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**Corporate governance in sports organizations:  
A gendered approach  
FINAL REPORT  
2022**

Luisa Esteban Salvador (Coordinator)

Tiziana Di Cimbrini · Emilia Fernandes · Gonca Güngör Göksu · Charlotte Smith

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**Erasmus+: Sport – Collaborative Partnerships**

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## Abstract

The project “Corporate governance in sports organizations: A gendered approach” (hereinafter the GESPORT project) seeks to strengthen equality between men and women in the areas of decision-making in sports organizations in Europe. The project’s primary aim is to improve women’s access to the governing board of all sports federations under Erasmus+ sports actions. In other words, the GESPORT project aims to advance knowledge about female presence in strategic decision-making and, by doing this, contribute to the European policies for enhancing and supporting good governance in sports. Herein we have defined gender in binary terms, as “male” and “female”. However, we recognize that these are ambiguous terms to which not everyone can or wishes to be assigned. Therefore, we reflect more on the issue of non-binary as a social identity and transgender in sport later in the background section of the report following the introduction.

## 1. REPORT OVERVIEW

Corporate governance in sport organizations: A gendered approach (GESPORT project) seeks to strengthen equality between men and women in decision-making spaces in sports organizations. GESPORT sets out to achieve the primary objective that is to improve women’s accessibility to the national governing boards of sport organizations under Erasmus+ sports actions. This principle has guided all the activities we have carried out. All the objectives of the GESPORT project set out in the initial report have been met and all the results have been accomplished, in terms of Intellectual Outputs activities, project presentations and events, a Summer Course and an International Conference. In short, the GESPORT project has exceeded its initial expectations in terms of: the number of activities organized and held, the number of participants from outside partner institutions, and the impact on national sports federations (NSFs), as well as the repercussions on the practical training of students who have actively participated, on universities and sports institutions, and on society in general. In addition, working together to create all intellectual products and organize the multiplier events has created a strong bond between the partner institutions.

With the aim of increasing awareness among young people about gender equality on boards of directors of sporting organizations, we have involved students in the development of some of the project’s activities such as website and reports design, videos editing, and the organization of an international conference, so that they have been able to put their theoretical knowledge into practice. The participation of students has created synergies between different areas of education, training, youth, and sport. To promote the participation of students we have offered scholarships through public and transparent calls for proposals. When the project started, we involved students of the master’s degree in Fine Arts and the bachelor’s degree in Computer Sciences in the development of the GESPORT project’s website, so that they could put their theoretical knowledge into practice. Once the website had been designed, we organized an international logo contest among fine arts students from the five countries that are part of the project (Italy, Portugal, Spain, Turkey and the United Kingdom). The contest also intended to arouse the students’ sensitivity to the gender issue by translating their ideas into a logo. With

the selected logos we made a report of the selected logos by means of a [catalogue of artistic logos](#) including the thirteen best logos, and these logos were presented in an exhibition in the framework of a summer course we organized to present the first results of the project.

In the meantime, we wrote the e-book "[Corporate governance in sport organizations: a gender perspective](#)" (2019) presenting the state of female participation in the governing bodies of the sports federations of each country involved. In 2018 we collected data from the websites of the federations to build a database that would allow the project team to compare and analyse the representation of women on the sports governing boards of the different countries. With this information, we wrote two joint articles, "Female Chairs on the Boards of European National Sports Federations: A Comparative Study" and "A Cross-country analysis of the impacts of gender targets on the boards' diversity of the national sports federations". Thus, we analysed the differences in gender quotas and equality regulations among the five countries and compared them. Subsequently, we presented the first results of the papers at several international gender conferences to improve the results, and with the feedback we improved the articles.

In 2022 we updated the database by collecting new information from the websites of the federations to write the background of this report. Framed by the project aims, a comparative analysis was carried out among 297 National Sports Federations (NSFs) in five countries with cultural and legal differences: Italy, Portugal, Spain, Turkey and the United Kingdom (UK). This study explored whether the gendered stereotypes of sport were related to women's access to different top positions on the boards of directors in NSFs. Moreover, our project seeks to understand the relationship between gender equality and sports governance by revising the differences and similarities among the countries analysed. The report presents a comprehensive evaluation of all sports types and NSFs within the countries analysed, extending as such the research carried out by the European Institute for Gender Equality (2019) and the Council of Europe (Fasting, 2019), which is normally based on small samples from the popular NSFs of each country. The findings of our project contribute to the literature in different ways. We expand the knowledge of equality in the leadership of NSFs. While research has intensively explored female representativeness in decision-making levels within private companies (Brammer et al., 2007; Brieger et al., 2019; Burke, 2000; Claringbould & Knoppers, 2007; Kanter, 1977), women's representation in sports governance remains an under-researched topic (Adriaanse & Schofield, 2014; Fasting, 2003; Sisjord et al., 2017; Skirstad, 2009) with particular attention to the composition of executive boards. According to NIF's here. Law Book, a certain number of both genders is required when electing boards and committees at all levels in the organisation. The law also states rules for exemption when not fulfilled. Based on qualitative interviews the study explores how the quota regulation is practised at various levels in the organisation. The results revealed that interviewees from the higher levels (sport federations and regional confederations. Similarly the gender equality policies, promoted by the European Union and aimed at affirming gender equality, mainly focus on private and public companies while overlooking sports governing bodies. Studying gender representation in sports governance is important to raise awareness of the gender stereotypes. Besides being a question of representative justice, a gender-balance representation in such governing bodies may also contribute to fostering policies of gender equity in several dimensions of sports life (e.g. recruitment, participation and training of athletes, financial support, competition organization, publicity). Also, it allows "neutralising" gender-typed sports activities by encouraging genders' participation in sports practice and power. In addition, the project contributes to knowing the impact of quotas on the composition of the boards of directors. The few studies that explore gender equality in sports governing boards argue that compulsory quotas will work in terms of gender equity on sports boards because

quotas put political pressure on organizations, and so force them to achieve regulations regarding the increase of women seats on sports boards (Adriaanse, 2017; Adriaanse & Schofield, 2013, 2014) A common intervention to address women's underrepresentation in governance has been the introduction of gender quotas. This study examined the impact of gender quotas on gender equality in governance among boards of National Sport Organizations (NSOs). In fact,

“organisations with quotas and compliance measures also overall had 2% higher gender representation compared to organisations without a quota in place. These findings suggest that quotas are most effective across organisations that demonstrate commitment in implementing rigorous processes and/or sanctions to ensure that quotas are taken seriously and achieved” (Matthews & Piggott, 2021, p. 24).

Moreover, by considering the experiences of female directors who have overcome the glass ceiling: the barriers that women face in their attempt to scale the hierarchy of organizations, or the glass cliff: gender discrimination which female executives face when they get leadership positions, the results of this project aim to empower other women in their career advancement in the field of sport. To this end, we have conducted interviews with a total of 52 women who hold the positions of presidents, vice-presidents or are members of the boards of directors of the NSFs in the five countries that are part of the project. These interviews, with the prior signed consent of the women interviewed, have been videotaped for dissemination on the project website and in the book, “Women and National Sport Governance: a European Approach”.

This book increases the visibility of women presidents, vice-presidents and other members of NSFs' sports governing boards to gain the most comprehensive sensibility towards the necessity of gender equality in decision-making in sports organizations and to improve corporate governance practices in this area. The book profoundly presents women's experiences and ideas about being female members of the sports boards in the five countries.

In addition to the interviews, we prepared a comprehensive questionnaire in English, Italian, Turkish, Portuguese and Spanish to understand the perspectives of female and male directors and members of NSFs about gender equality on the sports governing boards of the countries under study. Then, we sent it to all the federations in the analysed countries in their respective language. Following this we built a database and analysed the information obtained to compare the participants' results in each country. With the information obtained, we prepared the e-book entitled, “Analysis of gender equality policies in the boards of directors of national sports federations: an exploratory analysis. Surveys report”(2022). Whilst our research incorporated the more binary definition of gender as stipulated in the introduction, this was just in writing for the process of keeping our research objectives in manageable parameters. We acknowledge and appreciate that there have been several high-profile cases regarding transgender, particularly since 2020 and towards the end of the project in Summer 2022. As a result, in our empirical questionnaire we included non-binary definitions of gender selection, and all prospective interview participants were enabled to take part in our interviews, regardless of the gender they identified as.

The project includes various dissemination activities that have had a significant impact, one of which was holding a summer course in 2020, “Gender and Sport: Practices, Experiences and Challenges” which was organized by the Antonio Gargallo University Foundation within the framework of the Teruel Summer University courses. In 2021, we organized “The International Conference on Multidisciplinary Perspectives on Equality and Diversity

in Sports 2021 ([ICMPEDS, 2021](#))". People from numerous countries participated in these activities, as explained in the corresponding section of this report.

We have presented the results of the work in different forums and conferences, as explained in the corresponding section. To develop the project, numerous online and face-to-face meetings have been necessary, also explained in the corresponding section of this report.

The rest of this final report is structured into seven sections. Section 2, the background section: gives theoretical content and the literature review about gender equality in sports organizations, explains gender quota regulations in the five countries, and analyses the data of female directors and members of the sports governing boards in NSFs within the selected countries for the years 2018 and 2022. Section 3 presents in-depth information about a total of 14 intellectual outputs (IOs) of the GESPORT project that have been completed from 1 January 2018 to 31 July 2022 inclusive. Section 4 clarifies how project visibility was disseminated and highlights the multi-events: international conference and summer course, and section 5, virtual transnational meetings, media news and other conferences or events conducted and attended during the project process. Likewise, to disseminate the results of the project we have used social networks, [Instagram](#), [Twitter](#), [YouTube](#) and [Facebook](#). The final sections, 6, 7 and 8, conclude and evaluate the project findings obtained and their sustainability in the continuing project life process, and put forward recommendations for further research. Therefore, we believe that the GESPORT project reached the aims emphasized at the beginning of this report.

## 2. BACKGROUND

Despite the growing extensive interest and participation of women in sports activities, and governments' efforts – 188 countries signed the Beijing Declaration and Platform for Action until 2021 – to promote equal access of men and women, sports still hold to be a male-dominated institution wherein hegemonic masculine ideals are built (Rasmussen et al., 2021). Underpinning this are stereotypical expectations of how men and women should behave, think, and act individually and in sport (Fiebert & Meyer, 1997). Additionally, most sports are strongly gender-typed, being physical activities exclusively defined as masculine or feminine and limiting the sports practice according to participants' gender (Csizma et al., 1988; Klomsten et al., 2005; Messner, 2011; Plaza et al., 2017). Stereotypically, women are expected to be gentle, sensitive, emotional and more talkative, compared to men who are assumed to be more competitive, independent, unemotional and objective (Fiebert & Meyer, 1997). In recent years there has been a growth in women's sports, especially soccer; however,

“overall participation levels of women and girls remain low compared to boys and men. Further, they do not participate in the full range of sports and physical activities. This has been attributed in part to many sports being considered typically 'masculine' and therefore deemed less appropriate for women and girls by their societies” (SUE Project, 2020a, p. 6).

Furthermore, previous research confirms the persistence of most sports as masculine, whereas few of them are considered feminine (Chalabaev et al., 2013; Csizma et al., 1988; Koivula, 2001; Plaza et al., 2017). For example, “feminine sports are those with strong aesthetic elements whereas masculine sports are those focusing on strength or strong body contact” (Lin & Chen, 2013, p. 7). Sport gender types also tend to be more restrictive regarding the acceptability of female participation than male participation (Csizma et al., 1988; Klomsten et al., 2005). Some sports such as badminton, basketball, swimming, volley-ball, skiing, tennis, and soccer have a long historical tradition associated with men playing them. However, women's interest in sports practice has grown in popularity since the 20<sup>th</sup> century (SportsAspire, 2021), so we can see more women both participating and spectating.

On the other hand, when it comes to women's leadership, the under-representation of women leaders has captured the attention of sports managers and scholars and become a critical issue within sports governance (Mikkonen et al., 2021). Regarding this situation, Hovden (2010, p. 201) states: “that male dominance in leadership and sports politics implies that men possess the power to define in which contexts and situations female gender should be conceptualised as a negative or as a positive difference”. Although researchers confirm that males on the boards can challenge existing stereotypes by introducing and implementing strategies and policies that encourage women to engage in leadership roles, leadership continues to be represented by males and masculinity (Sotiriadou & de Haan, 2019). Thus, the low participation of women in sports' governance seems to perpetuate “a peculiar form of injustice because sport is bifurcated into men's and women's sport, and women should be involved in the governance of their own sport” (Claringbould & Knoppers, 2007).



In the past twenty years, increasing women's participation on NSFs' boards in many countries has become an important issue. Ensuring gender balance in leadership positions is one of the critical indicators of sports organizations. According to the European Commission (2014), executive boards in sport should evolve into gender-balanced organizations with a minimum of 40% of women and men on the boards. Regarding NSFs, the participation of women among all decisionmaking positions in the NSFs of the EU-28 was below 20%, ranging from 3% to 43% in 2015 (European Institute for Gender Equality, 2019). In another study conducted in 2019, only 7% of the presidents, 18% of vice-presidents and 22% of all board members in the sports federations of 13 analysed European countries were women (Fasting, Council of Europe, 2019). The International Olympic Committee (IOC) also recommended gender targets to the sport governing bodies under its supervision, including NSFs. Thus, in 2005, the IOC set an objective to have at least 10% of female members on the boards of National Olympic Committees (NOCs) before December 31, 2000, and increased this to 20% in December 2005 (International Olympic Committee and Institute of Sport and Leisure Policy, 2004), and 30% of women by 2020 in decision-making bodies of the National Olympic committees (International Olympic Committee, 2021). However, some studies show that these goals have not been achieved (Esteban-Salvador, 2019). Adriaanse's (2016b) comparison between continents illustrates that most sports organizations from different countries resist adhering to gender-balanced boards. By exploring the Sydney Scoreboard, Adriaanse shows that women remain under-represented on the boards of 1,600 sports organizations (Adriaanse, 2016b).

Women can make creative contributions by having essential roles in the management positions of their institutions (UNWomenTurkey, 2021). Some authors also emphasize that gender diversity on sports governing boards reduces human resources and financial problems (Wicker et al., 2020).

However, it is repeatedly confirmed that the scarce presence of women at the top levels is not exclusive to sports' governance (European Commission, 2018b; Jourová, 2016). Moreover, women's accessibility to leadership positions and decision-making in other areas of organizations is also limited. The most direct solution to the problem is the adoption of mandatory women quotas on governing boards. In the European Union, intense debates for and against such policies discuss their effects on financial outputs, social and ethical values, and the firms' performances (Huang et al., 2020; Isidro & Sobral, 2015; Leszczyńska, 2018; Lu, 2019).

Gender equality in sports has become significant across Europe, and it is known that leadership has a critical role in speeding up this process (SUE Project, 2020b). Considering this fact, our study provides insight into the participation of women in the governance of the NSFs in the five European countries previously indicated: Italy, Portugal, Spain, Turkey and the UK, by type of sport. Based on data collected from the websites of the NSFs, we review the figures concerning women in corporate governance positions. To achieve the purpose, we conducted an explorative analysis of the NSFs in the sample countries, visualizing the participation of women within the sports boards and how many are in the positions of president or vice-president and members on the sports governance boards. In addition, the study analyses the current regulations regarding the gender balance within decision-making positions in the NSFs within each country, to contextualize the results. The countries studied are of interest because they bring various perspectives due to their cultural differences. Therefore, the comparison among them can expand the knowledge of gender equality in different contexts. The latter is also discussed in the light of the gender stereotyping of sports, to verify whether the sports usually defined as feminine offer more opportunities for women to reach strong positions in governance.

## 2.1. Review of literature: Gender, transgender, sport type and governance

For the past two decades, the relationship between gender and sports has been discussed from various perspectives: female participation in sports; gender diversity in leadership positions of sports organizations; the link between gender and sport type; and the establishment of gender quotas in different countries.

### 2.1.1. Single country studies about gender diversity on sports governing boards

Several studies in the literature have examined gender diversity on sports boards and leadership positions in the context of only one country. A theoretical model was suggested for the Finland sports organization boards by classifying the inconsistency of gender-biased recruitment and selection procedures and the influence of diversity on organizational outcomes (Mikkonen et al., 2021). An interview was conducted with seven women in top sports leadership positions in Canada, to learn about their experiences and practices in the achievement process (Cosentino et al., 2021) despite increased female participation in both sport, sport management education programs, and in entry level positions in the industry. Many women prematurely exit mid-level leadership positions in sport, or are often overlooked for senior leadership positions. To uncover the experiences and strategies of women who made it through the process, we interviewed all the women (N = 7). It has also been investigated whether gender diversity in the governance structures of the national governing bodies of sport in the United States Olympic and Paralympic Committee (USOPC) affected the gender statistics of members in examining the USOPC's Diversity and Inclusion Scorecard (Gaston et al., 2020).

Various studies have analysed the role of women in the leadership of sport in a single country. For example, a study by Banu-Lawrence et al. (2020) explores the leadership development practices used by key stakeholders in the Australian sports industry to discover how they affect the role of women in different organizations, and researches the practices of three organizations with significant stakes within Australian professional sport. Another article related to Australia researches how women practise leadership in sports settings and discovers that the leadership styles of women working in the community and elite sectors of the sports system are feminine but contain elements of male leadership approaches (Adriaanse, 2017; Adriaanse & Schofield, 2014; Varriale & Mazzeo, 2019). In Italy, sports boards are analysed to detect the presence of women in leadership roles (Varriale & Mazzeo, 2019).

Gender diversity and women's numbers on the boards in the German sports clubs were measured to detect: how gender diversity decreased organizational problems (Wicker et al., 2020), gender ratios in the German sports system, and the barriers that were found on the NSFs' boards (Pfister & Radtke, 2009).

Another investigation analysed the professional experiences of men and women in sport leadership positions in Polish NSFs (Organista, 2020). Through the feminist theory framework, a study by M'mbaha & Chepyator-Thomson (2019) detects the factors influencing women's career paths in leadership positions in sports organizations in Kenya. A symbolic interactionism viewpoint on the scarcity of women in leadership roles in sports organizations is discussed by refining a model suggesting that gender-role meanings and stereotypes are related to social and sport ideology (Sartore & Cunningham, 2007).

The positive and negative factors influencing the transformational learning experiences of female leaders were explored in women's leadership development programmes in sports in the UK (Megheirkouni & Roomi, 2017). Some dominant leadership discourses in the Norway NSFs were analysed by focusing on conceptualizations of female leadership (Hovden, 2010). Interviews with chairmen and female board members analysed how men and women negotiate women's 'fit' as candidates for boards of NSOs in the Netherlands (Claringbould & Knoppers, 2007).

### *2.1.2. Comparative studies between different countries about leadership in sport*

From a multinational perspective, the methodology and topic analysed varies in the different studies. For example, to identify discursive practices that may prevent or limit measures for increasing gender balance within sports governance in the Netherlands and Australia, interviews were conducted with women who held sports leadership positions (Knoppers et al., 2021). Another study provided a systematic narrative review that formed a "reflective panel" including sport, business and academic experts in Europe and North America to conceptualize gender inequity in a specific socio-cultural and political way (Evans & Pfister, 2021). Gender diversity in sports governance in 45 international sport organizations was investigated and drew on gender dynamics based on Kanter's concepts of gender ratios and critical mass (Adriaanse, 2016a). The perceived lack of diversity among senior officials regarding nationality and gender in 35 Olympic sport governing bodies was also examined (Geeraert et al., 2014). Comparative research in five European countries: Italy, Portugal, Spain, Turkey and the UK, was conducted and showed a low female presence in the decision-making bodies of the NSFs, regardless of their political regime, culture and sports traditions (Di Cimbrini et al., 2019).

The promoting gender equality policies in senior sports administration was analysed within the International Triathlon Union, Triathlon Australia and the Nederland Triathlon Board (Sotiriadou & Haan, 2019). Additionally, the women's situation and developments for the future regarding sports participation, media sports, and leadership in sport were studied and presented examples from various countries (Pfister, 2010).

### *2.1.2. Transgender in sport*

One of the underlying issues around transgender is inclusion and whether women should be permitted to compete in female categories in sports when they are transgender (Bianchi, 2017). The criticism is that they are seen as having an unfair advantage because they have higher levels of testosterone compared to cisgender competitors and are thus seen as having certain aspects of male physiology. For example, the swimming world governing body, Fina, has voted to bar transgender women from elite female competitions if they have experienced any part of male puberty, which has set the sport apart from most Olympic sports (Ingle, 2022b). This decision was made after widespread unease when Lia Thomas, who had been an average college swimmer, was able to win a national title in 2022. Following Fina's decision, Lord Coe, The World Athletics president, stated that Fina's decision to ban transgender women from elite female competition was in "the best interests of its sport", implying that track and field could follow soon (Ingle, 2022a). As the number of people self-identifying as transgender rises, the category and participation of their gender in sport and its governance will become more salient (Bianchi, 2017).

#### *2.1.4. Gender and sport type*

In terms of the relation between gender and sport type, a study conducted in the Murcia Region of Spain investigated which sports types were the most popular among adolescent males and females in order to determine the relationship between gender stereotypes, the kind of sport, and the adolescents' environment (Mateo-Orcajada et al., 2021). Another study considered how particular sports were represented as masculine, feminine and/or neither-gendered between undergraduate students in the northeast US (Sobal & Milgrim, 2019). A further study analysed the participation model to determine the relevance of sex by constituting a novel approach to extracurricular sport modalities in Spain (Alvariñas-Villaverde et al., 2017). The explicit gender stereotypes connected with sports activities were investigated to see if they were related to gender, age, personal practice, and overall feminization rates of involvement (Plaza et al., 2017). Koivula (2001) investigates what men and women perceive to be the characteristics of different sports. The association between sports involvement and gender role socialization, and the classification of sport as masculine or feminized, has been examined (Hardin & Greer, 2009).

#### *2.1.5. Gender quotas in sport: the case of Italy, Portugal, Spain, Turkey, and the UK*

Gender quotas were examined in the literature in the context of different countries. Gender quota on sports boards to gain subsidies was analysed in Spain (Valiente, 2022) I find that the Spanish gender quota increased the proportion of women board members (but not the proportion of women federation presidents. In Norway, Sisjord et al. (2017) with particular attention to the composition of executive boards. According to NIF's here. Law Book, a certain number of both genders is required when electing boards and committees at all levels in the organisation. The law also states rules for exemption when not fulfilled. Based on qualitative interviews the study explores how the quota regulation is practised at various levels in the organisation. The results revealed that interviewees from the higher levels (sport federations and regional confederations analyse the impact of gender quotas to equalize gender representation on boards in the Norwegian Olympic and Paralympic Com-mittee and Confederation of Sport. Gender quotas as a strategy to accelerate the growth of women in sports leadership was also researched in the governance of national sports organizations and international federations in Norway (Adriaanse, 2017). Also, in Australia the effects of gender quotas on the balance between men and women in governance among boards of national sports organizations were researched (Adriaanse & Schofield, 2014).

This section gives information about gender equality laws and policies regarding sport governance in the five nations studied. NSFs usually take the form of non-profit or hybrid organizations and "combine resources from members with commercially earned money (media, sponsors) and subsidies for the participation in governmental (health and welfare) programs. The governance model used seems to gradually develop to a supervisory model" (Lucassen & Bakker, 2016, p. 89). Considering that NSFs are moving progressively towards a more business-like system, essential to increase further their access to funds (Madella et al., 2005), we cannot exclude that the phenomenon of mimetic isomorphism, which can be one of the best mechanisms to support women in NSFs, may also include female presence on the sports boards. Thus, the obligatory gender quotas within a country's organizations could indirectly affect the gender composition of the sports boards of the NSFs in the same country where there is no specific gender quota regulation.

In 2018, the Italian sports federations adapted to the laws on gender quotas. The breakthrough was introduced with the new guiding principles, approved on 9<sup>th</sup> April 2018, by the National Council of the Olympic Committee (CONI). The CONI has established that at least 30% of female members must be present on all corporate sports boards of Italian federations starting with the renewal of the offices in 2021.

There is no specific law requiring female presence on NSF boards in Portugal. However, on 1st August 2017, a new law was approved aiming to promote gender balance in the governing bodies of the state-owned listed companies (European Commission, 2018a, 2018b). This law assumes a gender-neutral positioning since the corporate quotas have targeted the under-represented sex on the governing boards. From 1st January 2018, the law conveys that the proportion of persons of each sex assigned to the boards of directors and supervisory bodies must be at least 33.3% (article 4, number 1), for both executive and non-executive board members (article 4, number 2). For the listed private companies, the proportion of persons of each sex (re)assigned to the boards of directors and supervisory bodies should be at least 20% from the first elective general meeting after 1st January 2018, and 33.3% from the first elective general meeting from 1st January 2020 onwards, respectively (article 5, number 1). These percentages must be attained in the total number of board members, executives, and non-executives (article 5, number 2). Although there is an advance towards gender equality after the approval of Law number 62/2017, some limitations are identified. The law leaves out non-listed companies, which are the majority in Portugal (PORDATA, 2018). It does not contemplate minorities (e.g. ethnicity, sexual orientation), and does not establish the recruitment and selection requirements to elect the boards of directors (European Commission, 2018b). The few data available on the impact of the law shows an improvement towards gender equality. As such, at the end of 2018, female participation in private listed companies was 21.6% (European Institute for Gender Equality, 2019) against 14.2% in 2016 (Jourová, 2016). However, more data is needed to confirm whether the law successfully promotes gender equality on corporate boards.

Moreover, in Portugal, several Gender Equality Plans have been implemented in NSFs to promote female participation as athletes, coaches, referees, and other functions performed in sport. The final plan related to 2014–2017 (Jacinto et al., 2015). NSFs have to comply with non-discriminatory and transparent conduct as organizations that are funded by the Portuguese state. Issues such as gender violence in sports, work–life balance, female participation in sports, and inclusive language are reflected in several gender equality plans (Jacinto et al., 2015). However, less attention has been given to power and leadership in sports organizations' governing bodies from NSFs and the Portuguese Government (Fernandes, 2019).

In Spain, Organic Law 3/2007 of 22nd March, for the effective equality of women and men, indicates through article 29.1 that all public sports development programmes will incorporate, in their design and execution, the adequate consideration of the principle of real and effective equality between women and men. Through article 29.2, the law maintains that the Government will promote women's sports and favour the effective opening of sports to women, through the development of specific programmes at all stages of life and all levels, including responsibility and decision-making. On 17th December 2021, the Council of Ministers of Spain approved the draft bill of the new Sports Law.

This text is pending final approval in the Congress of Deputies. According to this document, sport cannot be considered an exclusively male sector that vetoes women's access to positions of responsibility. The bill establishes measures for both public and private entities to balance the presence of women in their governing bodies. In addition, the document recognizes the right of athletes to equal treatment and opportunities in sports practice without any discrimination based on sex, age, disability, health, religion or beliefs, sexual orientation, gender identity, gender expression, sexual characteristics, nationality, racial or ethnic origin, or any other personal or social condition or circumstance. This bill introduces new features; for example, it includes the real and effective balance of LGBT people and claims that sports can be done equally regardless of orientation, gender identity, and gender expression. This document establishes that sports organizations balance the presence of men and women in their governing bodies, thus complying with the first additional provision of Spanish Organic Law 3/2007 of 22nd March, for the effective equality of women and men. The law provides for the inclusive participation of all people in organizational structures, including those with disabilities, especially women and girls; thus, access to management and government bodies would be favoured.

Another novelty of the bill is the obligation for federations and professional leagues to prepare an annual equality report. This report will be submitted to the Higher Sports Council, the Institute for Women and Equal Opportunities, and the Council for Elimination of Racial or Ethnic Discrimination. In addition, these organizations have to prepare a prevention and action protocol for discrimination, abuse and sexual harassment for reasons of sex, among others. The bill draft considers severe infractions not respecting the balance between men and women. In addition to these new regulations, the federations that since 2014 have been requesting public funds from the Higher Sports Council have to comply with specific gender quotas.

Through the Women's Universe programme of the Higher Sports Council, to obtain funding in 2014 it was necessary to have three women or 33% female representation on the boards of directors when granting the aid. These gender quotas, which were initially to obtain public subsidies for activities related to women, are currently present in all the bases of public competitions to receive public grants. For the call for grants for the year 2022, the basis of the call is the obligation to have at least 40% female representation on the boards of directors or similar body, or four women on those boards of directors with more than ten people, five for those with more than 15, six for those with more than 20, and seven for more than 30 people.

There are no quotas or targets in Turkish sports organizations to balance gender equality. Similarly, there is a lack of quota regulation to support women on governing boards of NSFs (Güngör Göksu, 2019). Because there are no quotas or gender targets in the NSFs, only 4.3% of women were on the 65 NSFs' boards of directors (Sports and Physical Activity Association for Women (Kadınlar için Spor ve Fiziksel Aktivite Derneği-KASFAD), 2020).

Within sports regulations, the norms regarding sameness opportunities, diversity equality, the prohibition of discrimination, and gender equality are involved in the legislations of different NSFs, such as Tennis, School Sports, Ice Hockey, Weightlifting, Handball, Gymnastics, University Sports, Football, Basketball, Athletics, and Sailing (Koca, 2018). However, the emphasis on gender mainstreaming has not been included in the strategic plans, performance programmes and activity reports of the Ministry of Youth and Sports as the central sports organization. Only in the Report of the Tenth Sports Specialization Commission was gender mainstreaming mentioned as “Strategies for increasing female athletes should be developed and projects should be created in our country” (Koca, 2018).

In the UK, since the Conservative government in 2014 and its interim report of its women and sports advisory board (Department for Culture, Media and Sport, 2014), there has been a specific focus on female representation in sport, striving for five key objectives: increasing women’s participation; improving the media profile of women’s sport; increasing commercial investment in women’s sport; increasing women’s representation in leadership and the workforce; and encouraging more significant recognition of women’s sporting achievements (Department for Culture Media and Sport, 2014). However, there remains wide recognition within UK policy-setting bodies that diversity broadly, and gender specifically in UK sports sector boardrooms necessitates an issue warranting change (UK Sport, 2017). Therefore, *A Code for Sports Governance* was published in Autumn 2017.

The three key advocates and stakeholders were the *Department for Culture, Media and Sport Select Committee*; *Sport England*; and *UK Sport*. Whilst compliance to the letter of the principles is not mandatory, the code lists a set of compulsory requirements for those sports boards receiving the highest level of public funding (Tier 3). Primarily the sports board should be of an appropriate size to meet the organization’s requirements and have an appropriate balance of skills, experience, independence and knowledge. It should not exceed 12 persons unless there is a specific agreement with *UK Sport* and *Sport England*. Critically, each organization should adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board and demonstrate a public commitment to progressing towards achieving gender, black, Asian and minority ethnic (BAME) backgrounds, and disability parity. The last major update to the UK sports governance code was in 2018. In July 2020, UK Sport announced that it would conduct an immediate review of the code with a particular focus on greater representation from BAME backgrounds and those with disabilities.

The main principles from the 2018 code remain in place in June 2022. The key requirements of this code in relation to NSFs and the project's research objectives are as follows:

- The board should be of an appropriate size to meet the organization's requirements and have an appropriate balance of skills, experience, independence, and knowledge.
- It should not exceed 12 persons unless there is a specific agreement with UK Sport and Sport England.
- A director may serve on the board for a maximum of: A) four terms of two years, B) two terms of four years, or C) three terms of three years.
- Each organization should adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board and demonstrate a public commitment to progressing towards achieving gender, BAME and disability parity.

Whilst there were some further amendments to policy in July 2021 these do not affect any of the variables being collected in the database.

## **2.2. The explorative analysis**

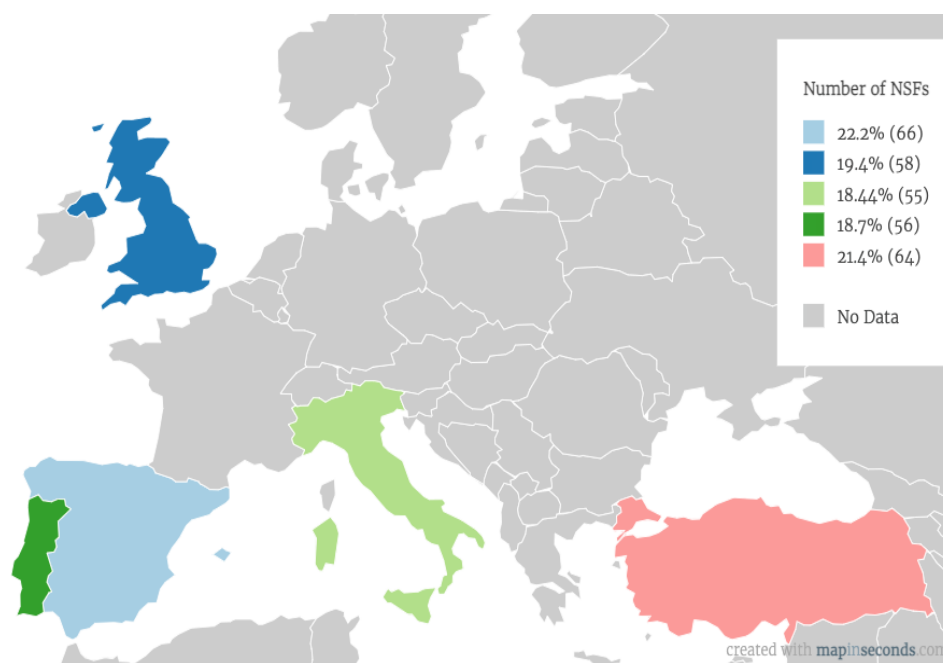
### *2.2.1. Data and methodology*

In accordance with other researchers conducting studies of board composition (e.g. McLeod et al., 2021), we adopted a positivist descriptive research approach which enabled us to examine the situation of women's representation in sports governance in its current state in each of the five countries. This was also appropriate as it enabled us to provide a benchmark in 2018 that we could compare against the second collection of the data-base in 2022. The statistical universe of this study has comprised 299 NSFs in the countries analysed. Data were collected from the official websites of 297 NSFs of the selected countries from March to November 2018, and from December to June 2022. The official websites of two Turkish NSFs, the E-sports Federation and Rafting Federation, established in the second quarter of 2018, were not completed during the first data collection period. (However, they have been included in the Youth and Sports Ministry Federation list since 2018.) Thus, their information could not be collected, and these NSFs were not included in the analysis for 2018 due to the lack of data on their sports governing boards. Nevertheless, overall, we can conclude that using web-based secondary research enabled us to collect significant amounts of data when compared to other collection methods such as surveys.

The study's sample is composed of: 55 NSFs in Italy (18.4%); 56 in Portugal (18.7%); 66 in Spain (22.1%); 64 in Turkey (21.4%); and 58 in the UK (19.4%) (Map 1). In 2022, the total number of federations increases, with the incorporation of a new one in Turkey, the Traditional Turkish Archery Federation, and another in Italy, Sport Climbing, so that the total sample in 2022 is 299 NSFs. To gain a list of the NSFs in each country, the researchers consulted the website of the central sport authority in each country.



Map 1 Number and percentage of federations by country, 2018



**Source:** GESPORT Elaboration

For each NSF, we gathered information about the sports board size and composition by gender to measure, both in absolute and relative terms, the presence of women on boards. Sometimes the GESPORT team had to assign members to the category of either “male” or “female” and thus had to make subjective judgements about the gender to which NSF board members identify, based on their title, name and photo as displayed. We also recorded how many presidents or vice-presidents identified as female. The sample’s descriptive statistics show that in 2018 the average number of board members across the countries was 11.62, with a standard deviation of 4.74 and a mode of 11 members. In 2022, the board size increased, and the average number of board members across the countries was 14.95, with a standard deviation of 7.8 and a mode of 7 members.

In 2018, the total number of members on the sports governing boards of the five countries’ NSFs amounted to 3,452, with 608 female members in the sample (17.61%). In 2022, the total number of members is 3,553, with a total of 870 women (24.49%), so in four years there is a growth in the number of women of 262. In the following sub-sections, we compare female presence in the NSFs of selected countries using Box Plots to observe quartiles, minimum, median and maximum values, and outliers. Descriptive statistical analyses were carried out using SPSS Statistics software. First, we took the absolute figures to show the number of women on the boards of the NSFs in each country. Then, we analysed the relative weight of these women and made a comparison among the nations.

### 2.2.2. Number of female members on the boards of NSFs

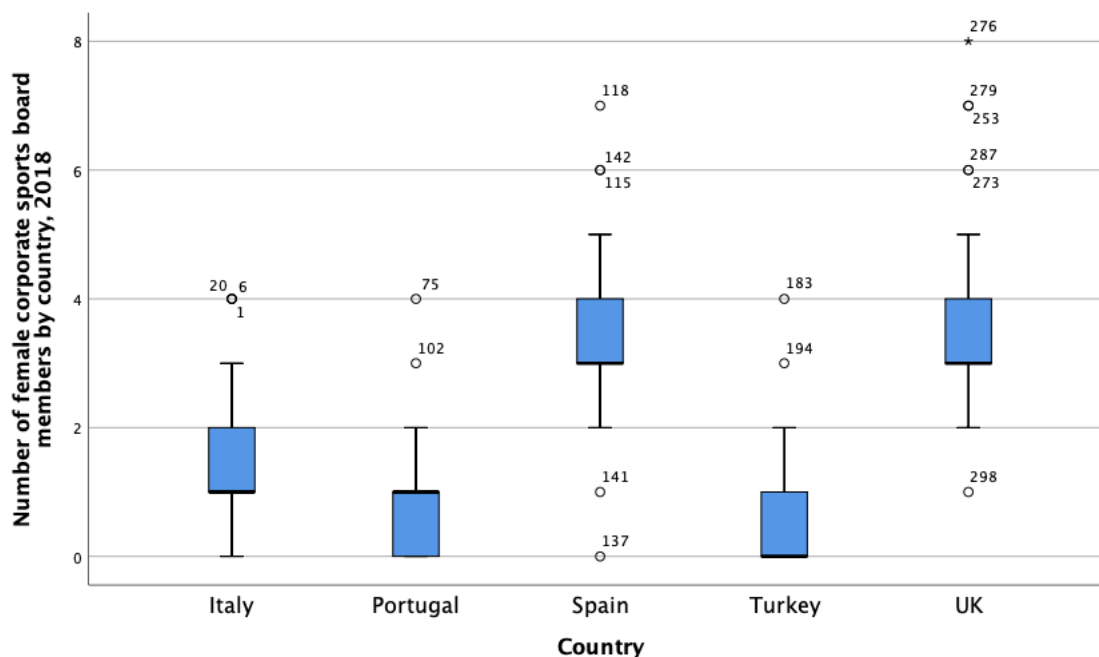
#### 2.2.2.1. Distribution by countries, 2018

Graph 1 shows that in the UK in 2018, there was one federation whose board had the highest female participation (**eight** members): England Netball Federation reflected with extreme value (represented by number 276 of the Box Plot). The following boards with more women are in the UK and Spain. The boards of British Equestrian (253) and Exercise Movement and Dance UK (279) had **seven** female members, while Spain had the same number in Gymnastics (142) and Sport Dancing (118). With **six** women, we found the boards of England Handball (273), Rounders England (287) and in Spain, Athletics (115). We found boards with **five** women in only the UK and Spain. In the UK, Archery GB, British Fencing, British Gymnastics, British Orienteering, England Golf, Pentathlon GB, Sports Resolutions, Swim England, and Table Tennis England each had five women on their boards. Spain had nine federations with five women on their boards: Chess, Bowling, Sports for People with Physical Disabilities, Hockey, Kickboxing and Muay Thai, Swimming, Canoeing, Triathlon, and Sailing.

Boards with **four** women were found in all countries analysed. However, unlike the UK and Spain, they are presented as outliers in Italy, Portugal and Turkey. The maximum number of women on a board in Italy, Portugal and Turkey was four. While 19 federations in Spain and 11 federations in the UK had boards with four women members, three federations in Italy: Football (1), Athletics (6) and Badminton (20), and also one federation in both Turkey, Chess (183), and Portugal, Sports Dancing (75), included four women on their boards.

As for boards with **three** women, there were 29 NSFs in Spain, 19 NSFs in the UK, 3 NSFs in Italy, and one federation in Portugal and in Turkey. In Portugal and Turkey, these correspond to outliers: in Portugal, Tennis (102); and in Turkey, Swimming (194). We found 18 boards in Italy, 13 in the UK, 10 in Portugal, 7 in Turkey, and 4 in Spain with **two** female board members. A **single** woman is presented as outliers, in Spain: representing the Greyhound Federation (141); and in the UK Volleyball England (298). In the other three countries, the boards with one woman are 22 NSFs in Portugal, 21 NSFs in Italy, and 16 NSFs in Turkey. There were no NSFs in the UK that did not have any female presence on the board. In Spain, there was only one, and this presented as an outlier and corresponded to Potholing (137); 10 NSFs in Italy, 22 NSFs in Portugal and 37 NSFs in Turkey. Interestingly, in Turkey nearly 53% of the boards have no female presence.

Graph 1 Number of female corporate sports board members by country, 2018



Source: GESPORT Elaboration

As we have previously described, the range of women varied between 0 and 4 in Italy, Portugal and Turkey, between 0 and 7 in Spain, and between 1 and 8 in the UK. The lowest average number of women on the sports boards analysed by country had been observed in Turkey ( $M = 0.6$ ,  $SD = 0.88$ ), then in Portugal ( $M = 0.88$ ,  $SD = 0.90$ ), subsequently Italy ( $M = 1.42$ ,  $SD = 1.03$ ). The next country is the UK ( $M = 3.57$ ,  $SD = 1.45$ ), and slightly higher than the UK is Spain ( $M = 3.59$ ,  $SD = 1.18$ ).

In Appendix 1, we can see the number of women on each country's boards by sports type in 2018.

#### 2.2.2.2. Distribution by countries, 2022

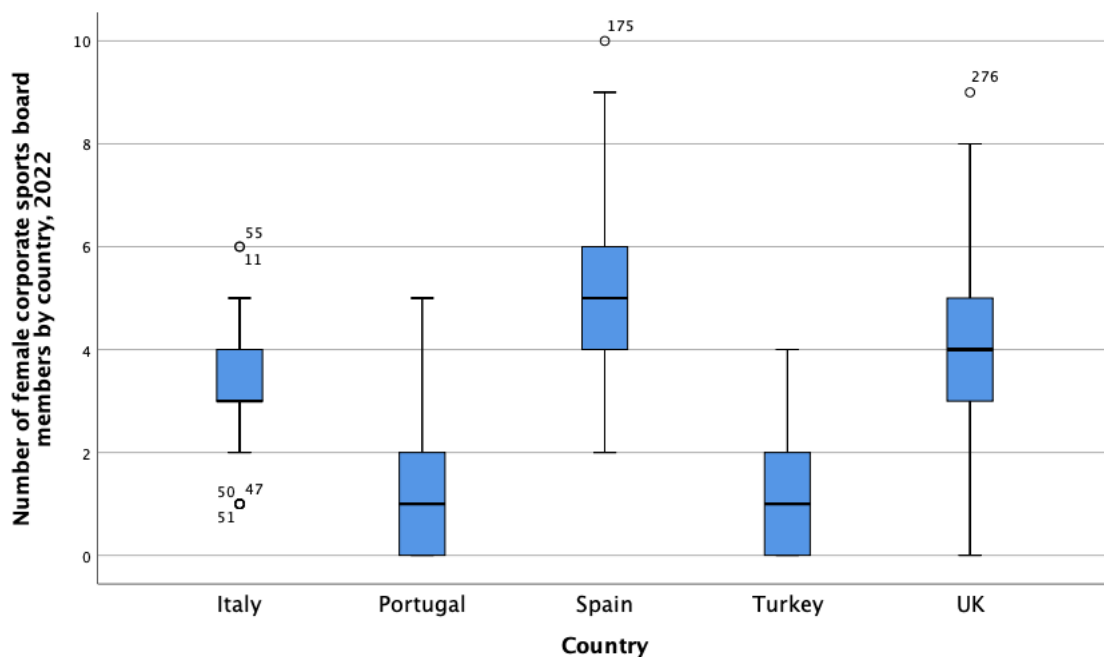
As can be seen in Graph 2, in the UK there has been a very slight increase in the number of female board members. In 2018 there was a total of 207 female members, in 2022 there are 229. This illustrates a continual under-representation of females. Likewise, the average number of board members (of any gender) has remained very stable over the duration of the project, averaging 10.06 members in 2018 and 10.34 members in 2022. In the UK, the England Netball Federation stands out, where 9 of its 10 members are women. In this federation the number of women has increased by one compared to 2018.

In Italy there has been an increase in the number of female board members compared to 2018. This increase could be due to the new quota regulations. We can observe extreme values in the NSFs that represent three sports: Judo, Sport Fighting, Karate, Martial Arts (11), with 13 members, 6 of which are women; and the federa-

tion that includes all the sports (55) has 6 female members of its 16 members. However, there are still federations with little female presence, such as the Paralympic Experimental Sports Federation (50), which has three members and only one is a woman; and Wheelchair Hockey (51), which has only one woman among its seven members; and Sport for Blind and Partially Sighted People (47), which has a woman among its seven members. In 2022, the range of women is between 1 and 6 in Italy, therefore in Italy the situation has improved compared to 2018, increasing the maximum number of women on a board of directors from 4 to 6. It is also positive that there are no federations without any women on their boards. In Spain, an extreme value is observed in Triathlon, where 10 of its 16 members are women. The situation in this country has also improved, as there is a sports board with 10 women, while four years before, the maximum number was seven women. Like Italy, there are no longer any boards of directors without a single woman.

The UK has increased the maximum rank of women on a board by increasing the figure by one woman. In 2022, the highest board of directors has 9 women while in 2018 it had eight. In Portugal and Turkey there are still boards of directors without women, and the situation regarding the maximum number of women on a board has improved in Portugal from 4 to 5, while in Turkey the maximum number of women remains at four. The lowest average number of women on the sports boards analysed by country has been observed in Turkey ( $M = 1.15$ ,  $SD = 0.15$ ), then Portugal ( $M = 1.22$ ,  $SD = 1.40$ ), subsequently Italy ( $M = 3.13$ ,  $SD = 1.2$ ). The next country is the UK ( $M = 3.95$ ,  $SD = 1.72$ ), and slightly higher than the UK is Spain ( $M = 5.06$ ,  $SD = 1.73$ ). The order between countries remains the same as four years before, although the average number of women on sports boards increases compared to 2018.

Graph 2 Number of female corporate sports board members by country, 2022



Source: GESPORT Elaboration

In Appendix 2, we can see that in 2022 the federation with the largest number of women on its board of directors reaches **10**, is in Spain, and corresponds to Triathlon. The following federations with the largest female presence, with a total of **nine** women, are located: in the UK (the England Netball Federation), and in Spain (the Kickboxing and Muay Thai and Swimming federations). With **eight** women, there is one federation in the UK (Exercise Movement and Dance UK) and five in Spain (Canoeing, Ball, Football, Sports Dancing, and Athletics). With **seven** women, there are three federations in the UK (UK Coaching, Rounders England, and British Equestrian) and four in Spain (Volleyball, Judo, Hockey and Handball). Therefore, in Italy, Portugal and Turkey there is no board in which seven or more women sit together. We found eight federations in Spain with **six** women on their boards (Sailing, Shot with Arc, Tae Kwon Do, Motorcycling, Mountain and Climbing, Golf, Basketball and Chess), two in the UK (British Canoeing and British Paralympic Association), and two in Italy (All the Sport, Judo, Sport Fighting, Karate, Martial Arts). This shows that the maximum number of women in Italy on the same board is six, as indicated above.

Except for Turkey, the rest of the countries have **five** women on the same board. In the UK there are 11 federations with five women on the same board, 15 in Spain, two in Portugal and two in Italy. With **four** women on the same council, we find 22 federations in Spain, 18 in the UK, 16 in Italy, and four in Portugal and Turkey. When the number of women on the same board is **three**, Italy is the country that leads these figures, with 23 federations with this number of women; in Spain there are four federations, in Portugal and Turkey three and in the UK there is only one federation. In Italy there is no federation with **two** women on its board, while in Spain there are three federations, in the UK five, in Portugal seven and in Turkey 15. Regarding federations with only **one** woman, we find that in this case Turkey leads the ranking with 41 federations, followed by Portugal with 15, Italy follows with five, and the UK with five. In Spain there are no federations with only one woman.

Finally, in terms of federations without any women, there are still 20 in Portugal and four in Turkey. In the UK, Italy and Spain this situation does not occur in any federation; the explanation could be the existence of measures that encourage the presence of women, whether mandatory or voluntary.

### *2.2.3. Percentage of female members on the boards of NSFs by country*

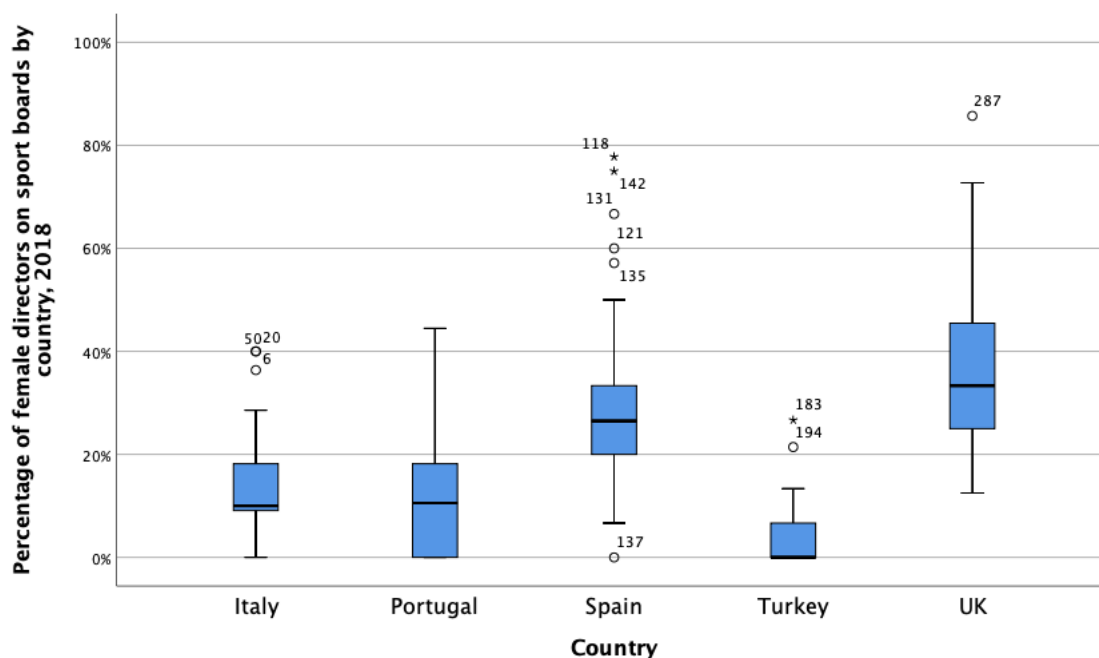
#### *2.2.3.1. Distribution by country, 2018*

According to the total number of women on the boards, Spain and the UK had the most. Still, in relative terms, the figures may change due to the corporate board size in each country. Graph 3 shows that no sports boards of the 297 NSFs has all-female members in 2018. Out of seven Rounders England (287) board members, six women represent 85.71% of the total, showing as an outlier. In Spain, in Dancing (118) and Gymnastics (142), seven of nine members are women, which represent 77.78%. England Netball, with eight women of its eleven members, is another English federation with a higher percentage of women than men, representing 72.73%. In Spain, Sports for the Blind has four of its six members being women, representing 66.67% (131).

Other federations that stand out are, Baseball and Softball (121) in Spain with three of its five members (60%) being women, and England Handball, with six of its ten (60%) being female board members. In both cases, British Equestrian and Exercise Movement and Dance, with seven of their 12 board members being female, have 58.33% women.

In Spain, in Winter Sports, and in Basketball England, Boccia UK, British Athletes Commission, and British Table Tennis, they all have four of their seven members as women, representing 57.14%.

Graph 3 Percentage of female directors on sport boards by country, 2018



Source: GESPORT Elaboration

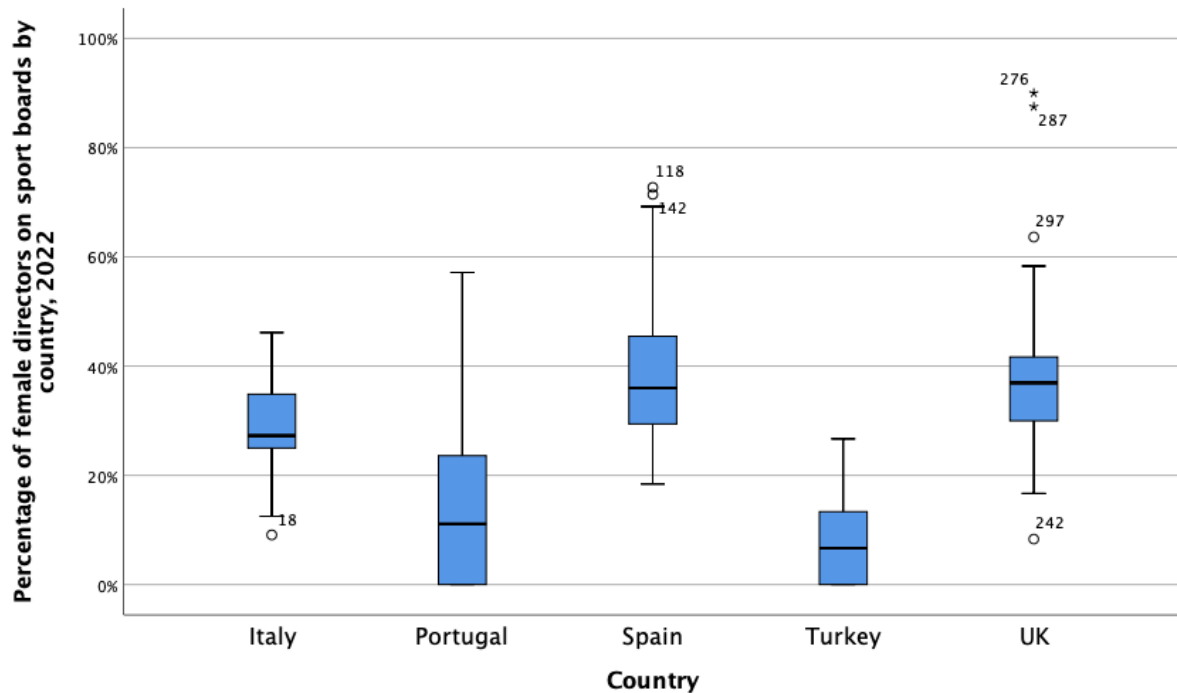
From the data, we have observed that in 2018 only 14 of the 297 federations have had a higher percentage of women than male members, and they are found in the UK and to a lesser extent in Spain. Italy, Portugal, and Turkey do not have any federation with a higher percentage of women than men. Regarding boards that maintain a balance between men and women members, we found three NSFs in Spain: Fencing (4 women of 8 members), Water Skiing (2 of 4), Modern Pentathlon (2 of 4); and four NSFs in the UK. We also found in the UK gender equality in Archery GB (5 out of 10), Pentathlon GB (5 out of 10), Swim England (5 out of 10) and UK Coaching (4 out of 8). We did not find sport boards that have equality between men and women in Italy, Portugal or Turkey. In Italy, the highest percentage of women is 40% in Paralympic Experimental Sports (50), an outlier. Two other federations with outliers of women on their boards (36.36%) are Athletics (6) and Badminton (20). In Portugal, the Sport Dancing Federation has the highest percentage of women on one board (44.44%). In Turkey, the high-est rate of women is represented by an extreme value, in Chess (183) with 26.67% of women, and an outlier in Swimming (194) with 21.43% of women.

The data shows that 23.6% of the boards do not have any female presence, equalling 70 federations having only men. We found that the lowest average percentage of female members is in Turkey ( $M = 4.09\%$ ,  $SD = 6.01$ ), followed by Portugal ( $M = 10.92\%$ ,  $SD = 11.00$ ), and then Italy ( $M = 13.67\%$ ,  $SD = 10.23$ ). The two countries with the highest percentage of women on the boards are the UK ( $M = 36.34\%$ ,  $SD = 14.58$ ), and Spain ( $M = 30.24\%$ ,  $SD = 16.58$ ). So, taking the percentage of women instead of the average number of women as a variable, the UK surpasses Spain because the board's size is bigger in Spain.

### 2.2.3.2. Distribution by country, 2022

In 2022, in the UK the federations that stand out are: England Netball (276) for having 90% women on their board of directors, Rounders England (287) for having 87.50% of women, and UK coaching (297) with 63.64% women (Graph 4). In contrast, Archery GB (242) only has 30% women. In Spain two federations stand out, Sports Dancing (142) where there are 72.73% women on their boards of directors and Gymnastics with 71.43% women. In Italy the extreme values are observed in the Winter Sport Federation (18) whose percentage of women is 9.09%.

Graph 4 Percentage of female directors on sport boards by country, 2022



Source: GESPORT Elaboration

We found that the lowest average percentage of female members is in Turkey ( $M = 7.76\%$ ,  $SD = 7.81$ ), followed by Portugal ( $M = 15.10\%$ ,  $SD = 16.50$ ), and then Italy ( $M = 28.57\%$ ,  $SD = 8.42$ ). Both Turkey and Portugal have improved compared with the 2018 results. However, without a doubt, Italy is the country that has had the greatest increase in the percentage of women, undoubtedly due to the regulations on quotas.

The two countries with the highest percentage of women on the boards are Spain ( $M = 38.60\%$ ,  $SD = 13.31$ ), and the UK ( $M = 38.21\%$ ,  $SD = 14.10$ ). So, taking the percentage of women instead of the average number of women as a variable, Spain slightly exceeds the UK, with the percentages having increased in both countries. In both countries there are incentives to increase the presence of women on the board of directors.

### 2.2.4. Number of female vice-presidents on the sports boards of NSFs

#### 2.2.4.1. Distribution by country, 2018

Regarding vice-presidencies, in 2018 the most frequent value is zero in Turkey, one in Portugal, two in Italy and the UK, and three in Spain. The most frequent value in the five countries is zero.

In 2018, in **Italy**, the total number of positions is 86, of which 10 are women, the average number of vice-presidents (men and women) on a board is 1.62, while that of women is only 0.19. The maximum number of vice-president positions is three, while that of women is one. In Paralympic Sperimental Sports (50) and Wheelchair Basketball (46), a single vice-presidency position is occupied by a woman (Graph 5). In Golf, Weightlifting and Skeet Shooting (26), one of the two vice-presidencies is occupied by a woman. In Cycling, one is occupied by a woman out of the three vice-presidencies.

In **Portugal**, the total number of vice-presidents is 163; of these 23 are women, the average number of vice-presidents on a board is 3.02, while that of women is only 0.41. The maximum number of vice-presidency positions on the same board is nine, while that of women is four. Sport Dancing has one of its two vice-presidencies being a woman. In the Portuguese Tennis Federation (102) women occupy three of the six vice-presidencies. Camping and mountaineering (69) is an extreme value, with 1 woman out of 4 members.

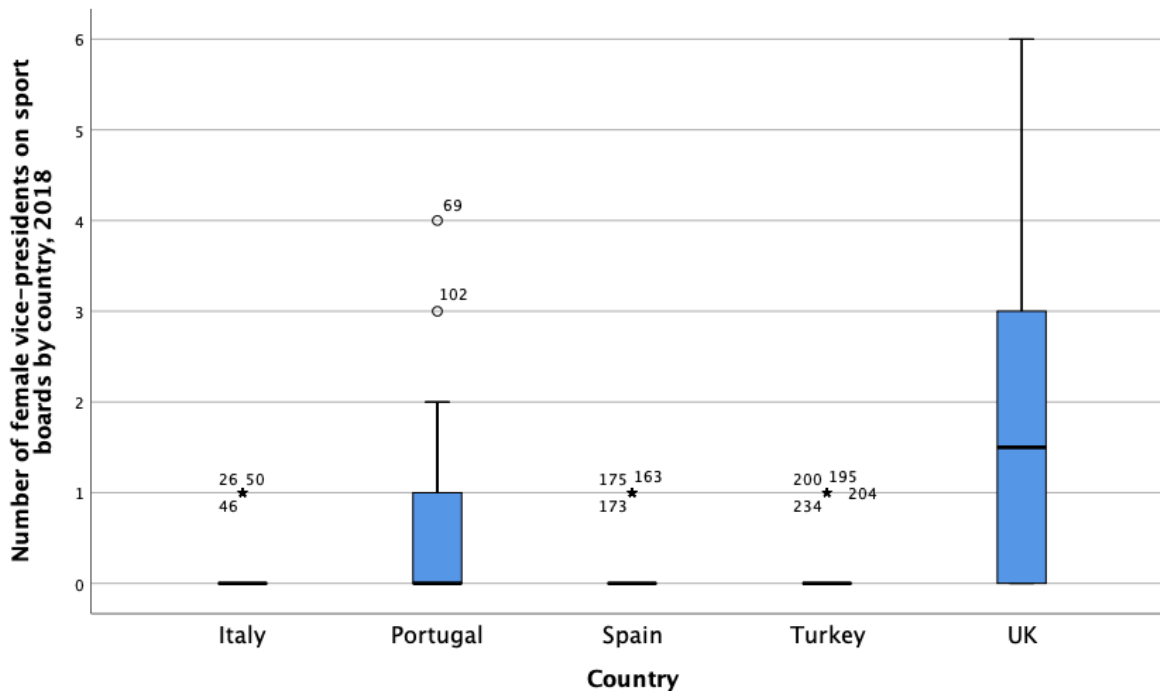
In **Spain**, the total number of positions is 144; of these, only 14 are female vice-presidents, the average number of vice-presidents is 2.44, while that of women is only 0.24. The maximum number of vice-presidency positions on the same board is six, while women are one. In Polo (163), Sports for the Blind, Winter Sports, and Orienteering, there is only one vice-presidency in each of these federations, and a woman occupies it. In Baseball and Softball, Gymnastics, Triathlon (175), and Volleyball, there are two vice-presidencies, one of which is represented by a woman. In Badminton and Golf, there are three vice-presidencies, of which one is occupied by a woman, while there are three federations with four vice-presidencies and one woman in Handball, Hockey and Shot with Arc (173).

In **Turkey**, though there are 202 vice-president positions, only seven are occupied by women. The average number of vice-presidents on a board is 3.26, while that of women is only 0.11. The maximum number of vice-presidential positions on the same board is 11, while women are one. In Swimming, there are three vice-presidencies of which a woman represents one. In Shooting and Hunting (195), of its four vice-presidencies, a woman represents one. In Chess, of the five vice-presidencies, one is female. A woman represents one of the six vice-presidencies in Modern Pentathlon (234). In Rugby (200), of the five vice-presidencies, one is represented by a woman; in Automobile Sports, of seven vice-presidencies, a woman represents one; and in Bocce Bowling and Darts (204) of its 11 vice-presidencies, one is female.

In the **UK**, the total number of vice-presidency positions is 52. In the six federations with vice-presidents, there are 12 female vice-presidents; the average number of vice-presidents on a board is 8.67, while that of women is only 2. The maximum number of vice-presidential positions on the same board is 19, while that of women is six. In British Mountaineering, women occupy two vice-presidency positions. In Badminton England, there are three women, but the total number of vice-presidencies is undetermined because there is no information on the total number of male and female vice presidents; in GB Wheelchair Basketball, of three vice-presidencies, a woman occupies one. In Rounders England, the number of vice-presidencies considerably exceeds that of board members; on the board, there are six women and one man, while in the federation, there are 17 vice-presidencies, of which women represent six.



Graph 5 Number of female directors on sport boards by country, 2018



Source: GESPORT Elaboration

#### 2.2.4.2. Distribution by country, 2022

In 2022, the number of women vice-presidents in Italy is 19, an increase of 9 compared to 2018. The average number of women vice-presidents also increases to 0.34 compared to 0.19 in 2018. In Portugal, the total number of women vice-presidents in 2022 is 19, and therefore lower than in 2018, which was 23 women vice-presidents, so the situation worsens, losing 4 women vice-presidents compared to four years earlier. The average number of women vice-presidents is 0.37, also lower than the 2018 figure of 0.41. In Spain, the number of women vice-presidents is 25 in 2022, which is an increase of 11 women compared to 2018, the average stands at 0.4 compared to the average of 0.24 in 2018. In Turkey, there are 15 women vice-presidents in 2022, more than double the number in 2018, where there were only 7 women vice-presidents. The average also increased from 0.11 women vice-presidents in 2018 to 0.25 in 2022. In the UK, from 12 women vice-presidents in 2018 it decreases to four in 2022, and from an average of 2 women vice-presidents per board in 2018 it decreases to 0.07.

Thus, we observe that the number of female vice-presidents increases in Turkey, Italy and Spain, while it decreases in Portugal and the UK.

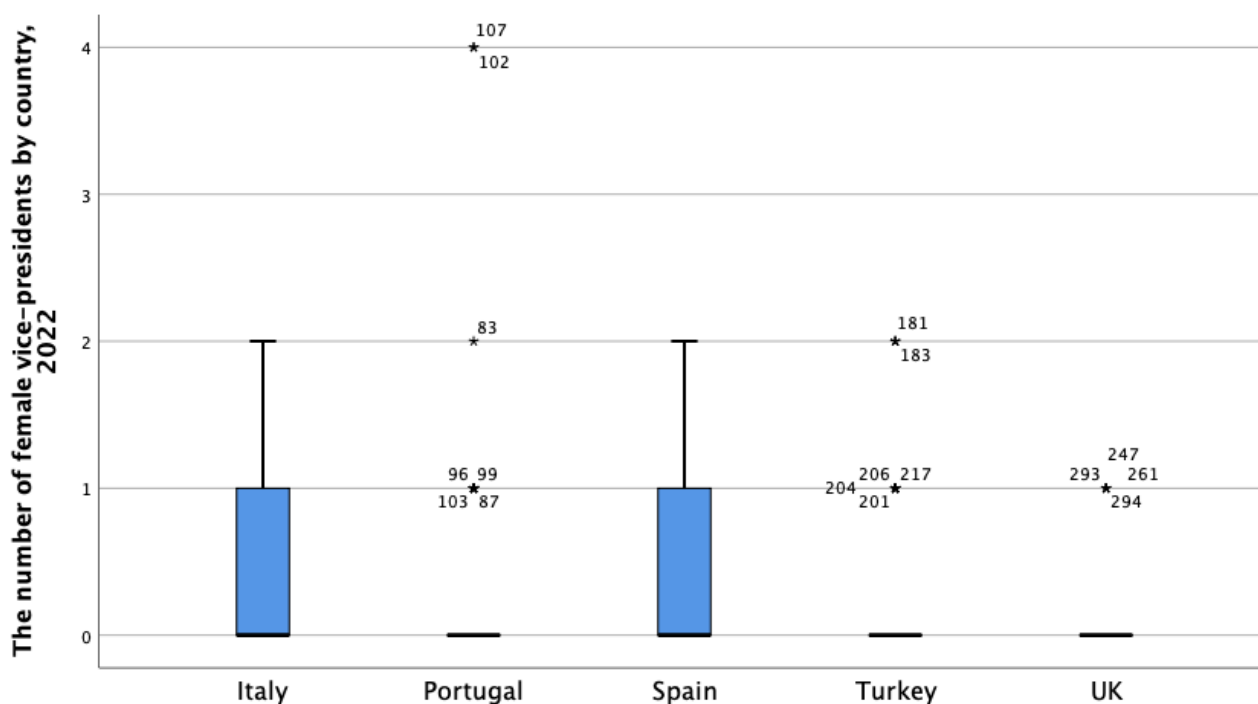
We find that in Portugal there is a federation that presents seven extreme values. Triathlon (107), with nine vice-presidencies, of which four are represented by women, representing 44.44%; Hockey (83), with 2 female vice-presidencies out of a total of 6 vice-presidencies, accounting for 33.33%. The Amateur Wrestling (87) and

Sport Fishing (96) federations have one woman each out of a total of 4 vice-presidencies, equivalent to 25%. In the Rowing Federation (99), out of its 6 vice-presidencies, only one is occupied by a woman (16.67%). In Table Tennis (103), out of 8 vice-presidencies, only one is held by a woman (12.50%).

Turkey has extreme values in Chess (183) with 2 women vice-presidents out of 7 vice-presidencies (28.57%), Bridge (206) with one vice-presidency out of 3 (33.33%), Motor Sports (181) with two women vice-presidents out of 9 (22.22%). Wrestling (217) and Billiards (201) both have one woman vice-president out of 5 vice-presidents (20%) and finally Bocce Bowling and Darts (204) with one woman vice-president out of 13 members (7.69%).

In the UK, the four extreme values correspond to the federations of Boccia England (247), Swim England (293), British rowing (261) and Table England (294). These four federations have only one vice-presidency each held by a female vice-president (100%).

Graph 6 Number of female vice-presidents by country, 2022



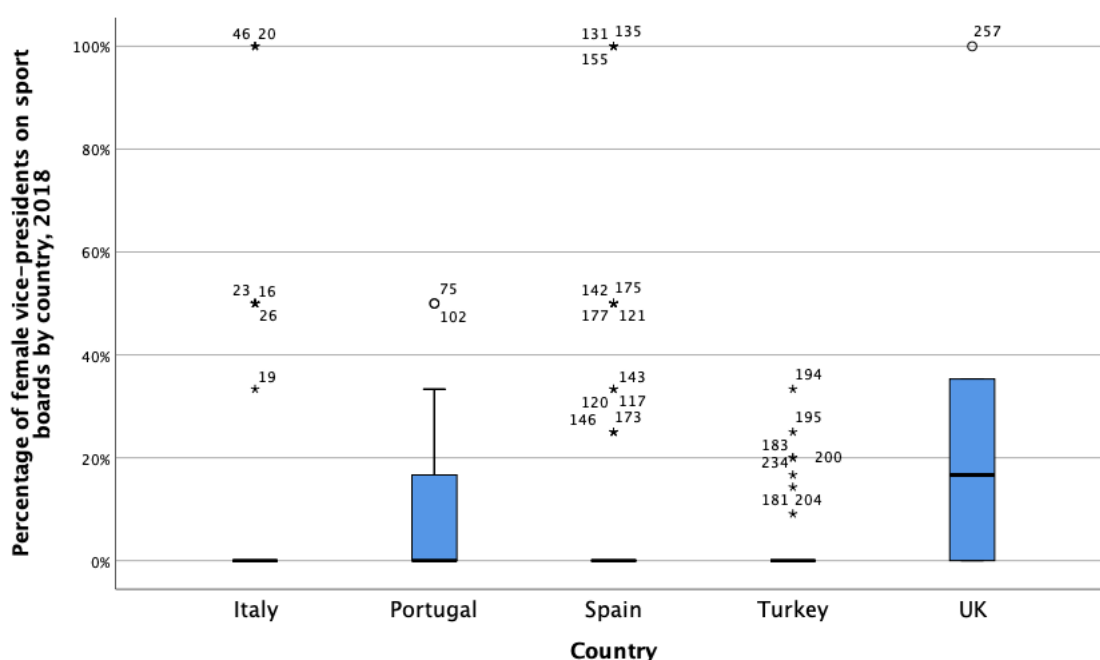
Source: GESPORT Elaboration

## 2.2.5. Percentage of female vice-presidents on the sports boards of NSFs

### 2.2.5.1 Distribution by country, 2018

Regarding the percentage of female vice presidents in 2018, we find that except in United Kingdom and Portugal in the rest of the countries we observe numerous outliers, and very high standard deviations. The country with the highest percentage of female vice presidents on the same board is the UK (M=28.10; SD=39.03), followed by Spain (M=13.65; SD=28.34), Italy (M=12.9; SD=28.11), Portugal (M=8.18%; SD=13.53), and Turkey (M=2.77%; SD=7.44) (Graph 7).

Graph 7 Percentage of female vice-presidents by country, 2018

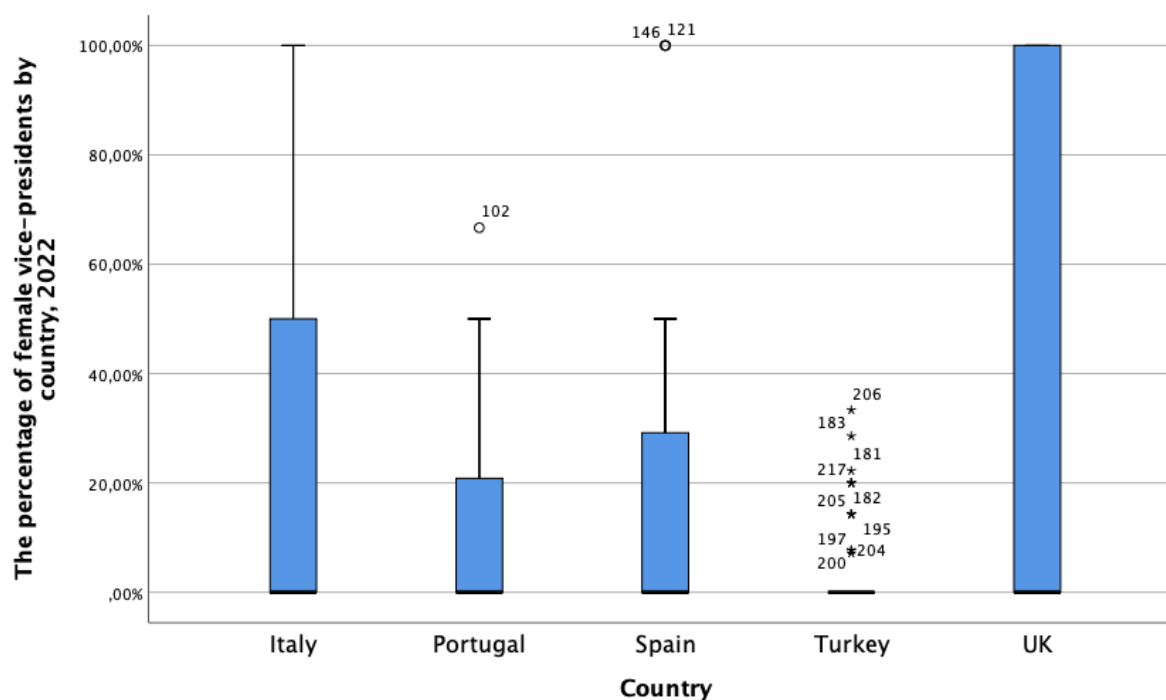


Source: GESPORT Elaboration

### 2.2.5.2 Distribution by country, 2022

Compared to four years ago, there are notable differences. The United Kingdom, which in 2018 was the country with the highest average number of female vice-presidents, moves to second place in 2022. However, the average percentage of female vice-presidents increases from 28.10% to 38.21%. Spain is the country with the highest percentage of women vice-presidents per federation, on average 38.60% compared to 13.65% in 2018. Italy also increases, and would be the third country with an average of 28.57% compared to 12.92% in 2018. Portugal also increases its percentage from 8.18% to 15.10%, and finally Turkey with a significant increase from 2.77% in 2018 to 7.75% in 2022. The largest number of outliers is concentrated in Turkey. In addition, there are two in Spain and one in Portugal.

Graph 8 Percentage of female vice-presidents by country, 2022



Source: GESPORT Elaboration

### 2.2.6. Distribution of female presidents by country, 2018 and 2022

In 2018, only 22 of the sports boards in the five countries were chaired by women, while men chaired 275. In 2022, the total number of sport boards chaired by a woman is 23, just one more than in 2018, so we can say that there is hardly any increase in the number of chairwomen, taking into account that there are two more federations than four years before.

In Italy, in 2018 there was only one woman president within Paralympic Winter Sports; two federations, Kickboxing and Muay Thai, and Archery, have a chairwoman in Portugal; there are three chairwomen in Spain (Rowing, Lifeguarding, and Sailing); and three in Turkey: the federations of Orienteering, Chess and Sailing are presided by women. In the past four years changes have been observed in the federations presided over by women. For example, in Italy in 2022, the president of Paralympic Winter Sports ceases to be so, while there are two federations presided over by women: the Dance Federation, and the Squash Federation. In Portugal, the two federations chaired by women in previous years leave their positions as presidents, and three new women presidents are in charge of the national federations of Sport Dancing, Gymnastics, and Pétanque. So, the number of female presidents has increased by one woman.

In Spain, the situation worsens with respect to the number of women presidents, as it decreases from three to two, losing the Sailing presidency, and maintaining the other two from 2018. In Turkey, the women presidents of the Chess and Sailing federations are maintained, the Orienteering Federation is no longer chaired by a woman, while the Bridge Federation is now chaired by a woman; therefore, the number of women presidents remains at three.

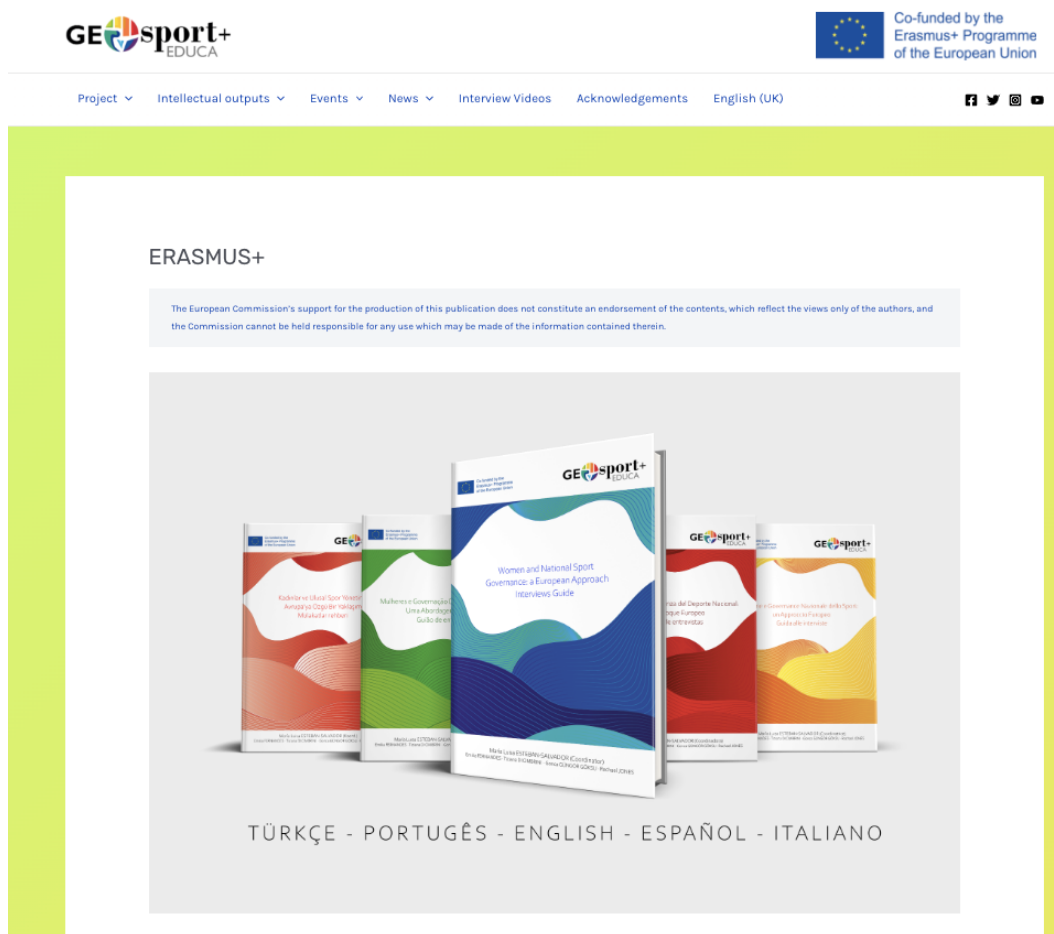
In the UK, in 2018 there were 13 female presidents in: Baseball Softball, Athletes Commission, Orienteering, Table Tennis, Athletics, Handball, Lacrosse, Exercise Movement and Dance, Basketball, Tae Kwon Do, Rounders, Table Tennis, and UK Coaching. Therefore, we have observed some important differences regarding the Anglo-Saxon country compared with Continental European countries and Turkey. For example, even though the Turkish NSFs have a small number of female members, there are three female presidents on the sports boards. Interestingly the number of female chairwomen was 13 in 2018 and whilst there have been changes to this composition, the overall number of female chairwomen remains 13 in 2022. The following boards had a female chairwoman in 2018 and remain chaired by a female in 2022: British Athletes Commission, British Para Table Tennis, England Handball, England Lacrosse, Exercise Movement and Dance UK, GB Tae Kwon Do, Rounders England, and Table Tennis England. There is perhaps a tendency here for these boards to be considered more feminine. The following boards have seen a change in president and have gone from a female president in 2018 to a male president in 2022: Baseball Softball UK, British Orienteering, England Athletics, GB Basketball and UK Coaching. These sports can perhaps be considered more masculine. The following boards have seen a change in president and have gone from a male president in 2018 to a female president in 2022: Badminton England, British Swimming, Football Association (FA), GB Wheelchair Basketball and Snowsport England. Apart from the FA, these boards are some of the youngest of the 58. The overall profile of boards with a female chairwoman is as follows: Badminton, British Athletes Commission, British Para Table Tennis, British Swimming, England Handball, England Lacrosse, Exercise Movement and Dance UK, Football Association, GB Tae Kwon Do, GB Wheelchair Basketball, Rounders England, Snowsport England and Table Tennis England. British Para Table Tennis is also the youngest board in the country, having been formed in 2014. Perhaps the most high-profile change since 2018 has been with the Football Association changing from a chairman to a chairwoman. This is notable for four reasons. Firstly, the FA is the oldest formed board (1863) of the 58 organizations. Secondly, football is one of the most spectated and viewed sports in the UK. Thirdly, predominantly over its history it has been considered a masculine sport. Fourthly, this change has coincided with a considerable rise in female football participation, spectatorship, success and overall research trends (Okholm Kryger et al., 2021).

### **3. INTELLECTUAL OUTPUTS**

#### **3.1. Design of project webpage (IO1)**

The first intellectual output of the GESPORT project is the website available at <https://gesport.unizar.es/>. The website is the primary source of information for the project and is available in all five languages (English, Italian, Portuguese, Turkish and Spanish), so that its results can reach more people than if only published in a single language. Therefore, the project website aims to publicize the project content and increase its visibility, which is critical for diffusing the project findings. Furthermore, to raise awareness among young people about gender equality in sports board organizations, we have offered scholarships to students with master's degrees in Fine Arts, and degrees in Computer Sciences to help design the GESPORT project website. While the website gives comprehensive information about all points of the project, for example aims, results, news, key activities, participants and stakeholders involved in the project who have permitted it, the website consists of six main sections and 23 sub-sections, together with an acknowledgements section. The main page displays the official logos of the project, the European Union flag, and the project title.

Image 1 The upper part of the main page



The website was designed to be presented in all five languages of the project (English, Italian, Portuguese, Turkish and Spanish). As seen in Images 1 to 8, the website has the next main sections: the project, intellectual outputs, events, news, interviews and acknowledgments. It also illustrates the links to the project's social media accounts, [Instagram](#), [Twitter](#), [YouTube](#) and [Facebook](#). In addition, every section has different sub-sections. The WordPress website builder was used for the development of the project website.

The mid-part of the main page presents the link of the GESPORT project in the European Union Erasmus+ Programme official webpage and the coordinator names from the partner universities, their roles and institutional website links, as shown in Image 2.

Image 2 The mid-part of the main page

 <p>Co-funded by the Erasmus+ Programme of the European Union</p> <p><a href="#">ERASMUS+ Programme</a> <a href="#">With the support of the Erasmus+ programme of the European Union</a></p>	 <p><b>Universidad Zaragoza</b></p> <p><a href="#">Universidad de Zaragoza   Spain</a> <a href="#">COORDINATOR   Dr. Maria Luisa Esteban</a></p>	 <p><b>UNIVERSITÀ DEGLI STUDI DI TERAMO</b></p> <p><a href="#">Università degli studi di Teramo   Italy</a> <a href="#">PARTNER   Dr. Tiziana Di Cimbrini</a></p>
 <p><b>SAKARYA ÜNİVERSİTESİ</b></p> <p><a href="#">Sakarya Üniversitesi   Turkey</a> <a href="#">PARTNER   Dr. Gonca Güngör Göksu</a></p>	 <p><b>UNIVERSITY OF LEICESTER</b></p> <p><a href="#">University of Leicester   U.K.</a> <a href="#">PARTNER   Dr. Charlotte Smith</a></p>	 <p><b>UNIVERSIDADE DO MINHO</b></p> <p><a href="#">Universidade do Minho   Portugal</a> <a href="#">PARTNER   Dr. Emilia Fernandes</a></p>

The last part of the main page gives general information about the number of partnerships, languages, and countries within the project.

### Galery



### Project Number

<b>5</b>	<b>1</b>	<b>5</b>	<b>5</b>
Universities	Project	Languages	Countries

### Contact

### 3.1.1. The project section

The project section consists of the aims, national contexts and scholarship holders. While the purposes sub-section gives in-depth information about the project objectives, the national contexts sub-section includes photos of the women representing the NSFs involved in the project during interviews in each country. Additionally, the short autobiographies of the scholarship students who collaborated on the GESPORT project are publicized.

Image 4 The project section





### 3.1.2. The intellectual outputs section

The intellectual outputs section generates through fourteen sub-sections, as shown in Image 5, and the contents of all intellectual outputs completed in the project can be followed here. This final report will present detailed information about the intellectual outputs in the following parts.

Image 5 The intellectual outputs section



### 3.1.3. The events section

The events section (Image 6) consists of sub-sections such as the [Summer Course](#) and the [International Conference](#) organized in the project framework, the transnational meetings and other events organized during the project period. The Summer Course and International Conference are identified as multi-events (ME) 1 and 2. More information about them will be presented in the multi-events parts of the final report. In addition, the con-text of all transnational meetings is available in the fifth part of this report. It is also the relation of other events that were not planned initially but were conducted during the project period to increase impact and dissemination.

- Summer course
- Internacional Conference
- Transnational Meetings
- Other Events

## Summer Cou

**Event date:** 9-11 September 2020

**Summer course title:** Gender and Sport: Practices, Experiences and Challenges.

**Objective:** The objective of the summer course was to understand the current context of gender and sport, and achieve gender equality objectives with respect to the Sustainable Development Goals (SDG) in line with the United Nations 2030 Agenda for the sustainable development of the European Union (EU) and the United Nations (UN). Accordingly, the SDG 5-Gender Equality objective aims to achieve gender equality and empower all women and girls. It also targets to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (United Nations, 2015)

Number of ECTS credits awarded: 0.5



**More information:** <https://fantoniogargallo.unizar.es/curso/2020/genero-y-deporte-practicas-experiencias-y-desafios>

### Exhibition of logos, website, and book



Moreover, other events raised the recognition of the project on different platforms; for example, the Scientific Observatory on Gender Issues in Italy, the World Women Conference in Turkey, the 11<sup>th</sup> International Critical Management Studies Conference in the UK, the Women's Day speech in Italy, the webinar Physical Activity, Sports and Gender Perspective in Spain, and the ICGR 2022: 5<sup>th</sup> International Conference on Gender Research, in Aveiro, Portugal.

### 3.1.4. The news sections

The news section (Image 7) is divided into [project news](#) and [press news](#). The project news announces the latest developments in the project. Additionally, the press news that involved the project news in several national and local press organizations in the countries involved in the project, is very significant in increasing the recognition and visibility of the GESPORT project.

Image 7 The news section

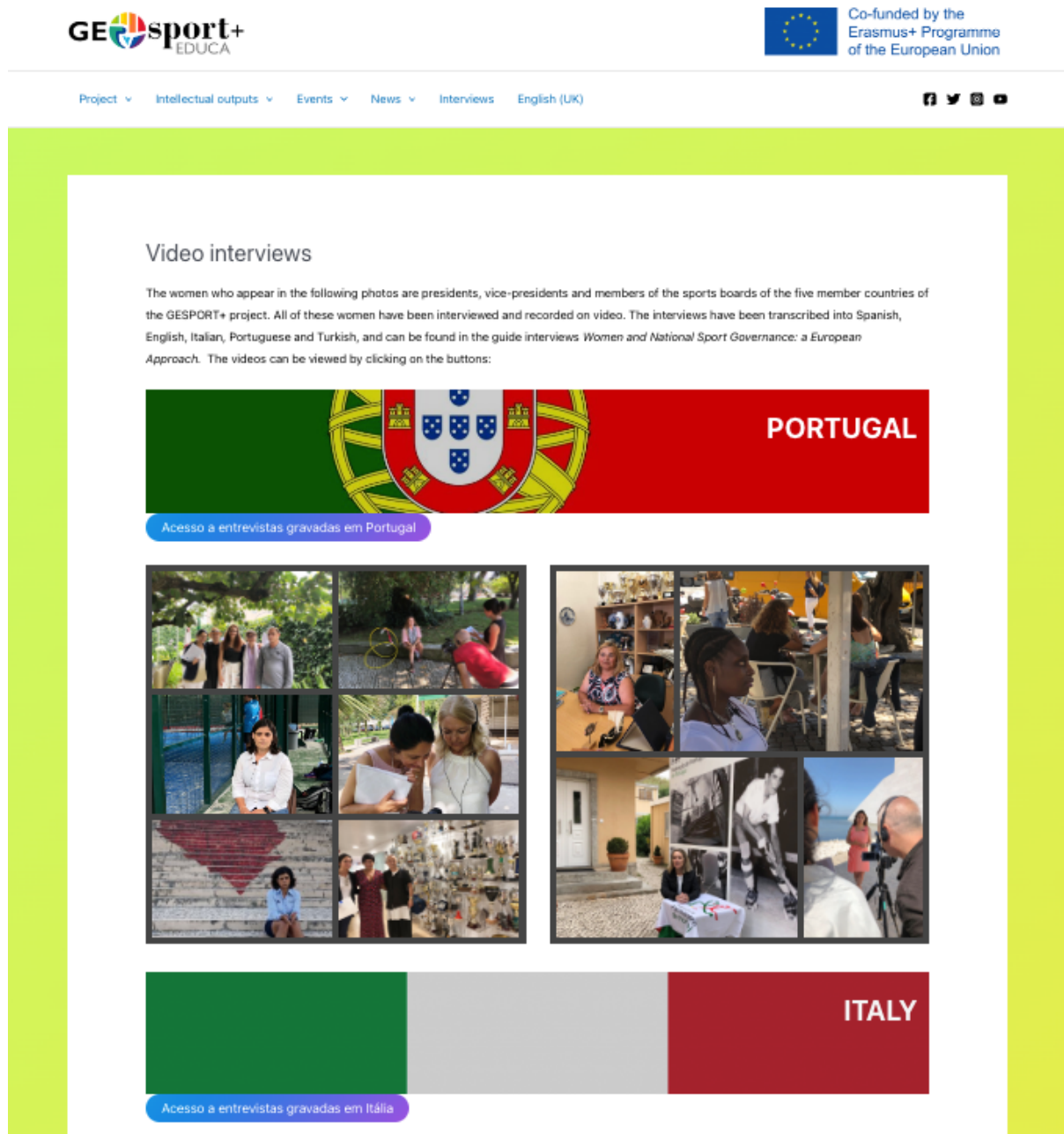


### 3.1.5. The interviews section

This section presents videos of the interviews held with the selected female presidents, vice-presidents, and members of sports boards within the NSFs in the five project countries. As seen in Image 8, the interviews sec-

tion includes five sub-sections belonging to all project countries. Every sub-section has 10 interview videos in the relevant project country, except Italy, which includes 12 videos. The corresponding section will provide more information about the videos and interviews.

Image 8 The interviews section



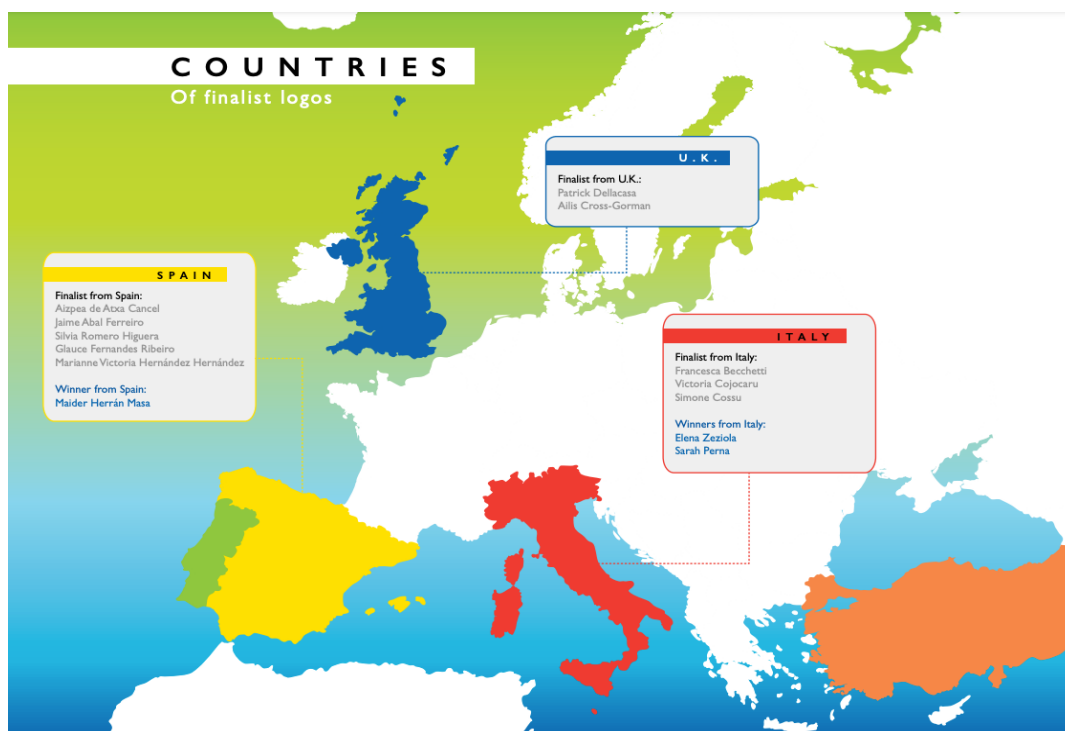
This press article refers to the website, “A website and a logo to give the greatest diffusion to the work” (Isabel Muñoz, *Diario de Teruel*, August 13, 2018).

### 3.2. Design and production of the project logo (IO2)

The logo of the project identifies the project and is used on the website. The logo also represents the GESPORT project and aims to raise awareness of gender equality in sports organizations’ governing bodies. Another goal was for young students to sensitize and think about gender equality in the decision-making bodies of sport.

To determine the project logo, we organized an international competition among Fine Arts students in the five countries that form the association. Of a total 49 candidates who submitted their logos for evaluation, 28 were from Spain, 17 were from Italy, and four were from the UK (Image 9). Then the jury, which was formed by the project team, selected 13 finalist logos to be submitted to a voting process. A total of 1,780 votes were received (after eliminating invalid votes), and the best three logos were awarded prize money.

Image 9 The distribution of the finalist logos by country



The first prize was €600, the second prize €350, and the third prize €150. The [top-three finalists](#) were:

- The first prize of €600, corresponds to Logo number 2, awarded to Mrs Maider Herrán Masa, student of the Faculty of Fine Arts at the University of the Basque Country-EHU (Spain).
- The second prize of €350, corresponds to Logo number 6, awarded to Mrs Elena Zeziola, student of the Università Cattolica di Sacro Course (Italy).
- The third prize of €150, corresponds to Logo number 7, awarded to Mrs Sarah Perna, student of the Belli Arti Academy, Pietro Vannucci, Perugia (Italy).

Image 10 The three finalist logos



According to the winner, Maider Herrán Masa, a student at the Universidad del País Vasco in Spain, the logo seeks to capture in an abstract way the emancipation of women, especially in sports (Image 10). It is an image that does not make any gender, culture or social discrimination. The logo's shape is a fusion of a ball (handball type) with the first of the feminist struggle, the same one that seeks gender equality, since it is taking a lot of strength and is significantly promoted at present. Thus, the identity of GESPORT+ is modern, differentiating, and above all, very attractive and memorable (Image 11). This is primarily due to the colours used, which are the same as those of the rainbow, achieving a chromatic balance that breaks the prejudices assigned to gender differences. It is essential to mention the typefaces used: Gill Sans Bold MT and Bodoni MT Bold, which mix straight lines and modernity with the delicacy of traditional curved shapes, achieving a typographic balance, highlighting the game of words formed by Genre and SPORT.

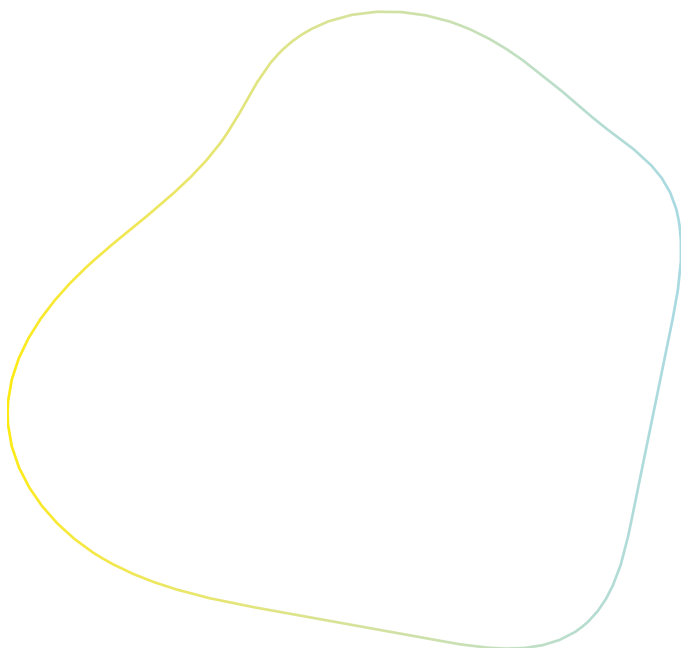
Image 11 The GESPORT project official logo



The local press dedicated three news items about the logo:

"Last phase for the election of the logo of the European project GESPORT" (Isabel Muñoz, [Diario de Teruel](#), May 22, 2018).

"A website and a logo to give the greatest diffusion to the work" (Isabel Muñoz, *Diario de Teruel*, August 13, 2018).





### 3.3. Report of selected logos: Artistic Logo catalogue (IO3)

An artistic [logo catalogue](#) was prepared as a report of the thirteen logos, which consisted of eight finalists and five other logos selected by the jury. The logo catalogue was published on the website of GESPORT project (Image 12). It is available at:

[https://gesport.unizar.es/wp-content/uploads/2019/03/GESPORT\\_logos\\_catalogue.pdf](https://gesport.unizar.es/wp-content/uploads/2019/03/GESPORT_logos_catalogue.pdf).

*Image 12 The cover of the report of selected logos*



Catalogue designer: Elena Gil (2019)

The logo catalogue has been structured as follows: table index, introduction, detailed information on the content of the winning logos, the brand identification of the winning logo, other finalists' logos, and the five additional logos that were selected (Images 13 to 16).

The catalogue of logos was supervised by the students and teaching staff of the Fine Arts degree. All the logos, shown in Image 13, were also displayed in a monographic exhibition in the Fine Arts building of the Faculty of Social Sciences and Humanities of the Teruel Campus during the 2020 summer course, for their dissemination and valuation.




Image 13 The selected logos for the catalogue



Image 14 The presentation in the catalogue of the winner's logo

**Winner**

**Maidier Herrán Masa**  
University: Universidad del País Vasco / Euskal Herriko Unibertsitatea  
Country: Spain




The presented logo seeks to capture in an abstract way the emancipation of women, especially in sports; It is an image that does not make any kind of gender, cultural or social discrimination.

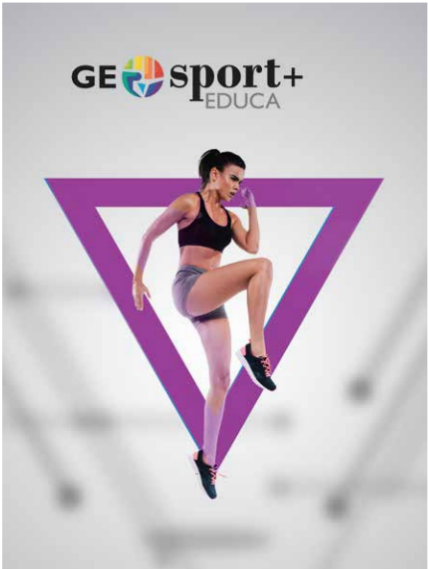

The shape of the logo is a fusion of a ball (handball type) with the fist of the feminist struggle, the same one that seeks gender equality since it is taking a lot of strength and is very promoted at present, thus, that the identity of GESPORT+ be modern, differentiating, and above all, very attractive and memorable.

This is especially due to the colors used, which are the same as those of the rainbow, achieving a balance and a chromatic balance that breaks the prejudices assigned to gender differences.

It is important to mention the typefaces used, Gill Sans Bold MT and Bodoni MT Bold, which mixes straight lines and modernity with the delicacy of traditional curved shapes, achieving a typographic balance, highlighting the game of words formed by Genre and SPORT.



Applications of brand identity



**Winner**

**Maidier Herrán Masa (Spain)**

## Second place

### Elena Zeziola

University: Università Cattolica del Sacro Cuore

Country: Italy

Key points of which my project takes into account:

Gender equality theme in the organization of sports activities and in sports activities themselves.

Particular attention by Gesport towards water sports activities.

I made a circular logo (a shape that most recalls balance and harmony) where the circles of male and female symbols coincide in a single one. Inside is a very stylized human figure that dives / swims (the crescent is the arms, the orange circle is the head). It can also ideally remember the sun as water.

The choice of colors:

Blue: recalls water; it is one of the most used colors in sports logos; it is the color that best gives a sense of well-being and relaxation, serenity.

Orange: the orange detail breaks the monotony of the monochrome shades; it is also a color associated with physical health, vitality and ambition.

Warm Phrygian: for the outer circle and the waves I preferred a neutral color that does not create an inappropriate contrast with the rest.



Image 16 The presentation in the catalogue of the third place winning logo

Third place

**Sarah Perna**

University: Accademia di Belle Arti Pietro Vannucci, Perugia  
Country: Italy

gesport



**IDEA & CONCEPT**

This logo takes inspiration from the position adopted by athletes during a victory in a competition. Men and women, women and men are united by a gesture, they put their hands up to the sky in a moment of joy and triumph in which one feels the uncontrollable feeling of occupying all the space around.



The logo contains the essential symbol of the arms inside a circular space. The circle, as well as being a form that is repeated in the sports world (the circles of the Olympics, the ball, the wheel, the medals, the laurel circle of ancient Greece...) is also a symbol of geometric perfection, completeness, unity, infinity, giving and receiving, energy and continuity.



Black and white logo



**COLORS**

Colors have been chosen for meaning and personality. Magenta blends pink, color associated with femininity, and red, both loaded with vibrations and energy. The cyan, associated with the masculine world, wants to balance with its characteristic calming. Finally the yellow, color that promises ambition and a positive future.



#009fe3



#e6007e



#ffed00

gesport

**FONT**

I used a sans serif font called Gotham, for his characteristic qualities of honesty, clarity and certainty.  
Gotham Gotham Gotham  
Gotham **Gotham Gotham**



Some ideas of brand identity

Third finalist

Sarah Perna (Italy)

Within the framework of the Summer Course at the Summer University of Teruel, an exhibition of the logos was held for the people on the course and other people interested in seeing the exhibition.

This press news refers to the logo catalogue art exhibition, "Exhibition of the logos that entered the contest" (Miguel Ángel Artigas Gracia, *Diario de Teruel*, September 11, 2020).

### 3.4. E-Book: Corporate governance in sport organizations: a gender perspective (IO4)

The e-book entitled "[Corporate governance in sport organizations: a gender perspective](#)" (ISBN: 978-84-16723-80-52) aims to report the state of female participation in the governing bodies of the NSFs in each of the countries involved in the project: Italy, Portugal, Spain, Turkey and the UK (Images 17 and 18). In the initial phase of the project, it was important to frame the sports context of the different countries, considering the participation of women in several roles (e.g. athlete, coach, referee, and director) and the social and legal levels of openness of each country to that participation.

Therefore, each chapter describes the political, normative and cultural conditions related to gender and sport in one of the countries involved in the project. However, attending to the specificities of the national contexts, each chapter adopted a different structure. To write each chapter, the team GESPORT resorted to databases on sport produced by the national sports institutions and to research developed in each country concerning the history of sport, legislation on gender and sport, and the participation of women in corporate governance and in sport-governing bodies.

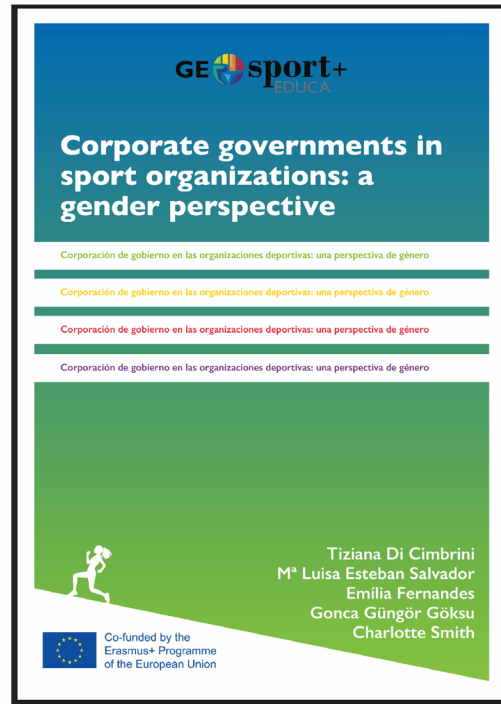
This output made it possible to compare the reality of women's participation in sport, namely in what concerns are present in the national sport governing bodies in the five countries considered in the project. This comparison gives an idea of the countries that have already taken political and legislative initiatives to promote gender equality regarding leadership positions in sports, by adopting codes and laws, and those countries that do not advance considerably on this matter.

Image 17 The explanation of the layout of the e-book



Colors extracted directly from the Gesport logo

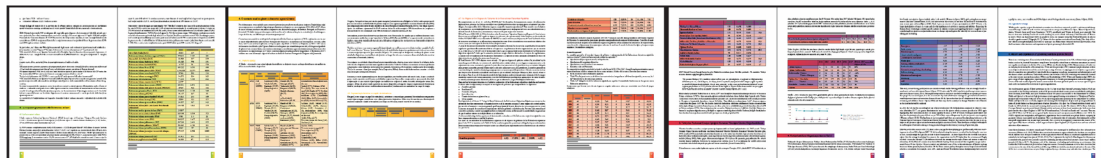
Color of the cover taken from the colors of the ends that close the circle



System of colors to recognize each country (assigned by alphabetical order)



Example of layout of each chapter



e

E-book designer: Elena Gil (2019)



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E-book designer: Elena Gil Juana (2019)

For the edition of the e-books were used the licenses available at the University of Zaragoza: Adobe InDesign for the layout and Adobe Photoshop and Adobe Illustrator for the cover design. The e-book was made available on the [GESPORT website](#) and [ResearchGate](#). Between the two platforms it has had 14,47 downloads.

The downloads are from all the continents and the profiles of the readers and their institutional affiliations are also very diverse. In other words, although most of the readers are students and researchers from distinct international universities, there are also a few readers that work in the public national institutions of the five countries. Therefore, this can lead us to believe that this output can not only contribute to future research on gender and sport, but can also be a first useful tool for decision-makers to reflect upon on policies and measures to promote gender equality.

There are three Press News items related to the e-book:

[“The United Kingdom and Spain have more women in the management of sports federations”](#) (Isabel Muñoz, *Diario de Teruel*, August 13, 2018).

“GESPORT project publishes a book on women and sports institutions in March” (Isabel Muñoz, *Diario de Teruel*, February 21, 2019).

“The participation of women in governing bodies of the sports field is low” (Isabel Muñoz, *Diario de Teruel*, November 2, 2019).

### **3.5. Database: Women on sports boards in NSFs of five countries: Italy, Portugal, Spain, Turkey, and the United Kingdom (IO5)**

To increase the understanding of women’s roles in the corporate governance of the sports organizations in the partner countries of the GESPORT project, we collected data on women’s participation on the boards of NSFs both in the first semester of 2018 and in the first quarter of 2022. Research on sports organizations will produce knowledge that can be used to address the social and economic challenges of NSFs. Accordingly, we have collected the data from the official websites of the NSFs in the five countries. The relevant database includes information collected on the websites of 297 NSFs for 2018, and 299 NSFs for 2022.

While building the database and comparing the data, we observed that in all countries there was information comparable on some variables related to the year of federation creation, the composition of the board of directors, such as the total number of board members, the number and percentage of women directors, the gender of the president, and the number of vice-president positions differentiated by gender. Thereby, these observations eased analysis of the NSFs in the five countries in our future research. Given that the information has been homogeneous, we created two databases in the Zenodo repository, using the data, and wrote two scientific articles under review in two scientific journals. The preprint versions of the databases are open access:

- Female Chairs on the Boards of European NSFs: A Comparative Study.  
DOI: 10.5281/zenodo.6834672

The preprint version can be downloaded at:

[Zenodo](#)

[ResearchGate](#)

- A Cross-country analysis of the impacts of gender targets on the boards’ diversity of the NSFs.  
DOI: 10.5281/zenodo.6851273

The preprint version can be downloaded at:

[Zenodo](#)

[ResearchGate](#)

The first two databases have been created in the SPSS Statistics program, and the third one, much more complete, has been presented in an Excel document. To guarantee data protection, we have eliminated some variables that could identify the board’s members in the database. The reference of this first database can be down-



loaded here [Zenodo](#):

**Data on Female members of National Federations Sport Governing Boards. Database GESPORT**

**Project.** DOI: 10.5281/zenodo.6598291

The second database reference can be downloaded here [Zenodo](#):

**Women on sports boards. GESPORT. Database.** DOI: 10.5281/zenodo.6642662

Likewise, we collected information on other variables related to the demographic characteristics of board members, information on corporate governance, the availability of corporate social responsibility reports, published annual accounts, and an ethics code. Concerning these documents, we have found a large variety of forms and contents not only between different countries but also between different federations of the same country. Indicators related to sports organizations, ethical and gender codes, and the individuals that were part of the board were collected (e.g. age, gender, experience in sports, profession, children, education level, academic education area, and position on the board). The data has been used to quantitatively analyse female directors' participation in the NSFs and corporate governance practices. The third Excel database has also been used in preparing the final report, and can be downloaded here [Zenodo](#). The reference to the third database is:

**GESPORT\_Women on sports boards in NSFs of five countries: Spain, Italy, UK, Portugal, and Turkey.** DOI: 10.5281/zenodo.6942796

### **3.6. Joint article: Female Chairs on the Boards of European National Sports Federations: A Comparative Study (IO6)**

This article compares the five countries involved in the GESPORT project (Italy, Portugal, Spain, Turkey, and the UK) in terms of the presence of women in the role of president in the NSFs. It also aims to verify whether some organizational variables of the federations, specifically the size of the federation board, the degree of gender diversity existing within the board, and the year of the foundation of the federation, produce any impact on the probability of having a woman at the presidency of a NSF. In addition to descriptive purposes, therefore, the article aims to contribute to the knowledge of the factors that promote female leadership in sport by verifying whether there are organizational aspects.

Starting from the premise that internationally there are very few female presidents of sports federations, the article, after noting how many female presidents are present in the NSFs of the five countries under investigation, checks whether some variables have influenced the probability of having a female president. The three variables relate to some organizational aspects of the federations. Specifically, a governance variable is considered (size of the board of the federation); a sociological one (gender diversity on the sport board), and a demographic one (birth date of the federation).

The reason for this choice is due to the fact that these variables have already been related in the literature to the presence of women in top positions in different types of organizations and in different sectors, including sports. To evaluate the effect of the aforementioned variables, a logistic regression analysis was applied to a sample of 297 NSFs, almost all of the federations of the five countries. The sample is equivalent to 55 federations in Italy (18.5% of the sample of 297), 56 in Portugal (18.9%), 66 in Spain (22.2%), 62 in Turkey (20.9%) and 58 in the UK (19.5%). The data for the federations are taken from the first database created which was built between March

and November 2018 on the basis of information available from the official websites of the federations.

The analysis confirms that, in the period considered, the federations with a woman as president are few and represent an average of 0.07% of the sample. The country with the most female presidents is the UK, with 13. Spain and Turkey follow, with three female presidents. Portugal has two presidents (9.1%) and Italy only has one female president (4.5%). The key finding is that the size of the board, the gender diversity of the sport board, and the age of the organization, have no significant effect on the gender of the president in federations. Furthermore, being in Italy, Portugal, or Spain, and taking the UK as a reference, negatively affects the odds of having a woman as president of a corporate board.

The study contributes substantially both to gender-oriented literature as well as in constituting an essential information base for policymakers. As for the contribution to literature, it should be noted that the latter has always found in contexts other than sports that the three variables considered somehow influence the gender of leadership positions. Our study finds instead that they do not produce effects in sports federations, highlighting the latter as having peculiar characteristics compared to other types of organizations.

This same result suggests that policymakers adopt more radical gender policies in the sports sector than in other sectors. This conclusion stems from the reflection that the presidency in this type of sports organization evidently has a stronger symbolic meaning linked to masculinity than it does in other organizational contexts. Above all, the fact that no significant relationship has been found with gender diversity within the board of the federation suggests that the social representation of a female director is different from that of a female federation president. Consequently, the reasons for having women on the boards of federations are significantly different from the reasons for having women presidents. A preprint version of this article can be downloaded from Zenodo and from the project website.

The article reference is:

Female Chairs on the Boards of European National Sports Federations: A Comparative Study.  
DOI: 10.5281/zenodo.6834672

and can be downloaded from: [Zenodo](#) and [ResearchGate](#).

### **3.7. Questionnaires: Gender equality on the governing boards of national sports federations of Europe (107)**

The questionnaire was constructed to identify the gender policies adopted by the governing sports boards and the nature of gender relations inside the NSFs. There are 41 questions, some of which are inspired by the four gender dimensions according to Connell's model: production relations, power relations, emotional relations and symbolic dimensions (Connell, 2002). Connell's dimensions are also considered in other studies focus-ing on gender and sports governance (Adriaanse & Scholfield, 2013). The [questionnaire](#) also comprises a set of questions about gender policies adopted by the NSFs, and a final question about the effects of the COVID-19 pandemic on gender discrimination. We have used Likert scales to gain a measure of the participants' attitudes and opinions toward equality and inclusion in sport governance.

The questionnaire was constructed with the participation of all members of the project. Based on gender theory, the questions were formulated to approach several dimensions of gender relations in the NSFs and, in particular, to gather information about the gender composition and characteristics of the boards of directors and the relations between women and men on the boards. After a first draft, the questionnaire was discussed several times and revised by the five researchers working on the project, and also translated into five languages. Finally, a pretest was carried out in each country by each participant with respondents related to sports governance to test the comprehension and reliability of the questions. The questionnaire was distributed via email to NSFs using contact information on their webpages, and follow-up reminders requesting completion were sent. A key advantage of using this questionnaire was that the team could gather responses from a relatively large number of people and also do so during COVID-19 restrictions.

By constructing a questionnaire, the GESPORT team managed to produce a measure research tool that can be used by other researchers in their studies. The link to access the questionnaire is in [Zenodo](#):

Questionnaire: Gender equality in the governing boards of national sports federations of Europe. DOI: 10.5281/zenodo.6835162

The questionnaire is available on the GESPORT project's [website](#) to allow other researchers to continue their research on gender and sports governance.

### **3.8. Interviews guide: Women and National Sport Governance: a European Approach (IO8)**

The interviews in this project were used to collect information on women directors of sports organizations. This activity consisted of conducting a survey through an interview guide prepared by the project members. The interview guide included 10 questions related to the following five topics: personal experience in sport; equal opportunities and gender diversity in sport; their role, position and gender experience on the sports board; management practices and policies related to gender equality in sport governance; and expectations about women's participation in the decision-making in sport. The interviews focused on the "why" and "how" of gender equality in sport's governance from their perspective. Each of the researchers targeted females on NSFs' boards for interview in their country. Firstly, all female presidents were targeted, then vice-presidents and then female members with other significant responsibility.

Once the target population was identified, the next step was to conduct the interviews. The schedule consisted of a detailed study with the collection of data on the opinions of the female directors, their level of satisfaction with corporate governance in their sports organizations, their attitudes, their problems and difficulties, and so on. The results of the interviews are collected in interviews guides which run to around 400 pages in length (in English, Italian, Portuguese, Spanish and Turkey languages) written jointly among all members of the team under the title:

Women and National Sport Governance: a European Approach. Interviews guide (ISBN: 978-84-18321-46-7; DOI: 10.26754/uz.978-84-18321-46-7).

Mulheres e Direções Desportivas Nacionais: Uma Perspectiva Europeia (ISBN: 978-84-18321-45-0 ; DOI: <https://doi.org/10.26754/uz.978-84-18321-45-0>)

Donne e Governance Nazionale dello Sport: un Approccio Europeo (ISBN: 978-84-18321-47-4; DOI: <https://doi.org/10.26754/uz.978-84-18321-47-4>)

Kadın ve Ulusal Spor Yönetimi: Bir Avrupa Yaklaşımı (ISBN: 978-84-18321-48-1; DOI: <https://doi.org/10.26754/uz.978-84-18321-48-1>)

Mujeres y Gobernanza del Deporte Nacional: un Enfoque Europeo (ISBN: 978-84-18321-56-6; DOI: <https://doi.org/10.26754/uz.978-84-18321-56-6>).

*Image 19 The cover of the 5 interviews guides in English, Italian, Portuguese, Spanish and Turkish*



Interviews guides and cover design: Marta Burriel León (2022)

These interviews guides books (Image 19) aims to extend the visibility of women directors and to facilitate the

use of the qualitative data collected through the interviews in future research. An important point at this stage was the selection of women who are members of the boards of directors to participate in the interviews. For the selection, a range of different types of sport were chosen. It was very important that the group of women selected for the interviews represented all sports that are part of the Erasmus+ programme. To gain ethical approval in our research the women agreed through a signed informed consent form to make the interviews public.

The introduction of the book intends to contextualize the study and frame the theoretical background that supports the study. The book's conclusion explores some thoughts about the impact that the GESPORT team hope to have, by sharing this set of different narratives of women directors in sports.

### **3.9. Database: Gender policies in sport organizations (IO9)**

To learn the gender policies applied in the NSFs of the five countries under study, we developed a questionnaire, "Gender equality in the governing boards of national sports federations of Europe" (discussed in section 3.7). The questionnaire begins by asking the directors of national federations if their NSFs boards have implemented measures, plans or policies related to gender equality between men and women. In the event that they have implemented policies, the questions that follow try to find out if the federation has a gender equality committee or an equivalent department. Subsequently, the interviewees are asked to answer questions related to the opportunities for women on the boards of the federations, such as, for example, if the board of the federation provides training opportunities to support females' advancement, or if the federation tasks are assigned according to gender. Likewise, the questionnaire tries to find out if the directors think that quotas are necessary to promote the participation of women on the boards. Also, through the study we try to find out the opinions of the directors on whether quotas are necessary to promote the participation of women on the boards. Through this questionnaire it is also intended to learn the influence of women and men in a series of tasks such as finance, public relations, human resource management, organization of events and competitions, management of social media, sports education, or problem-solving, among others. It is also intended to collect information on the relationships between men and women when resolving conflicts, and their opinions on the policies implemented in the federation. Another aspect addressed by the study is the impact of gender-diverse boards on decision-making and problem-solving. The visibility of women in the media is another of the issues analysed, and whether the size of the federation is appropriate for its operation.

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 their implementation in their organizations.

Most of the questions are closed and adopt a Likert scale, on a scale of 0 to 10, where 0 means "totally disagree" and 10 means "totally agree". This questionnaire was prepared in English and then translated into the other four languages of the project (Italian, Portuguese, Spanish and Turkish). Using the Google Survey application, the questionnaire was sent to all the NSFs in Italy, Portugal, Spain, Turkey, and the UK. More precisely, it was addressed to all the members of the NSFs boards (men and women). The choice of including also the men among the respondents was due to the requirement to have the broadest possible knowledge of the perspectives, policies, and measures in the corporate governance boards of the NSFs. The questionnaire was delivered

throughout 2021, and then we sent a reminder again at the beginning of 2022 to increase the sample size. In each country, a database was generated in its own language, and later translated into English. Once all the questionnaires had been translated into English, the data from all five countries were merged into a single database on a SPSS Statistics program, and an alphanumeric code was applied to preserve the confidentiality of the data, and follow the guarantees provided in Organic Law 3/2018 on the Protection of Personal Data and Guarantee of Digital Rights. In order to keep the responses confidential, some questions were also removed from the final merged databases.

A total of 137 participants responded to the survey, 13 from Italy, 19 from Turkey, 25 from Portugal, 25 from Spain, and 55 from the UK. Of the 137 participants, there were 13.1% invalid answers, 30.7% were women, 53.3% were men, and 2.9% preferred not to state their gender.

With this data, we also created a database on the Excel program in the [Zenodo](#) repository, and wrote an open-access book entitled, "Analysis of gender equality policies in the boards of directors of national sports federations: an exploratory analysis" (2022). Finally, we publicized this book on the website of GESPORT project.

The reference for the database is:

Gender policies in sports organizations. DOI: 10.5281/zenodo.646107

The database can be downloaded here: [Zenodo](#).

### **3.10. Surveys report: Analysis of gender equality policies on the boards of directors of national sports federations: an exploratory analysis (IO10)**

Using the database generated through the questionnaire, we have prepared the surveys report, "Analysis of gender equality policies on the boards of directors of national sports federations: an exploratory analysis" (ISBN: 978-84-18321-57-3, DOI: <https://doi.org/10.26754/uz.978-84-18321-57-3>). This survey analyses the gender equality policies on the NSF boards in the five European countries involved in the project: Italy, Portugal, Spain, Turkey and the UK. The book 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, the online questionnaire discussed earlier, of 41 questions, some of which were inspired by the four gender dimensions according to the Connell model (2002) – production relations, power relations, emotional relations, and symbolic dimensions – was applied to the members of all sports boards in the NSFs between May 2021 and March 2022.

With this study, we have tried to gain in-depth 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 NSFs 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. Moreover, they also consider that in the past 15 years, the relationships between the women and men on the boards have become more equal, the Spanish being the directors who perceive the greatest improvement, followed by the UK. This investigation aimed to find out if the recommendations of the International Olympic Committee to increase the presence of women in NSFs had been implemented. These

results also show that, according to respondents' perceptions, 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.

Most of the directors recognized the relevance of gender and diversity policies and their implementation in their organizations, namely, 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.

The book can be downloaded from the ZAGUÁN repository of the University of Zaragoza. And also on the Re-searchGate platform.

### **3.11. Videos of interviews with 52 women: Presidents, vice-presidents and board members subtitled in five languages (IO11)**

The aim of this result was to record on video the interviews that were collected in the Guide of interviews, "Women and National Sport Governance: A European Approach" to edit them with the logos of the project and of the Euro-pean Union, and subtitle them in all five languages to later disseminate them through the project's website and Youtube, and other social networks.

The five guide interviews , written with all the interviews in five languages, aims to instigate future research and help to bring visibility to the women interviewed.

The total number of edited interviews was 52, 10 in each of four countries and 12 in Italy. For each woman, 10 questions have been asked, recorded and edited, for a total of 520 edited videos, each of these subtitled in the five languages of the project. To edit the subtitles of the videos, the programme Adobe Premiere Pro, licensed by the University of Zaragoza, has been used.

These video interviews enabled the women interviewed to give an account of their personal and gendered experiences as members of a sports board, and of their meanings, and thoughts about gender, sport, power, equality and decision-making. The video interviews allowed us to compare women sports directors' experienc-es and identify their difficulties in reaching and maintaining their leadership positions on sports boards. These women also identified measures and policies to promote gender equality in sports governing bodies. The video interviews would be used to write a qualitative paper focused on the data produced from the interviews.

As previously said, by sharing the experiences of these women directors on the GESPORT website and by publishing the book of interviews and the videos, we hope that this may result in the visibility and recognition of their diverse experiences by people in general, deconstructing the gender stereotypes of women in power or related to feminine leadership and hoping that these women may be role models to future generations.

We applied the semi-directive interview as a research method, to perceive how women directors in countries with distinct laws, cultures and gender traditions, construct their individual realities and their positionings as sports directors. The interviews were conducted during different periods of time between 2019 and 2022: Portugal, in July 2019; Spain, March 2019, July and August 2020, and August 2021; Turkey, March 2020 and August 2021; Italy, February 2020 and March 2022; and the UK, between April and June 2022.



The extensive period of time taken to conduct the interviews was due to several obstacles experienced by the GESPORT team in performing this task during the COVID-19 pandemic.

Finally, the video interviews subtitled in five languages are shared on the GESPORT [website](#). to make the experiences of these 52 women directors visible to the general public and thus ensure acknowledgement (Image 20).

*Image 20 The female members of NSFs interviewed*



Image designer: Marta Burriel León (2022)



### 3.12. Joint article: A Cross-country analysis of the impacts of gender targets on the boards' diversity of the NSFs (IO12)

The title of the article constituting Intellectual Output 12 is "A Cross-country analysis of the impacts of gender targets on the boards' diversity of the national sports federations". The purpose of the article is to contribute to the scientific debate on the effectiveness of the tools available to promote gender equality in the governing bodies of organizations and, at the same time, to contextualize this debate in the world of sports federations. The two policies in support of female presence have been compared for some time in the literature: the introduction of mandatory gender quotas, on the one hand, and the introduction of female presence targets to be reached on a voluntary basis, on the other hand. The literature argues for and against both measures but this debate has never been addressed in the world of sport despite both having already been applied. Some countries are in fact experimenting with mandatory gender quotas for their national federations. However, the International Olympic Committee has introduced gender targets for NSFs since 2000 with rather disappointing results globally.

The article explores to what extent the NSFs of the five countries participating in the GESPORT project (Spain, Italy, Portugal, Turkey and the UK) have complied with the goal proposed in 2000 by the International Olympic Committee, of having at least 20% women within the sports boards of the NSFs, and whether the size of the board, the age of the federation and the country of origin may have played some role in its achievement or not. The first two variables were chosen because the literature on gender diversity in corporate governance bodies usually identifies links with them. The third variable has the function of incorporating the country-specific differences of the federations. To this end, a binary logistic regression was applied on a sample of 297 NSFs (almost all of the federations of the five countries). The data used for this study was collected from the federations' websites in 2018 and is part of Database 1.

The analysis confirms that, as found in previous studies, the goal set by the International Olympic Committee has not been achieved overall, as only 45.1% of the sample has achieved it. In addition, while the age of the federation is irrelevant, the size of the governing federation and the fact that it is an Italian, Portuguese or Turkish federation, negatively indicates the probability of achieving the objective itself. The three countries in question, unlike Spain and the UK, did not experience any form of gender quotas during the period under consideration. This result leads to reflect on a joint use of the two measures to promote gender equality.

The main implication of this study is that if the goal is to promote gender diversity in the governing bodies of sport, the simple target-setting, even if proposed by an authoritative body such as the International Olympic Committee, is not effective. The study challenges the quote-versus-target debate, at least in the international governance system of sport, promoting the prospect of a complementary use of the two forms of regulatory intervention to increase the percentage of women on boards. The gender issue in sport governance requires an architecture of various regulatory interventions that involve different national and international institutional levels and combine both pressure on self-regulation and coercion.

A preprint version of this article can be downloaded at [Zenodo](#), at [ResearchGate](#) and from the project website.

A cross-country analysis of the impacts of gender targets on the boards' diversity of the national sports federations. DOI: 10.5281/zenodo.6851273



### 3.13. Books reports: International Conference ICMPEDS (IO13)

#### 3.13.1. Conference report book of abstracts: *The International Conference on Multidisciplinary Perspectives on Equality and Diversity in Sports (ICMPEDS)*

The [book of abstracts](#) (ISBN: 978-84-18321-32-0; DOI:10.26754/uz.978-84-18321-32-0) is intended to leave traces of the works of the International Conference on "[Multidisciplinary Perspectives on Equality and Diversity in Sports \(ICMPEDS\)](#)", organized by the GESPORT research group with the support of the Erasmus+ Program of the European Union, from 14 to 16 July 2021. The publication of the abstracts also allows those who have not followed the work of the conference to benefit from the debate that the latter has initiated regarding a wide range of issues related to gender issues in sport. The book therefore aims to be a long-term tool for disseminating the results of the conference and raising public awareness on the topics covered and in the GESPORT project in general. It is an intellectual product intended to be disseminated to the public in the widest possible sense and therefore not limited to the scientific community.

The book of abstracts includes all the abstracts accepted and presented in the International Conference (ICMPEDS) (Image 21). The acceptance of the abstracts was subject to a referee process by the members of the Scientific Committee of the Conference with the aim of excluding contributions that were not relevant to the objectives of the GESPORT project and to the topics covered by the Conference. The GESPORT research group also considered subordinating the publication of the abstracts to their actual presentation during the Conference to avoid any opportunistic behaviour and to ensure that each published contribution has actually given rise to a debate and exchange of ideas and opinions during the course of the Conference. Once the abstracts accepted but not actually submitted were excluded, 124 abstracts remained: 100 academic abstracts and 24 personal, professional, and institutional abstracts.

The volume was published in 2021 by the Servicio de Publicaciones. Universidad de Zaragoza, in the form of an e-book and is available for free download from the GESPORT project website at the link <https://gesport.unizar.es/it/book-of-abstracts/>. Also, the book of abstracts can be downloaded free of charge from the project website, from the [ZAGUAN](#) repository of the University of Zaragoza and from [ResearchGate](#).

Image 21 The conference report book of abstracts ICMPEDS



Conference report book of abstracts designer: Marta Burriel León

The prologue and information on the [plenary sessions](#) are reported in all project languages (Italian, English, Spanish, Turkish and Portuguese). The abstracts, divided into academic, professional, personal and institutional, are reported both in their original language and in English in order to promote the maximum possible dissemination of the contents.

Contributions cover a wide range of subject areas: Management, Marketing, Corporate Governance, Culture, Economics, Education, Ethics, Fine Arts, History, Labour Market Studies, Physical Education, Language and Inclusivity, Communication Sciences, Psychology, Religion, Sociology and Jurisprudence.

### *3.13.2 Conference book of papers: Multidisciplinary perspectives on equality and diversity in sports*

The conference book of papers "Multidisciplinary perspectives on equality and diversity in sports" (ISBN: 978-84-18321-44-3, DOI: 10.26754/uz.978-84-18321-44-3) is a collection of the best papers presented at the International Conference of the same name (ICMPEDS (Image 22, organized by the GESPORT research group with the support of the Erasmus+ Programme of the European Union, held from 14 to 16 July 2021. The book aims to be a long-term means of disseminating the scientific contributions that have emerged from the Conference. Therefore, unlike the book of abstracts, which is intended to raise public awareness and is aimed at the widest possible audience, the book of papers is specifically addressed to the scientific community and has the purpose of disseminating relevant results related to the topics of the Conference.

The GESPORT project team selected from all the academic abstracts presented during the conference, those

that presented the greatest scientific rigour and that were most relevant to the project's themes. This has resulted in less than 10% of accepted abstracts being identified as worthy of publication once developed into full papers. The authors of the selected abstracts were notified of the outcome of the selection by email at the end of April. The email contained the editorial rules to be followed for the full paper, indication of the deadline of June 15, 2022 for sending their papers in, and the request to communicate their adhesion or not to the initiative by May 2, 2022.

*Image 22 The book of papers. Conference report ICMPEDES*



Book designer: Marta Burriel León (2022)

Below is a summary of the selected abstracts published; some of them were not included, as they were in revision in some journals at the time of acceptance.

Author	Title
Danilo BOFFA*, Tiziana DI CIMBRINI*, Antonio PRENCIPE* and Christian CORSI* - * University of Teramo, Italia	Institutional context and corporate governance composition in gender-stereotyped sports organizations. Evidence from Italy
Gianluca ANTONUCCI*, Gabriele PALOZZI**, Irene SCHETTINI** and Michelina VENDITTI*  * University "G. d'Annunzio" Chieti-Pescara, Italia	Gender pay gap in professional sport: Are we looking at the moon or at the finger?
Anna DI GIANDOMENICO University of Teramo, Italia	Is the distinction between sports competitions by gender obsolete?
Shannon KERWIN and Jeremy RUTMAN  Brock University, Canada	Do values translate into action: Exploring a "commitment" to gender equality in sport

<p>María Pilar MARTÍN-ZAMORA y Remedios HERNÁNDEZ-LINARES</p> <p>*Universidad de Huelva, Spagna</p> <p>**Universidad de Extremadura, Spagna</p>	<p>Women and decision-making in sport. The case of Spanish professional football</p>
<p>Carmen Daniela QUERO CALERO, Lucia ABENZA CANO, Ana María GALLARDO GUERRERO, María José MACIÁ ANDREU, Juan Antonio SÁNCHEZ SAEZ, Francisco SEGADO SEGADO y Antonio SÁNCHEZ PATO</p> <p>Universidad Católica San Antonio de Murcia, Spain</p>	<p>Re (IN)novating Marketing Strategy Across Semi-professional Female Teams in Spain, European Project RINMSASFT</p>
<p>Paco GARCÍA TORREBLANCA*, Guillermo MORÁN GÁMEZ*, Gabriela NOGUEIRA PUENTES* e Mónica AZNAR CEBAMANOS**</p> <p>* Universidad de Cadiz, Spain</p> <p>** Universidad de Zaragoza, Spain</p>	<p>Soccer, economy and gender: Relationship between budget and sports results</p>

The volume was published in 2022 in the form of an e-book and is available for free download from the GESPORT project website, from the [ZAGUAN](#) repository of the University of Zaragoza, and from ResearchGate.

There are two press news items related to the book of abstracts:

["More than 300 people participate in the forum on equality in sport: The international congress receives 150 papers from various countries"](#) (Alicia Royo, *Diario de Teruel*, July 15, 2021).

["The congress on equality in sport is postponed"](#) (Isabel Muñoz, *Diario de Teruel*, April 16, 20).

### 3.14. Final report (IO14)

The final report aims to provide a better understanding of the different parts of the project. The book includes a summary of the project's main results, as well as its management and dissemination. It also explains the structure of the website to facilitate the search for information on the project. It contains links to each of the project's news items, multiplier events, other events, and videos. The book also has links to local and national newspapers, radio, and TV news about the project, from its launch to its completion, in the five countries involved.

All results can be accessed via the links and are freely available. This report also contains links to the project's social networks (Twitter, Instagram, YouTube and Facebook). Therefore, this final report is a guide that explains the intellectual outputs through a summary of each of them. In each intellectual product, there is a link to download all the books, articles, databases and the catalogue of logos.

This e-book is translated into the five languages of the project, and its references are as follows:

Corporate governance in sports organizations: A gendered approach. Final report. ISBN: 978-84-18321-53-5; DOI: 10.26754/uz.978-84-18321-53-5

Governança em organizações desportivas: uma perspectiva de género. Relatório Final ISBN: 978-84-18321-51-1; DOI:10.26754/uz.978-84-18321-51-1

La corporate governance nelle organizzazioni sportive: un approccio di genere. Report finale. ISBN: 978-84-18321-52-8; DOI: 10.26754/uz.978-84-18321-52-8

El gobierno corporativo en las organizaciones deportivas: un enfoque de género. Informe final. ISBN: 978-84-18321-54-2, DOI: 10.26754/uz.978-84-18321-54-2

Spor organizasyonlarında kurumsal yönetim: Cinsiyete dayalı bir yaklaşımı. SONUÇ RAPORU. ISBN: 978-84-18321-55-9; DOI:10.26754/uz.978-84-18321-55-9

## 4. DISSEMINATION

One of the important aspects of the project has been its impact and dissemination. At the local and regional levels the impact has been very high, as can be seen from the number of press news items in all participating countries. It has also had an impact on ten students who have been able to put their theoretical knowledge into practice in a real project. At the national level, numerous people from universities from the participating countries, especially with studies in sport, and also sports organizations, and other types of institutions, have participated in the activities, as explained below. Likewise, the project has had a great impact in Latin American countries, and countries on four continents. For the international conference we received papers from Germany, Argentina, Australia, Austria, Bolivia, Canada, Chile, China, Colombia, Costa Rica, Czech Republic, Finland, France, Greece, Guatemala, India, Italy, Jamaica, Mexico, Peru, Portugal, Slovenia, Turkey, the UK and Uruguay. And of course from Spain, practically all Spanish universities, and numerous sports organizations. Also in the [Summer Course](#) people from Spain, Brazil, Chile, Colombia, the Dominican Republic, England, France, Ireland and Peru, participated.



Both at the international conference and at the summer course, registration was free. In accordance with the regulations of the European Union, the participants in the events were from institutions other than the partners of the project, which are the following: University of Zaragoza (Spain), University of Teramo (Italy), University of Minho (Portugal), University of Leicester (UK) and Sakarya University (Turkey).

#### 4.1. Multiplier events

##### 4.1.1. International conference

The International Conference on Multidisciplinary Perspectives on Equality and Diversity in Sports 2021 (ICM-PEDS 2021) was organized online by the GESPORT project with the support of the Erasmus+ Programme of the European Union between 14<sup>th</sup> and 16<sup>th</sup> July 2021.

The partner participants were the University of Zaragoza, the University of Minho, the University of Teramo, Sakarya University, the University of Leicester, and the Antonio Gargallo University Foundation also collaborated. The webpage of the ICM-PEDS 2021 is available at <https://gesport.unizar.es/international-conference-2021/>. Other institutions collaborated in the programme (Image 23).

Image 23 The collaborating institutions



The first page of the conference programme is shown in Image 24. It can be downloaded from the project website at the following link: [Programme](#).

Image 24 The first page of the conference programme



Programme designer: Marta Burriel León

The ICMPEDS 2021 aimed to be an excellent forum for academics, researchers, practitioners, athletes, man-agers and professionals of federations, associations and sports organizations, and those otherwise involved in sport, to share and exchange ideas in different areas of sport-related equality worldwide. This conference also aimed to investigate the complexities attached to the following questions:

- i. What does gender openness mean in the context of sport in the 21st century?
- ii. What persists as gender closure in the same context?
- iii. What are the gender cultures that signify sport continuing to be defined by regimes that resort to a dominant masculinity embodied in a strong and athletic male body?

This conference focused on mapping gender relations in sport and its management by taking into account the different modalities, contexts, institutional policies, organizational structures and actors (e.g. athletes, spectators, media professionals, sport decision-makers and managers). It treated sport and its management as one avenue where gender segregation and inequality occur, but also adopts such a space that presents an opportunity for change and does so as a widely applicable topic whose traits and culture are reflected in organizations and work more broadly. While theoretical and empirical research papers were mainly accepted in the following fields, the content of the conference was not limited to them:

- Women representativeness in sports modalities and in sport organizational structures in different countries;
- Women and management accounting in sport organizations;
- The gender regimes that (re)produce different sports policies, modalities, and institutions in sport;
- The stories of resistance/conformity of women that already occupy different roles in sport contexts;
- The challenges and impact of conventional and new body representations in sports institutions and in-



cluding athletes of both genders;

- The discourses of masculinity in sport and its effect on women and men athletes;
- The emergence of nationalism and populist discourses in politics and government states and their impact on the (re)shaping of masculinity and femininity constructions in sport;
- The gendered transformations of the spectators' gaze in what concerns different sports modalities;
- The effects of new groups of sports spectators on gender relations in sport;
- The discourses in media and its participation in sports gender (in)equality;
- The impact of new technologies, and new practices of training/coaching in the bodywork and identities of athletes of both genders.

The conference included papers by academics, athletes, bachelors, masters and PhD students, consultants of the International Olympic Committee, policy decision-makers, workers in sports organizations, leaders of gender and LGBT communities, managers of federations, associations, and sports organizations, coaches, sports journalists, sports judges, and sports teachers worldwide.

The opportunity to make presentations was available at the conference with no registration fee. It was funded with the support of the Erasmus+ Programme of the European Union. Other institutions collaborated in the diffusion. First, the submitted abstracts were reviewed by members of the Scientific Committee for a rating of abstract quality and presentation content, and 141 abstracts were accepted. During the conference, a total of 122 abstracts were presented, that comprised 4 English, 4 Italian, 3 Portuguese, 75 Spanish and 10 Turkish academic abstracts, and 2 Italian, 5 English and 19 Spanish professional abstracts. The participants from over 20 countries made their academic and professional, personal and institutional presentations in 29 sessions. A total of 291 authors registered, plus 26 people without an abstract, which amounts to a total of 317 participants. Of these, 40 were people from the Project's partner institutions, and the rest from other institutions.

After a long process of reviewing each one of the summaries and checking aspects such as the use of inclusive language, or revision of the wording and coherence of each one of the summaries, a conference proceedings book was published with all presented abstracts, and publicized at <https://gesport.unizar.es/book-of-abstracts/>.

Additionally, the authors of selected abstracts were invited to write a paper to be published in an international book about corporate governance in the sports boards and gender equality.

In the [conference opening](#), Dr José MARTÍN-ALBO LUCAS (Vice-rector of the Teruel Campus, on behalf of the Rector of the University of Zaragoza), Dr Carmen PEÑA ARDID (Coordinator of the doctorate programme in Gender Relations and Feminist Studies, the University of Zaragoza), Prof. Luigi MASTRANGELO (Rector's delegate for sport and coordinator of the master in communication and politics for sports of the University of Tera-mo) and Prof. Cláudia SIMÕES (President of the School of Economics and Management, the University of Min-ho) each gave a speech about the relationship between sport and gender. In addition, the project coordinator, Dr Luisa ESTEBAN, the partner representatives of the project in the different countries, Dr Emilia FERNANDES, Dr Gonca GÜNGÖR GÖKSU, and Dr Tiziana DI CIMBRINI, provided information about the conference and the GESPORT project in Spanish, Portuguese, Turkish, and Italian.

9:45-11:00H

### MAIN CONFERENCE: PLENARY 1

Public policies on gender equality in sport and the strategic lines in the Higher Sports Council/ Políticas públicas en igualdad de género en el deporte, y las líneas estratégicas en el Consejo Superior de Deportes

Speaker: Dr. Nuria GARATACHEA.

"Former Vicechairwoman on high council of Sports in the Ministry of Education, Culture and Sport in Spain. Ass. Prof. University of Zaragoza/Ex Subdirectora General de Mujer y Deporte del Consejo Superior de Deportes, Ministerio de Cultura y Deporte de España. Profesora Titular de la Universidad de Zaragoza"



Programme designer: Marta Burriel León

Dr Nuria GARATACHEA VALLEJO (Image 25), former vice-chairwoman of the High Council of Sports in the Ministry of Education, Culture and Sport in Spain, made her presentation entitled, *Public policies on gender equality in sport and the strategic lines in the Higher Sports Council*, in Plenary 1. Nuria Garatachea Vallejo spoke about public policies on gender equality in sport and the strategic lines in the Higher Sports Council.

18:30-19:45H

### MAIN CONFERENCE: PLENARY 2

Women and equality: the everlasting back door/Mujer e igualdad: la sempiterna puerta de atrás.

Ms. Inés GONZÁLEZ DÍAZ.

"Vice president of the Royal Spanish Lifesaving Federation and first president of the Women and Lifesaving Commission / Vicepresidenta de la Real Federación Española de Salvamento y Socorrismo y primera presidenta de la Comisión Mujer y Salvamento y Socorrismo"



Programme designer: Marta Burriel León

In Plenary 2, Ms Inés GONZÁLEZ DÍAZ (Image 26), vice-president of the Royal Spanish Lifesaving Federation and first president of the Women and Lifesaving Commission, made her presentation entitled *Women and equal-ity: The everlasting back door*.

In addition, Dr Luisa ESTEBAN, Dr Emilia FERNANDES, Dr Gonca GÜNGÖR GÖKSU, and Dr Tiziana DI CIMBRINI conducted the special sessions to provide comprehensive information about all intellectual outputs of the GESPORT project in five languages. A person representing each country made a presentation of all the intellectual products in their language. The sessions were:

Language Topic Brussels Time 18:35-19:20	ENGLISH PLENARY 2 Intellectual Outputs Chair: LEICESTER UNIVERSITY REPRESENTATIVE GESPORT PROJECT: Corporate governance in sports organizations: a gendered approach
Language Topic Brussels Time 15:10-16	PORTUGUESE PLENARY 2 Resultados da Investigação Intelectual Chair: Dr. Emilia FERNANDES Projecto GESPORT: Governança corporativa nas organizações desportivas: uma abordagem género
Language Topic Brussels Time 11:45-12:30	ESPAÑOL PLENARY 2 Productos Intelectuales Chair: Dr. Luisa Esteban Salvador Proyecto GESPORT: Gobierno corporativo en organizaciones deportivas: un enfoque de género
Language Topic Brussels Time 11:10-12:05	ITALIAN PLENARY 2 Prodotti intellettuali Chair: Dr. Tiziana Di CIMBRINI Progetto GESPORT: Corporate governance nelle organizzazioni sportive: un approccio di genere
Language Topic Brussels Time 19:50-20:35	TÜRK PLENARY 2 Intellectual Outputs Chair: Dr. Gonca GÜNGÖR GÖKSU GESPORT + projesi: Spor organizasyonlarında kurumsal yönetim: cinsiyet yaklaşımı

The video of the presentation of the intellectual outputs in English can be seen [here](#).

Image 27 The context of the closing session of the ICMPEDS 2021

19:45-20:15H

**CLOSING SESSION OF THE CONFERENCE -  
ACTO DE CLAUSURA DE LA CONFERENCIA**

Dr. Alfonso Blesa. DIRECTOR FUNDACIÓN UNIVERSITARIA ANTONIO GARGALLO.  
Mr. Francisco DE DIEGO PAGOLA. Director General de Deporte del Gobierno de Aragón.  
Ms. Emma BUJ SÁNCHEZ. Alcaldesa de Teruel.

Spanish/Español: Dr. Luisa ESTEBAN SALVADOR  
Turkish/Türk: Dr. Gonca GUNGOR GÖKSU  
Italian/Italiano: Dr. Tiziana DI CIMBRINI  
Portuguese/Português: Dr. Emilia FERNANDES  
English/Inglés: LEICESTER UNIVERSITY REPRESENTATIVE



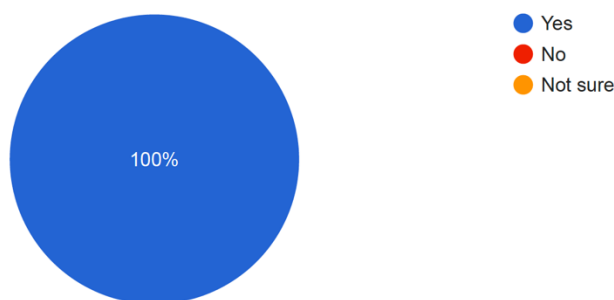
Programme designer: Marta Burriel León

In the closing session on 16<sup>th</sup> July 2021 (Image 27), Dr Alfonso BLESA (Director of Antonio Gargallo University Foundation), Mr Francisco DE DIEGO PAGOLA (Director General of Sport of the Government of Aragon) and Ms Emma BUJ SÁNCHEZ (Mayor of Teruel) gave their speeches. Also, Dr Luisa ESTEBAN, Dr Emilia FERNANDES, Dr Gonca GÜNGÖR GÖKSU, and Dr Tiziana DI CIMBRINI made their closing speeches in Spanish, Portuguese, Turkish, and Italian. At the end of the Conference, five satisfaction surveys were carried out on the approach. A total of 86 people responded to the evaluation survey (4 in English, 1 in Italian, 1 in Portuguese, 8 in Turkish, and 72 in Spanish).

The results of the surveys were highly rated, as can be seen from the resulting graphs. Below we present answers to questions 2 and 3 that refer to satisfaction and whether the people who responded to the survey would recommend the conference. When asked if the congress had met their expectations, in the case of Spain, 92.9% answered yes; respondents from the rest of the countries said that the congress had responded 100% to their expectations. Respondents in English came from Jamaica, Wales, India and Canada.

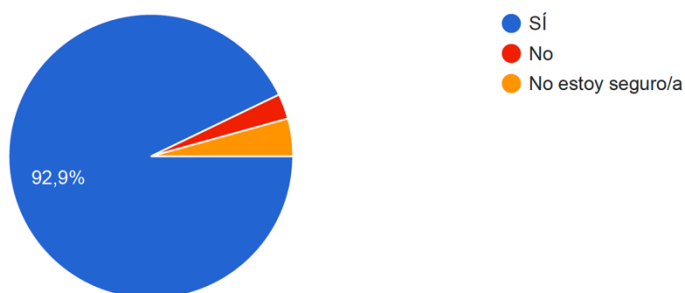
### 2. Did the Conference meet your expectations?

4 respuestas



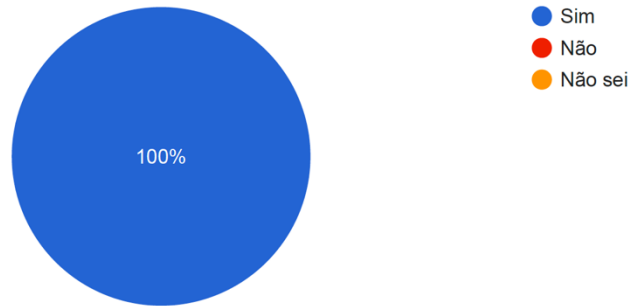
### 2. El congreso ha respondido a mis expectativas:

70 respuestas



## 2.2. A conferência correspondeu às suas expectativas ?

1 respuesta



## 2. Konferans beklentilerinizi karşıladı mı?

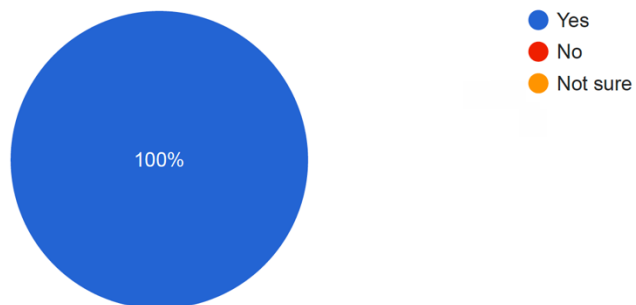
8 respuestas



When asked if they would recommend the conference to other people, in all countries the response was 100%, less the people who responded in Spanish, which was 92.8%.

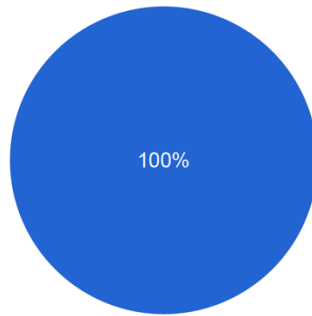
## 3. Would you recommend this conference to others?

4 respuestas



3. Bu konferansı başkalarına tavsiye eder misiniz?

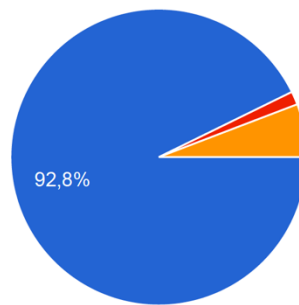
8 respuestas



● Evet  
● Hayır  
● Emin değilim

3. ¿Recomendaría ese congreso a sus conocidos/as?

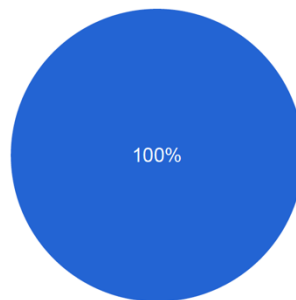
69 respuestas



● Sí  
● No  
● Tal vez

3. Consigliaresti questa Conferenza ad altri?

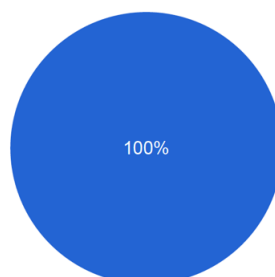
1 respuesta



● Sì  
● No  
● 3. Non sono sicuro

3.3. Recomendaria esta conferência a outras pessoas?

1 resposta



● Sim  
● Não  
● Não sei

In relation to privacy and the protection of personal data, and to ensure that online communication took place in a secure environment that respects the privacy of the individuals concerned, as well as the confidentiality of the data and information provided, the data protection office of the University of Zaragoza was asked for the necessary treatment to comply with data protection regulations, which was approved.

The following press news is related to the Conference:

- [“The congress on equality in sport is postponed”](#) (*Diario de Teruel*, April 16<sup>th</sup>, 2020).
- “Congreso internacional sobre perspectivas multidisciplinares en la igualdad y diversidad en el deporte. Fechas: del 7 al 9 de septiembre. Sede: Campus Universitario de Teruel” (*Diario de Teruel*, May 29<sup>th</sup>, 2020).
- [“More than 300 people participate in the forum on equality in sport. The international congress receives 150 papers from various countries”](#) (Alicia Royo, *Diario de Teruel*, July 15, 2021).

#### 4.1.2. Summer course

The face-to-face course, “Gender and Sport: Practices, Experiences and Challenges” (Image 28) was organized by the Antonio Gargallo University Foundation within the framework of the Teruel Summer University courses. The summer course was scheduled initially to include speakers from various countries, but due to the pandemic, it was reformulated and all speakers were Spanish. The objective of the summer course was to understand the current context of gender and sport, achieve gender equality objectives with respect to the Sustainable Development Goals (SDG) in line with the United Nations 2030 Agenda for the sustainable development of the European Union (EU) and the United Nations (UN). Accordingly, the SDG 5-Gender Equality objective aims to achieve gender equality and empower all women and girls. It also targets to ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (United Nations, 2015).

The event was attended by: the then vice-president of the Higher Sports Council of Spain, Dr Nuria Garatachea Vallejo; the former soccer player and soccer coach of the Valencia Club de Women’s Football, Andrea Esteban; the journalist editor of Sports at the EFE Agency and director of the website *Deporteymujer.com*, Lucía Santiago; the journalist and author of the book ‘Nosotras: Stories of the forgotten female sport’, Rubén Guerrero; and athletes and people from the world of sport, as can be seen in the diptych; also on the webpage of the Fundación Universitaria Antonio Gargallo.

Event date: September 9<sup>th</sup> to 11<sup>th</sup>, 2020

Number of teaching hours: 21

Number of ECTS credits awarded: 0.5

### September 9, Wednesday

#### Morning

8:30 to 9 a.m. Arrival and delivery of documentation.

9 to 9:30 a.m. Presentation of the course, and some results of the GESPORT project.

- 9:30 to 11 a.m. Inaugural conference 'Public policies on gender equality in sport, and the strategic lines in the Higher Sports Council'.  
Dr Nuria Garatachea Vallejo.
- 11 to 11:30 a.m. Break
- 11:30 to 12:30 p.m. 'Women in competitive sports'. Mrs Miryan Aguilar Martín.
- 12:30 to 2 p.m. 'We. For the equality and visibility of women in sport'.  
Mr Ruben Guerrero Castilla.

### **Afternoon**

- 4 to 6 p.m. 'Experience in strengthening women in the mountain sector through the Club Montañeras Adebán: Reality and future'.  
Ms Astrid García Graells, and Ms Blanca Uzuel Gastón.
- 6 to 6:30 p.m. Break
- 6:30 to 8:30 p.m. 'The other side of Sport'. Mrs Andrea Esteban Catalan.

### **September 10, Thursday**

#### **Morning**

- 9 to 11 a.m. 'Talent management in non-profit organizations: A reference to sports Entities'. Dr Ana Gargallo Castel.
- 11 to 11.30 a.m. Break
- 11:30 to 1:30 p.m. 'Sport, women and the media: From invisibility to the front pages'.  
Mrs Lucia Santiago Loira.

#### **Afternoon**

- 4 to 6 p.m. 'Radiography of women in sport: An impossible equation'.  
Ms Paloma Zancajo Selfa
- 6 to 6:30 p.m. Break
- 6:30 to 8:30 p.m. 'Round table: The new challenges in women's sport'.  
Moderator: Ms Lucía Santiago Loira  
Participants:



Ms Paloma Zancajo Selfa

Mr Nicolás Ferrer-Bergua Leese

Mr Miguel Rivera Rodríguez.

## **September 11, Friday**

### **Morning**

9 a.m. to 2 p.m. Hiking route through the Pinares del Rodeno to visit the shelters and cave paintings of Albarracín and practice zip line in Torres de Albarracín.

### **Speakers:**

Mrs Dr Nuria Garatachea Vallejo, General Deputy Director of Women and Sports of the Higher Sports Council, Ministry of Culture and Sports of Spain. Full Professor at the University of Zaragoza.

Mrs Lucia Santiago Loira, Journalist Editor of Sports in the EFE Agency and Director of the website *Deportey-mujer.com*.

Mrs Paloma Zancajo Selfa, Director of the magazine *Leaders* and Vice-president of the Association of Handball Players (AMBM).

Mrs Andrea Esteban Catalan, former soccer player and soccer coach of the Valencia Women's Soccer Club.

Mr Miguel Rivera Rodríguez, Coach of the Teruel Volleyball Club.

Mrs Dr Ana Gargallo Castel, Professor Doctor of the University of Zaragoza.

Mrs Astrid García Graells, member and founding member of the Montañeras Adebán Club.

Mrs Blanca Uzuel Gastón, member and founding member of the Montañeras Adebán Club.

Mrs Miryan Aguilar Martín, former judge of CV Teruel. Volleyball referee (line in Superliga). Physiotherapist.

Mr Nicolás Ferrer-Bergua Leese. Coach of the Mudéjar Rugby Club of Teruel, founder of the women's rugby team in Teruel and co-founder of the Zaragoza University women's rugby team.

Mr Rubén Guerrero Castilla, Journalist and author of 'Nosotras: Stories of forgotten women's sport'.

## Matriculación

La mayoría de los cursos de la UVT tienen descuentos específicos para estudiantes, desempleados y otros colectivos. La UVT se reserva el derecho de anular un curso si no se alcanza el número mínimo de alumnos fijados para el mismo. Cualquier incidencia al respecto, se comunicará a los interesados y se incluirá en la página web de la UVT. Así mismo, en esta página se incluirán las variaciones que se puedan producir desde el momento de esta impresión hasta el inicio del curso. La información completa sobre la normativa general se encuentra disponible en la página web, <https://fantonlogargallo.unizar.es/cursos>.

## Homologaciones

Las actividades de la UVT son homologadas por diferentes universidades y otras instituciones sanitarias y docentes. Para mayor información consultar nuestra página web.

## Alojamiento y desplazamientos

- Alojamiento en el Colegio Mayor Universitario Pablo Serrano. Información y reservas: <http://cmps.unizar.es>. Tels. 978 618 131 / 978 618 133
- Información sobre hoteles, hostales y pensiones de Teruel: <http://turismo.teruel.net>
- Alojamiento en otras sedes: consultar programa específico y web de la UVT.
- Desplazamientos: <http://www.estacionbus-teruel.com> <http://www.renfe.com>

## Información:

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## Miembros del patronato:

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Fundación "Mindán Manero", Calanda  
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Cátedra Térralls de Bioeconomía y Sociedad  
Fundación Conjunto Paleontológico de Teruel-Dinópolis  
Programa Erasmus+ de la Unión Europea

## Colaboradores:

ADRI Jiloca-Gallicanta  
Asociación Amigos de Gallicanta  
Asociación Cultural "El Morrón"  
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Sociedad Gestora del Conjunto Paleontológico de Teruel  
Tiebel S.Coop.  
Ronai Ibérica S.A.U.

## Género y deporte: prácticas, experiencias y desafíos



## DIRECCIÓN:

D<sup>a</sup> María Luisa Esteban Salvador, Profesora Titular de la Universidad de Zaragoza. Coordinadora del proyecto GESPORT.

## PROFESORADO:

Dña. Nuria Garatachea Vallejo. Subdirectora General de Mujer y Deporte del Consejo Superior de Deportes, Ministerio de Cultura y Deporte de España. Profesora Titular de la Universidad de Zaragoza.  
Doña Lucía Santiago Loira. Periodista redactora de Deportes en la Agencia EFE y directora de la web Deporteyemujer.com  
Doña Paloma Zancajo Selfa. Directora de la revista Líderas y vicepresidente de la Asociación de Jugadoras de Balonmano (AMBMB)  
D<sup>a</sup> Andrea Esteban Catalán. Exfutbolista y entrenadora de fútbol del Valencia Club de Fútbol Femenino.  
D. Miguel Rivera Rodríguez. Entrenador del Club Voleibol Teruel.  
D<sup>a</sup> Ana Gargallo Castel. Profesora Contratada Doctora de la Universidad de Zaragoza.  
D<sup>a</sup> Astrid García Graells, vocal y socia fundadora del club Montañeras Adebán.  
D<sup>a</sup> Blanca Uzuel Gastón, vocal y socia fundadora del club Montañeras Adebán.  
D<sup>a</sup> Miryan Aguilar Martín. Exjugadora del CV Teruel. Árbitro de voleibol (línea en Superliga). Fisioterapeuta.  
D. Nicolás Ferrer-Bergua Leese. Entrenador del Mudéjar Club de Rugby de Teruel, fundador del equipo de Rugby femenino en Teruel y co-fundador del equipo femenino de Rugby Universitario de Zaragoza.  
D. Rubén Guerrero Castilla. Periodista y autor de "Nosotras. Historias del olvidado deporte femenino".

## OBJETIVOS:

El objetivo del curso de verano es comprender el contexto actual en el que se enmarca el género en el ámbito del deporte, lograr objetivos de igualdad de género con respecto a los Objetivos de Desarrollo del Milenio (ODS) en línea con la agenda 2030 para el desarrollo sostenible de la Unión Europea y de las Naciones Unidas.

**Fechas:** del 9 al 11 de septiembre de 2020.

**Horas:** 21

**Lugar:** Campus Universitario de Teruel.

## HORARIO:

### Día 9 de septiembre miércoles

#### Mañana

8:30-9 h. Llegada y entrega de documentación  
9-9:30 h. Presentación del curso, y de algunos resultados del proyecto GESPORT  
9:30 h -11 h. Conferencia Inaugural "Las políticas públicas en Igualdad de género en el deporte, y las líneas estratégicas en el Consejo Superior de Deportes". D<sup>a</sup> Nuria Garatachea Vallejo.  
11-11:30 h. Descanso  
11:30-12:30 h. La mujer en el deporte de competición. D<sup>a</sup> Miryan Aguilar Martín.  
12:30-14 h. "Nosotras. Por la igualdad y visibilidad de la mujer en el deporte". D. Rubén Guerrero Castilla.

#### Tarde

16-18 h. Experiencia en refuerzo de la mujer en el sector de montaña a través del Club Montañeras Adebán. Realidad y futuro. D<sup>a</sup> Astrid García Graells, y D<sup>a</sup> Blanca Uzuel Gastón.  
18:30 h. Descanso.  
18:30-20:30 h. El otro lado del Deporte. D<sup>a</sup> Andrea Esteban Catalán.

### Día 10 de septiembre, jueves

#### Mañana

9-11 h. Gestión del talento en organizaciones sin fines de lucro: una referencia a las entidades deportivas. D<sup>a</sup> Ana Gargallo Castel.  
11-11:30 h. Descanso  
11:30-13:30 h. Deporte, mujer y medios: de la invisibilización a las portadas. D<sup>a</sup> Lucía Santiago Loira.

#### Tarde

16-18 h. Radiografía de las mujeres en el deporte: una ecuación imposible. D<sup>a</sup> Paloma Zancajo Selfa.  
18:30 h. Descanso.  
18:30-20:30 h. Mesa redonda. Los nuevos desafíos en el deporte femenino. Modera D<sup>a</sup> Lucía Santiago Loira.  
Participan:  
D<sup>a</sup> Paloma Zancajo Selfa.  
D. Nicolás Ferrer-Bergua Leese.  
D. Miguel Rivera Rodríguez.

## Día 11 de septiembre, viernes

### Mañana

9:00-14 h. Ruta senderista por los Pinares del Rodeno para visitar los abrigos y pinturas rupestres de Albaracín y práctica de tirolesa en Torres de Albaracín

## OBSERVACIONES:

Durante los días del Congreso se podrá visitar la exposición de los logos seleccionados en el concurso promovido desde el proyecto europeo ERASMUS+ Sport Collaborative Partnership Gesport, en la Sala de exposiciones del Edificio de Bellas Artes, en horario de 8 a 20 horas

## MATRÍCULA: Curso Gratuito

De acuerdo con la normativa de la Unión Europea, los y las participantes en el evento procederán de Instituciones distintas a las socias del proyecto, que son las siguientes: Universidad de Zaragoza, Universidad de Teramo (Italia), Universidad de Minho (Portugal), Universidad de Leicester (Reino Unido) y Universidad de Sakarya (Turquía).

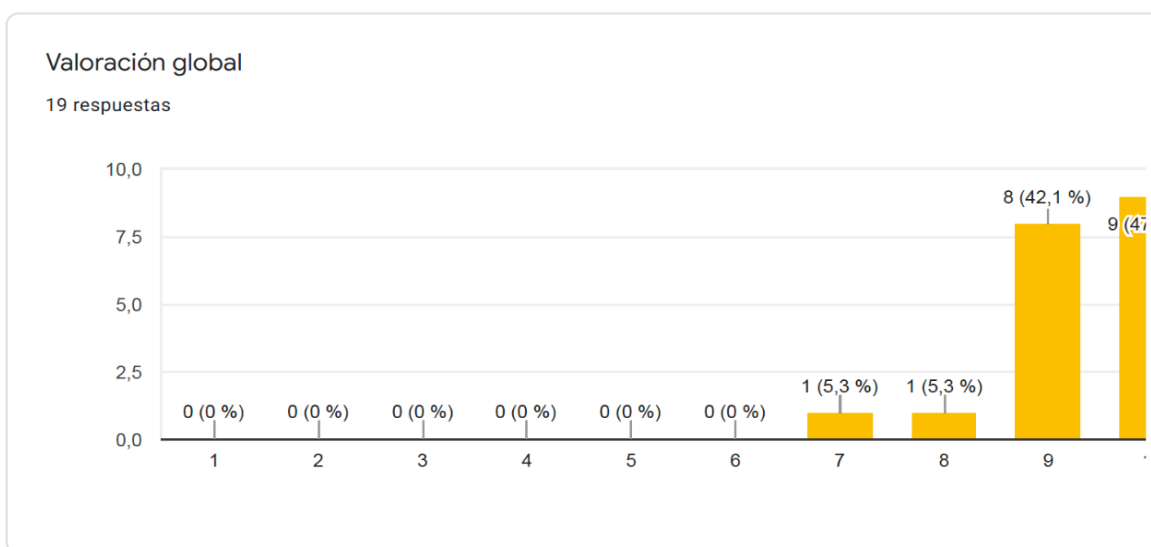
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The participants (a total of 47 people, of which 32 were Spanish and 16 foreigners), were given an attendance certificate; 0.5 European Credit Transfer and Accumulation System (ECTS) were recognized for the course at the University of Zaragoza.

At the end of the course, a satisfaction survey was carried out on the approach, organization of the course, and quality. A total of 19 people responded to the evaluation survey. The surveys were highly rated, as can be seen from the resulting bar chart below; 94.7% of respondents to the survey indicated that their main motivation was the subject of the course, the course content score was highly valued, 42% gave the maximum score: 10 out of 10, and 47.4% 9 out of 10.

Image 29 The Summer Course satisfaction survey



In the *Diario de Teruel* newspaper, three [press releases](#) were published, on four different days, related to the course and an interview on Radio Onda Zero.

- [“GESPORT’s course at UVT seeks gender equality in sport”](#) (El curso de GESPORT en la UVT busca la igualdad de género en el deporte) (Nuria Andrés, *Diario de Teruel*, August 15, 2020).
- [“The UVT reviews all areas of sport from a gender perspective”](#) (Miguel Ángel Artigas Gracia, *Diario de Teruel*, September 16, 2020).
- [“When a woman arrives at the sports press writing, her training is in doubt”](#) (Miguel Ángel Artigas Gracia, *Diario de Teruel*, September 16, 2020).

#### 4.1.3. Exhibition of logos, website, e-book and logo catalogue

During the days of the Summer Course, the project website (IO1), the project logo (IO2), the logo catalogue (IO3), and the e-book produced within the framework of the project (IO4) were disseminated in an exhibition held in the exhibition hall (Image 29) of the Fine Arts Building of the University of Zaragoza. It was possible to visit the exhibition of the logos selected in the contest promoted by the European project ERASMUS+ Sport Collaborative Partnership GESPORT, in the Exhibition Hall of the Fine Arts Building, from 8 a.m. to 8 p.m. during the days of the summer course.



## 4.2. Media news

Since the project began, numerous press interviews have been carried out, on radio, on Prensa and on television, in the different countries of the project. By country, one news item was published on the University of Leicester webpage in the UK, 5 in Portugal, 19 in Italy, 20 in Turkey and 30 in Spain. In the following sections we show each of the news items with the links to access them.

### 4.2.1. Italian news

- [UniTe, parità genere e sport \(Inabruzzo, January 25, 2018\).](#)
- [Più donne nel management sportivo: una ricercatrice teramana nel progetto Europeo \(Emmelle, January 25, 2018\).](#)
- [Università di Teramo: parità di genere nella governance delle organizzazioni sportive, ricercatrice della Facoltà nel progetto \(Radio L'Aquila, January 25, 2018\).](#)
- [Ricercatrice Unite in studio Erasmus+ sulla parità di genere \(Notizie D'Abruzzo, January 25, 2018\).](#)
- [Teramo, parità di genere nelle società sportive: ne parla una ricercatrice dell'Ateneo \(City Rumors, January 25, 2018\).](#)
- [Donne nel governo dello sport, ricercatrice dell'UNITE in un importante studio internazionale \(certastampa.it, January 25, 2018\).](#)
- [Donne nelle federazioni sportive: ricercatrice dell'Unite coinvolta nel progetto di studio \(quotidianolacittà.it, January 25, 2018\).](#)
- [Poche donne ai vertici dello sport \(il Centro, January 26, 2018\).](#)
- [Più donne nel management sportivo: una ricercatrice teramana nel progetto Europeo \(Emmelle.it, January 25,](#)

2018).

- Ricercatrice di Unite nel progetto su donne e sport (*La Città*, January 26, 2018).
- Concorso Erasmus più: vince Tiziana Di Cimbrini (*Il messaggero Abruzzo*, January 26, 2018).
- [Università di Teramo: parità di genere nella governance delle organizzazioni sportive, ricercatrice della Facoltà nel progetto](#) (Valentina Fagnani, *ilMartino.it*, January 29, 2018).
- [Parità di genere nella governance delle organizzazioni sportive: L'Università Di Teramo in un progetto di ricerca internazionale sostenuto dalla giba](#) (Giba.it, 8 February 2018).
- [Lega A1 Femminile 2017-18: la GIBA promuove il tema della parità di genere](#) (all.around.net, 3 February 2018).
- [Gender equality in sport governance: An international project supported by GIBA in Teramo](#) (Basket inside, 8<sup>th</sup> February 2018)..
- The first results of the project are presented (12<sup>th</sup> July 2018). VIDEO: [UNITE: presentati i dati del progetto gesport](#). Il gruppo di ricerca del progetto gesport ha concluso, lo scorso giugno, il suo primo semestre di attività e presenta il sito web ufficiale, il logo del progetto e i primi dati raccolti. (UNITE: GESPORT project data presented) (RETE8, July 12, 2018).
- Progetto gesport, le donne sono poco rappresentate nel mondo dello sport (GESPORT project, women are little represented in the world of sport) (12<sup>th</sup> July 2018). Certastampa.
- [Più donne ai vertici dello sport con il progetto dell'università](#). More women at the top of the sport with the University project (*il Centro*, July 13<sup>th</sup>, 2018).
- International competition for the logo of the GESPORT project for gender equality in sport" (10<sup>th</sup> April 2019). The Website of the University of Teramo.  
<https://gesport.unizar.es/it/university-of-teramo-gender-equality-in-the-governance-of-sports-organizations-researcher-of-the-faculty-in-the-project/>

#### 4.2.2. Portuguese news

- [UMinho researcher proposes gender equality in sports directorates](#) (Luis Moreira, *Jornal O Amarense*, July 9, 2019).
- [UMinho researcher promotes gender equality in sports directorate](#) (Luis Moreira, *Jornal O Vilaverdense*, July 9, 2019).
- [Investigadora da UMinho propõe igualdade de género nas direções desportivas](#) (Universidade do Minho, July 9, 2019).
- [UMinho researcher proposes gender equality in sports management](#) (*Jornal O Semanário*, July 8, 2019).
- [UMinho researcher proposes gender equality in sports management. BragaTV.](#)

#### 4.2.3. Spanish news

- [A program for equality in sports spaces is presented](#) (*Heraldo de Aragón*, January 13, 2018).
- Presentation of the European project GESPORT, in the campus of Teruel, the University of Zaragoza (16<sup>th</sup> January 2018). ECO DE TERUEL.
- [A European project on women in sports management starts in Teruel](#) (Isabel Muñoz, *Diario de Teruel*, January 17, 2018).
- VIDEO presentation of the project Press conference (VIDEO presentación del proyecto). (RADIO NACIONAL DE ESPAÑA, January 16<sup>th</sup>, 2018).
- [Interview Luisa Esteban Aragón RADIO](#). (Aragon RADIO, January 17<sup>th</sup>, 2018).
- [Interview Luisa Esteban National Radio of Spain](#) (Radio Nacional de España, January 18<sup>th</sup>, 2018).
- [Men rule sports organizations: several universities unite against inequality](#) (Elisa Alegre Saura, *ElDiario.es*, January 29<sup>th</sup>, 2018).
- [Teruel leads a European project with the aim of having more directives in sport](#) (Antonio Garcia, *Heraldo de Aragón*, February 3<sup>rd</sup>, 2018).

- The University of Zaragoza participates in a European project to promote gender equality in sports (The Web University of Zaragoza, March 1<sup>st</sup>, 2018).
- [The University of Zaragoza participates in a European project to promote gender equality](#) (*El Economista*, March 1<sup>st</sup>, 2018).
- [Teruel leads a European project for more directive in sport](#) (*El Periódico de Aragón*, March 2<sup>nd</sup>, 2018).
- [Teruel leads a European project for more directive in sport](#) (*La Vanguardia*, March 2<sup>nd</sup>, 2018).
- *El Heraldo de Aragón*. Entrevista a Luisa Esteban. Radio rebotica. CADENA SER RADIO. (March 2<sup>nd</sup>, 2018).
- [Concurso Internacional Diseño Logotipo proyecto Erasmus+ \(GESPORT\)](#). Página web Universidad Miguel Hernández.
- Last phase for choosing the logo of the European GEPSPORT project (*Diario de Teruel*, May 22<sup>nd</sup>, 2018).
- A website and a logo to give the greatest diffusion to the work (*Diario de Teruel*, August 13<sup>th</sup>, 2018).
- The United Kingdom and Spain have more women in the management of sports federation (*Diario de Teruel*, August 13<sup>th</sup>, 2018).
- GESPORT project publishes a book on women and sports institutions in March (*Diario de Teruel*, February 21<sup>st</sup>, 2019).
- [Members of the GESPORT group interview the President of the Sailing Federation](#) (*Diario de Teruel*, April 22<sup>nd</sup>, 2019).
- [GESPORT interviews ten women directors of Portuguese sports federations](#) (*Diario de Teruel*, August 22<sup>nd</sup>, 2019).
- The participation of women in governing bodies of the sports field is low (*Diario de Teruel*, November 2<sup>nd</sup>, 2019).
- [The congress on equality in sport is postponed](#) (*Diario de Teruel*, April 16<sup>th</sup>, 2020).
- Congreso internacional sobre perspectivas multidisciplinares en la igualdad y diversidad en el deporte. Fechas: del 7 al 9 de septiembre. Sede: Campus Universitario de Teruel" (*Diario de Teruel*, May 29<sup>th</sup>, 2020).
- [GESPORT's course at UVT seeks gender equality in sport](#) (*Diario de Teruel*, August 15<sup>th</sup>, 2020).
- The UVT reviews all areas of sport from a gender perspective (*Diario de Teruel*, September 16<sup>th</sup>, 2020).
- When a woman arrives at the sports press writing, her training is in doubt (*Diario de Teruel*, 16 de Septiembre de 2020).
- [More than 300 people participate in the forum on equality in sport. The international congress receives 150 papers from various countries](#) (Alicia Royo, *Diario de Teruel*, July 15<sup>th</sup>, 2021).
- The president of the Rowing Federation has great projects for this sport (*Diario de Teruel*, February 13<sup>th</sup>, 2022).
- GESPORT concludes that there are still few women in positions of sports federations (*Diario de Teruel*, June 2<sup>nd</sup>, 2022).
- Radio News ONDA CERO. The radio interview was conducted on 7<sup>th</sup> July 2022.

#### 4.2.4. Turkish news

- [Erasmus+ Projesi ile Sporda Cinsiyet Eşitliği Araştırılacak](#) (*Milliyet*, 26<sup>th</sup> January 2018).
- [Erasmus+ Projesi Başladı](#) (Haberlisin.com, 26<sup>th</sup> January 2018).
- [Sporda Cinsiyet Eşitliliği Araştırılacak](#) (Spor264 Haber, 26<sup>th</sup> January 2018).
- [Erasmus+ projesi ile sporda cinsiyet eşitliği araştırılacak](#) (*Habertürk*, 26<sup>th</sup> January 2018).
- [Erasmus+ projesi ile sporda cinsiyet eşitliği araştırılacak](#) (*Son Dakika*, 26<sup>th</sup> January 2018).
- [Erasmus+ projesi ile sporda cinsiyet eşitliği araştırılacak"](#) (Haberler.com, 26<sup>th</sup> January 2018).
- [Erasmus+ projesi ile sporda cinsiyet eşitliği araştırılacak](#) (*Bizim Sakarya*, 26<sup>th</sup> January 2018).
- [Erasmus+ projesi ile sporda cinsiyet eşitliği araştırılacak"](#) (İHA, 26<sup>th</sup> January 2018).
- [GESPORT Erasmus+ Spor Projesi Toplantısı](#) (SAU Haber, 11<sup>th</sup> February 2019).
- [GESPORT Erasmus+ Spor Projesi Toplantısı](#) (Medyabar, 12<sup>th</sup> January 2019).
- [GESPORT Erasmus+ Spor Projesi Toplantısı](#) (*Habertürk*, 12<sup>th</sup> February 2019).
- [GESPORT Erasmus+ Spor Projesi Toplantısı yapıldı](#) (Haberlisin.com, 12<sup>th</sup> February 2019).



- [GESPORT Erasmus+ Spor Projesi Toplantısı](#) (*Bölge Gündem*, 12<sup>th</sup> February 2019).
- [GESPORT Erasmus+ Spor Projesi Toplantısı](#) (*BursaHaberleri* 12<sup>th</sup> February 2019).
- [GESPORT Erasmus+ Spor Projesi Toplantısı](#) (*Karar*, 12<sup>th</sup> February 2019).
- [Erasmus+ Spor Projesi Toplantısı](#) (*IHA*, 12<sup>th</sup> February 2019).
- [GESPORT AB Projesi Kapsamında Kitap Yaymlandı](#) (*Facülte Haber*, 16<sup>th</sup> October 2019).
- [GESPORT AB Projesi Kapsamında Kitap Yaymlandı](#) (*SAU Haber*, 16<sup>th</sup> October 2019).
- [SAÜ'nün Katkılarıyla GESPORT Konferansı Başladı](#) (*SAU News*, 14<sup>th</sup> July 2021).
- [SAÜ'nün Katkılarıyla GESPORT Konferansı Başladı](#) (*Haberler.com*, 14<sup>th</sup> July 2021).

#### 4.2.5. English news

- [Gender equality in sports governance boards to be explored by University of Leicester researcher](#) (University of Leicester webpage, January 23<sup>rd</sup>, 2018).

#### 4.3. Other events

Other events are several attempts that were not planned initially but were conducted during the project period to increase the impact and dissemination:

- [Promotional Video](#) : This video was carried out during the Second Transnational Meeting of the project at the University of Teramo in July 2018. The video was made by Sergio Pipitone and Sergio De Angelis of the Press, Radio and Television Production Office of the Foundation of the University of Teramo. The video summarizes the moments of the Second Transnational Meeting that were dedicated to the dissemination of the project to the public. Specifically, after a panoramic view of the University of Teramo campus from above, it shows some moments of the press conference that the GESPORT Team held together with the Rector of the University of Teramo, Prof. Luciano D'Amico. Moreover, it shows the visit of the GESPORT project team to the recording studio of the Press, Radio and Television Production Office of the Foundation of the University of Teramo, as well as the radio interview that the GESPORT project team gave to the journalist and radio speaker Sergio Pipitone at Radiofrequenza, the radio of the University of Teramo. On the final page, the video shows the logos of all the participating institutions and the European Union.
- Presentation of the abstract "[Female Presidents in Sports Federations in Europe: A Comparative Study](#)" to the International Conference on Gender Research (ICGR19) hosted by Ipazia, the Scientific Observatory on Gender Issues at Roma Tre University, Rome, on 11<sup>th</sup> – 12<sup>th</sup> April 2019. The abstract is published on page 105 of the congress book. Emilia Fernandes presented it.
- The GESPORT team organized the Stream "[Mapping gender conformities, challenges and changes in sport and sport management: Policies, contexts, practices, actors, and interactions](#)" at the 11<sup>th</sup> International Critical Management Conference "[PRECARIOUS PRESENTS, OPEN FUTURES](#)". The Open University, Walton Hall, Milton Keynes, UK 27<sup>th</sup> – 29<sup>th</sup> June 2019. Charlotte Smith chaired this.
- The GESPORT team participated in the organizing and scientific committees for the sixth edition of its Languaging Diversity Annual Conference (LD6) which was held in the University of Zaragoza, Spain, at the Campus of Teruel, 25<sup>th</sup> -29<sup>th</sup> September 2019.
- The UK partner (Charlotte Smith) gave a keynote talk about the project in Bournemouth at an organized event on Women in Sport Governance on 5<sup>th</sup> December 2019.

- Presentation of the abstract “Exploring the presence of women in the national governing bodies of sports federations in 5 European countries” of the IKSAD 2020: World Women Conference in Ankara/Turkey on March 07-08, 2020. It was presented by Luisa Esteban. The abstract is on page 5 of the book.
- The GESPORT project was selected by the Higher Sports Council (CSD) of Spain to participate in the First Digital Seminar “Presentation and exchanges of Erasmus+ Sports projects led by Spanish organizations during the period 2016-2019”. Of the 702 sports awarded from 2016 to 2019 by the European Union to all European countries, Spain only received funding for 7.25% of all the selected projects (73 projects). Of these 73 projects, 12 were selected to participate in this event, which aimed to exchange good practices in Erasmus+ projects in Spain, detect problems and difficulties when presenting and selecting a project, and look at solutions to increase the ratio of Spanish projects. Each person in charge of their organization presented their project, highlighting the key aspects of its success. Later, a round table was held where obstacles in the processing and development of projects and possible solutions to these problems were discussed. The Conference is part of the Erasmus+ Infodays 2020 campaign. It was coordinated by the Young Sports Foundation and the CSD. Spain Moves collaborated. Among the participants was the Head of the Projects Area of the Higher Sports Council (CSD), the Director General, Spanish Agency for the Protection of Health in Sport (AEPSAD), General Director, Young Sports Foundation, the Head of the High Level Athlete Service – CSD, and an evaluator, advisor and coordinator of Erasmus+ projects. Presented by Luisa Esteban.
- The Basque School of Sport (Escuela Vasca del Deporte) invited the coordinator of the GESPORT project to make a presentation of some results of the project in the webinar “Physical activity, sports and gender perspective” with the title “Corporate governance in federations from a gender perspective”, organized by Jon Iriberry Berrosteigeta (December 17, 2020). Luisa Esteban presented it, and the video can be seen on [YouTube](#).
- Participation in the [Women’s Day](#) in Teramo (March 8, 2021). It was presented by Tiziana Di Cimbrini.
- Poster Presentation “Women in sports boards of five European countries: an exploratory sport “ [ICGR 2022:5<sup>th</sup> International Conference on Gender Research](#), in Aveiro, Portugal, 28 y 29 de Abril de 2022. It was presented by Emilia Fernandes.

## 5. TRANSNATIONAL MEETINGS

During the project implementation period, the project team organized several transnational meetings (TMs), both face-to-face and virtual. The dates of face-to-face TMs and hosting universities were mainly held according to the project application form. However, virtual meetings were organized taking into consideration the various conditions, such as participants’ working hours, course days, public holidays in each country, and so on. As a result, nine face-to-face TMs were held in the project countries, from January 2018 to June 2022. However, the participants from all partner universities did not join in some face-to-face meetings, as these meetings were held to conduct interviews with sports board members in the relevant countries. In these cases, people from the coordinating institutions and people representing the country in which the interviews and video recordings were carried out participated in order to maintain homogeneity in obtaining the results. Additionally, the 8<sup>th</sup> TM was conducted virtually because of the COVID-19 pandemic, but had face-to-face continuation for meetings related



to interviews once the pandemic allowed it. More information about the face-to-face meetings is presented below.

- i. **TM<sub>1</sub> (Kick-off Transnational Meeting):** The partner who organized the TM was the University of Zaragoza in Teruel (Spain). It was from January 15 to 19, 2018. Participants were: the project coordinator and two participants of this institution; the partner representative of the University of Minho in Portugal; the partner representative of Sakarya University in Turkey; the partner representative of the University of Teramo in Italy; and the partner representative of the University of Leicester in the UK.
- ii. **TM<sub>2</sub> (Second Transnational Meeting):** The host institution was the University of Teramo in Teramo (Italy). It was organized from July 10 to 13, 2018. Participants were: the project coordinator of the University of Zaragoza in Spain; the partner representative of the University of Minho in Portugal; the partner representative of Sakarya University in Turkey; the partner representative of the University of Teramo in Italy; and the partner representative of the University of Leicester in the UK.
- iii. **TM<sub>3</sub> (Third Transnational Meeting):** The host institution was the University of Leicester (UK). It was held from January 22 to 25, 2019. Participants were: the project coordinator of the University of Zaragoza in Spain; the partner representative of the University of Minho in Portugal; the partner representative of Sakarya University in Turkey; the partner representative of the University of Teramo in Italy; and the partner representative of the University of Leicester in the UK.
- iv. **TM<sub>4</sub> (Fourth Transnational Meeting):** The host institution was the University of Minho. It was held from July 9 to 12, 2019, in Braga (Portugal). Participants were: the project coordinator of the University of Zaragoza in Spain; the partner representative of the University of Minho in Portugal; the partner representative of Sakarya University in Turkey; the partner representative of the University of Teramo in Italy; and the partner representative of the University of Leicester in the UK.
- v. **TM<sub>5</sub> (Fifth Transnational Meeting):** The host institution was the University of Minho to conduct the interviews in Portuguese. It was held from July 15 to 19, 2019. Participants were the project coordinator and a participant of the project of the University of Zaragoza in Spain; and the partner representative of the University of Minho in Portugal.
- vi. **TM<sub>6</sub> (Sixth Transnational Meeting):** The host institution was the University of Teramo. It was held from January 30 to February 7, 2020, to conduct the interviews in Italy. Participants were the project coordinator and a participant of the project of the University of Zaragoza in Spain; and the partner representative of the University of Teramo in Italy. The continuation of the Sixth TM to record interviews was from March 17 to 18, 2022, in Italy. Participants were the project coordinator, the University of Zaragoza in Spain, and the partner representative of Teramo University in Italy.
- vii. **TM<sub>7</sub> (Seventh Transnational Meeting):** The host institution was Sakarya University in Turkey. It was held from March 2 to 10, 2020, to conduct the interviews. Participants were the project coordinator of the University of Zaragoza in Spain, and the partner representative of Sakarya University in Turkey. The continuation of the Seventh TM was from August 9 to 16, 2020, to conduct the interviews in Turkey.
- viii. **TM<sub>8</sub> (Eighth Transnational Meeting):** These were virtual TMs held from March 26 to April 9, 2020. The

first meeting was scheduled at the University of Leicester (the UK), but this face-to-face meeting was replaced by five virtual meetings on Skype due to the pandemic. Participants: 4 countries of the project: University of Minho (Portugal), Sakarya University (Turkey), University of Teramo (Portugal) and University of Zaragoza (Spain). The Eighth TM of the project had two parts. While the first part was a meeting with the above-mentioned institutions, the second part was a meeting between the University of Leicester and the University of Zaragoza to plan and carry out the interviews in the UK. The dates of the online transnational meetings were: March 26 to April 9, 2020 (26 March: 16:04-19:30; 31 March 17:15-19:30; 1 April 11:05-13:30; 2 April 15:02-19:00; 9 April 16:02-19:00). For the second part, the host university was the University of Leicester. It was held from April 11 to 13, 2022, to conduct the interviews in the UK. Participants were the project coordinator (the University of Zaragoza in Spain), the partner representative of the University of Leicester and a researcher from this University. They continued on May 10, 11, 19 and 20, and June 20-22, and the participants were the coordinator and the researcher from the University of Leicester.

- ix. TM 9 (Ninth Transnational Meeting):** The host institution was the University of Zaragoza in Teruel (Spain). It was held from May 24 to 26, 2022. Participants were: the project coordinator from the University of Zaragoza in Spain; the partner representative of the University of Minho in Portugal; the partner representative of Sakarya University in Turkey; the partner representative of the University of Teramo in Italy; the partner representative of the University of Leicester and a researcher from this University.

In addition to face-to-face TMs, 48 virtual meetings were organized on Skype and Google Meeting from January 1, 2018 to July 31, 2022. At the different meetings, responsibilities and tasks were distributed among the different partners to ensure the commitment and active contribution of all participating organizations. The coordinator of the hosting country had organized the agenda, the minutes, the signatures sheets, and had prepared and signed the certificates of attendance at the meetings. Also, each country had contributed its experience and expertise to enhance and disseminate the project. For example, at the Second TM in 2018 the host institution, the University of Teramo in Italy, through the Press, Radio and Television Production Office of the Foundation of the University of Teramo, produced a video presentation of the Project that can be viewed by clicking on [video](#).

## 6. SUSTAINABILITY

The activities and results achieved in the project's life will continue to be effective after the EU funding ends. The website will also continue to be active in the coming years and will provide open access to all the intellectual outputs of the project. All the results and intellectual outputs are publicized not only on the project website, but also on other platforms, such as Zenodo, ResearchGate, and Zagan. In addition, they will be disseminated on project social networks such as YouTube, Twitter and Instagram. When checking their download statistics on these platforms, there is a growing interest in the results and outputs from scientists from various countries. Therefore, use of the results is expected to be made in the future by stakeholders interested in the topic.

The two scientific articles about women and sports governance are being reviewed by prestigious scientific journals indexed on the Web of Science platform. If they are accepted, the coordinating university will fund the open access licenses. Additionally, the published books add value to the literature about the topic, catching the attention of scientists. Further, the project databases publicized on Zenodo might help other researchers while

conducting new studies about the topic in future. In addition, we are analysing all the video interviews conducted with the presidents, vice-presidents and women board directors, to write scientific qualitative articles focusing on the data produced in the interviews that contribute to advancing knowledge about gender equality in NSFs. These studies will be presented and discussed in specialized conferences to receive feedback and improve them before being published. We have planned to present three joint communications to international conferences co-financed with funds from another research project of the coordinating University.

After the end of the project, we will continue to disseminate the results in various forums. For example, the University of Rennes has invited the project coordinator to participate in the International Week of Social and Environmental Responsibility, in which all three Rennes 2 Masters in Applied Linguistics participate: ALPI (Latin America and Continental Spain), CREEA (Europe-Asia Trade and Economics) and MMI (International Management and Marketing). Workshops and conferences will be held from 24 to 28 October 2022 by researchers from partner institutions and representatives of public and private organisations. Following the lectures and workshops, Master 1 students are invited to work within the framework of a challenge pedagogy to design and present a research poster. In this context, a poster with all the results of the project will be produced. can be downloaded here: <https://sirse.sciencesconf.org>. Also the project will be presented at the Japanese university in the first week of April 2023 in the framework of an Erasmus KA107 project. Kwansai Gakuin University (KGU).

Another significant contribution is that the interviews' results will increase the awareness of women's under-representation in sports governance. The interviews revealed the real challenges women face on sports boards. The results might also guide politicians and decision-makers to accept measures, such as targets and quotas, to improve women's situation on sports boards, particularly in countries where these measures are unavailable.

## 7. CONCLUSIONS

The GESPORT project has achieved synergies between the fields of education, training, youth and sport by involving students in all phases of the project. From those students who won scholarships in transparent and competitive public competitions, to the 49 applicants (28 from Spain, 17 from Italy and four from the UK) who submitted their logos for evaluation, and the 1,780 people who voted for the choice of logos, seeking with their votes to raise awareness of women's participation in the corporate governance of sports organizations. The project has brought added value at the European level that could not have been achieved with activities carried out in a single country, and in all the outputs, both in the intellectual products that will be jointly produced in all countries, and in all the other events. The events and the dissemination of results, especially the summer course and the international conference, have reinforced the internationalization of the participating organizations and other institutions outside the European Union. In addition, GESPORT has involved diverse organizations, from the 137 board members of national sports federations who responded to the survey, and the 52 women presidents, vice-presidents and board members of national sport federations from the five member countries who have been videotaped to tell their experiences. But in addition to representatives of sports associations and federations, the aforementioned multiplier events have also involved people from universities from practically every continent, representatives of local governments, such as the Director General of Sport of the Government of Aragon, who participated in both the summer course and the international conference; and Dr Nuria GARATACHEA VALLEJO, former Vice-chairwoman of the High Council of Sports in the Ministry of Educa-

tion Culture and Sport in Spain, made her presentation entitled, *Public policies on gender equality in sport and the strategic lines in the Higher Sports Council*, in the International Conference and in the Summer Course. Sportsmen and sportswomen have also contributed, such as the former soccer player and soccer coach of the Valencia Club de Women's Football, Andrea Esteban; the journalist editor of Sports at the EFE Agency and director of the website *Deporteymujer.com*, Lucía Santiago; the journalist and author of the book *Nosotras: Stories of the forgotten female sport*, Rubén Guerrero; and other athletes and people from the world of sport. In addition, the Spanish Sports Council selected the GESPORT project to take part in the First Digital Seminar "Presentation and exchanges of Erasmus+ Sports projects" led by Spanish organizations during the period 2016-2019. In the same way, people attending various international gender conferences at which we presented previous versions of the two scientific articles have contributed to improving them.

The project has therefore involved an appropriate diversity of participating and complementary organizations with the necessary profile, experience and expertise to successfully carry out all aspects of the project. In addition, the international logo competition and the exhibition of the logo catalogue have served to raise awareness of women's participation in decision-making in sports organizations.

Moreover, five presentations were organized at the international conference, one in each language of the project, to present all the intellectual outputs completed or pending; at the Summer School the completed project outputs were presented at the presentation and the exhibition of the logo catalogue was organized.

After contextualizing the sport gender quotas regulations at the countries under research, the findings reveal that sports considered feminine or highly feminized tend to positively reinforce women in decision-making, especially in the countries with gender quotas. However, this relation is only verified by the accessibility of women to the sports boards as members and not to the presidency or vice-presidency roles. The project contributes to extending the knowledge about gender equality and sports boards, and to discussing women discrimination in the top positions of sport.

This project explored the composition of sports boards in the NSFs within Italy, Portugal, Spain, Turkey, and the UK, to provide an overview of the presence of women in NSFs. To this end, we have summarized women's representation in these bodies, in absolute and percentage terms, as members of the sports boards and in the roles of president and vice-president. According to the general results, it is clear that low participation of women on the sports boards of the federations occurs in all five countries. Moreover, we have observed that no board consisted solely of women, unlike many boards made up only by men. On the other hand, our analysis shows interesting differences among the five countries. In the explorations of the board members and the roles, two countries emerge, one with better performance in terms of gender equality, and the other with less performance in terms of female presence on the sports boards. However, the two groups show a different composition regarding the roles investigated.

Concerning the exploration of the roles of board members, the better performance group in terms of gender equality consists of the UK and Spain. In more detail, Spain slightly exceeds the UK by taking the number of women on the boards as a reference variable. In contrast, if we take the relative weight/number of one (or more than one) woman on each board, the UK exceeds Spain because of the smaller size of the sports boards in the Anglo-Saxon country than in Spain as a continental country.

On the other hand, Italy, Portugal, and Turkey belong in the less-performing group in terms of gender equality where there is no sports board on which the percentage of women equals or exceeds that of men. This result re-reflects, to some extent, the current situation concerning the gender quotas regulation in each country. Out of the five countries analysed, the UK had mandatory gender quotas on the sports boards during the period examined; and in Spain, if specific gender quotas are not met, although the quotas are not required, NSFs cannot access subsidies from the Higher Sports Council. These two circumstances have probably influenced the positioning of the two countries within the better performing group, conditioning the percentage composition of the NSFs' boards. As the two better performing countries show the maximum percentage of women on the same boards, we also observe that they refer to NSFs devoted to feminine sports such as Netball in the UK (85.71%) and Sport Dancing and Gymnastics in Spain (77.78%). Netball is usually perceived as a feminine sport (Sobal & Milgrim, 2019) or a women's game (Broomhall, 1994). According to Metheny's (1965) categories, Gymnastics was one of the permissible sports for girls and defined as a female-appropriate sport (Morano et al., 2020; Riemer & Visio, 2003), or as simply a feminine sport (Plaza et al., 2017; Sobal & Milgrim, 2019). Moreover, the UK's sports with the second-highest number of female board members, Dance and Horse-riding, are mostly associated with the female gender by the literature (Plaza et al., 2017; Sobal & Milgrim, 2019). Thus, it is difficult to justify these high percentages of female presence without referencing the gender stereotypes concerning these sports.

Neither the less-performing countries, Italy, Portugal, and Turkey have any mandatory gender quotas during the first period of gathering data, nor do they impose penalties in the event of the unbalanced composition of the sports board. The Italian Government enacted the gender quota in NSFs at the end of 2018, and its impact is not included in the first horizon under investigation. Interestingly, the sports, including the highest number of female members on boards in the second group, are not gender-stereotyped as feminine according to the common feeling of the countries belonging to the second group, except for the Portugal Sport Dancing Federation. In the second stage of data collection, which was the first half of 2022, it was observed that quotas in Italy led to an increase of women on Italian boards. Although this result needs further investigation, it may also be commented that more accessibility by women to the sports boards is directly not related to the feminine stereo-typing of the sport in the absence of gender quotas. Moreover, we can speculate that the presence of women in leading positions is not directly related to moving NSFs to gender equality cultures. The continuous presence of women in such positions may be considered an effect of such changes towards gender equality.

Concerning the exploration of female presidents, in the first period analysed, the UK (22.4%), Turkey (4.8%), and Spain (4.5%) are in the better-performing group in terms of female presidents, but Portugal (3.5%) and Italy (1.8%) appear in the less-performing group. Four years later, changes have been observed in the federations presided over by women. For example, in Italy in 2022, there are two federations presided over by women. In Portugal, the two federations chaired by women in previous years leave their positions as presidents, and three new women presidents are three women presidents. Interestingly, in the UK the number of female presidents was 13 in 2018 and, although there have been changes to this composition, the overall number of female presidents remains 13 in 2022. Therefore, we have observed some important differences from the UK compared to continental European countries and Turkey. For example, although Turkish NSFs have a small number of women, there are three female presidents on the sports boards.

In terms of vice-presidency positions, in 2018 the UK and Portugal show the better-performing countries, while Italy, Spain, and Turkey are held in the less-performing group with fewer women vice-presidents, while in 2022, the number of female vice-presidents increases in Turkey, Italy and Spain, while it decreases in Portugal and the UK. Perhaps the most high-profile change since 2018 has been with the Football Association changing from a chairman to a chairwoman. This is remarkable because it is the oldest board in the country. Football is one of the most watched and highest spectator sports in the UK, it has traditionally been considered a male sport, and there has been a large increase in female participation in football, viewership, success and general research trends (Okholm Kryger et al., 2021).

Regarding the positions in the NSFs that do not require quotas, such as those of president and vice-president, the results show that although the UK has more women than the other four countries, the numbers of women in these roles are still low in all countries. Therefore, we can affirm that in positions that do not require quotas, female presence is generally less. In the case of presidency, we agree with Valiente (2022, p. 1032) when she states, "Undoubtedly, a quota regulating elected positions would have been more difficult to implement because this quota affects electoral processes implicating the whole sports organisation". Still, other factors could affect their eligibility, such as discriminatory norms, values, institutional practices, attitudes, gender stereotypes, education, networks/contacts, resources, and family ties with influential people in the federation. Interestingly, the female presidency and vice-presidency of the NSFs in the five countries do not directly regard female gender-typed sports. In addition, considering the overall presence of female presidents and vice-presidents, the results show that women may find more obstacles than men in reaching top positions, also in those usually regarded as feminine sports.

The general results of the study highlight that female gender-typed sports do not in themselves have the ability to promote a better position for women in their governance unless somehow supported by gender quotas. Literature focused on the sex-typing of sports showed that gender division in sports tended to resist through time and gender policies adopted at the national or European level (Klomsten et al., 2005; Morano et al., 2020; Plaza et al., 2017) Specifically, some types of sports such as Dancing and Gymnastics are traditionally considered to be related to hegemonic femininity (Plaza et al., 2017; Sobal & Milgrim, 2019). Nevertheless, our results show that the sports considered as feminine or highly feminized reinforce women in the decision-making positions only in the countries putting in practice gender quotas, and only in the simple access to the governance of the sport. However, they do not highly affect women's reaching the roles of presidency or vice-presidency. This circumstance leads to two kinds of reflections. First, the presence/absence of gender quotas could interact with the gender stereotyping of sports in some, still, hidden mechanisms. Second, the mechanisms underlying the potential for access to the roles of president or vice-president are not sensitive to the gender stereotyping of sports. So both of them need to be researched further.

For 2018, respectively Italy, Portugal, and Turkey had 13.67%, 10.92%, and 4.09% female members on their sports boards. Although Spain and the UK reached the target with 30.24% and 36.34%, some NSFs did not achieve the goals set by both the IOC (2005) and the EU (2014). On the other hand, the crucial changes, including establishing gender quotas and drafting the sports law in Italy, were implemented in 2019. In 2022, we found that the lowest average percentage of female members is in Turkey, 7.76% followed by Portugal, 15.10%, and then Italy 28.57%. Both Turkey and Portugal have improved compared with the 2018 results.

However, without a doubt, Italy is the country that has had the greatest increase in the percentage of women, undoubtedly due to the regulations on quotas. The two countries with the highest percentage of women on the boards in 2022 are Spain 38.60%, and the UK 38.21%.

The findings show that three of the five countries analysed are far from achieving IOC's goal of having at least 30% 2020, of women in its decision-making bodies; and none meet the European Commission's (2014) target of a minimum of 40% of women and men on sports boards. So, it is expected that their effects will reflect increasing numbers of women on the boards and their roles in the governance of NSFs. Such regulations in better-performing countries should be a good example for the less-performing countries. Future researchers will find it interesting to explore how the scenarios examined in this study evolve.

The GESPORT project also contributes significantly to the United Nations 2030 Agenda and the Sustainable Development Goals and in particular to SDG 5-Gender Equality and Women's Empowerment for the promotion of equality between men and women.

The project has served to have a better understanding of the representation of women on the sports governing boards of the NSFs. In this way, and especially through interviews with women leaders in sports organizations, the project has served to identify what gender policies can be proposed and improved, both by the EU and by individual member countries, to increase women participation in leadership positions. Making visible the experiences of women in the field of sport, their roles on the boards of directors, the problems and the limitations they face in their daily professional lives, can help other women to better manage their careers in the contexts where the decision-making process is driven, especially on the boards of directors.

The results of the project will help women who currently hold positions of responsibility in sports organizations to share their experiences and their vision on the issue of the project. Moreover, it will benefit sportswomen who want to get involved in the governance of sports organizations. The experiences of female directors can help other women to more directly focus their professional careers. In addition, the project will benefit other stakeholders involved in sport by allowing them to become aware of the limited presence of women in the process of making strategic decisions, especially politicians.

Finally, all of the aims of the project have been achieved, given that the results provide useful information to other institutions interested in the topic of gender and how to improve good governance in sports organizations. For example, the information could be useful for developing the policies and programmes of the European Union, or the international Olympic committees of each country. To our knowledge, there has been no project that has interviewed and videotaped the most influential women in European sports federations, so the project has been innovative and has contributed to the knowledge of the practices of the individuals and NSFs involved.

## **8. FURTHER RESEARCH**

### **8.1. COVID-19 impact on sports and sport governance**

It would be amiss not to mention the global pandemic of COVID-19 further. In some respects, the GESPORT project was lucky in that we collected a substantial body of secondary data in 2018 and 2019 from NSFs' databases before the pandemic spread and lockdowns and social distancing became necessary. Whilst there were some delays to the second stage of empirical data collection (surveys) – there was considerable uncertainty as



The biggest impact of the pandemic was the delayed completion of in-person video interviews which were prohibited due to travel restrictions across the countries, and social distancing guidelines upon arrival. However, these have all now been completed for each of the five countries, with 52 interviews conducted.

Regrettably, due to the COVID-19 pandemic and the associated concerns, we had to restructure the summer course in Teruel. It was very disappointing for the whole team, as we had made all the contacts and designed the course programme. We had to reschedule the sessions due to the mobility difficulties of speakers from other countries caused by the pandemic, and the impossibility of travel for the people who were going to participate as speakers; but despite this, there was significant international participation. Another impact of the pandemic was on the International Conference, which after being rescheduled several times was finally decided to be held online in the five languages of the project. Perhaps because it was held in this format, and in all languages, the number of participants exceeded all expectations.

Nevertheless, the pandemic has presented serious complexity and uncertainty for industries across the globe, with sport and leisure organizations being no exception (Byers et al., 2022). The global disruption of sport participation and events is evident; however, there is much less insight into how NSFs and their governance have been impacted. In broader society, women had a greater reduction in hours, increased home and care duties, and Bowes et al. (2021) speculate that the same effects are felt in sport. It is therefore important to keep a close eye on the short- and longer-term impact of COVID-19 on sports governance.

## **8.2. Other bastions of inequality in sport**

Gender is certainly not the only bastion of inequality in sport, with other interlocking oppressions based on race and social class (Bowes et al., 2021) women's sport was reported as being on the rise. Increased participation rates, media coverage, investment and support were evident. Following the spread of COVID-19 across the globe, which halted most forms of competitive sport, there were repeated concerns about the future of women's sport. This research aims to document elite sportswomen's perceptions of the state of women's sport pre-COVID-19 and the possible impact moving forwards. Research methods: Ninety five responses from an online, anonymous, qualitative questionnaire completed by elite sportswomen mainly based, in the UK, on the impact of COVID-19 on women's sport were collected. Data were subject to a thematic analysis, to determine key concerns, and the frequency data of responses were quantitatively recorded. Results and findings: Most sportswomen felt that women's sport was on an upward trajectory, but many juxtaposed that against inequality compared to men's sport in terms of media coverage and finance. There were concerns that the subordinate position women's sport, with less resources and support, will have severe implications post-COVID-19. However, there were considerations that a pause in sport would allow for personal development, increased participation upon sports return and space for a reconfiguration of sport. Implications: Those involved in sport are encouraged to think more critically about progress narratives in women's sport. We caution that these hide perpetual, structural and symbolic inequalities and propose that they are positioned more coherently within wider gender equity agenda. This is a process that will require widespread cultural change. Bowes et al., 2021. Future work should conduct a substantive review of broader issues of diversity and inclusion, especially focusing on BAME, and people with disabilities and long-term health conditions.



### 8.3. Gender equality in amateur sport

Whilst we have focused on the highest level of sports governance in national federations, going forward it is important to explore the broader picture in amateur sports boards. Often the NSFs we have included for study receive the highest amount of government funding and are in the public spotlight and under pressure to demonstrate equality at least in theory amongst their boards of directors. Lower level and amateur sports boards do not receive the same amount of funding and are often not under the same pressure to “perform” to quotas, therefore the outlook for equality may present a different picture to that found in this project.

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We also want to thank all the people who are part of the boards of directors and who have responded to the questionnaires to give us their opinions; since knowing their testimonies we are sure that we will advance towards equality.

In the same way, we want to thank all the people who have made it possible to carry out the multiplier events such as the Summer Course and the International Conference. We thank each and all the participants, since without you this congress would not have made sense. In a special way, we want to thank all the people who have been part of the scientific committee and the organizing committee of the International conference.

It is also necessary to mention the involvement of the students, whose participation has served to create synergies between different areas of education, training, youth and sport.

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Appendix 1 Number of female board members by federations by country 2018

Total women	Sport	Country	Total women	Sport	Country
8	England Netball	UK	1	Basketball	Italy
7	Sports Dancing	Spain		Sport Fishing and Diving	Italy
	British Equestrian	UK		Swimming, Water Polo, Dips	Italy
	Exercise Movement and Dance UK	UK		Sailing	Italy
6	Athletics	Spain		Judo, Sport Fighting, Karate, Martial Arts	Italy
	Gymnastics	Spain		Dance	Italy
	England Handball	UK		Golf	Italy
	Rounders England	UK		Rugby	Italy
5	Chess	Spain		Winter Sport	Italy
	Bowling	Spain		Boating	Italy
	Sports for People with Physical Disabilities	Spain		Archery	Italy
	Hockey	Spain		Fencing	Italy
	Kickboxing and Muay Thai	Spain		Handball	Italy
	Swimming	Spain		Triathlon	Italy
	Canoeing	Spain		Boxing	Italy
	Triathlon	Spain		Canoe, Kayak	Italy
	Sailing	Spain		Water-Skiing, Wakeboarding	Italy
	Archery GB	UK		Sports Medicine	Italy
	British Fencing	UK		Wheelchair Basketball	Italy
	British Gymnastics	UK		Sport for Blind and Partially Sighted People	Italy
	British Orienteering	UK		Paralympic Table Football	Italy
	England Golf	UK		Badminton	Portugal
	Pentathlon GB	UK		Billiards	Portugal
	Sport Resolutions	UK		Camping and Mountaineering	Portugal
	Swim England	UK		Colombophilia (Pigeon Racing)	Portugal
Table Tennis England	UK	Corfebol (Korfball)		Portugal	
4	Football	Italy		Sports for the Disabled	Portugal
	Athletics	Italy		Football	Portugal
	Badminton	Italy		Golf	Portugal
	Sport Dancing	Portugal		Hockey	Portugal
	Aeronautics	Spain		Judo	Portugal
	Badminton	Spain		Karate	Portugal
	Handball	Spain		Amateur Fights	Portugal
	Boxing	Spain		Swimming	Portugal
	Sports for People with Intellectual Disability	Spain		Orientation	Portugal
	Sports for the Blind	Spain		Skateboard	Portugal
	Sports for People with Cerebral Palsy and Acquired Brain Damage	Spain		Modern Pentathlon	Portugal
	Winter Sports	Spain		Sport Fishing	Portugal
	Fencing	Spain		Rowing	Portugal
	Football	Spain		Rugby	Portugal
	Weightlifting	Spain		Table Tennis	Portugal
	Motorcycling	Spain		Archery	Portugal
	Paddle Boarding	Spain		Sailing	Portugal
	Skating	Spain		Galgos (Greyhound Racing)	Spain
	Petanca (Boules)	Spain		Automobile Sports	Turkey
	Rugby	Spain		Underwater Sports	Turkey
	Surfing	Spain		Sailing	Turkey
	Shot to Flight	Spain		Shooting and Hunting	Turkey
	Volleyball	Spain		Baseball, Softball, Protected Football And Rugby	Turkey
	Chess	Turkey		Equestrian Sports	Turkey
	Badminton England	UK		Bicycle	Turkey
	Basketball England	UK	Ice Hockey	Turkey	
	Boccia UK	UK	Ice Skating	Turkey	
	British Athletes Commission	UK	Gymnastics	Turkey	
	British Para Table Tennis	UK	Dancing	Turkey	
	British Rowing	UK	Emerging Sports Branches	Turkey	
	British Shooting	UK	Sled	Turkey	
	British Swimming	UK	Modern Pentathlon	Turkey	
	England Athletics	UK	Motorcycle	Turkey	
	England Lacrosse	UK	Curling	Turkey	
UK Coaching	UK	Volleyball England	UK		
3	Weightlifting	Italy	0	Tennis	Italy
	Roller Hockey, Skating	Italy		Motorcycling	Italy
	Sports for Disabled	Italy		Bowling	Italy
	Tennis	Portugal		Tae Kwon Do	Italy
	Underwater Activities	Spain		Shooting Sport	Italy

	Motoring	Spain	Motoring	Italy
	Basketball	Spain	Squash	Italy
	Baseball and Softball	Spain	Aviation	Italy
	Billiards	Spain	Hunting Weapons	Italy
	Hunting	Spain	Motorboating	Italy
	Cycling	Spain	University Sports	Portugal
	Colombiculture (Pigeon Breeding)	Spain	Underwater Activities	Portugal
	Colombofila (Pigeon Racing)	Spain	Aircraft Modeling	Portugal
	Sports for the Deaf	Spain	Aeronautics	Portugal
	American Football	Spain	Martial Arts	Portugal
	Golf	Spain	Athletics	Portugal
	Equestrian	Spain	Mptoring and Karting	Portugal
	Judo	Spain	Canoeing	Portugal
	Karate	Spain	Cycling	Portugal
	Olympic Wrestling	Spain	Checkers	Portugal
	Mountaineering and Climbing	Spain	Equestrian Sports	Portugal
	Jet.Skiing	Spain	Winter Sports	Portugal
	Orientation	Spain	Motorcycling	Portugal
	Ball	Spain	Motorboating	Portugal
	Fishing and Casting	Spain	Parachuting	Portugal
	Polo	Spain	Sport Fishing In High Seas	Portugal
	Rowing	Spain	Petanca (Boules)	Portugal
	Salvation and Socorrism (Lifeguard, Rescue)	Spain	Surfing	Portugal
	Squash	Spain	Shot	Portugal
	Tae Kwon D o	Spain	Shooting with Hunting Weapons	Portugal
	Tennis	Spain	Free Fly	Portugal
	Table Tennis	Spain	Chess	Portugal
	Shot with Arc	Spain	Speleology (Caving)	Spain
	Swimming	Turkey	Archery	Turkey
	Angling	UK	Scholl Sports	Turkey
	Boccia England	UK	Special Sport	Turkey
	British Cycling	UK	Water Polo	Turkey
	British Judo	UK	Tae Kwon Do	Turkey
	British Triathlon	UK	Tennis	Turkey
	British Water Skiing and Wakeboard	UK	Triathlon	Turkey
	British Weightlifting	UK	University Sports	Turkey
	British Wrestling	UK	Bodybuilding Fitness	Turkey
	British Canoeing	UK	Wushu (Kungfu)	Turkey
	England Hockey	UK	Athletics	Turkey
	England Squash	UK	Badminton	Turkey
	GB Basketball	UK	Basketball	Turkey
	GB Wheelchair Basketball	UK	Billiards	Turkey
	Lawn Tennis Association	UK	Bocce Bowling and Darts	Turkey
	Royal Yachting Association	UK	Boxing	Turkey
	Rugby Football League	UK	Mountaineering	Turkey
	Rugby Football Union	UK	Fencing	Turkey
	Snowsport England	UK	Traditional Sports Branches	Turkey
	Wheelchair Rugby GB	UK	Golf	Turkey
2	Volleyball	Italy	Wrestling	Turkey
	Gymnastics	Italy	Weightlifting	Turkey
	Equestrian Sports	Italy	Handball	Turkey
	Cycling	Italy	Sports for Everyone Federation	Turkey
	Baseball, Softball	Italy	Hockey	Turkey
	Skeet/Clay Pigeon Shooting	Italy	Hearing Impaired Sports	Turkey
	Sports on Ice	Italy	Scouting	Turkey
	Table Tennis	Italy	Judo	Turkey
	Hockey	Italy	Canoeing	Turkey
	Pentathlon	Italy	Karate	Turkey
	Sports Timekeeping	Italy	Skiing	Turkey
	Paralympic Swimming	Italy	Kickboxing	Turkey
	Sport for People with Intellectual or Relational Disability	Italy	Skateboard	Turkey
	Paralympic Winter Sports	Italy	Rowing	Turkey
	Paralympic Experimental Sports	Italy	Table Tennis	Turkey
	Wheelchair Hockey	Italy	Muay Thai	Turkey
	Sports for Deaf People	Italy	Football	Turkey
	All the Sports	Italy		
	Aikido	Portugal		
	Handball	Portugal		
	Basketball	Portugal		
	Bridge	Portugal		
	Fencing	Portugal		

Gymnastics	Portugal
Kickboxing and Muay Thai	Portugal
Padel (Racket Sport)	Portugal
Triathlon	Portugal
Volleyball	Portugal
Ice Sports	Spain
Water Skiing	Spain
Modern Pentathlon	Spain
Olympic Shot	Spain
Orienteering	Turkey
Volleyball	Turkey
Physical Disabilities Sports	Turkey
Briç (Bridge)	Turkey
Visually Impaired Sports	Turkey
Folk Dancing	Turkey
Sky Sports	Turkey
Baseball Softball UK	UK
Bowls Development Alliance	UK
British Amateur Boxing	UK
British Mountaineering	UK
British Paralympic Association	UK
England and Wales Cricket Board	UK
England Boxing	UK
English Institute of Sport	UK
Football Association	UK
GB Tae Kwon Do	UK
Goalball UK	UK
Tae Kwon Do Organisation Ltd	UK
UK Athletics	UK

Appendix 2 Number of female board members by federations by country 2022

Total women	Sport	Country	Total women	Sport	Country
10	Triathlon	Spain	4	GB Wheelchair Basketball	UK
9	England Netball	UK		Football Association	UK
	Swimming	Spain		England and Wales Cricket Board	UK
8	Kickboxing and Muay Thai	Spain		British Weightlifting	UK
	Exercise Movement and Dance UK	UK		British Triathlon	UK
	Canoeing	Spain		British Swimming	UK
	Ball	Spain		British Para Table Tennis	UK
	Football	Spain		British Orienteering	UK
	Sports Dancing	Spain		British Mountaineering	UK
	Athletics	Spain		British Gymnastics	UK
7	UK Coaching	UK		Baseball Softball UK	UK
	Rounders England	UK		Gymnastics	Turkey
	British Equestrian	UK		Bridge	Turkey
	Volleyball	Spain		Equestrian Sports	Turkey
	Judo	Spain		Chess	Turkey
	Hockey	Spain		Shot to Flight	Spain
	Handball	Spain		Tennis	Spain
6	British Canoeing	UK		Rowing	Spain
	British Paralympic Association	UK		Petanca (Boules)	Spain
	Sailing	Spain		Fishing and Casting	Spain
	Shot with Arc	Spain		Paddle Boarding	Spain
	Tae Kwon Do	Spain		Orienteering	Spain
	Motorcycling	Spain		Karate	Spain
	Mountaineering and Climbing	Spain		Weightlifting	Spain
	Golf	Spain		Greyhounds	Spain
	Basketball	Spain		American Football	Spain
	Chess	Spain		Fencing	Spain
	All the Sports	Italy		Sports for People with Cerebral Palsy and Acquired Brain Damage	Spain
	Judo, Sport Fighting, Karate, Martial Arts	Italy		Sports for the Blind	Spain

5	Swim England	UK	3	Sports for the Deaf	Spain
	England Lacrosse	UK		Cycling	Spain
	England Hockey	UK		Hunting	Spain
	England Golf	UK		Boxing	Spain
	England Athletics	UK		Billiards	Spain
	British Shooting	UK		Baseball and Softball	Spain
	British Rowing	UK		Badminton	Spain
	British Fencing	UK		Aeronautics	Spain
	British Cycling	UK		Triathlon	Portugal
	British Athletes Commission	UK		Tennis	Portugal
	Badminton England	UK		Orienteering	Portugal
	Olympic Shot	Spain		Fencing	Portugal
	Table Tennis	Spain		Paralympic Winter Sports	Italy
	Surfing	Spain		Roller Hockey, Skating	Italy
	Squash	Spain		Sports Medicine	Italy
	Rugby	Spain		Motor Boating	Italy
	Polo	Spain		Hunting Weapons	Italy
	Skating	Spain		Canoe, Kayak	Italy
	Olympic Wrestling	Spain		Squash	Italy
	Equestrian	Spain		Baseball, Softball	Italy
	Gymnastics	Spain		Archery	Italy
	Sports for People with Physical Disabilities	Spain		Shooting Sport	Italy
	Colombofila (Pigeon Racing)	Spain		Dance	Italy
	Colombiculture (Pigeon Breeding)	Spain		Athletics	Italy
	Bowling	Spain		Sport Fishing And Diving	Italy
	Motoring	Spain		Tennis	Italy
	Gymnastics	Portugal		Volleyball	Italy
	Sport Dancing	Portugal		Volleyball England	UK
	Sports for Disabled	Italy		Snow Sport England	UK
	Pentathlon	Italy		Rugby Football League	UK
	Sport Climbing	Italy		English Institute of Sport	UK
	Wheelchair Rugby GB	UK		England Squash	UK
Table Tennis England	UK	England Boxing	UK		
Sport Resolutions	UK	Football	Italy		
Rugby Football Union	UK	British Judo	UK		
Royal Yachting Association	UK	Boccia UK	UK		
Pentathlon GB	UK	Boccia England	UK		
Goalball UK	UK	Basketball England	UK		
Archery GB	UK	Judo	Turkey		
Kickboxing	Turkey	Sports for Hearing Impaired	Turkey		
Sports for all	Turkey	Wrestling	Turkey		
School Sports	Turkey	Blind Sports	Turkey		
Rescue and Lifeguard	Spain	Emerging Sports Branches	Turkey		
Winter Sports	Spain	Ice Hockey	Turkey		
Ice Sports	Spain	Bocce Bowling and Darts	Turkey		
Underwater Activities	Spain	Cycling	Turkey		
Volleyball	Portugal	Baseball, Softball, Protected Football and Rugby	Turkey		
Sport for People with Intellectual or Relational Disability	Italy	Physical Disabilities Sports	Turkey		
Sports Timekeeping	Italy	Badminton	Turkey		
Hockey	Italy	Shooting and Hunting	Turkey		
Boxing	Italy	Swimming	Turkey		
Triathlon	Italy	University Sports	Turkey		
Sports on Ice	Italy	Water Polo	Turkey		
Handball	Italy	Underwater Sports	Turkey		
Fencing	Italy	Special Athletes	Turkey		
Skeet Shooting	Italy	Orienteering	Turkey		
Weightlifting	Italy	Archery	Portugal		
Boating	Italy	Table tennis	Portugal		
Badminton	Italy	Rowing	Portugal		
Cycling	Italy	Sport Fishing in High Seas	Portugal		
Rugby	Italy	Sport Fishing	Portugal		
Golf	Italy	Paddle Boarding	Portugal		
Tae Kwon Do	Italy	Swimming	Portugal		
Bowling	Italy	Amateur Fights	Portugal		
Equestrian Sports	Italy	Karate	Portugal		
Sailing	Italy	Judo	Portugal		
Gymnastics	Italy	Golf	Portugal		
Motorcycling	Italy	Football	Portugal		
Swimming, Water Polo, Dips	Italy	Corphebol (Korfball)	Portugal		
Basketball	Italy	Bridge	Portugal		
GB Basketball	UK	Basketball	Portugal		
4	5	3	1	3	1

2	England Handball	UK		Aikido	Portugal
	British Waterski and Wakeboard	UK		Paralympic Table Football	Italy
	British Amateur Boxing	UK		Wheelchair Hockey	Italy
	Bowls Development Alliance	UK		Paralympic Experimental Sports	Italy
	Table Tennis	Turkey		Sport for Blind and Partially Sighted People	Italy
	Sled	Turkey		Wheelchair Basketball	Italy
	Karate	Turkey		Aviation	Italy
	Handball	Turkey		Motoring	Italy
	Folk Dance	Turkey		Traditional Turkish Archery Federation	Turkey
	Dancing	Turkey		UK Athletics	UK
	Mountaineering	Turkey		Tae Kwon Do Organization Ltd	UK
	Ice Skating	Turkey		Football	Turkey
	Billiard	Turkey		E-Sports	Turkey
	Boxing	Turkey		Sky Sports	Turkey
	Basketball	Turkey		Muay Thai	Turkey
	Sailing	Turkey		Modern Pentathlon	Turkey
	Volleyball	Turkey		Rowing	Turkey
	Automobile Sports	Turkey		Skateboard	Turkey
	Archery	Turkey		Ski	Turkey
	Modern Pentathlon	Spain		Canoe	Turkey
	Jet Skiing	Spain		Hockey	Turkey
	Nautical Skating	Spain		Weightlifting	Turkey
	Chess	Portugal		Golf	Turkey
	Vela	Portugal		Traditional Sports Branches	Turkey
	Petanca (Boules)	Portugal		Fencing	Turkey
Modern Pentathlon	Portugal	Athletics	Turkey		
Kickboxing and Muay Thai	Portugal	Wushu Kung Fu	Turkey		
Hockey	Portugal	Bodybuilding Fitness	Turkey		
Badminton	Portugal	Triathlon	Turkey		
Handball	Portugal	Tennis	Turkey		
1	Sports for Deaf People	Italy	0	Tae Kwon Do	Turkey
	Paralympic Swimming	Italy		Free Fly	Portugal
	Waterskiing, Wakeboarding	Italy		Shooting with Hunting Weapons	Portugal
	British Wrestling	UK		Shot	Portugal
	GB Tae Kwon Do	UK		Surfing	Portugal
	Angling	UK		Rugby	Portugal
	Rafting	Turkey		University Sports	Portugal
	Curling	Turkey		Surf	Portugal
	Skateboard	Portugal			
	Parachuting	Portugal			
0	Motorcycling	Portugal			
	Winter Sports	Portugal			
	Equestrian Sports	Portugal			
	Checkers	Portugal			
	Colombofilia (Pigeon Racing)	Portugal			
	Canoeing	Portugal			
	Billiards	Portugal			
	Motoring and Karting	Portugal			
	Chinese Martial Arts	Portugal			
	Aeronautics	Portugal			
Aircraft Modelling	Portugal				

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