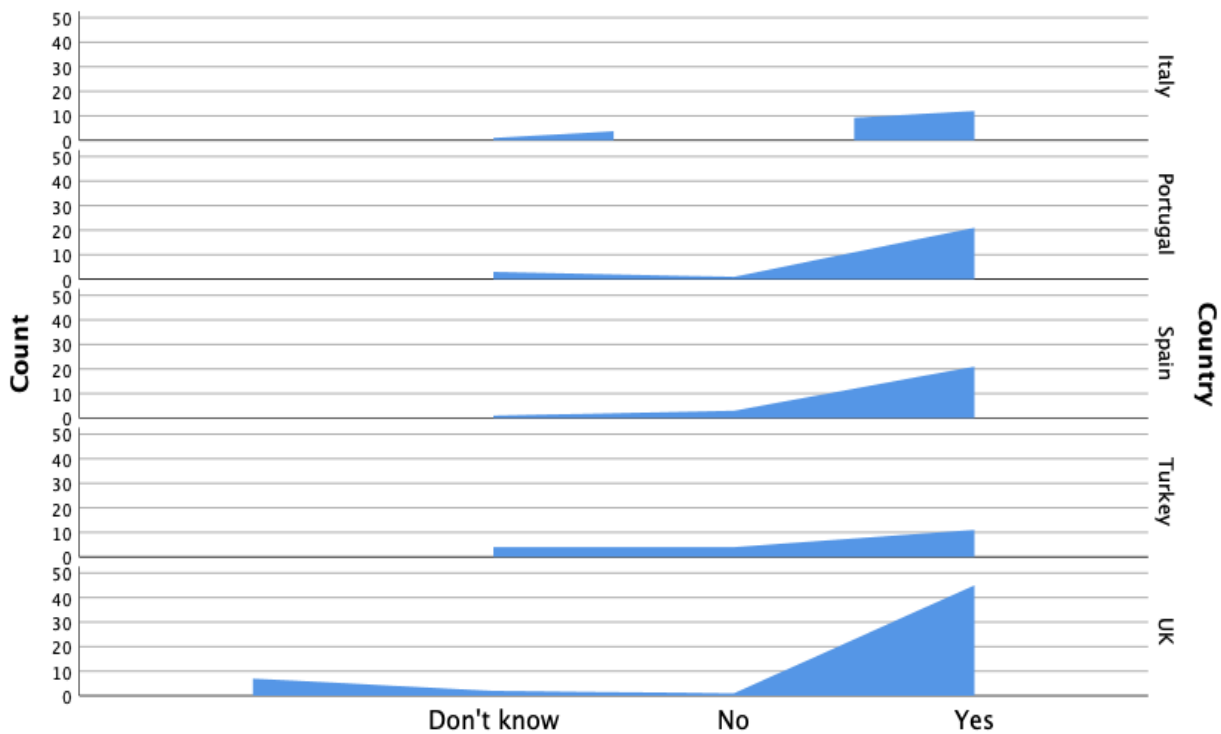
The emotional relations refer to the emotional commitment toward an object. It can be positive or negative, favourable or hostile such as prejudice against women. In this perspective we inserted questions about the level of conflict or support between exponents of the two genders and within the same gender (questions 14-15-16-17). Finally, symbolic relations involve the interpretation of the world starting from gender "meanings". They include cultural representations of gender, discursive constructions of gender, gendered attitudes and value systems. The questions related to this dimension concern the use of inclusive language within the board (question 19), the equal and fair representation of women and men in the election and selection process for board positions (question 21). Other questions refer to the opinions about gender-diverse boards (questions 23-24), the visibility of women in the sports world (question 25) and the appropriateness of the board size (question 26). A set of questions has been devoted to collecting the basic features of the board and of the NSF (questions 27-28-29-30-40) as well as of the respondents (questions 34-35-36-37-38-39). Finally, the COVID19 pandemic inspired the inclusion of two further questions about the effect of the pandemic on the gender equality issue in the NSF of the respondent (questions 32 and 33). The remaining question 41 is functional to the possible follow up of the survey by the respondents. The questionnaire was prepared in English and later translated into Spanish, Italian, Portuguese, and Turkish.

The data collection was carried out by sending by mail the questionnaire to the selected sample between May 2021 and March 2022. All the answers were collected in a database associated with an alphanumeric code to preserve the confidentiality of the data, and follow the guarantees provided in Spanish regulations, specifically in Organic Law 3/2018 on the Protection of Personal Data and Guarantee of Digital Rights. A total of 137 directors responded to the survey, 13 from Italy, 19 from Turkey, 25 from Portugal, 25 from Spain and 55 from the UK. Of the total of 137 respondents, 13.1% were not valid, 30.7% were women, 53.3% were men and 2.9% prefer not to identify their gender. In the next pages, a descriptive analysis of the results will be presented. These results are a first exploration of the data obtained in the survey.

4. Results

4.1 Policy awareness regarding equality between men and women. To start the survey, we asked directors who are part of the boards of directors of national sports federations if their boards have policies, plans or measures related to equality between men and women. The 5.1% of the directors did not answer this question, while the vast majority, 80%, said that they were aware of these policies, 8% were unaware of the existence of policies, plans, or measures and 6.6% said that their federation did not have them. By country, 92.3% of the directors who responded from Italy, 84% from Portugal, 84% from Spain, 81.8% from the United Kingdom, and 57.9% from Turkey stated that their federation has policies, plans, or measures related to equality between men and women (Graph 1). In Italy, no one responded negatively to the question, although 7.7% of the directors said they did not know whether or not there were measures. In all the other countries there is a number of respondents who said that there were no measures, (1.8% in the United Kingdom, 4% in Portugal, 12% in Spain, 21% in Turkey). Some directors weren't sure, but very few, only 12 directors in total.

Graph 1 The federation of my sports board has policies/plans/measures related to equality between men and women.

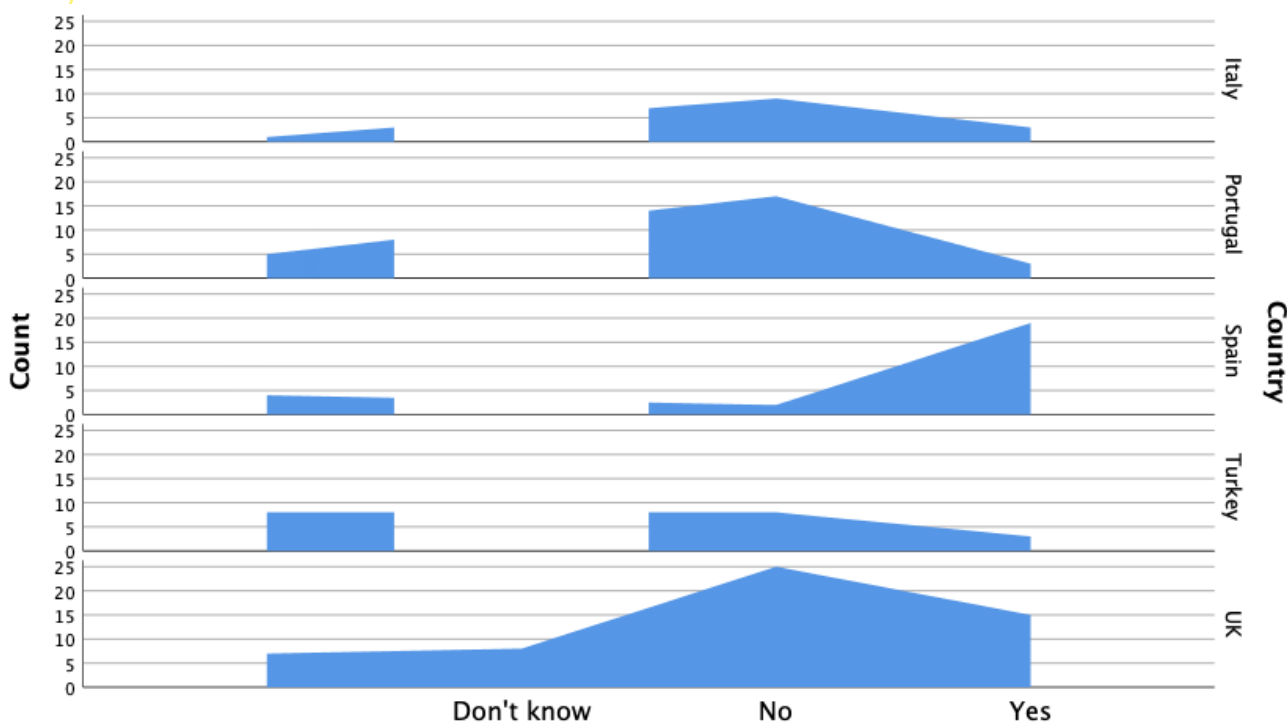


4.2 Presence of gender equality committees and/or associated departments.

To the directors who indicated that there were policies, measures, or plans related to gender equality on the board of their federation, we asked if their federation board has a committee for gender equality and/or an equivalent department to develop gender equality strategies. Of the total sample, 18% did not respond. Of the directors who did not respond, 5.1% had previously

answered that they were unaware of these policies, 5.8% said that they did not know if there were committees or equivalent bodies to develop equality strategies, 31.4% answered that they did have these committees, 44.5% said that in their federation there was no specific body in charge of these issues. By country, we observe that 69.2% of the directors who answered from the Italian federations said they did not have this type of body, 68% from Portugal, 42.1% from Turkey, 45.5% from the United Kingdom, and only 8% in Spain (Graph 2).

Graph 2 *The federation of my sports board has a gender equality committee and/or associated department to develop gender equality strategies.*

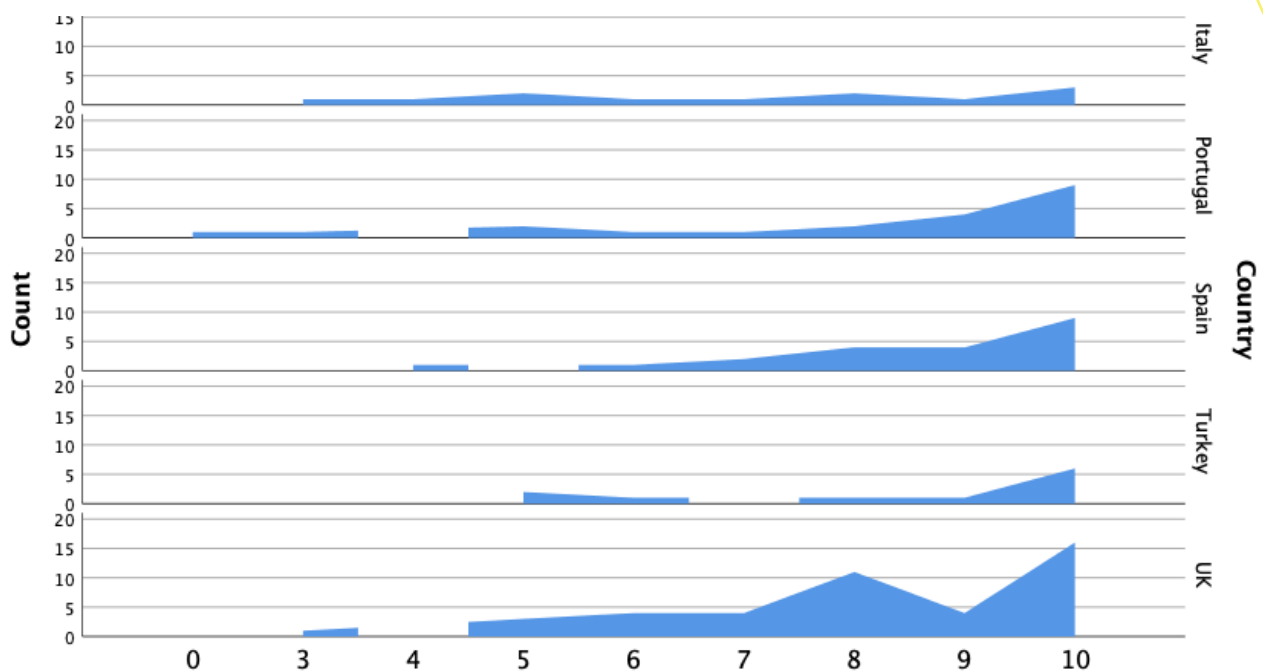


4.3 Knowledge about the measures related to gender equality and/or diversity.

Likewise, the directors who answered that they knew the gender policies of their NSF were asked if they knew them in detail, or if they were aware of plans or measures of their federation related to gender equality or diversity of the board federation by the board members. The responses showed that the majority of respondents were aware of the policies, with 39.8% giving

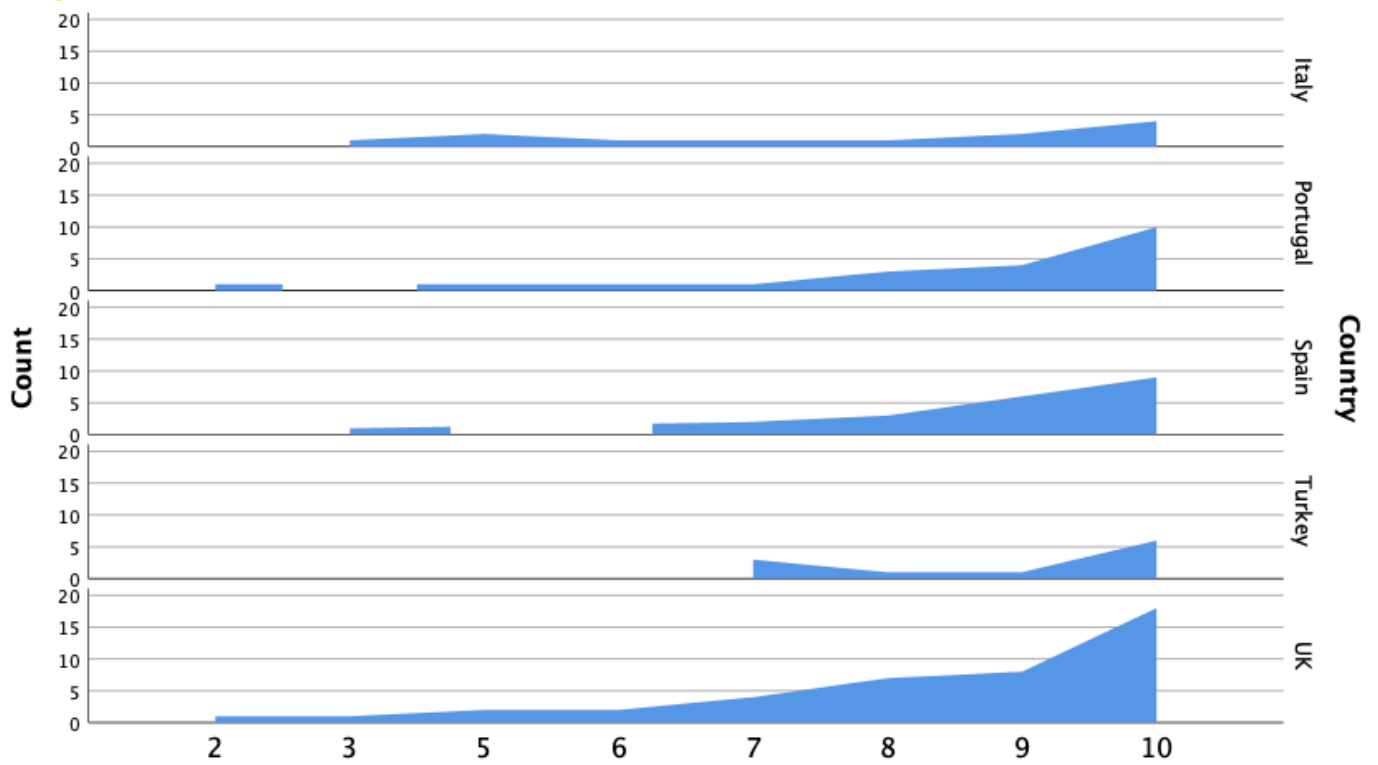
this question full marks, meaning they fully agreed. However, there were still some respondents who was completely unaware of these kinds of policies. By country, in Italy the mean was 7.08 (SD 2.47), in Portugal it was 8 (SD 2.76), in the United Kingdom it was 8.23 (SD 1.81), in Turkey, it was 8.45 (SD 2.11), and in Spain 8.67 (SD 1.62) (Graph 3). In all the countries, the most frequent response reached a value of 10, which means that the directors who responded totally agreed that they were aware of the policies, plans, or measures of the board related to gender equality and/or diversity. In all the countries, the most frequent response reached a value of 10, which means that the directors who responded totally agreed that they were aware of the policies, plans or measures of the board related to gender equality and/or diversity.

Graph 3 I know in detail the policies/plans/measures of the board of my federation related to gender equality and/or diversity.



Most of the directors surveyed responded that the board of his/her federation has policies/plans/measures that promote equality and diversity in practice. Specifically, 43.5% said they totally agreed that this type of measure is promoted on their board (Graph 4). Very few directors responded that in their federations there are few or no such policies.

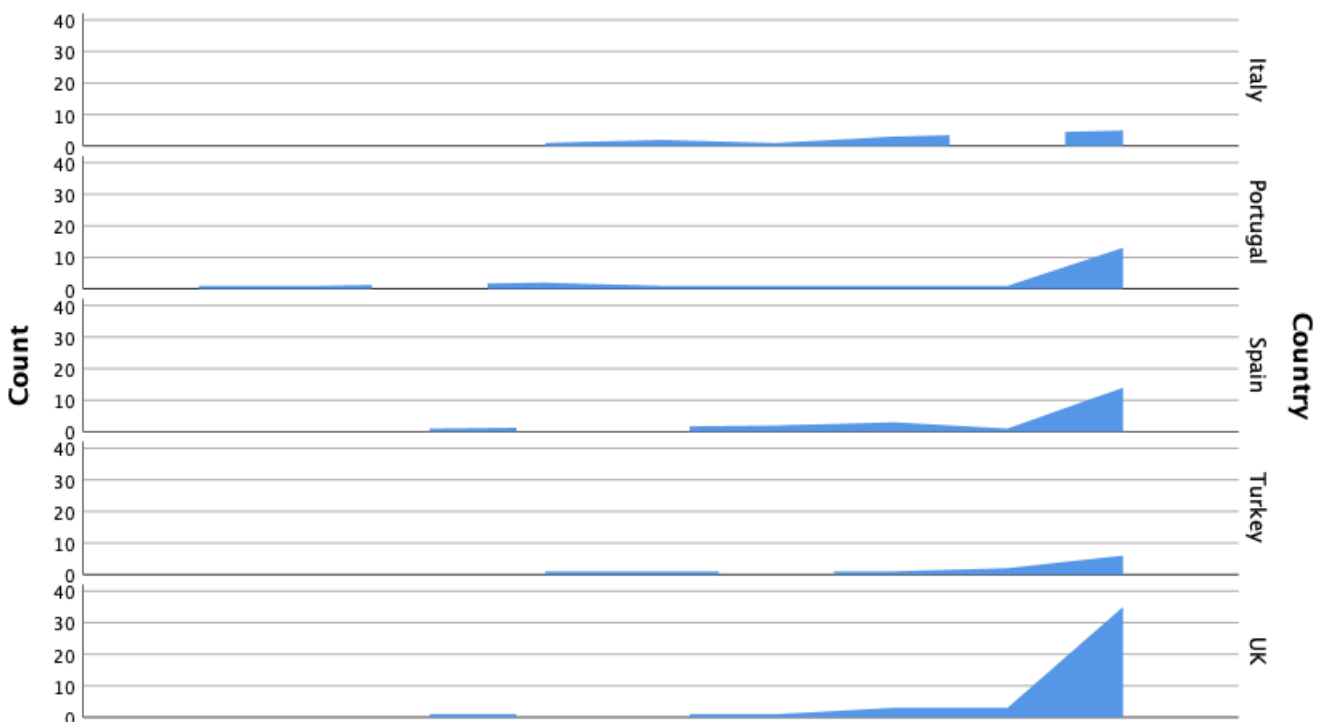
Graph 4 The board of my federation has policies/plans/measures that promote in practice equality and diversity.



4.4 Promotion of female participation in decision-making processes.

On average for the set of countries that are part of the study, 76.6% of the directors who responded to the survey totally agree that the board of her/his federation promotes female participation in decision-making processes (Graph 5). However, among the directors who responded, there are still some who do not agree with this statement. The average of the five countries is 9.01 out of 10, which means that, in general, the directors who responded strongly believe that the board of his or her federation promotes female participation in decision-making processes. We found that the highest mean is in the United Kingdom (M=9.58; SD=1.12), with a response range between 4 and 10. Spain ranks second on average (M=9.10; SD=1.58), and the response range coincides with the United Kingdom. Next would be Turkey (M=8.82; SD=1.78) with a response range between 5 and 10 points, followed by Portugal (M=8.33; SD=2.60) with a response range between 2 and 10 points, and finally Italy (M=8.17; SD=1.85), with the same response range as Turkey.

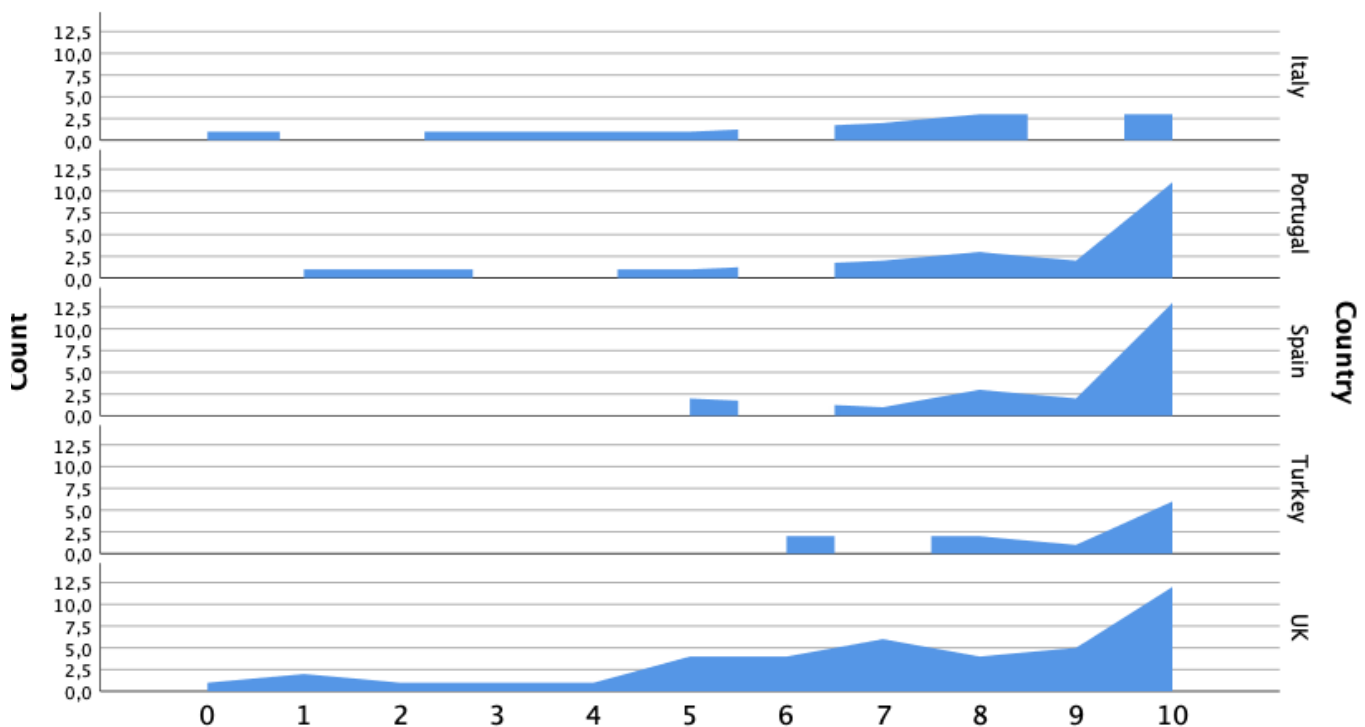
Graph 5 The board of my federation promotes female participation in decision-making processes.



4.5 Training opportunities to support females' advancement.

Another aspect that we have asked has been if their boards promote training opportunities to support females' advancement. In this question, we observed more differences between countries and greater dispersion in the degree of agreement or disagreement with the question. The country that gave the highest score on average to this question is Spain (M=9; SD=1.61) with a response range between 5 and 10 so that everyone will agree to a greater or lesser extent with the question. The second country is Turkey (M=8.82; SD=1.60) with a range between 6 and 10, so that, as in Spain, all the directors who responded to the survey would agree with the training opportunities to support female's advancement. Portugal is next (M=8.29; SD=2.65) with a range between 1 and 10. The next worst mean score would come from the United Kingdom (M=7.17; SD=2.84), and a response range between 0 and 10. Finally, the Italian participants are the ones who value this support the worst (M=6.67; SD=3.11) with the same range as the United Kingdom, which means that in these two countries there would be some directors who think that their board does not offer support to help female's advancement regarding training.

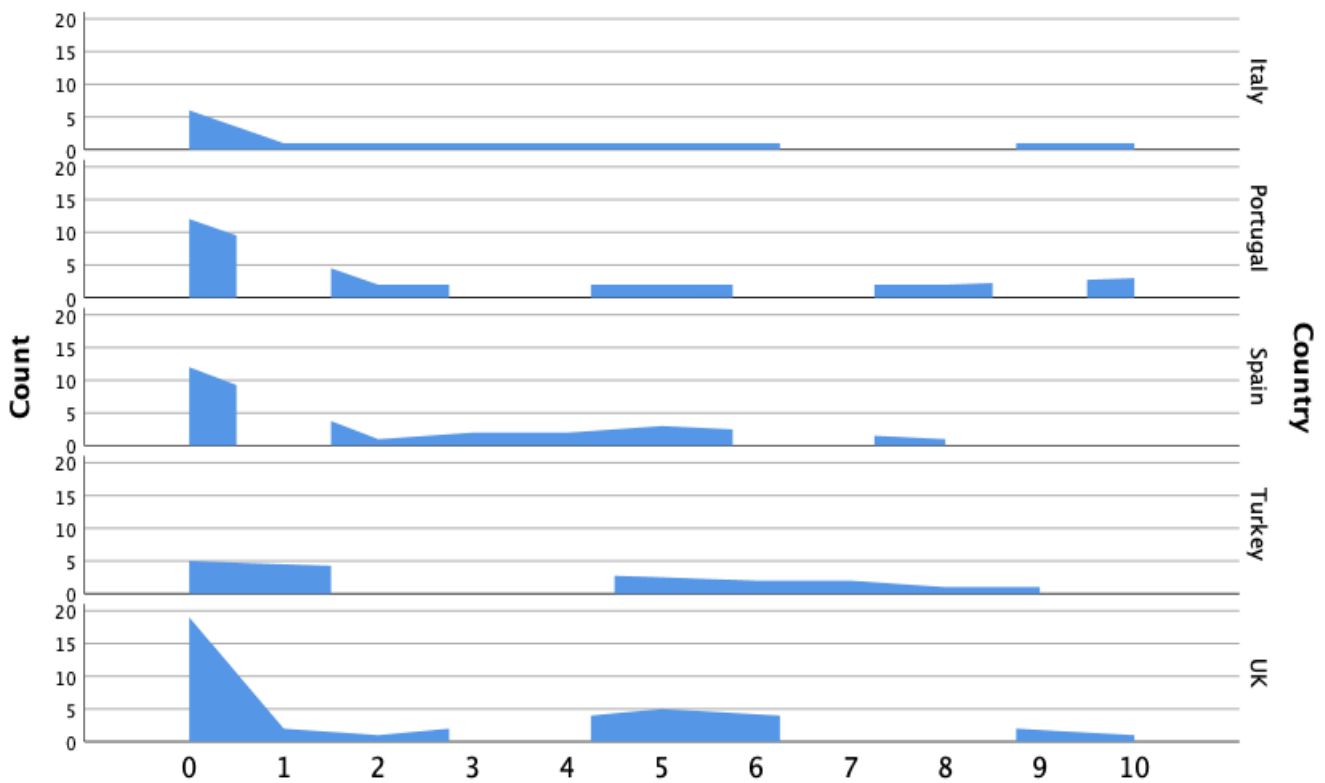
Graph 6 My board provides training opportunities to support female's advancement.



4.6 Assignment of tasks in the sports board according to gender.

Regarding whether gender was a determining factor for assigning tasks on the board, we found that the average response in all countries was very low, which means that the directors surveyed do not agree that tasks are assigned according to gender (Graph 7). The mean score for this question is 2.22 (SD=3.17). The country where the mean is slightly higher than the others is Turkey (M=3.91; SD=3.84), with a response range of 0 to 9, so there were some directors in this country who thought that tasks are assigned based on gender. Portugal is next (M=2.86; SD=3.96) and although it is also below 5, with a response range of 0 to 10, it means that there are some directors who think that tasks are assigned according to gender. Next, with the same response range is Italy (M=2.08; SD=3.06), followed by Spain (M=1.86; SD=2.45) with a range between 0 and 8, and finally the United Kingdom (M=1.39; SD=2.56) with a range of 0 to 10. Therefore, we see that the majority of directors in all countries think that the tasks on the board are not assigned according to gender.

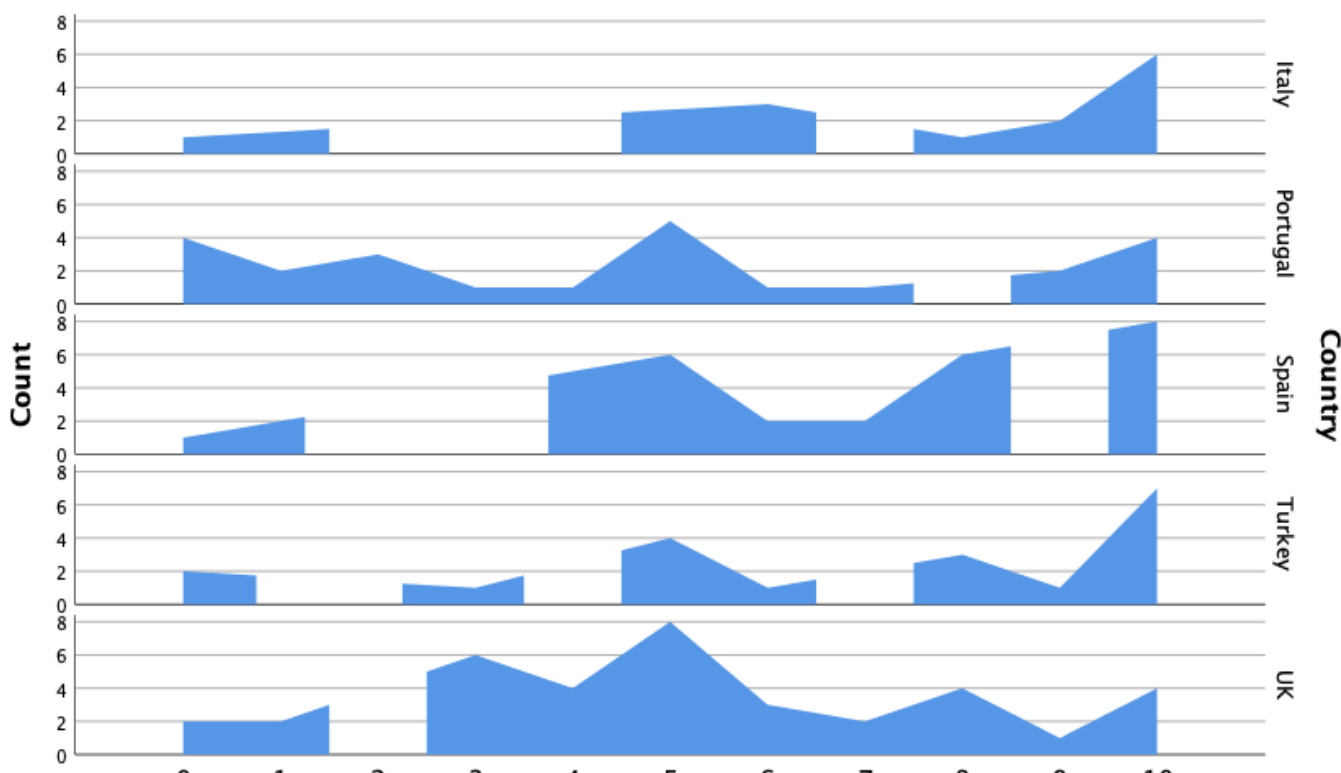
Graph 7 In the board of my federation tasks are assigned according to gender.



4.7 Opinion about gender quotas in NSF governing boards.

Regarding the opinion concerning gender quotas in NSF governing boards to promote female participation, 24.8% of the directors responded that they totally agreed with the need to implement quotas to promote female participation, 19.7% remained neutral, and the rest of the directors had both affirmative and negative responses. As can be seen in Graph 8, opinions are very divided. The country that, on average, is more in agreement with the quotas is Italy (M=8; SD=2.92), followed by Spain (M=7.36; SD=2.50), Turkey (M=6.95, SD=3.34), then the United Kingdom (M=5.25, SD=2.78), and finally Portugal (M=4.63, SD=3.60). The response range in all countries is from 0 to 10, which means that in all countries there are directors totally in favor and totally against quotas. And although on average in Portugal the directors interviewed would not agree with the quotas, in all the others they do consider quotas necessary. The countries most favorable to quotas are Italy and Spain, although the score of the answers is more varied than with the other questions previously asked.

Graph 8 I think that there is a need for gender quotas in national sport governing boards to promote female participation.



4.8 Influence of gender in different areas of the sports governing board.

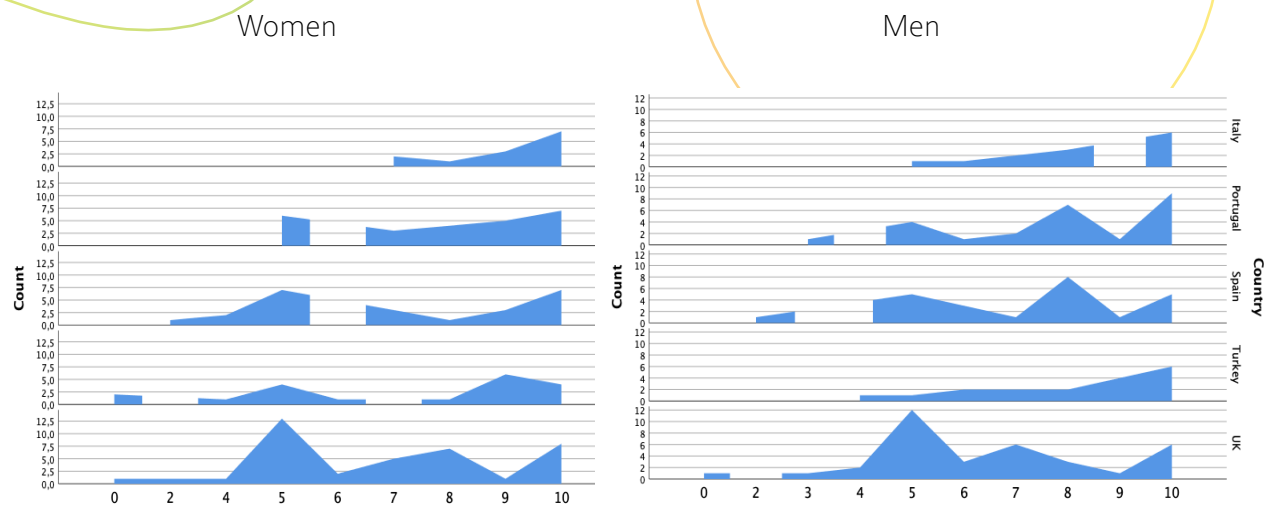
Another objective of the study is to find out if women and men are influential on the board of their federation in specific management areas that are: public relations, finance, human resource management including recruitment and selection, organization of sporting events and competitions, management, sharing information through social networks, in sports education, or innovations. The answers show that on average men are more influential than women in all the areas that were included in the questionnaire.

4.8.1 Public relations.

Regarding public relations, in the joint score of all the countries analyzed, women are thought to be slightly less influential than men in this area, with a mean ($M=7.36$; $SD=2.47$) a few tenths lower than that of their male counterparts ($M=7.42$; $SD=2.2$). If we differentiate by country, we find that in Italy the directors surveyed think that women are more influential in public relations than in the rest of the countries analyzed ($M=9.15$; $SD=1.14$), with scores that range between 7 and 10. In Portugal, the respondents also value the influence of women in public relations ($M=7.92$; $SD=1.93$), although the range is somewhat wider than in Italy, with a response between 5 and 10, all participants gave a score equal to or greater than the average. In Spain, the mean is somewhat lower than in the previous countries ($M=7.13$; $SD=2.52$), with a range from 2 to 10, followed by Turkey ($M=6.95$; $SD=3.21$), and finally the United Kingdom ($M=5.97$; $SD=2.39$), these last two countries with a range of 0 to 10, which means that for some directors the influence of women is null.

When asking the same question but regarding men, in Italy, men would have a strong influence in public relations ($M=8.38$; $SD=1.76$), with a response range between 5 and 10, which indicates that the directors who responded to the survey think that on average, women are more influential in public relations than men. Italy is followed by Turkey ($M=8.17$; $SD=1.92$) with a range between 4 and 10, which represents that for the directors who answered the survey, men are more influential in public relations than women. Portugal is positioned with the next highest mean ($M=7.92$; $SD=2.08$), identical to that of women, although with a range between 3 and 10, and therefore wider. Next is Spain ($M=7.29$; $SD=2.12$) with the same response range as in the case of women, between 2 and 10, and with an average slightly higher than that of women. And finally, the United Kingdom ($M=6.40$; $SD=2.32$) considers men to be more influential than women in public relations, and there are extreme responses between 0 and 10, as occurs with the opinions of women about public relations.

Graph 9 Who is more influential in public relations?



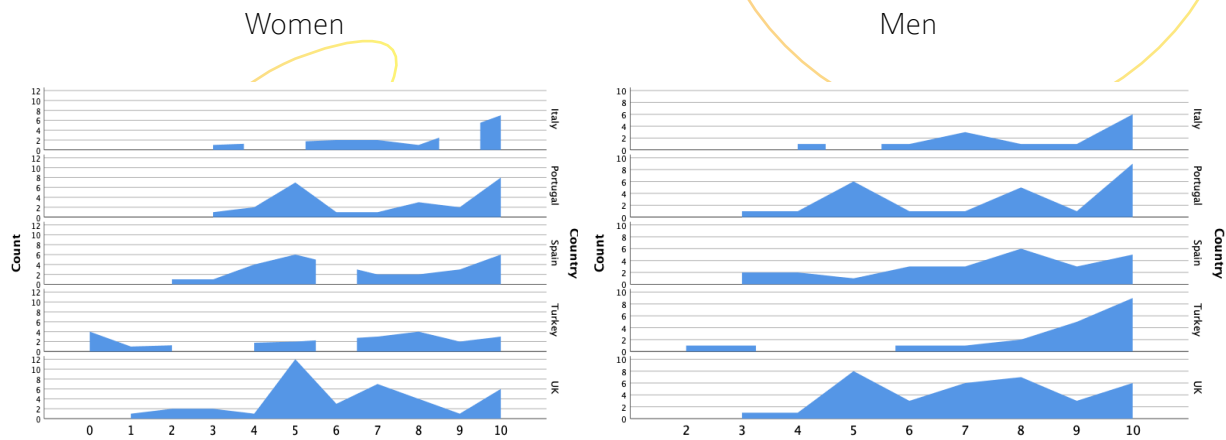
4.8.2 Finance

Regarding the area of finance, in general, without breaking down by country, the directors surveyed believe that women are less influential than men, with a mean ($M=6.70$; $SD=2.75$) lower than that of men ($M=7.76$, $SD=2.216$).

If we break it down by country, the results show that the Italian directors who responded to the questionnaire valued the influence of women in finance very highly ($M=8.23$; $SD=2.28$) with a range between 3 and 10. The next country with the highest score was Portugal ($M=7.24$; $SD=2.45$), and the same range as Italy, followed by Spain ($M=6.72$; $SD=2.63$) and a range from 2 to 10, then the United Kingdom ($M=6.23$; $SD=2.39$) and a range from 1 to 10, and finally Turkey ($M=5.89$; $SD=7.77$) and with the same range of response as the United Kingdom.

Regarding the influence of men in finance, Turkey reaches the highest score ($M=8.89$; $SD=1.94$) with a range between 2 and 10, so a great difference is observed in the influence of men in finance compared to women. Italy is next ($M=8.31$; $SD=1.98$) with a response range between 4 and 10. The influence according to the Italian directors who responded to the survey is slightly higher in men. Italy is followed by Portugal ($M=7.56$; $SD=2.35$) and a range between 3 and 10, with a response that indicates that the influence of men in finance is slightly higher than that of women. After Portugal is Spain ($M=7.32$; $SD=2.12$) and a response range between 3 and 10, and with a higher assessment of the influence of men in finance than women. Next is the United Kingdom ($M=7.14$; $SD=1.93$) with a response range equivalent to Spain and with an opinion that men have greater influence in finances than women.

Graph 10 Who is more influential in finance?

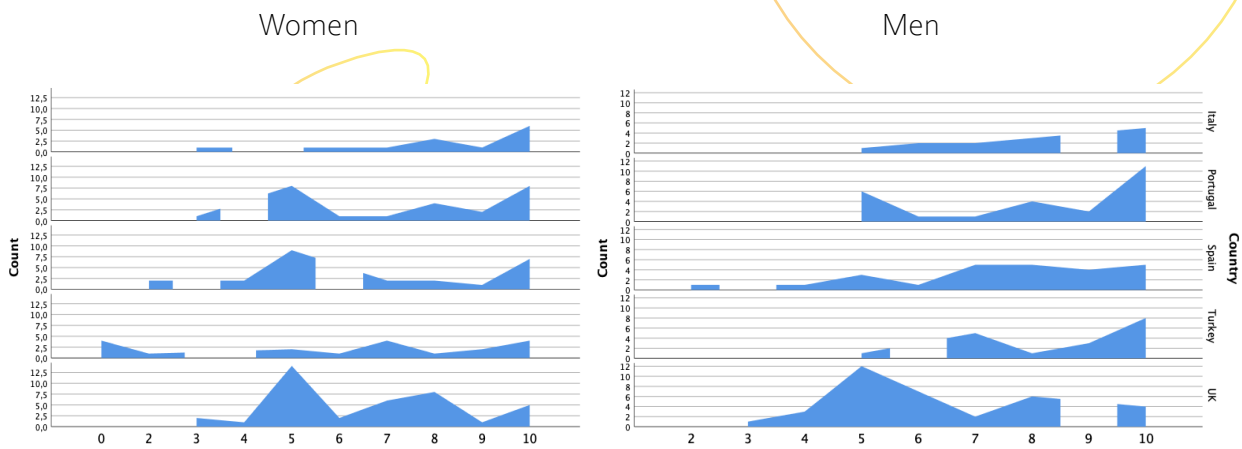


4.8.3 Managing human resources (including recruitment and selection).

Also in managing human resources (including recruitment and selection) the influence of women ($M=6.86$; $SD=2.60$), in global terms, considering all countries, is less than that of men ($M=7.50$, $SD=2.09$). Regarding the distribution by country, it is in Italy where the highest score is given to the influence of women in human resource management ($M=8.09$; $SD=0.65$), with a range between 3 and 10. The next country that scores women the most is Portugal with ($M=7.50$; $SD=0.51$), with a range between 3 and 10. Portugal is followed by Spain ($M=7.39$; $SD=6.11$), with a range between 2 and 10. Then comes the United Kingdom ($M=5.93$; $SD=0.62$), with a range between 3 and 9, and finally Turkey ($M=6.22$; $SD=1.52$), and a range between 0 and 10, which means that some directors think that women have no influence in human resource management.

In relation to men, by country, Turkey is the one that reaches the highest score regarding the influence of men in human resource management ($M=9$; $SD=1.66$), far from the average score for women. Then, Portugal ($M=8.20$; $SD=2.02$) also gives more value to the influence of men. Next, Italy is positioned with a lower score for the influence of men in human resource management ($M=8$; $SD=1.84$), followed by Spain ($M=7.61$; $SD=1.72$), and a higher score for the influence of men than for women. Finally, the United Kingdom is located ($M=5.93$; $SD=1.59$). The range of answers is between 5 and 10 points in all countries except the UK which is between 4 and 10 points, and it has a lower score than that given to women.

Graph 11 Who is more influential in managing human resources (including recruitment and selection)?

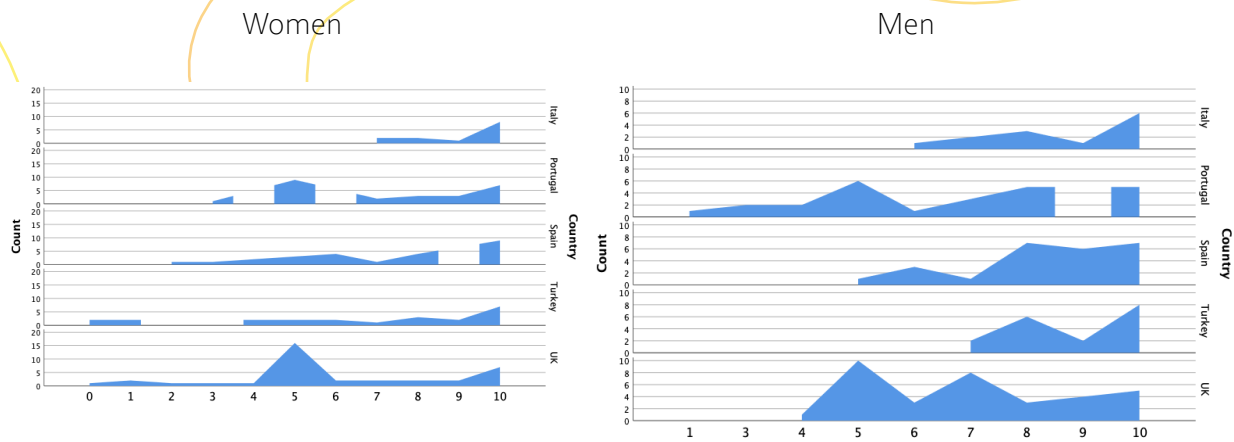


4.8.4 Organization of sports events and competitions.

In the organization of sports events and competitions, the results show that the influence of men ($M=7.68$; $SD=2.04$) is greater than that of women ($M=7.10$; $SD=2.70$). When analyzing data from all countries together. Italy is the country where the directors surveyed give the highest score to the influence of women in the organization of sports and sporting events ($M=9.15$; $SD=1.21$), with a response range between 7 and 10. The next country with the highest score is Turkey ($M=7.42$; $SD=3.15$), with a response range between 0 and 10. It is followed by Portugal ($M=7.32$; $SD=2.30$), with a response range between 3 and 10, followed by Spain ($M=7.24$; $SD=2.57$), with a response range between 2 and 10, and finally followed by the United Kingdom ($M=5.97$; $SD=2.57$). =2.74) and with a response range between 0 and 10.

Regarding the influence of men, Turkey is the country with the highest score ($M=8.89$; $SD=1.13$), with a response range between 7 and 10, the same as for women, however the women have a lower score. The next country is Italy ($M=8.69$; $SD=4.44$), with a response range between 6 and 10, so the score of men as influential directors would be lower than in the case of women. Next is Spain ($M=8.40$; $SD=1.48$) with a response range between 5 and 10, and with a higher score for women. Spain is followed by the United Kingdom ($M=7$; $SD=1.87$) with a response range between 4 and 10, and with a higher score for men than for women. Portugal ($M=6.48$; $SD=2.53$) is placed at the bottom with a range of 1 to 10 points, in this country women would be more influential than men organizing events.

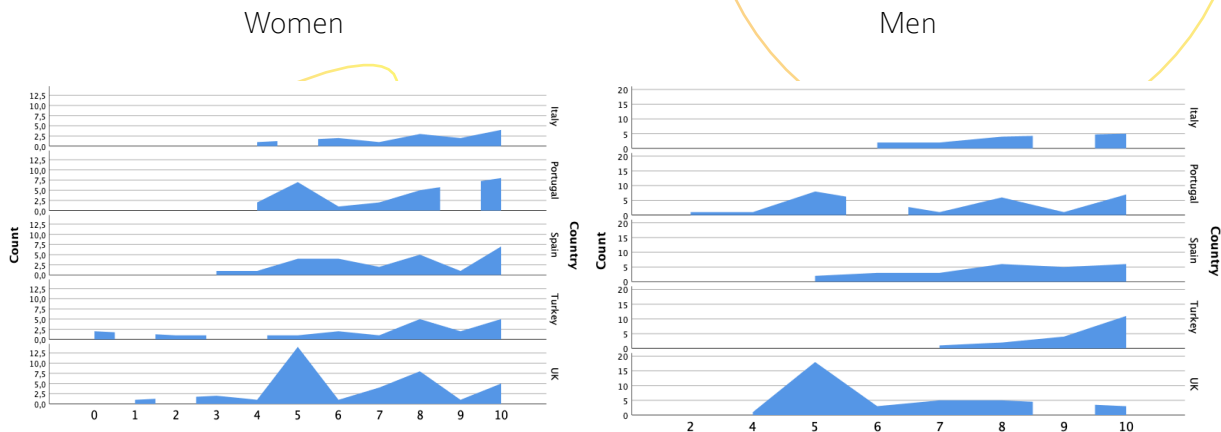
Graph 12 Who is more influential in organizing sport events and competitions?



4.8.5 Administration.

In administration tasks, men ($M=7.55$; $SD=2.04$) are on average more influential than women ($M=7.09$; $SD=2.39$). If we analyze by country, we observe that the country that gives women the most influence is Italy ($M=8.08$; $SD=1.89$) with a range between 4 and 10. Next is Spain ($M=7.36$; $SD=2.17$) with a range between 3 and 10, followed by Portugal ($M=7.32$; $SD=2.25$) with the same response range as Spain. The next country is Turkey ($M=6.89$; $SD=3.23$) with a range between 0 and 10, and the last is the United Kingdom ($M=6.49$; $SD=2.25$), both with a range between 0 and 10. Regarding the influence of men in administrative tasks, Turkey is the country that reaches the highest value ($M=9.39$; $SD=0.92$), with a range between 7 and 10, so the differences between men and women is evident, with the role of men in administration tasks being predominant. The directors who responded to the Italian questionnaire also give a higher score to men than to women ($M=8.31$; $SD=1.55$), with a range between 6 and 10. Spain is the next country that gives importance to the administrative tasks of men ($M=8.08$; $SD=1.60$), with a range between 5 and 10, the score is also higher for men than for women. It is followed by Portugal ($M=7.20$; $SD=2.40$), with a range between 2 and 10, and with a slightly higher score for women than for men in administration. The United Kingdom ($M=6.20$; $SD=1.66$) is in last place, with a range between 4 and 10, and giving men slightly less influence than women.

Graph 13 Who is more influential in administration?

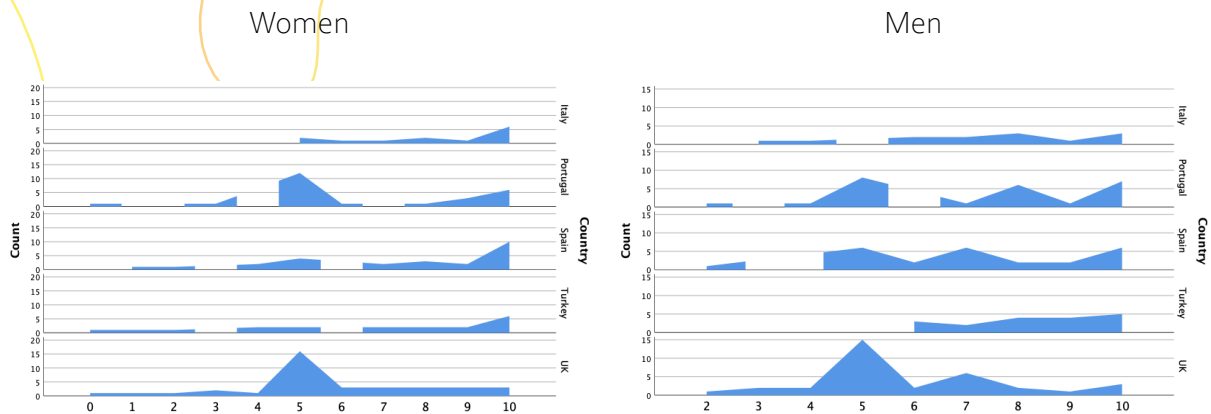


4.8.6 Social media communication technologies.

Regarding the influence of women and men on social media communication technologies, the mean score for men ($M=7.01$; $SD=2.20$) is higher than that given to women ($M=6.73$; $SD=2.76$). When broken down by country, the results show that the Italian directors who responded to the questionnaire are the ones who most value the influence of women in social media ($M=8.31$; $SD=1.97$) with a range between 5 and 10. The next country with the highest score was Spain ($M=7.48$; $SD=2.81$), and a range between 1 and 10, followed by Turkey ($M=7.17$; $SD=2.97$) and a range from 1 to 10, then Portugal ($M=6.56$; $SD=2.71$) and a range from 0 to 10, and finally the United Kingdom ($M=5.76$; $SD=2.12$) with the same response range from 0 to 10.

Regarding the influence of men in social media communication technologies, Turkey reaches the highest score ($M=8.33$; $SD=1.45$) with a range between 6 and 10, so a great difference is observed in the influence of men compared to women in this country. Next comes Italy ($M=7.38$; $SD=2.21$) with a response range between 3 and 10, and with a lower influence, according to the Italian directors who responded to the survey. Italy is followed, with the same score, by Portugal ($M=7.20$; $SD=2.40$), and Spain ($M=7.20$; $SD=2.18$), both with a response range between 2 and 10, although in Spain as in Italy, the influence of women in social media is greater than that of men. In Portugal the opposite occurs: men have more influence than women according to the directors surveyed. Next is the United Kingdom ($M=5.88$; $SD=1.97$) with a response range between 2 and 10, and with an opinion that men have less influence on social media than women, although with a very small difference.

Graph 14 Who is more influential in social media communication technologies?

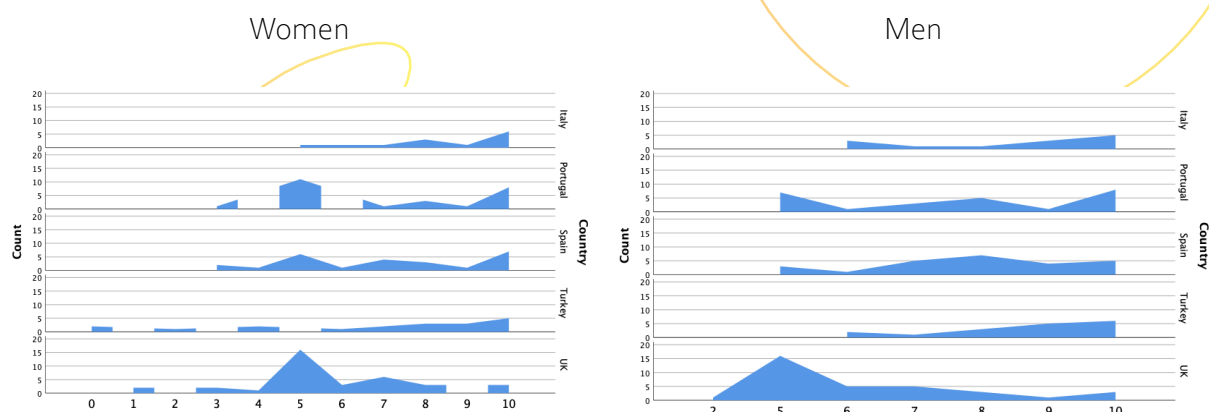


4.8.7 Sport education.

Also in sport education, men ($M=7.52$; $SD=1.95$) receive higher scores than women ($M=6.81$; $SD=2.53$). Italy is the country where the directors surveyed give the highest score to the influence of women in sport education ($M=8.54$; $SD=1.71$), with a response range between 5 and 10. The next two countries, tied, are Turkey ($M=7.12$, $SD=2.99$), with a response range between 0 and 10, and Portugal ($M=7.12$, $SD=2.40$), with a response range between 3 and 10. Spain follows ($M=7.08$; $SD=2.38$), with a response range between 3 and 10. Finally, is the United Kingdom ($M=5.85$; $SD=1.97$), with a response range between 1 and 10.

Regarding the influence of men, Turkey is the country with the highest score ($M=8.71$; $SD=1.36$), with a response range between 6 and 10. The next country is Italy ($M=8.46$; $SD=1.66$), with a response range between 6 and 10, so the score of men as influential directors is slightly lower than that of women. Next is Spain ($M=7.92$; $SD=1.58$) with a response range between 5 and 10. Spain is followed by Portugal ($M=7.64$; $SD=2.04$) with a response range between 5 and 10. The United Kingdom ($M=6.18$; $SD=1.78$) is placed at the bottom with a range of 2 to 10 points. Except in Italy, in the other four countries, the influence of men in sport education is greater than that of men.

Graph 15 Who is more influential in sport education?



4.8.8 Innovations.

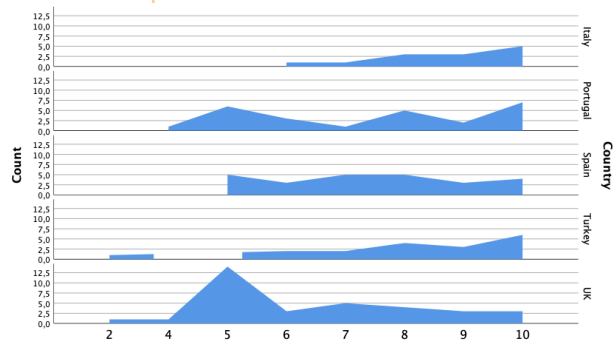
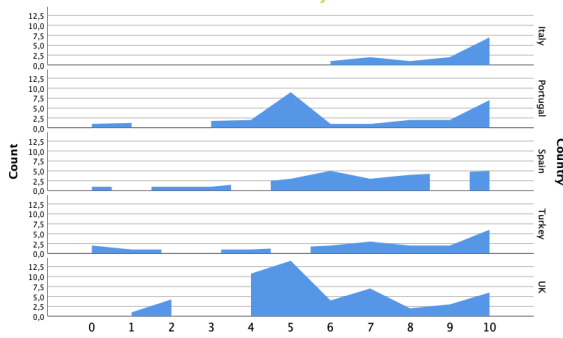
Regarding innovations, the scores are higher for men ($M=7.40$; $SD=2.02$) than for women ($M=6.99$; $SD=2.59$). When carrying out the detailed analysis, we observed that the country that gives women the most influence in innovations is Italy ($M=8.92$; $SD=1.44$) with a range between 6 and 10. Turkey follows ($M=7.33$; $SD=1.44$) followed by Portugal ($M=6.80$; $SD=2.71$). Spain ($M=6.65$; $SD=0.55$) and the United Kingdom ($M=6.65$; $SD=2.10$) are tied, and the scores would range between 0 and 10, as in Turkey and Portugal.

Regarding the influence of men on innovations, Italy is the country that reaches the highest value ($M=8.77$; $SD=1.30$), with a range between 6 and 10, with the influence of men on innovation slightly lower than that of women. Turkey also gives men a higher score ($M=8.17$; $SD=2.506$) than women with a range between 2 and 10. It is followed by Portugal ($M=7.48$; $SD=2.10$), with a range between 4 and 10, and with a lower score for women than for men in innovation. Spain is the next country ($M=7.40$; $SD=1.73$), with a range between 5 and 10, and the United Kingdom ($M=6.41$; $SD=1.94$) is in last place, with a range between 2 and 10, and giving slightly more influence to women than men.

Graph 16 Who is more influential in innovations?

Women

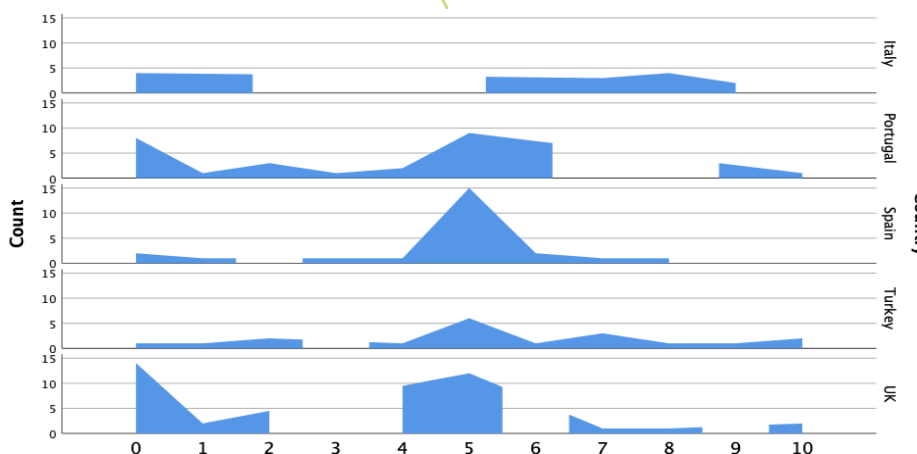
Men



4.9 Influence of women in the decision-making process on the board.

Regarding the influence of women in the decision-making process on the federation's board, opinions are very diverse, both between countries and within the same country. The mean of all the countries as a whole would be below the midpoint of response ($M=4.02$; $SD=3.02$), so there is general disagreement that women have more influence in the decision-making process of the board, given that the average in the set of countries is below 5 points. The highest mean is observed in Italy ($M=5.46$; $SD=3.84$) with a range between 0 and 9, followed by Turkey ($M=5.42$; $SD=2.84$), Spain ($M=4.58$; $SD=1.89$), with a range between 0 and 8 points, the United Kingdom ($M=3.03$; $SD=3.22$), and finally Portugal ($M=2.92$; $SD=3.22$). Turkey, United Kingdom and Portugal with extreme responses, from 0 to 10 points. This means that for the directors surveyed, on average they do not believe that women have influence in the decision-making process, with the exception of Italy and Turkey where it has a value above 5.

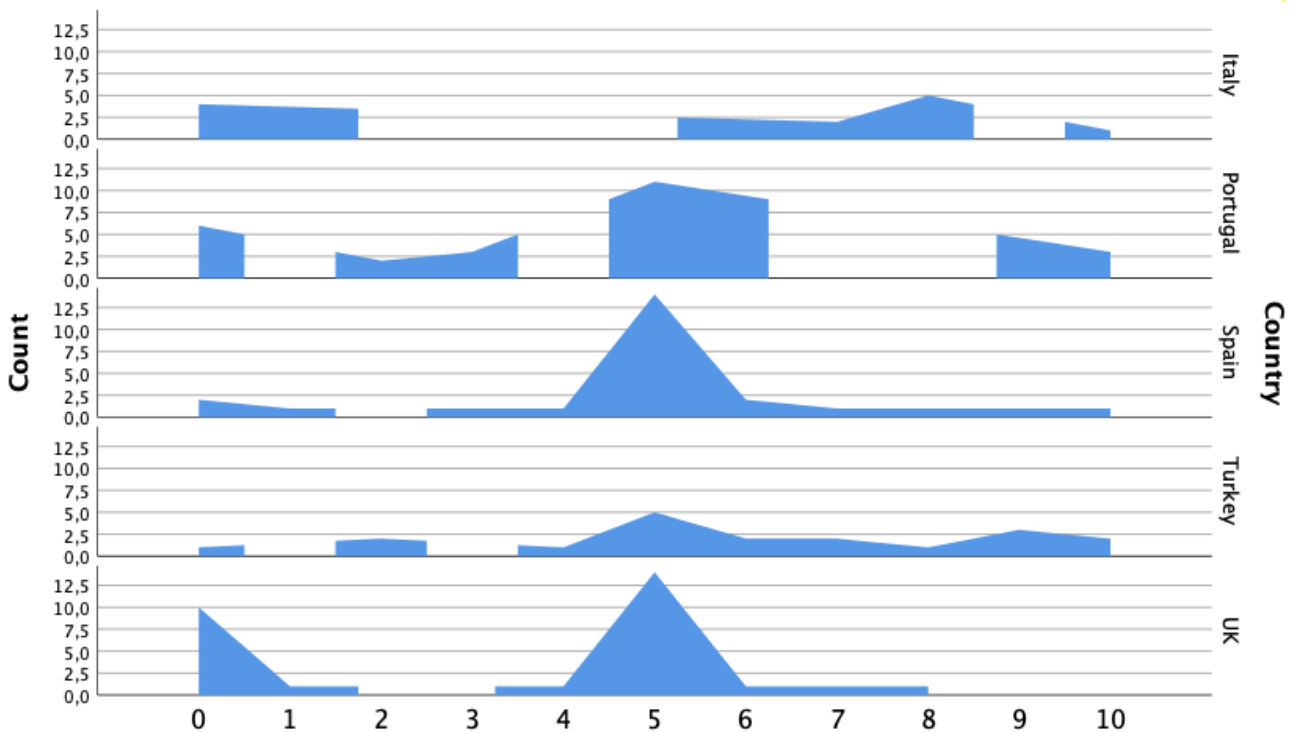
Graph 17 Women have more influence in the decision-making process in the board of my federation than men.



4.10 Influence of women in problem-solving on the board.

Regarding the influence of women in problem-solving, we found that the answers would not agree with this statement globally ($M=4.51$; $SD=2.99$). Broken down by country, Turkey ($M=6$; $SD=2.69$) would give the highest score, followed by Italy ($M=5.09$; $SD=4.08$), followed by Spain ($M=4.56$; $SD=4.08$), Portugal ($M=2.80$, $SD=2.21$), and finally the United Kingdom ($M=2.71$, $SD=1.03$). The response range varies between countries, being from 0 to 9 in Italy, from 0 to 8 in the United Kingdom, from 0 to 7 in Spain, from 0 to 5 in Portugal, from 0 to 10 in Turkey.

Graph 18 Women have more influence in solving problems on the board of my federation than men.

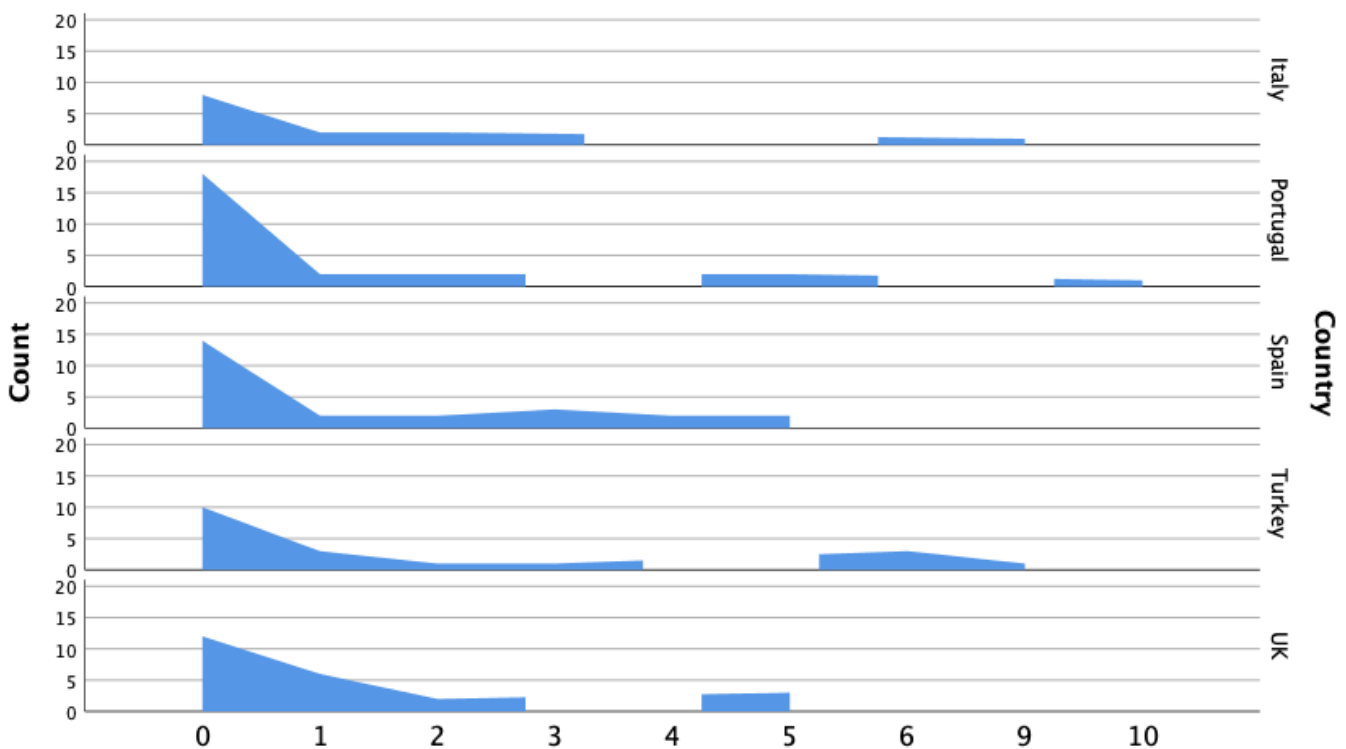


4.12 Conflicts between men and women on the board.

Another aspect that we asked was if there were conflicts in the board of the federations between genders. According to the scores obtained, there are no conflicts between men and women on the board ($M=1.28$; $SD=2.18$). All countries give very low scores to this question. In all countries, the score was low, with the average between 1.04 in Portugal ($M=1,04$; $SD=2,35$) and 1.84 in Turkey ($M=1,84$; $SD=2,7$), so it could be said that conflicts between men and women do not generally occur.

There are isolated cases where it is scored 10 (in Portugal), or 9 (in Turkey and Italy). In the United Kingdom and Spain, the highest scores is 5 points. In all the countries there are responses of 0 points, which means a total absence of conflicts. In the other countries, the mean is between these intervals, being in any case very low scores, in ascending order they are the United Kingdom ($M=1.09$; $SD=1.68$), Italy ($M=1.15$; $SD= 2.48$) and Spain ($M=1.32$; $SD=1.77$).

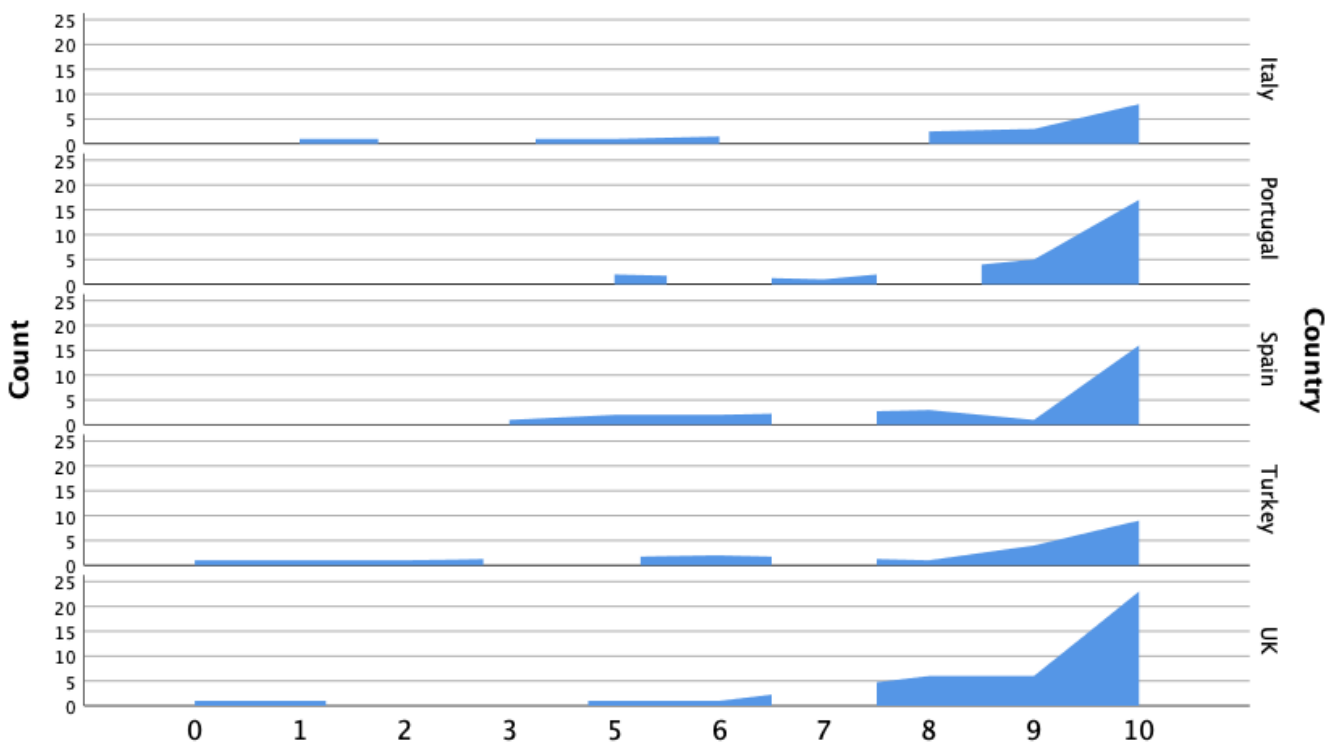
Graph 20 There are conflicts in the board of my federation between men and women



4.13 Men and women are supportive of each other in meetings of the board.

Another question was whether men and women are supportive of each other in meetings of the board of her or his federation. The mean score for all countries taken together indicates that men and women are supportive of each other in meetings of the board of the federation ($M=8.82$, $SD=2.22$). The highest means are reached in Portugal ($M=9.28$; $SD=1.46$), then in the United Kingdom ($M=9.14$; $SD=1.81$), in Spain ($M=8.72$; $SD=2.07$), in Italy ($M=8.69$, $SD=2.69$), and finally in Turkey ($M=7.84$, $SD=3.3$). Except in Portugal where no one has scored less than 5, in the other countries there are some directors who scored below the average range. For example, in Spain it ranged between 3 and 10, in Italy between 1 and 10, while in the United Kingdom and Turkey the range was from 0 to 10, so in these last two countries there were directors who totally agreed and others who totally disagreed although the latter were very few.

Graph 21 Men and women are supportive of each other in meetings of the board of my federation.

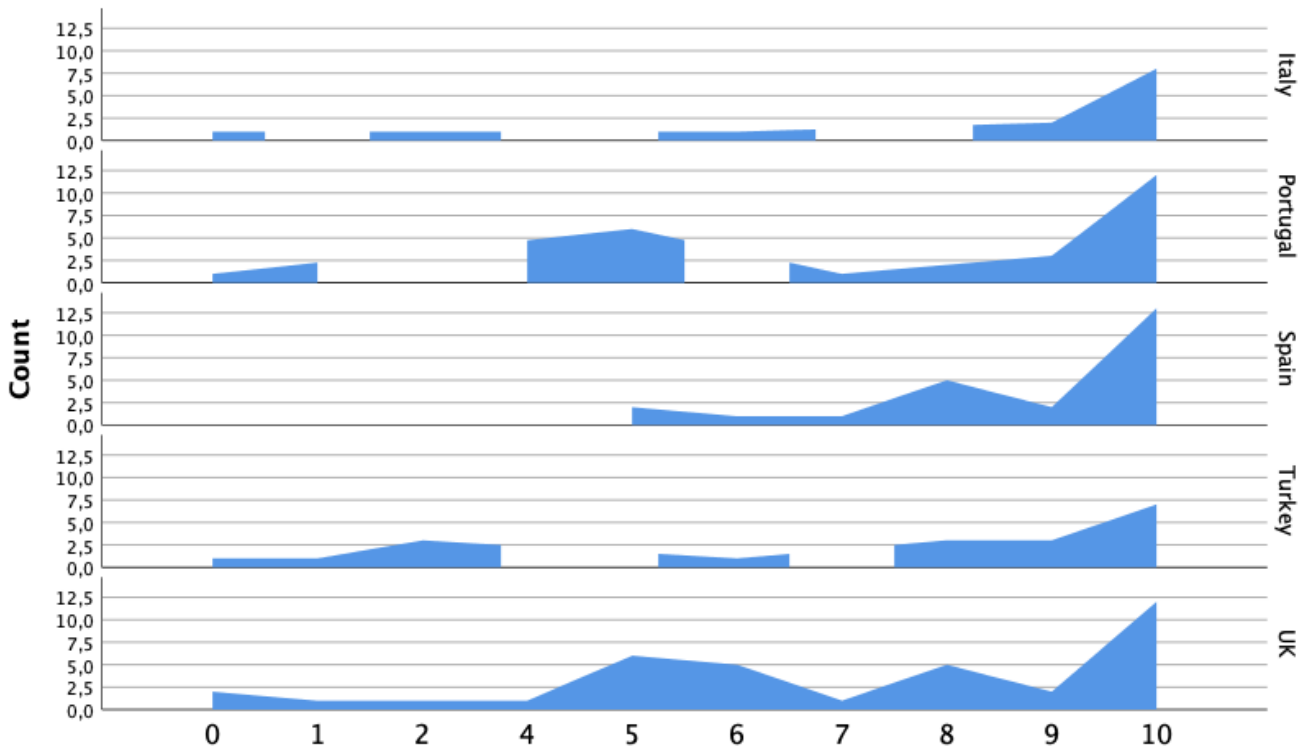


4.14 Women support and help each other on the board of my federation.

We also asked if women support each other on the federation board. The mean score for all countries taken together indicates that women support other women on the board of their federations ($M=7.72$; $SD=2.96$). Spain is the country with the highest mean ($M=8.79$; $SD=1.64$), followed by Italy ($M=8.15$; $SD=3.88$), Portugal ($M=8$; $SD=2.66$), Turkey ($M=7.05$; $SD=3.64$), and finally the United Kingdom ($M=7$; $SD=3.01$).

In both Spain and Portugal the minimum score was 5, while in Italy it was 1, and in the United Kingdom and Turkey zero points, which means that in these last three countries there are some directors who think that women do not support each other. On the contrary, in all the countries there have been scores of 10, which means that they totally agree with the statement that women do support each other.

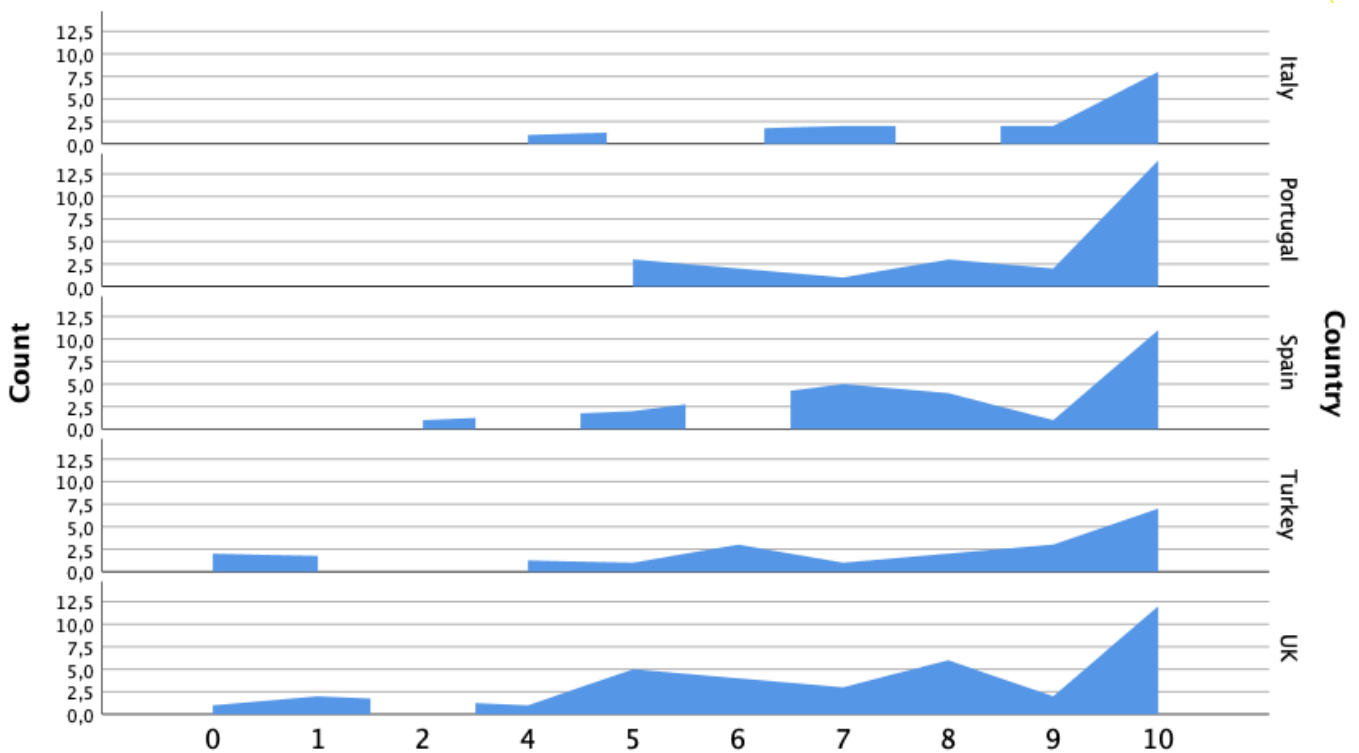
Graph 22 Women support and help each other on the board of my federation.



4.15 Men support and help women on the board of my federation.

Regarding the helping and supporting of women by men in their federation, the average score of all the countries taken together indicates that men help and support women in the federation ($M=7.99$; $SD=2.50$). The highest support for women on average is in Italy ($M=8.92$; $SD=1.85$), followed by Portugal ($M=8.64$; $SD=1.87$), Spain ($M=8.25$; $SD=2.11$), Turkey ($M=7.53$, $SD=3.13$), and the UK ($M=7.28$, $SD=2.79$). In all the countries there have been answers that have obtained a score of 10, however, except in Portugal where the minimum score has been 5 points, in the rest, the answers have reached 4 points in Italy, 2 in Spain, or zero in Turkey and the United Kingdom.

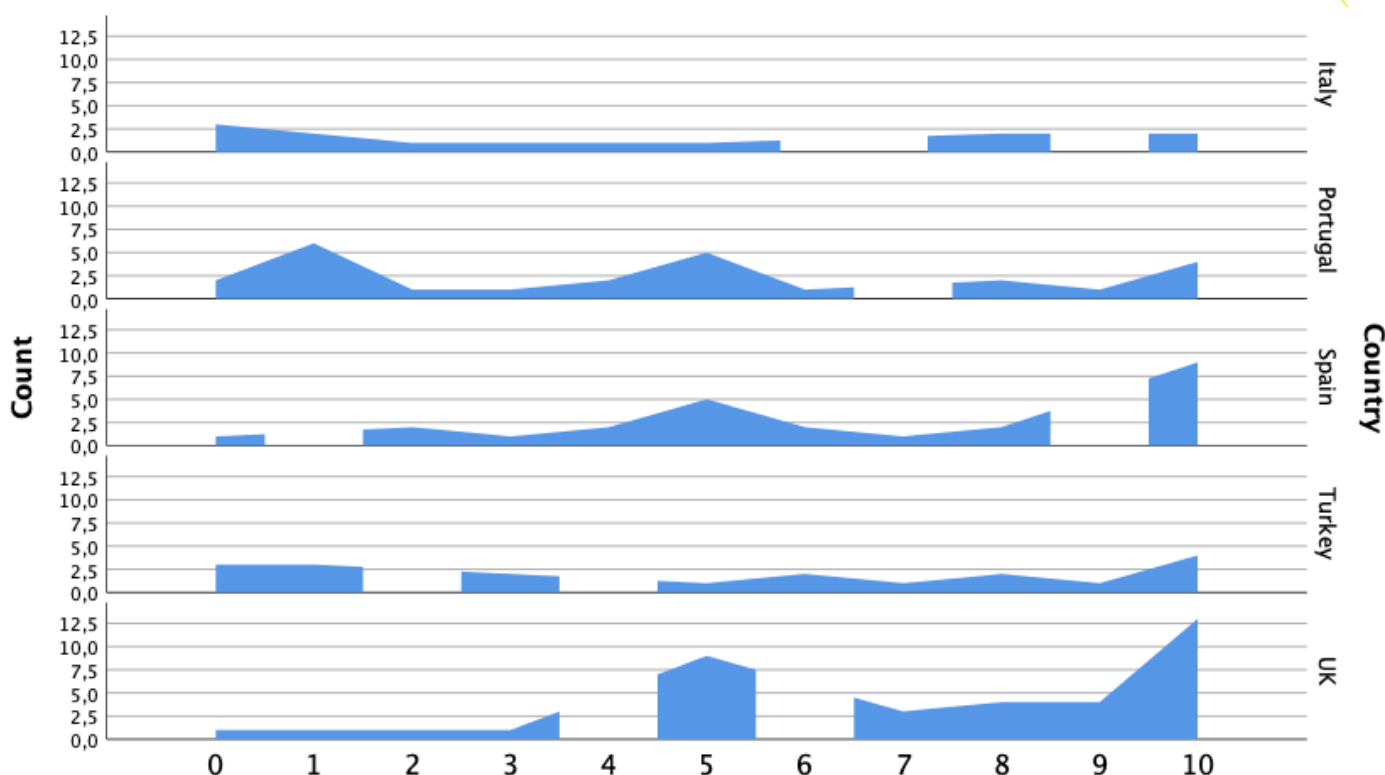
Graph 23 Men support and help women on the board of my federation.



4.16 Balance of men and women on the board of my federation.

When we asked about the balance between men and women on the board of the federations, we found that on average the set of countries gave a score of 5.88 (SD=3.51), and there is greater diversity in the answers depending on each country and even in responses from the same country. In the five countries, there are directors who totally agree with these imbalances, but also in all the countries, there are directors who are totally against it, obtaining response ranges between 0 and 10 points. In three countries the mean score is above five points: the United Kingdom (M=7.30, SD=2.87), Spain (M=6.60, SD=3.12), and Turkey (M=5.16, SD=3.88); while in Portugal (M=4.60; SD=3.49) and Italy, it is lower (M=4; SD=3.83).

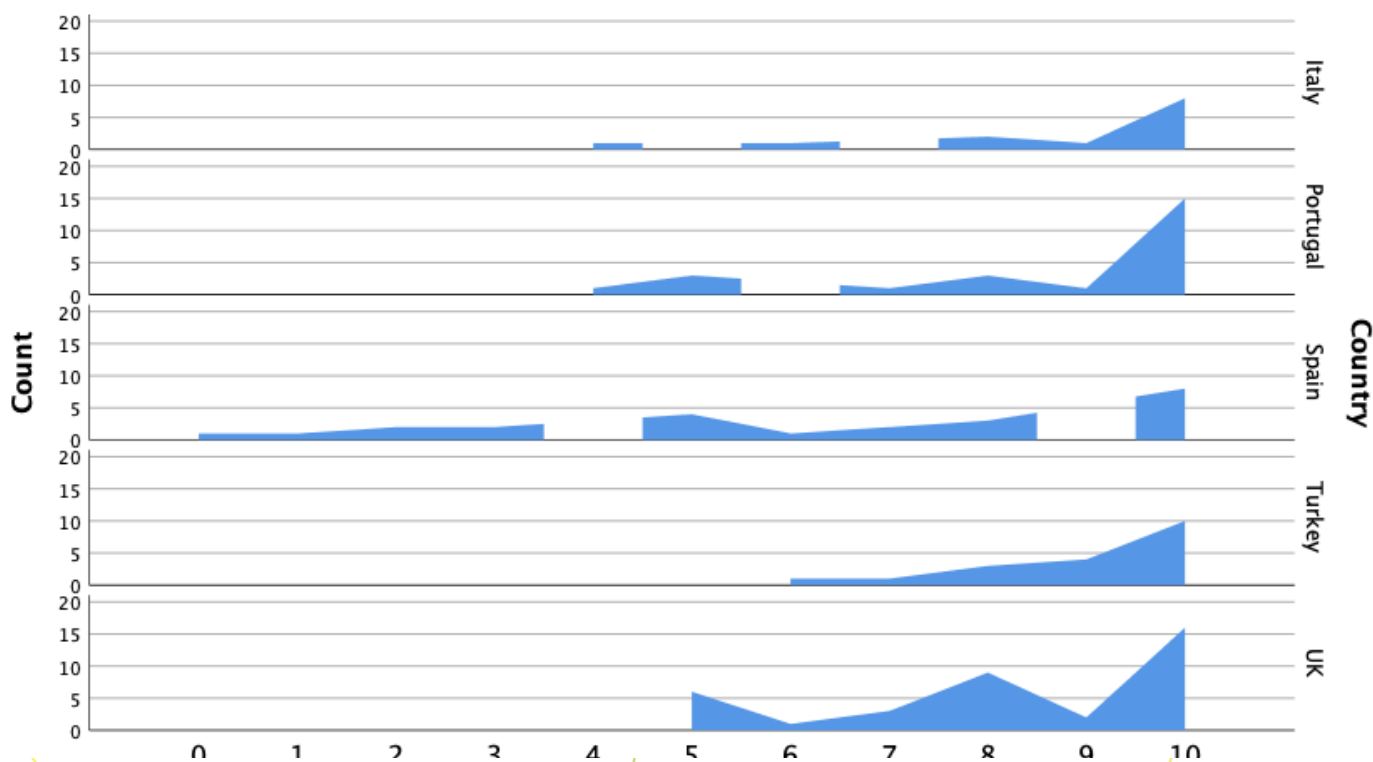
Graph 24 The board of my federation has the right balance of men and women in its composition.



4.17 The language used on the board of my federation is inclusive.

Overall, the response to the use of inclusive language on the board of the federations was high (M=8.2; SD=2.35). By country, the highest scores were given in Turkey (M=9.11, SD=1.98), Italy (M=8.85, SD=1.61), Portugal (M=8.71; SD=2.01), United Kingdom (M=8.30; SD=1.85), and with the lowest score, although above 5, Spain (M=6.46; SD=3.31). The maximum range in all countries was 10 points, while the minimum only exceeded the average score for Turkey with a degree of agreement of 6 points, and the United Kingdom with 5 points. It is considered that this result might be regarding Turkish grammar rules because Turkish is a language that does not include any grammatical gendering in most cases and has no morphological gender marking. For example, "O", the third person singular pronoun, signifies "he", "she", or "it" in English. It is impossible to understand the person's gender emphasized in Turkish from the point of third-person reference (Castagneto & D'Amora, 2006; Yalçinkaya, 2020). Therefore, the average point of this question among the Turkish participants has been statistically calculated over other countries' averages. The minimum range in Italy and Portugal was 4, and in Spain it was zero, which means that some directors think that inclusive language is not used at all on the board.

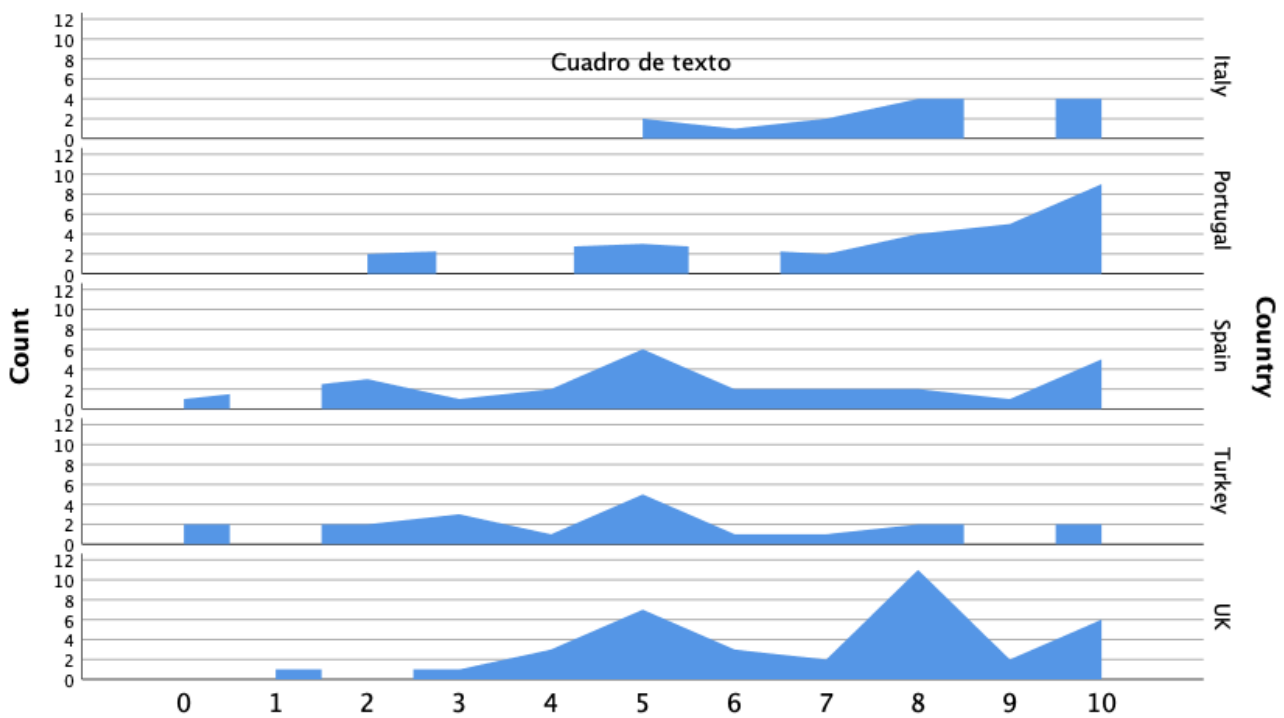
Graph 25 The language used on the board of my federation is inclusive.



4.18 Opinion about nationwide policies regarding sport and gender.

The mean for the question of whether any specific nationwide policies regarding sport and gender are sufficient to promote the equality of women and men on the board of my federation was 6.69 points (SD=2.72). Portugal is the country with the highest average (M=8; SD=2.43) in the question of the opinion of members of the board about whether the specific nationwide policies regarding sport and gender are sufficient to promote the equality of women and men on the boards of their federations. The next country with the highest mean is Italy (M=7.85; SD=1.82), followed by the United Kingdom (M=6.92; SD=2.28), and Spain (M=5.92; SD=2.28). SD=2.93) and finally Turkey with a mean below 5 points (M=4.79; SD=2.98). The maximum range in all countries is 10, however, the minimum varies, in Turkey and Spain there are some responses of 0 points, so some members of the board would consider that the nationwide policies would be insufficient, the United Kingdom has a minimum range of 1 point, Portugal 2 and Italy is the only country where the range is 5 points.

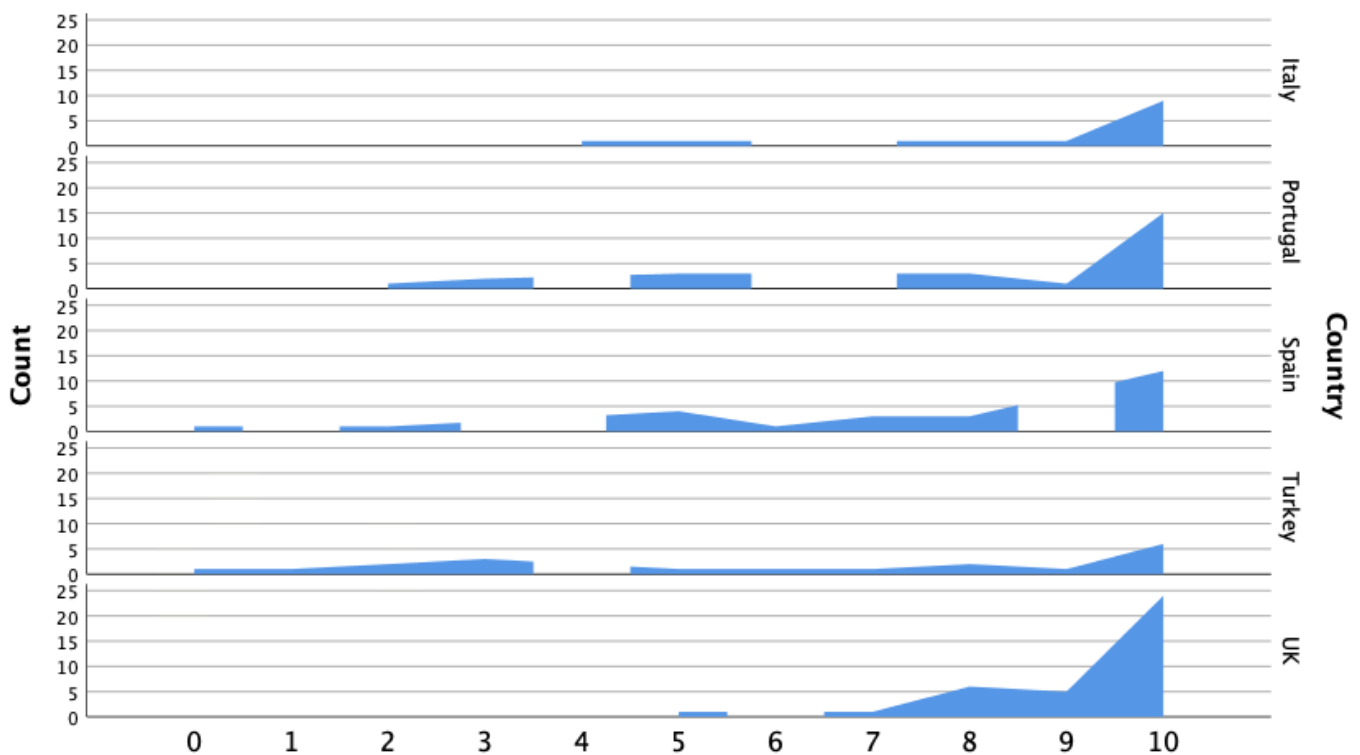
Graph 26 Any specific nationwide policies regarding sport and gender are sufficient to promote the equality of women and men in the board of my federation.



4.19 Election and selection process for seats on the board.

The opinion on whether men and women are assessed equally and fairly in the election and selection process for board positions in their federations reaches a high mean score ($M=8.21$; $SD=2.65$), however, there are differences between countries. The directors from the country where most agree with this question are Portuguese ($M=8$; $SD=2.43$), followed by Italians ($M=7.85$; $SD=1.82$), British ($M=6.92$; $SD=2.28$), Turkish ($M=6.16$; $SD=3.61$), and finally Spanish ($M=5.92$; $SD=2.93$). Regarding the response range, except for Italy, which presents directors who agree with a minimum value of 5, the rest of the countries have values of 2 in Portugal, 1 in the United Kingdom, and 0 in Spain and Turkey. In all countries there are directors who give a value of 10 and therefore completely agree.

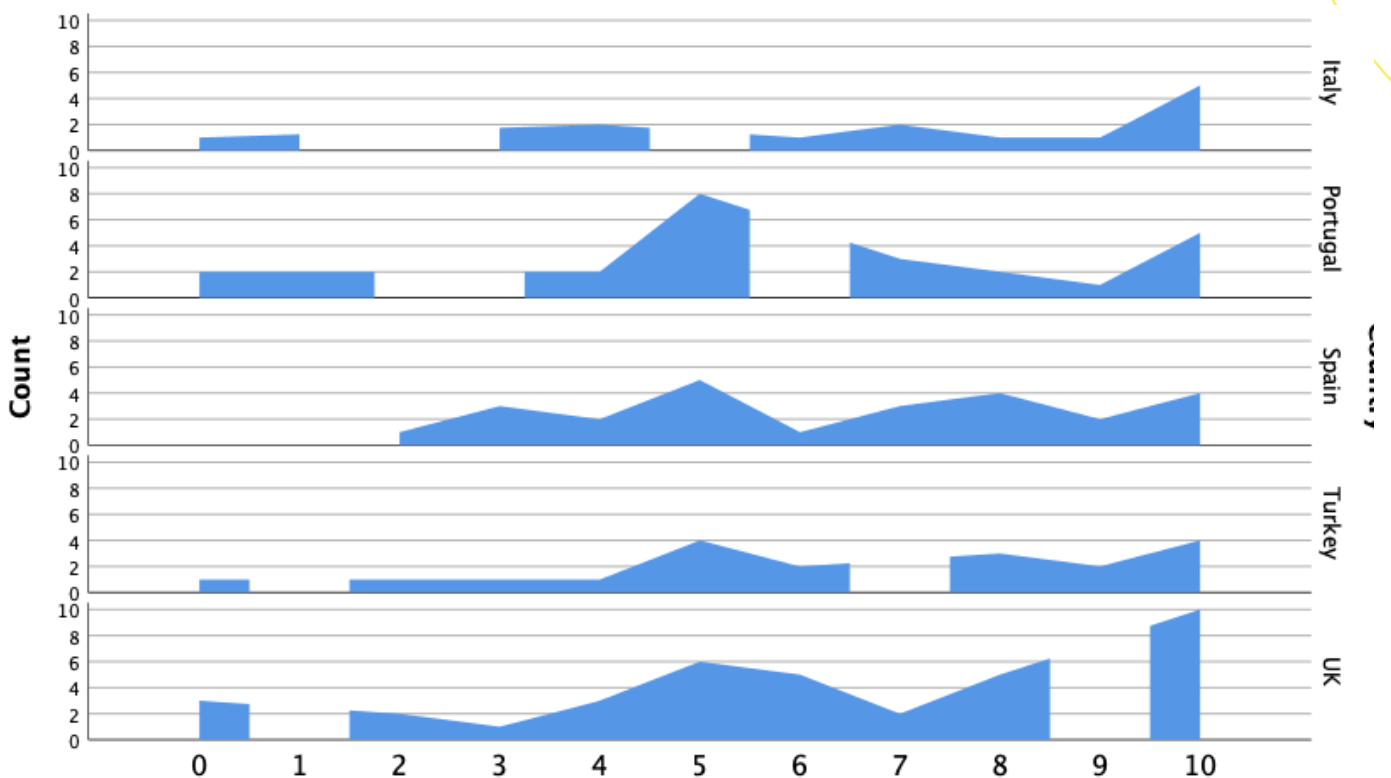
Graph 27 Men and women are assessed equally and fairly in the election and selection process for board positions in my federation.



4.20 Women's representation on the board and its relation to national gender culture.

Regarding whether the representation of women on the board of the federations reflects the country's gender culture, jointly there is a high agreement among the directors who responded to the questionnaire ($M=6.37$; $SD=22,95$). The highest score is observed in Turkey ($M=7,33$, $SD=2.12$), then Italy ($M=7.00$, $SD=3.29$), Spain ($M=6.94$, $SD=2.58$), United Kingdom ($M=6.07$; $SD=3.63$), and finally Portugal ($M=5.55$; $SD=3.33$). The range is from 0 to 10 in UK, Portugal and Italy, in Spain from 3 to 10, and in Turkey from 5 to 10.

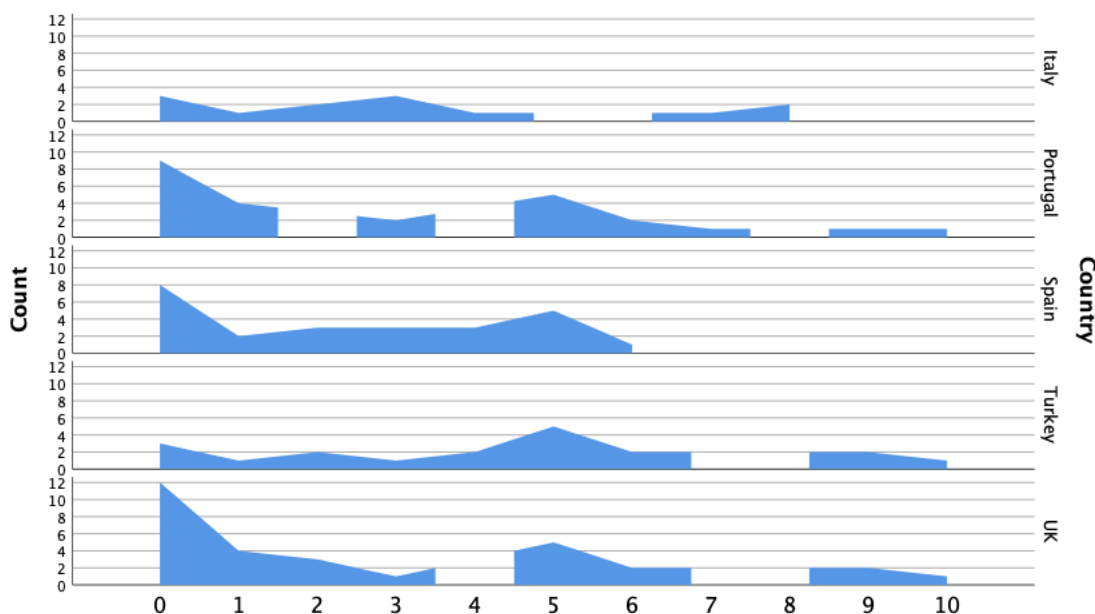
Graph 28 The representation of women in the board of my federation reflects the country's gender culture.



4.22 Gender-diverse sports boards take longer to make decisions.

The response to whether gender-diverse sports boards take longer to make decisions has been low, with an average of 2.97 points, which means that sports federation board members do not think that diversity takes longer to make decisions ($M=2.97$; $SD=2.90$). The country that would most agree with this statement, according to the directors surveyed, is Turkey ($M=5.00$; $SD=3.94$) followed by Italy ($M=3.36$; $SD=3.01$), the United Kingdom ($M=3$, $SD=3.94$), Portugal ($M=2.70$, $SD=3.18$), and finally from Spain ($M=2.61$, $SD=2.15$). The minimum range of response, which would show total disagreement, is observed in all countries, while there are directors who totally agree in the United Kingdom, Turkey, and Portugal. In the case of Italy the maximum score is 8, and in Spain is 6.

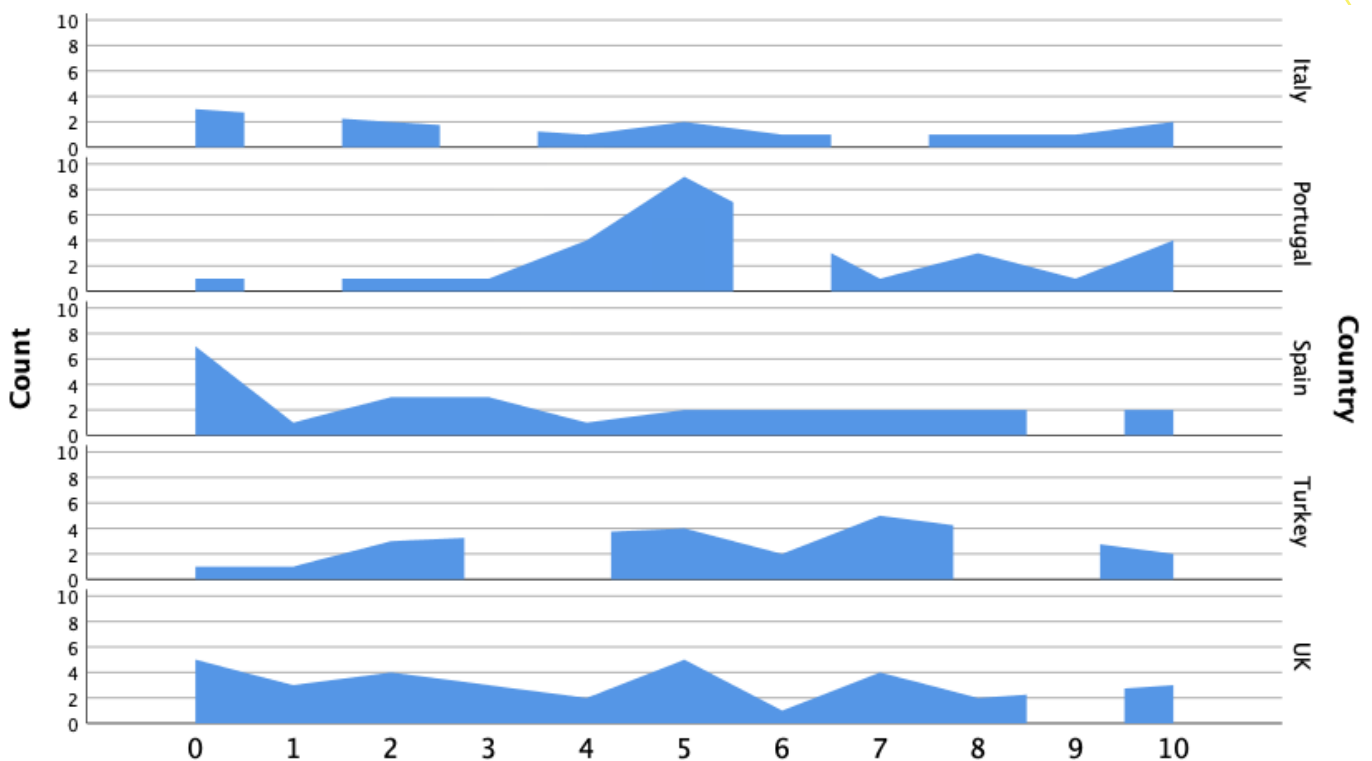
Graph 30 Gender diverse sports boards take longer to make decisions



4.23 Visibility of women in the media in sport.

Overall, the mean score for the question about whether, in the world of sport, women have appropriate visibility in the media compared to men, is below 5 points ($M=4.65$; $SD=3.17$). By country, only two countries exceed the mean score of 5 points, Portugal ($M=5.65$; $SD=2.78$) and Turkey ($M=5.22$; $SD=2.77$). They are followed by Italy ($M=4.64$, $SD=3.44$), Spain ($M=4.22$, $SD=3.62$), and the United Kingdom ($M=3.86$, $SD=2.74$). There is directors who totally disagree in all countries except Turkey where the minimum score is 2 points. In all the countries there are answers that say they totally agree that women have appropriate visibility in the media compared to men, although in the United Kingdom the maximum score is 8 points.

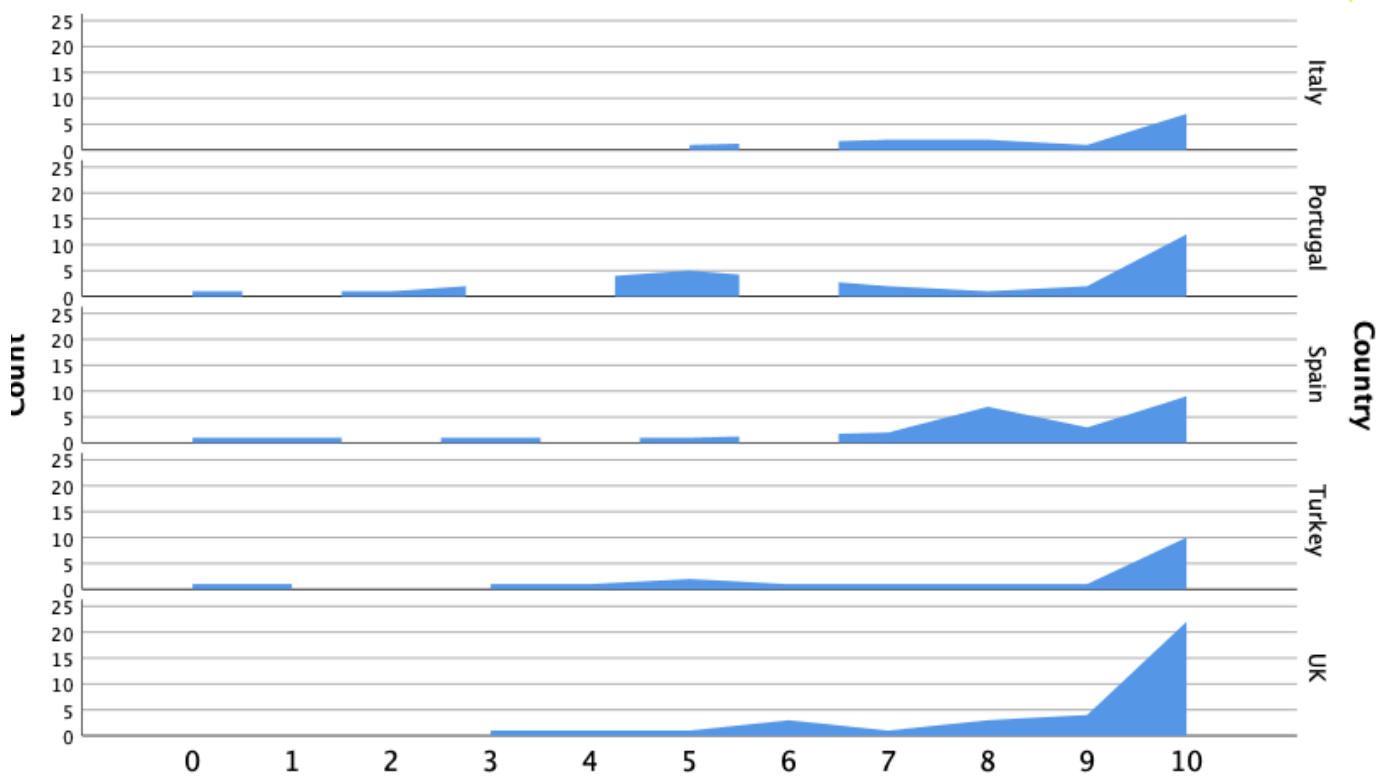
Graph 31 In the world of sport, women have appropriate visibility in the media compared to men.



4.24 The size of my sports board is appropriate for its functioning.

In general, the directors who answered the questionnaire rated the size of their sports boards for its functioning as high on average ($M=8,26$; $SD=2,50$). By country, the highest score was given by respondents from Turkey ($M=9$; $SD=1,80$), Italy ($M=8,73$, $SD=1,74$), Spain ($M=8,56$; $SD=2,36$), and finally from Portugal ($M=7,85$; $SD=2,99$). The widest response ranges, from 0 to 10, were given by directors from Spain and Portugal, in Turkey and Italy, the range was between 5 and 10 points, and in the United Kingdom between 6 and 10 points.

Graph 32 The size of my sports board size is appropriate for its funct



5. Considerations and conclusions

With this study, we have tried to deepen the knowledge of the gender policies that are being carried out in the sports federations of five European countries. Overall, this first and descriptive approach to data reveals that there is a growing awareness among the directors of NSF regarding gender policies and the concern of their sports boards with promoting female participation in decision-making processes. In general, the directors who responded strongly believe that the board of his or her federation promotes female participation in decision-making processes, with an average response of 9.58 in the United Kingdom and a minimum of 8.17 in Italy. Moreover, they also consider that in the last 15 years, the relationships between women and men have become more equal on the boards, the Spanish being the directors who perceive the greatest improvement, followed by the United Kingdom.

This investigation aimed to find out if the recommendations of the International Olympic Committee to increase the presence of women in national sports federations had been implemented. The country with the highest score was Spain with an average of 8.36 points and the one with the least was Portugal with 5.83 points. However, from the set of respondents who agree that their NSFs had policies, measures, or plans related to gender equality on the board of their federation, 44.5% recognized that in their federation there was no specific body in charge of these issues. In fact, one of the main differences found between the countries analyzed is in the policies, measures, or plans related to gender equality on the boards of the federations.

To the question of whether the federation board has a committee for gender equality and/or an equivalent department to develop gender equality strategies, the responses of Spain differ significantly from those of the rest of the countries. In Spain, only 8% of the directors surveyed said that he/she did not have this type of body in their federation, while in the rest of the countries, the directors who responded said that they do not have this type of support structure for policies of gender equality in 69.2% of the directors who answered from the Italian federations, 68% from Portugal, 45.5% from the United Kingdom and 42.1% from Turkey. An explanation for these answers could be due to the fact that in Spain, in 2005, measures were approved to advance the gender balance between men and women through Order PRE/525/2005, of March 7, which publicizes the Agreement of the Council of Ministers adopting measures to promote equality between women and men.

This regulation, through its article 6.1, ordered the creation of a unit in the Higher Sports Council to develop the "Women and Sports" program, subsidize the Women and Sports Commission of the Spanish Olympic Committee, and also to sign an agreement between the Council Sports Superior and the Women's Institute, to promote women's sports.

Through these provisions, the Higher Sports Council must apply the principle of parity in all campaigns or exhibitions for the promotion of sport, as well as promote research, analysis and statistical studies aimed at promoting gender equality in the sport.

Through this program, to promote women's sport through its marketing and visibility, and for this, it has called for subsidies so that the federations could join this program, and this has promoted the creation of such committees. These results show that, in the perceptions of the respondents, the countries that participated in the study are running at different speeds regarding what concerns gender equality in NSFs and in the sports boards of these organizations.

Gender regimes marked by particular national cultures on gender equality (Globe, 2004) may help to explain these results. It is also the countries that were the first to advance more in terms of gender policies in sports that also tend to be more critical in relation to the opportunities and resources given to women to access the sports board (e.g. training), as is the case of the UK (Di Cimbrini et al., 2019). Regarding whether the boards provide training opportunities to support females' advancement, we have found a greater dispersion in the degree of agreement or disagreement than with the question regarding the promotion of female participation in decision-making processes. The degree of agreement is very high in general, with a maximum mean score of 9 in Spain and a minimum of 7.17 in the United Kingdom.

From these exploratory results, we can formulate the hypothesis that although all the countries in the study adopted the rhetoric of gender policies, the ones that continue to be more critical concerning the position of their federations regarding the promotion of women in decision-making are those that already make considerable signs of progress on this matter in terms of legislations and gender codes.

In terms of the "gender bureaucracies", it is possible to conclude that most of the respondents consider that any specific nationwide policies regarding sport and gender are sufficient to promote the equality of women and men on the board of their federations. Portugal lead with an average of 8 points, and Turkey at the bottom with an average of 4.79, and therefore below 5 points.

Regarding the opinion concerning gender quotas in NSF governing boards to promote female participation, opinions are very divided.

The country that, on average, is more in agreement with the quotas is Italy with an average of 8 points, and the one that disagrees the most is Portugal, which fails with 4.63 points. In all countries, there are directors totally in favor and totally against quotas.

This result supports general findings regarding gender policies and shows that the findings can be extended specifically to sports governance (Klettner et al., 2016). Gender quotas are a highly controversial issue (Whelan & Wood, 2012). Terjesen & Sealy (2016) explained by means of three ethical tensions concerning gender quotas: the motivations for quotas, including political ideologies; legitimacy in terms of meritocracy and ethics; and outcomes of implementing quotas for society, organizations, and individuals. Other authors highlighted that there is the risk that women elected on a quota basis may tend to be considered "token" or "proxy women" (Dahlerup & Freidenvall, 2010), or have just a symbolic value (Burke, 1994). Moreover, in implementing gender quotas, opportunistic behaviors may emerge: the participants might utilize practices that undermine the intention of a more equal balance of men and women (Voorspoels & Bleijenbergh, 2019).

These exploratory results are also paradoxical since although there is an increase in gender-disparity awareness, most of the respondents agreed that gender is not a determining factor for assigning tasks on the board. As for the question of whether gender was a determining factor for assigning tasks on the board, we found that the average response in all countries was very low, which means that the directors surveyed do not agree that tasks are assigned according to gender. The country that gave the highest average score was Turkey, with 3.91, and the one that agreed the least was the United Kingdom, with an average of 1.39 points out of 10. Therefore, the majority of directors in all countries think that the tasks on the board are not assigned according to gender. Moreover, most of the respondents also agree that there is a right balance between men and women on their sports boards. However, when they evaluate the influence of women and men on management activities and skills, most of them tend to consider that men are more influential than women in all of them. Specifically, to find out if women and men were influential on the board of their federation in a number of areas, we asked about the following: public relations, finance, human resource management including recruitment and selection, organization of sporting events and competitions, management, information sharing through social networks, in sports education, or innovations.

The answers show that on average men are more influential than women in all the areas that were included in the questionnaire.

Regarding public relations, women are thought to be slightly less influential than men in this area, with a mean of 7.36 compared to 7.42 for men.

By country, it is the members of the Italian federations that responded to the survey who, on average, think that women are more influential in public relations than in the rest of the countries analyzed, with an average of 9.15 compared to the United Kingdom, which gave an average score from 5.97. As for men, although directors from Italy give fewer scores than women, it is the country that gives the highest average score, of 8.38 compared to the United Kingdom, which scores an average of 6.40.

Regarding the area of finance, in general, the directors surveyed believe that women are less influential than men, with a mean of 6.70 which is lower than that of men, 7.76. The Italian directors who responded to the questionnaire valued the influence of women in finance very highly (8.23), while directors from Turkey gave them the lowest mean (5.89). However, the highest average for men in finance is given by Turkey with 8.89 points compared to the United Kingdom, which with an average of 7.14 points is the country that least agrees with the role of men in finance.

Also, in managing human resources (including recruitment and selection) the influence of women in global terms, considering all the countries, a mean of 6.86 is less than that of men at 7.50. By country, it is Italy where the highest score is given to the influence of women in human resource management with an average of 8.09, and Turkey is the country that obtains the lowest average, with a score of 6.22. In relation to men, Turkey is the one that reaches the highest score regarding the influence of men in human resource management with an average of 9 points, compared to the lowest in the United Kingdom with an average of 5.93 points.

Likewise, in the organization of sports events and competitions, the influence of men, with a mean of 7.68, is greater than that of women with a mean score of 7.10 points. Italy is the country where the directors surveyed give the highest score to the influence of women in the organization of sports and sporting events, a total of 9.15 points, while the members of the organizations that gave the lowest score were the United Kingdom, with an average response of 5.97 points. Regarding the influence of men, Turkey is the country with the highest score, with an average of 8.89 points, while Portugal is placed at the bottom with an average of 6.48 points, in this country, the directors who answered the questionnaire think that women would be more influential than men organizing events.

With regard to innovation, the scores are higher for men ($M=7.40$) than for women ($M=6.99$). The country that gives the highest score, both to women and men, is Italy, and the one that gives the least points to both is the United Kingdom. The respondents give women a higher score than men in these two countries, but this is not the case in the other three countries.

Also, men (7.52) receive higher scores in sport education than women (6.81). Except in Italy, in the other four countries, the influence of men in sport education is greater than that of men.

Regarding the influence of men in administrative tasks, Turkey is the country that reaches the highest value with an average of 9.39 points, so the differences between men and women is evident, with the role of men in administration tasks being predominant, and the United Kingdom would occupy the last place, with a mean of 6.20 points, and giving men slightly less influence than women.

In relation to social media communication technologies, the influence of men, 7.01 , is greater than that given to women, 6.73 . By country, the one with the highest score for women is Italy with an average of 8.31 , while the lowest is the United Kingdom with 5.76 points. Regarding the influence of men, Turkey reaches the highest score, an average of 8.33 points, while the United Kingdom continues to give the lowest score, with an average of 5.88 . Respondents to the survey from Italy and Spain gave women higher scores than men on social media communication technologies.

In administration tasks, men are on average, with 7.55 points, more influential than women who obtain an average of 7.09 . The country that gives women the most influence is Italy, with an average score of 8.08 and the last is the United Kingdom with an average score of 6.49 points. Regarding the influence of men in administrative tasks, Turkey is the country that reaches the highest value with an average of 9.39 points, so the differences between men and women is evident, with the role of men in administration tasks being predominant, and the United Kingdom would occupy the last place, with a mean of 6.20 points, and giving men slightly less influence than women.

Gender discrimination is also recognized when respondents consider the influence of women in the decision-making process on the federation's board, opinions are very diverse, both between countries and within the same country. There is a general disagreement that women have more influence in the decision-making process of the board, given that the average in the set of countries is below 5 points. Except for Italy and Turkey with a value above 5 , the score is lower in all the others, with Portugal having the lowest score, with an average of 2.92 , compared to 5.46 points for Italy.

Similarity is found regarding regarding the opinion on the influence of women solving problems on the boards, the average is less than 5 points, and Italy with only an average of 5.09 surpasses the others, while the United Kingdom is the one that on average, would score less for this question, with 2.71 points. Overall, in all countries there is a high score on the use of inclusive language in the board of the federations ($M=8.2$). By country, the highest scores were given in Turkey ($M=9.11$) and the lowest score, although above 5, in Spain ($M=6.46$).

Another result showing that respondents consider that there is gender discrimination on the sport boards is when they are asked about the existence of the balance between men and women on the board of the federations. We found that on average the set of countries gave a score of 5.88, and there is greater diversity in the answers depending on each country and even in responses from the same country. In three countries the mean score is above five points: the United Kingdom, Spain, and Turkey; while in Portugal and Italy, it is lower than five.

The emotional relations in the sport boards tend to be described as positive, being intergender or intragender relations. The responses indicate that there are hardly any conflicts between men and women with an average of 1.28 for the group of countries, which is very close to total disagreement on the existence of conflicts. On the contrary, men and women are supportive of each other in meetings of the board of his or her federation with an average of 8.82 points, with Portugal at the top with 9.28 points, and Turkey at the bottom with an average of 7.84 points. The mean score for all countries taken together indicates that women support other women on the board of their federations ($M=7.72$), Spain is the country with the highest mean, 8.79 points, and the United Kingdom with the lowest, 7 points. Regarding the help of men to women in their federation, the average score of all the countries taken together indicates that men help and support women in the federation ($M=7.99$) The highest support for women on average is Italy and the lowest the UK.

The opinion on whether men and women are assessed equally and fairly in the election and selection process for board positions in their federations reaches a high mean score ($M=8.21$), however, there are differences between countries. The directors from the country who most agree with this question are Portuguese ($M=8$) and the one who most disagree is located in Spain ($M=5.92$).

Regarding whether the representation of women on the boards of the federations reflects the country's gender culture, jointly there is a high agreement among the directors who responded to the questionnaire ($M=6.37$). The highest score is observed in Turkey ($M=7.33$), and the lowest in Portugal ($M=5.55$). Although the sociocultural nature of the obstacles that prevent women from accessing leadership positions in sports entities varies in different countries, the figures are generally low (Esteban-Salvador et al., 2022; Evans & Pfister, 2021). The especially low figures for women, and who represent the culture of a country, are observed more clearly in the case of the presidents of sports federations (Esteban-Salvador, et al. 2022).

A frequently studied aspect of boards of directors is whether gender-diverse sports boards promote more innovative solutions to problems. The average score is 7.92 points, the first country being Turkey with an average of 8.78 points and the last country Italy with 7 points.

One of the questions raised in the literature on corporate governance and gender is whether larger boards take more time to make decisions. The response to whether gender-diverse sports boards take longer to make decisions has been low, with an average of 2.97 points, which means that sports federation board members do not think that diversity takes longer to make decisions. The country that most agrees with this statement is Turkey ($M=5$), and the only one that gives an average score of 5 points, and Spain the least ($M=2.61$). Italy, Portugal and the United Kingdom scored below 5 points, thus showing their disagreement. The minimum range of responses, which shows total disagreement, is observed in all countries, while there are directors who totally agree in the United Kingdom, Turkey, and Portugal. In the case of Italy, the maximum score is 8, and in Spain, it is 6. Interestingly, Spain is the country with the largest boards (Esteban-Salvador et al., 2022), however, the directors who responded do not believe that gender-diverse sports boards take longer to make decisions. In Spain there is no specific size for the sports boards of the national sports federations, unlike the large listed companies whose recommended size is between 5 and 12 member (Esteban-Salvador et al., 2011).

Overall, the mean score for the question about whether, in the world of sport, women have appropriate visibility in the media compared to men, is below 5 points ($M=4.65$). By country, only two countries exceed the mean score of 5 points, Portugal ($M=5.65$;) and Turkey ($M=5.22$), in Italy, Spain and the United Kingdom the mean is below five points.

On the other hand, the directors who answered the questionnaire rated the size of their sports boards for its functioning as high on average, 8.26 points. By country, the highest score was given by respondents from Turkey (M=9) and the lowest by those from Portugal (M=7.85).

We can say that although there are some changes in the gender meanings that were adopted by the NSFs to express their willingness to pursue gender equality in sports boards and there is an agreement that gender-diverse sports boards promote more innovative solutions to problems, 'the masculine continue' to define the power, symbolic and production relations between men and women in sports boards.

Some limitations can be identified in this study. The response rate is low and varies from country to country. However, these results may be the effect of the respondents being those who most identify with this topic or who least identify with it. A descriptive analysis only allows us to perceive some trends regarding gender equality in sports boards in NSFs. However, an inferential analysis needs to be carried out to confirm these results and conclusions.

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Annex: Questionnaire



GENDER EQUALITY IN EUROPEAN NATIONAL SPORT GOVERNING BOARDS

This questionnaire is addressed to all members of UK sport governing boards and can be completed by both men and women. The research is funded by the European Union Erasmus+ Sport Project programme. The project is entitled "Corporate Governance in Sports Organizations: A Gendered Approach". This questionnaire is also being carried out simultaneously in Italy, Portugal, Turkey and Spain. It aims to understand gendered experiences on the boards of national sports governing bodies. It should take no more than around 10 minutes to complete.

This study has been approved by the University of Leicester, School of Business, ethics committee. All responses will be kept confidential and your anonymity protected. If you have any questions please contact us at the following email address: gesport@unizar.es

If you do not know the answer to any question, please leave it blank and continue to the next one. Thank you for sharing your thoughts and taking the time to help us with our project. If you give consent to take part in this questionnaire then please click "Next" to begin.

1. The board has policies/plans/measures related to equality between men and women
 - 1.1 Yes (if yes, go to question 2)
 - 1.2 No (if no, go to question 8)
 - 1.3 I don't know (if you don't know, go to question 8)

2. The board has a gender equality committee and/or associated department to develop gender equality strategies
 - 1.1 Yes
 - 1.2 No

		Indicate your agreement from 0 to 10; where 0 equals total disagreement and 10 equals total agreement											Not applicable
3	I know the policies/plans/measures of the board regarding gender equality and/or diversity	0	1	2	3	4	5	6	7	8	9	10	
4	The board has policies/plans/measures that promote in practice equality and diversity	0	1	2	3	4	5	6	7	8	9	10	

5	The board promotes female participation in decision-making processes	0	1	2	3	4	5	6	7	8	9	10	
6	The board provides training opportunities to support female's advancement	0	1	2	3	4	5	6	7	8	9	10	
7	The board assigns tasks according to gender	0	1	2	3	4	5	6	7	8	9	10	
8	I think there is a need for gender quotas in national sport governing boards to promote female participation	0	1	2	3	4	5	6	7	8	9	10	
9	On the board, female members are influential in the following areas:												
9.1	Public relations	0	1	2	3	4	5	6	7	8	9	10	
9.2	Finances	0	1	2	3	4	5	6	7	8	9	10	
9.3	Managing human resources (including recruitment and selection)	0	1	2	3	4	5	6	7	8	9	10	
9.4	Organizing sport events and competitions	0	1	2	3	4	5	6	7	8	9	10	
9.5	Administration	0	1	2	3	4	5	6	7	8	9	10	
9.6	Social media communication technologies (ex. Twitter, Instagram, etc.)	0	1	2	3	4	5	6	7	8	9	10	
9.7	Sport education	0	1	2	3	4	5	6	7	8	9	10	
9.8	Coming up with new ideas and innovations	0	1	2	3	4	5	6	7	8	9	10	
9.9	Please write other areas _____	0	1	2	3	4	5	6	7	8	9	10	
10	On the board, male members are influential in the following areas:												
10.1	Public relations	0	1	2	3	4	5	6	7	8	9	10	
10.2	Finances	0	1	2	3	4	5	6	7	8	9	10	
10.3	Managing human resources (including recruitment and selection)	0	1	2	3	4	5	6	7	8	9	10	
10.4	Organizing sport events and competitions	0	1	2	3	4	5	6	7	8	9	10	
10.5	Administration	0	1	2	3	4	5	6	7	8	9	10	
10.6	Social media communication technologies (ex. Twitter, Instagram, etc.)	0	1	2	3	4	5	6	7	8	9	10	
10.7	Sport education	0	1	2	3	4	5	6	7	8	9	10	
10.8	Coming up with new ideas and innovations	0	1	2	3	4	5	6	7	8	9	10	

10.9	Please write other areas _____	0	1	2	3	4	5	6	7	8	9	10	
11	Women have more influence in the decision-making process in the board than men	0	1	2	3	4	5	6	7	8	9	10	
12	Women have more influence in solving problems in the board than men	0	1	2	3	4	5	6	7	8	9	10	
Please rank the following statements according to your opinion in your board:													
13	Relations between women and men have become more equal in the board of my federation in the last 15 years (after IOC quota recommendation)	0	1	2	3	4	5	6	7	8	9	10	
14	There are conflicts in the board between men and women	0	1	2	3	4	5	6	7	8	9	10	
15	Men and women are supportive of each other in board meetings	0	1	2	3	4	5	6	7	8	9	10	
16	Women support and help each other in the board	0	1	2	3	4	5	6	7	8	9	10	
17	Men support and help women in the board	0	1	2	3	4	5	6	7	8	9	10	
18	The board has the right balance of men and women in its composition	0	1	2	3	4	5	6	7	8	9	10	
19	The language used in the board is inclusive	0	1	2	3	4	5	6	7	8	9	10	
20	Any specific nationwide policies regarding sport and gender are sufficient to promote the equality of women and men in the board	0	1	2	3	4	5	6	7	8	9	10	
21	Men and women are assessed equally and fairly in the election and selection process for board positions	0	1	2	3	4	5	6	7	8	9	10	
22	The representation of women in the board reflects the country's gender culture	0	1	2	3	4	5	6	7	8	9	10	

23	Gender diverse sports boards promote more innovative solutions to problem	0	1	2	3	4	5	6	7	8	9	10	
24	Gender diverse sports boards take longer to make decisions	0	1	2	3	4	5	6	7	8	9	10	
25	In sport generally, women have appropriate visibility in the media compared to men	0	1	2	3	4	5	6	7	8	9	10	
26	The size of the board is appropriate for its functioning	0	1	2	3	4	5	6	7	8	9	10	

27. How many members does your sports board have?.....

How many of those members are:

27.1 Men.....

27.2 Women.....

27.3 I'm not sure

28. The president of my sport board is:

28.1 Man

28.2. Woman

29. Do you know the current year's budget in your sport federation?

29.1 Yes

29.2 No

30. If the previous question is yes, how much:

31. If you have anything to add either about gender equality generally in sport, or more specific details on your experiences in your board, please write this below:

.....

.....

.....

.....

32. Has the current pandemic affected gender equality in your federation?

32.1 Yes

32.2. No

33. If the previous question is yes, can you explain how?

PERSONAL DATA:

34. Gender:

34.1 Male

34.2 Female

34.3 Prefer not to say

35. Age:

36. Please select your highest level of education:

36.1 PhD

36.2 Master's degree

36.3 Bachelor's degree/Professional degree

36.4 High school diploma/Vocational training or similar

36.5. No formal education

36.6 Other

37. Have you ever been a professional or amateur athlete?

37.1 Yes

37.2 No

38. Are you on the board as an athlete representative?

38.1 Yes

38.2 No

39. Occupation outside of sports board:

40. The sport of my board is.....

41. If you would like to receive a copy of the project's results and findings please provide your email address below:

.....

Thank you again for your time.

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