

Illustrative projects

Thematic area: PARTICIPATION

Category	Who did it	Summary	Link
Gender gap in dropout rate	International School Sports Federation (ISF)	ISF She Runs Active Girl's Lead, Erasmus+ project, gathered 2 000 girls' students coming from more than 35 countries and aged between 15-18 years old. It widely encouraged girls to engage in physical activity and acquire new competences through sport.	https://www.isfsports.org/she-runs-active-girls-lead-officially-launched-press-conference-follow
Role models & barriers	Belgian NOC	The Belgian NOC has launched a new online platform for women's sport entitled Empowering Women in Sports. The platform aims to identify the barriers that still hamper the participation and visibility of women in sport (as athletes, coaches, officials and administrators), define a strategy focused on the promotion of gender equality and, based on specific guidelines, implement targeted action programmes.	https://teambelgium.be/nl/pagina/olympisme-in-actie
Eliminate barriers & expand legacy programmes	IOC	<p>Over the past 25 years, the IOC has been encouraging National Olympic Committees (NOCs) and International Federations (IFs) to increase female participation. Among the key factors in increasing female participation at the Olympic Games were the opening up of eligibility in the various sports involved; the quota places set by the IOC and filled by the IFs; and the increase of the number of medal events for female athletes.</p> <p>As a result, the share of female competitors at the Games has increased from 10 per cent in 1928 and 20 per cent in 1960 to 48.8 per cent at Tokyo 2020.</p>	
Eliminate barriers	UCI	The Union Cycliste Internationale introduced in 2020 a new maternity leave clause to its contracts between self-employed riders and Women's World Teams. Female athletes are now allowed three months leave while being entitled 100% of their salary, followed by an additional five months at 50% of their salary.	**also in equal pay section

Category	Who did it	Summary	Link
Fund research & resources	Dutch Royal Korfbal Federation, Spanish Korfbal Club Badalona, Polish Korfbal Association, Chinese International Korfbal Research Center	The project Korfbal 4 gender equality: Coaching and managing korfbal (Dutch national korfbal federation) financed under the 2020 Preparatory Action on Exchanges and mobility in sport, aims at promoting gender equality in sport. The project is a cooperation between the Dutch Royal Korfbal Federation, the Spanish Korfbal Club Badalona, the Polish Korfbal Association and the Chinese International Korfbal Research Center of Zhengzhou University. This project notably aims, through learning mobilities to create a sustainable educational programme for korfbal development with a focus on gender equality.	
Educative Opportunities	ELGSF – Europe	Training offered	
Raise Awareness	LEAP Sports	In Scotland, sports organisation LEAP Sports has developed a range of resources for the sports sector to educate and raise their awareness of transgender people in sport. Has developed community sport initiatives for transcommunity members.	https://leapsports.org/activities/campaigns-and-resources/let-me-be-brave
Promote inclusive sport opportunities	EGLSF EuroGames	European multi-sport event governed by the EGLSF. It is the largest multi-sport event for athletes, regardless of their gender identity or sexual orientation in Europe.	
Promote inclusive sport opportunities	Seitenwechsel	German sports club Seitenwechsel, one of the oldest and largest sports clubs in Europe founded by lesbians, is a club focused specifically on LGBTI women and girls participation in sport, based on self-determination. Seitenwechsel hosts focused trans and intersex outdoor sporting and has a project focused on combating inter- and transphobia in sport.	https://www.seitenwechsel-berlin.de/aktuelles/outside/outside/ https://www.seitenwechsel-berlin.de/aktuelles/projekt-tinb-strukturen/projekt-tinb-structures/
Promote inclusive sport opportunities	Berliner Fußball Verband	The Berlin Soccer Association (Berliner Fußball Verband) in Germany allows persons with the non-binary “divers” gender marker, or people undergoing transition, to decide whether they want to compete on women or men’s teams ¹ . In 2019, following the lobbying of several trans athletes, Berlin Triathlon allowed non-binary people to compete in a third-option category, regardless of their legal gender.	https://berliner-fussball.de/der-bfv/news/dfb-beraet-ueber-melderechtsanpassung-fuer-drittes-geschlecht-und-transgender/
Inclusion	NOC*NSF	The Dutch sports organisation NOC*NSF adopted guidelines in 2021 aiming for the full inclusion of trans and intersex people in sport ² .	https://nocnsf.nl/inclusieve-sport/richtlijn-gender-en-seksediverse-personen-in-de-sport

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Thematic area : COACHING & OFFICIALS

Category	Who did it	Summary	Link
Coach development	ENGSO with partners	The Erasmus+ Sport co-funded SCORE project (about Strengthening Coaching with the Objective to Raise Equality) focused on increasing the number of employed and volunteer female coaches at all levels of sport as well as enhancing knowledge on gender equality in coach education. The project (2015-2016) was led by European Non-Governmental Sports Organisation (ENGSO).	https://score-coaching.eu/ SCORE toolkit
Coach development funding programmes	World Rugby	<ul style="list-style-type: none"> • World Rugby published toolkit of Women Coaching Rugby. This toolkit is designed to create a robust framework and pathway for unions and regional associations to address challenges and barriers in four core areas: <ul style="list-style-type: none"> ○ Planning: Developing a plan to increase the quantity and quality of female rugby coaches through workforce audits, mapping out future state, gap analysis and monitoring and evaluation ○ Recruitment: Understanding motivations and complex value systems, promoting coaching to women and open, transparent requirement processes ○ Development: Providing and promoting support networks, education and review of organisational culture that values women in the workforce ○ Retention: Support, connection and recognition strategies to engage and excite women <p>In addition, World Rugby is funding 12 coaching internships for women before the 2021 Women's Rugby World Cup in New Zealand. All nations competing in the tournament can nominate one coach to join their staff. This will address lack of international experience.</p>	Coaching Toolkit Coaching Internships

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Coach development	Finnish Association of Coaches	<p>“Coach Like a Woman” project by Finnish Association of Coaches. The Coach Like a Woman project of the Finnish Association of Coaches and various team sports federations has taken place since 2013. The aim of the project was to increase the number of women coaches in team sports and to support women coaches already involved.</p> <p>The project was able to support the career paths of female coaches, increase the number of women coaches in racing and top sports, and get more women coaches to comment on matches of their sports on TV. Women coaches got support through training, mentoring and networking. Within the project, several women applied for upper-level training and the most challenging coaching positions.</p> <p>According to the final evaluation of the project, the sports that had been involved for a long time and had been active throughout the project developed most during the project. The lessons learned are taken forward from team sport to martial arts and weightlifting project in a new two-year project Coach Like a Woman in Combat Sports.</p>	https://www.suomenvalmennajat.fi/in-english/association/projects/coach-like-a-woman/
Education pathways for athletes	University of Hertfordshire, UK of Great Britain and Northern Ireland	<p>The Women’s Sport Leadership Academy for High Performance Coaches (WSLA HPC) programme: This programme is for high-performance coaches at the Women’s Sport Leadership Academy at the University of Hertfordshire, Great Britain. The International Summer Sports Federations of cycling, rowing, rugby, tennis, triathlon and wrestling are working together to help develop the leadership and technical skills of high potential female coaches. Supported by the IOC, the WSLA HPC supports female high-performance coaches to further develop:</p> <ul style="list-style-type: none"> • Coaching skills in a high-performance domain; • Leadership skills and strategies; • Career path planning; • Understanding the decision-making process in their sport and where changes can be made, including at the very highest levels of the organisation; • Negotiation skills and collaboration techniques; • Advocacy skills for themselves, their athletes and for the team of people they represent. 	

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Education pathways for athletes	Commonwealth Games Federation	Commonwealth Games Federation's Women's Coach Internship Programme: 19 women coaches from 11 countries across 12 sports participated in a ground-breaking programme of mentoring, learning and on-the-ground training at the Gold Coast 2018 Commonwealth Games. In addition to ongoing mentoring support and practical experience at Gold Coast 2018, the Women Coach Interns also participated in regular information sessions, including presentations from established women coaches who shared their stories in "From the field" sessions. The WCIP also benefitted from support, expertise and attendance at Global Coaches House, a networking and knowledge-sharing partnership between the CGF and ICCE (International Centre for Coaching Excellence); AIS (Australian Institute of Sport), Commonwealth Games Australia and Griffith University.	https://commonwealthsport.ca/about-cgc/wcip.html
Mentoring	Norwegian Ski Federation	Ski leaders of tomorrow (Norway and international) – In the effort to advance women in coaching and leadership in ski sports in February 2018, the Norwegian Ski Federation started a strategic, sustainable development program called Ski Leaders of Tomorrow. The two-year program offered 25 participants a personal mentor and development opportunities to women outside ski sports. In the fall of 2019, the Norwegian Ski Association invited all women involved with coaching or sports leaderships to the final Ski Leaders of Tomorrow International Female Seminar held in Oslo. 75 women from 21 countries participated, funded by Equinor.	https://www.us ski-and snowboard.org/news/female-ski-leaders-tomorrow-converge-norway
Recruitment & experience	UK Sport	As part of the new UK Sport's new female coaches leadership programme, 8 coaches will lead a six-month programme for 19 of the most promising coaches in the UK, all of whom have been identified as having the potential to coach at the summer and winter Olympic and Paralympic Games from Paris 2024 and beyond.	https://www.uk sport.gov.uk/our-work/coaching/female-coaches-leadership-programme
Empowerment	Greece Athletic Federation & EU Athletics Federation	Women Leaders in Athletics (Greece via EU Athletics Federation) - Educate and develop women as leaders in athletics in order to help them empower themselves and break barriers in sport.	
Empowerment	International Federation For Sports Officials (IFSO)	Created in March 2019 in The Hague: as developed Measures to encourage Women's Officials and created a Women's commission to improve the percentage of female officials(referees, umpires). Female officials are role models for the other girls/women.	https://www.ifso.sport/

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Mentoring	FIBA Europe	The European Women's Basketball Summit project (FIBA) gives opportunities to female coaches and referees from European countries to improve their competences and acquire new skills through learning mobility. This project is supported by the European Commission and is part of the 10 successful projects selected in 2020 under the Preparatory Action on Exchanges and mobility in sport. The project specifically promotes exchanges and cooperation between FIBA Europe, the Spanish, French, Slovenian, Finnish as well as Serbian Basketball Federations.	https://www.fiba.basketball/europe/programmes/u15-girls-camp
Mentoring	UEFA	The UEFA Coach Mentor Programme for UEFA Pro and A diploma holders sees a team of experienced coaches, a number of whom are in charge of men's and women's national teams, act as personal mentors to a group of up-and-coming female coaches holding UEFA Pro and A diplomas.	https://www.uefa.com/inside-uefa/football-development/news/0256-0f8e7150e13b-37a94b28706d-1000-new-uefa-mentor-programme-set-to-boost-female-coach-numbers/
Role-models/ Education	Norfolk Hockey Association	Working alongside England Hockey, Norfolk Hockey Association ran a bespoke coaching programme in 2019-2020 to develop and upskill the coaching workforce. Female coaches were one of the targeted groups and represented 40 per cent of the overall number of participants, indicating a desire among female coaches to progress within hockey coaching. Following that programme, the development of a Norfolk Coaching Community was implemented with Coaching Girls the topic of the group's opening sessions.	https://www.englishockey.co.uk/media/news/inspiring-young-and-aspiring-female-coaches

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Research	Inland Norway University of Applied Sciences	<p>Profiling the Coaches of Norway: A national survey report of sports coaches & coaching</p> <p>Some key findings:</p> <ul style="list-style-type: none"> • Most employed men coaches are aged between 40 - 49 (31%) and most employed women coaches are between 20 - 29 years old (37%). • More women than men have experience in coaching young athletes (up to the age of 12), and more men than women have experience coaching athletes over the age of 12. • Men's entry into coaching peaks between the ages of 30 and 39 (34%), primarily as volunteer coaches. Women's entry into coaching peaks between the ages of 15 and 19 (33%), primarily as employed coaches. • In relation to employed coaches, significantly fewer women than men are offered coaching jobs (24% of women and 49% of men). Coaching is not a full-time occupation; majority of employed coaches' works part-time (79%). Fewer women (34%) work without a contract than men (47%). • The top reason for exiting coaching is work-life balance, which appears to burden significantly more women (45%) than men (26%). • Men and women, regardless of the context they coach in and their educational level, acknowledge the underrepresentation of women coaches in Norwegian sports. Fifty-two percent believe this is true of youth sports and 68% believe it is true of elite sports. 	https://brage.inn.no/inn-xmlui/handle/11250/2569671
Mentoring program for female coaches and sport managers	Austrian ministry responsible for sport	<p>In 2020, the ministry of sport launched a Trainee Program for female coaches and female sport managers. Over the course of 4 years the participants receive on and off the job training whereby all costs are covered by the ministry.</p> <p>The goal of the program is to achieve sustainable changes in gender balance within the area of professional and elite sports management and coaching.</p> <p>The program offers a spot for 16 participants per year.</p>	https://www.bmkoes.gv.at/Themen/Aktuell/Gender-Traineeprogramm.html

Thematic area : LEADERSHIP

Category	Who did it	Summary	Link
Governance and Education	European Hockey Federation	The Equally Amazing strategy launched with the gender balance charter for Europe and subsequent biennial Executive Leadership forums which inspire and provoke learning across a range of governance educational pillars including gender equality. With keynote speakers from across the IOC and NOC's and experts in the sector of sports governance.	https://eurohockey.org/2019/08/19/european-hockey-federation-launches-gender-balance-charter/ https://eurohockey.org/2019/10/04/equallyamazing-enters-its-next-phase-delivery/ https://eurohockey.org/2021/11/15/monday-motivation-equally-amazing-ehf-executive-forum/
Education Programmes	Women's Sport Trust	<p>Unlocked Programme</p> <p>Unlocked programme aims to help athletes gain access to experts from across the sport, business and media worlds. Created by The Women's Sport Trust, the programme holds workshops and opportunities to hear from industry insiders, as well as provide athletes with their own 'activator'. The activators are leaders in their field who will share their connections and experience to help the sportswomen tackle the issues and areas they feel passionate about.</p> <p>In 2020, the Unlocked programme proved to be a gamechanger in empowering athletes, with four of the group now taking positions on sporting boards including two-time Olympian, swimmer Lizzie Simmons who has recently been selected as the new Chair of the British Olympic Association's (BOA) Athlete's Commission and GB Paralympian Vanessa Wallace who has joined Sporting Equals as a Trustee.</p>	https://www.womenssporttrust.com/leading-female-athletes-from-27-sports-unite-to-unlock-the-future-of-womens-sport/
Gender Mainstreaming/ Constitution / GE Strategy	World Rowing	<p>World Rowing – mainstreaming gender equality</p> <p>World Rowing has adopted formal policies at the Commission and Council level to entrench Gender Equality in their organisation, mirrored in the FISA rule book, statutes and related bye-laws:</p> <ul style="list-style-type: none"> • Art. 55 Commissions, paragraph 2, in order to achieve gender and geographical representation in the FISA Commissions. • Art.36 Voting at Congress – the criteria by which a National Federation can qualify for 3 votes rather than just one, include a gender related criterion. <p>These actions led them to become gender balanced in their governing body.</p>	

Category	Who did it	Summary	Link
Education Programme + Career Transition/ Good Governance	FIBA Europe	<p>Women in Basketball and Empowerment of the National Federations</p> <p>WiLEAD (Women in Leadership)</p> <p>WiLEAD, co-funded by the Erasmus+ Sport, is designed to identify, educate, motivate and develop the next generation of female leaders in management and administration, whilst also increasing gender diversity by creating new pathways and support network. The virtual women in leadership course is for young and up-coming leaders within basketball in Europe. The series featured keynote presentations from women working in all different aspects of sport from around the world.</p> <p>TIME-OUT</p> <p>TIME-OUT is a project in the field of dual careers that focuses on the integration of basketball players into the labor market, showing the importance of thinking in advance about the life that follows after sport. To train initially a selected group of 80 elite basketball players at the end of their playing careers by giving them specific skills and knowledge in the fields of “Leadership and management”, “Basketball Management”, “Talented Athlete Lifestyle Support (TALS)” and “FIBA Basketball Manager”.</p> <p>The programme was created with the aim of strengthening the good governance of basketball national federations and other sports organizations by identifying and developing their weaknesses, and to achieve a sustainable cooperation between FIBA, the national federations and other Basketball organizations by creating further education programmes for players. TIME-OUT was co-funded by the Erasmus+ Sport.</p>	<p>https://www.fiba.basketball/news/fiba-europe-s-wilead-swish-programs-to-continue-successful-time-out-initiative-with-backing-from-eu</p> <p>https://www.fiba.basketball/programs/time-out-2-0</p>

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Pipeline/ Education programmes	Swim Ireland & Sport Ireland	<p>Women in Sport Leadership programme</p> <p>Initiated and facilitated by Swim Ireland, and funded through Sport Ireland Women in Sport Funding, the Women in Sport Leadership programme has trained over 100 women.</p> <p>In July 2021, Sport Ireland announced an investment of 4 million euros over 2021 and 2022 for the programme, following the 2019 announcement of 3 million funding for National governing bodies in women's sport with a specific focus on coaching, leadership, governance and visibility.</p> <p>Modules were developed with the specific aim of enabling and supporting women to step into positions of authority in sport and included: Leadership and Values, Networking and Collaboration, Handling Challenging Situations, Crisis Management, Governance Developing Resilience, Communications and Developing your Personal Brand, amongst others.</p> <p>Course Facts & Figures:</p> <ul style="list-style-type: none"> • 100 Candidates • 24 National Governing Bodies and 4 LSPs • 6 Courses • 40 Speakers • Candidates aged 19 to 60+ • 32 county programme with candidates from 22 counties so far... 	<p>https://www.swimireland.ie/news/women-in-sport-leadership-programme</p> <p>https://www.irishsport.ie/irish-women-in-sport-leadership-programme-reaches-milestone-100-participants/</p> <p>https://www.irishtimes.com/sport/other-sports/sport-ireland-to-invest-4m-in-women-in-sport-programme-1.4608863</p>
Education Programme	NOC's of Lithuania, Italy, Estonia, Slovakia	<p>New Miracle: training and mentoring programme</p> <p>New Miracle is an initiative led by five NOCs (Lithuania, Italy, Latvia, Estonia and Slovakia). This three-year project, co-funded by the Erasmus+ Sport, will result in the creation of a free training programme and an exclusive mentoring platform for young or novice sports managers where project participants will have the opportunity to get advice from experienced colleagues.</p> <p>AIM: promote gender equality, leadership and participation in decision-making, and to develop self-confidence.</p>	<p>https://www.ltok.lt/en/dainagudzineviciute-we-begin-promoting-the-value-of-equality-at-a-very-early-age/</p> <p>https://www.ltok.lt/en/new-miracle-2/</p>

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Education Programme	NOC of Finland	<p>Leads Like a Woman programme</p> <p>The Finnish Olympic Committee's "Leads Like a Woman" is a sports leadership education programme for women. The programme aims to increase the number of women in decision making positions within sports, expand sports leadership expertise, and create a concept for leadership training. The programme was carried on in 2017-2021. The training programme is targeted for women who serve in positions of trust on the local, regional, and national levels. The Leads Like a Woman programme also serves as a tool for spreading awareness on more equal decision-making practices and good governance as a part of supporting non-discrimination and equality policies within organizations.</p>	https://vimeo.com/359476890
Education / Mentoring Programme	German Olympic Sports Confederation	<p>German Olympic Sports Confederation (DOSB) has had mentoring programs under the motto «With the mixed double at the top!». The aim is to motivate young female recruits, to take over leadership positions and to support them in their path with mentoring of experienced leaders. The special focus in the DOSB mentoring program is on young, former top athletes who, in addition to their sporting careers, also strive for a voluntary leader or professional career in organised sports.</p>	https://gleichstellung.dosb.de/index.php?id=1177#ak-kordeon-14295
Strategy / Mentoring	International Biathlon Union	<p>Target 26</p> <p>In 2019 IBU launched Target 26, their strategic plan that provides a framework for their actions over two Olympic cycles, culminating in the Olympic Games of 2026.</p> <p>Gender Equality is embedded within their underlying principles and is mainstreamed throughout the strategy. Since the release of the plan, they've launched:</p> <ul style="list-style-type: none"> • IBU Gender Equality Strategy 2021 – 2026 • IBU Gender Equality Policy 2021 • IBU Gender Equality in Sport Leadership Seminars • IBU Mentoring Programme for women <p>The goal of their mentorship programme, delivered in partnership with SHESKILLZGLOBAL, is to focus on mentoring the women who are today in a management position within their organisation and are interested in moving forward and taking the next step in their career as directors, Head Coaches, Chief of Competitions, NF or IBU board members, Technical Committee members and for various committees and working groups in 2022 and grow the number in 2026.</p>	<p>https://www.biathlonworld.com/target26</p> <p>https://www.biathlonworld.com/gender-equality</p>

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Education	NOC France	<p>Le Comité National Olympique et Sportif français (CNOSF) lance le programme « dirigeantes », porté par Sarah Ourahmoune, Vice-Présidente du CNOSF en charge des mixités. L'objectif de ce programme est de soutenir la féminisation des instances dirigeantes sportives et de valoriser l'engagement des femmes dans le sport.</p>	<p>https://cnosf.franceolympique.com/cnosf/actus/8415-dirigeantes--le-programme-2021.html</p> <p>https://www.lessportives.fr/dans-lactu/le-cnosf-lance-son-programme-dirigeantes/</p>
Quotas	UK Sport & Sport England	<p>Under UK Sport and Sport England's 'Code for Sports Governance', organisations must adhere to "gold standards" of transparency, accountability and financial integrity.</p> <p>The code calls for:</p> <ul style="list-style-type: none"> • Increased skills and diversity in decision-making, with a target of at least 30% gender diversity on boards; • Greater transparency, for example publishing more information on the structure, strategy and financial position of the organisation; • Constitutional arrangements that give boards the prime role in decision-making. <p>The new code applies to governing bodies who ask for UK government and National Lottery funding from April 2017.</p> <p>It is not only funding which could be hit if authorities do not comply with the code. The government could also take other punitive measures - including the withdrawal of the support sporting bodies need when bidding to host major events.</p>	<p>https://www.bbc.com/sport/37823821</p>
Tracking & Monitoring	Norwegian Olympic and Paralympic Committee and Confederation of Sports	<p>Since 2018, the Norwegian Olympic and Paralympic Committee and Confederation of Sports has published an annual «Kjønnsbarometer» («Gender Balance Barometer»), including data on number and percentage of female leaders at all Levels of the sport organisation, and with comparable number for all National Federations. This concrete illustration of the status of gender equality across decision-making position has had significant effect in increasing awareness about gender inequality in decision-making positions, as well as given National Federations data that they can use as a basis for work - and targets - in their own organisations.</p>	
Quotas	Swiss Government - la conseillère fédérale en charge des Sports	<p>The Federal Council for Sport has called on associations to include at least 40% women in their strategic bodies by the end of 2024. And if this proportion is not achieved by then, the Councilor is threatening to reduce federal subsidies to sports federations (July 2021).</p>	<p>https://www.rts.ch/info/suisse/12340906-viola-amherd-veut-plus-de-femmes-dans-lencadrement-sportif-en-suisse.html</p>

Category	Who did it	Summary	Link
Mentoring program for female coaches and sport managers	Austrian ministry responsible for sport	<p>In 2020, the ministry of sport launched a Trainee Program for female coaches and female sport managers. Over the course of 4 years the participants receive on and off the job training whereby all costs are covered by the ministry.</p> <p>The goal of the program is to achieve sustainable changes in gender balance within the area of professional and elite sports management and coaching.</p> <p>The program offers a spot for 16 participants per year.</p>	https://www.bmkoes.gv.at/Themen/Aktuell/Gender-Traineeprogramm.html

Thematic area : SOCIAL AND ECONOMIC ASPECTS OF SPORT : EQUAL PAY

Category	Who did it	Summary	Link
		Relocation payments for athletes? (noted in document, no further comments).	
Parental leave policies	International Bobsled and Skeleton Federation	<p>Athletes who miss a season due to maternity leave will be granted quota spots when coming back after one season. This quota spot will be linked to the single athlete's name and will be in addition to the quota spot(s) assigned to the National Federation.</p> <p>The new rule will come into force for the next Olympic cycle, after the Olympic Winter Games 2022.</p>	https://www.ibsf.org/en/news/21824-ibsf-paves-the-way-for-female-athletes-to-return-to-competition-after-maternity-leave
Parental leave policies	Union Cycliste Internationale	<p>The UCI introduced a new maternity clause to its contracts between self-employed riders and Women's WorldTeams, which will be the top-tier of teams racing on the Women's WorldTour in 2020. The teams will also be required to pay a minimum salary to their riders, which is set to start at a lower-than-expected €15,000 in the first year but gradually increase to equal the men's Professional Continental Teams in 2023.</p>	https://www.cyclingnews.com/news/maternity-leave-added-to-womens-world-team-contracts-in-2020/
Parental leave policies	FIFA	<p>Athletes:</p> <p>FIFA established two new global minimum standards for female players, particularly in relation to maternity and coaching.</p> <p>The proposed new rules include a number of key measures:</p> <ul style="list-style-type: none"> • Mandatory maternity leave of at least 14 weeks, at a minimum of two thirds of the player's contracted salary; • On their return to work, clubs must reintegrate female players and provide adequate medical and physical support; • No female player should ever suffer a disadvantage as a result of becoming pregnant, thus securing greater employment protection for women in football. <p>Coaches:</p> <p>Established minimum standards for coaches' contracts and provide greater clarity on the content of employment agreements with the aim to protect contractual stability, achieve greater transparency and make sure that coaches get paid on time.</p>	https://www.fifa.com/legal/news/fifa-steps-up-protection-of-female-players-and-football-coaches

Thematic area : SOCIAL AND ECONOMIC ASPECTS OF SPORT : Sponsorship

Category	Who did it	Summary	Link
Strategic focused cooperation	VISA & UEFA	<p>Visa became the first ever UEFA sponsor dedicated to women's football in 2018. Following this, UEFA changed its financial distribution model for the 2021-25 cycle of the competition to help ensure the long-term sustainability of European women's football by:</p> <ul style="list-style-type: none"> • significantly increasing the size of rewards for every club competing in the competition. • for the first time, making 'solidarity' payments to all top division clubs of UEFA national associations entering teams into the Women's Champions League. These payments must be reinvested for development purposes. <p>From the start of the 2021/22 season, UEFA predicts that the world's biggest women's club competition will redistribute a total €24 million - more than four times greater than the current figure - either as rewards to competing clubs or as 'solidarity payments' to non-competing clubs.</p>	UEFA Women's Champions League: Financial distribution model central to European game's drive for sustainability Inside UEFA UEFA.com
Data collection	Nielsen Consulting Group	<p>Nielsen (2018). The Rise of Women's Sports.</p> <p>A report sharing data around women's sport to provide a detailed understanding of the women's sports commercial landscape.</p>	Sourced online :
Dedicated Events	Secret (P&G Subsidiary) & the NHL	<p>NHL Secret Cup in Canada</p> <p>Secret funded a three-team cup for women ice-hockey in Canada following the cancellation of the women's world hockey championship in 2020 and 2021.</p>	Calgary's Secret Cup marks 1st elite women's hockey games in Canada in over a year CBC Sports
Strategic focused cooperation	Zwift	<p>Zwift partnership with Tour de France Femmes</p> <p>As part of its presenting partnership, Zwift plans to work with race organiser the Amaury Sports Organisation (ASO) to grow women's cycling and establish the women's Tour de France as the pinnacle of the Women's World Tour schedule.</p>	Women's Tour de France lands Zwift as presenting partner - SportsPro Media

Thematic area : MEDIA COVERAGE

Category	Who did it	Summary	Link
Fair Portrayal	EBU	<p>EBU Handbook: “Reimagining Sport – Pathways to Gender Balanced Media Coverage”.</p> <p>This new publication showcases some of the most engaging and inspiring initiatives that EBU Members are implementing in order to drive growth for women’s sport.</p> <p>Exploring topics such as on-screen coverage, the under-representation of women in sports broadcasting and the portrayal of female athletes in the media, this handbook provides recommendations, inspiration and concrete case studies from public service media on how to achieve a gender-balanced sports offering.</p>	link
Fair Portrayal	IOC	IOC Portrayal Guidelines	IOC Portrayal Guidelines (2021)
Fair Portrayal	IOC Press Committee	<p>IOC Press Committee</p> <p>The IOC Press Committee, is a representative body of the Olympic accredited press within the IOC. The Press Commission was established in 1966. The Press Committee, thanks to its constituents overall deep operational knowledge of Olympic coverage, plays a crucial role in ensuring that media operations at the Olympic Games continuously evolves and adjusts to the needs of the media industry, including when it comes to the ever-changing technology needs. It is thanks to this Committee that the IOC created the IOC portrayal Guidelines to address the unequal coverage of women and men athletes.</p>	
Fair Portrayal	UN Women	UN Women (2017). Gender-inclusive language guidelines (English).	online
Media Training	IOC	IOC developed a Personal Brand toolkit for athletes.	Athlete365 - Personal Brand Toolkit (olympics.com)
Media Organisations editorial guidelines	SVT Sweden	SVT (Sweden) have conducted wide-scale tracking of gender within their sport outputs, under the leadership of Asa Edlund Jonsson.	(Ref, 61 of EBU Handbook & Gender-equal sports coverage – SVT Sport-bloggen)

Category	Who did it	Summary	Link
Media Organisation	Yle Finland	<p>National Broadcasting Company Yle: Increased Gender Equality in Sports Journalism.</p> <p>In 2017, The Finnish Broadcasting Company Yle conducted a broad investigation regarding the realization of gender equality in their sports content. Based on their findings, Yle undertook powerful actions to improve gender equality in sports journalism.</p> <p>Yle increased women's visibility in sports: Mestaruusputki (The Championship Streak) concept raised the visibility of women's national team sport matches to the same level as men's leagues. They broadcasted the World Championship in women's football with the same standard as men, creating a new record of viewers. In addition, Yle decided to include storytelling content highlighting women's sports and women athletes, especially targeting young audiences.</p> <p>Yle's equality acts have a far reaching and positive effect on attitudes and conversation on sports, as well as recreational sports, sports leadership, and coaching. Yle has also extended their gender equality monitoring from sports coverage to other areas of Yle such as all broadcasting in politics and all television news both nationally and regionally.</p>	
Media Organisations editorial guidelines	Canadian Broadcast Corporation	CBC have developed a diversity and inclusion initiative which includes a pillar on content.	https://cbc.radio-canada.ca/en/impact-and-accountability/diversity-and-inclusion/initiatives
Systematic training	UN	Gender checklist for content creators. Department of Public Information, Focal Points for Women and Gender.	online
Coverage integration in dev & marketing strategies	IOC	Olympic Games competition schedule is more balanced, giving equal and fair visibility to women and men's competition.	https://olympics.com/ioc/news/tokyo-2020-a-new-blueprint-for-the-olympic-competition-schedule-and-the-visibility-of-women-s-sport
Coverage integration in dev & marketing strategies	Lithuanian NOC	<p>NOC Lithuania guidelines</p> <p>Conducted an analysis of local media portrayal of Lithuanian athletes. Then worked with the media to develop guidelines. They held a series of workshops throughout 2019 with national media to adopt the IOC Gender Balanced Portrayal guidelines. Resulted in a series of recommendations that were circulated to all media outlets to adopt.</p>	

Category	Who did it	Summary	Link
Coverage integration in dev & marketing strategies	Croatian NOC	<p>Croatian National Olympic Committee – Media Campaigns</p> <p>In cooperation with the Croatian NOC and Croatian Bureau for Gender Equality, Croatia's Digital media agency conducted a survey on the representation of sportswomen in media. This led them to create and launch the "For a Better Visibility of Women in Sport" campaign. Debuting in July 2019, they also developed a website to inform the public of the situation women currently face in society. The NOC was a partner for this project. The cumulation of these projects has led to the promotion of fair and balanced coverage of male and female athletes through its press services, Sports Croatia, and television channel Sports Television. Now, women's sports represent almost 47% of total programming.</p>	
Support Research & exchange good practices	Women's Sports Trust	<p>Closing the Visibility Gap</p> <p>Women's Sport Trust conducted the most comprehensive study into the commercial drivers of women's sport in the UK. They then presented their findings in a public report and hosted an online webinar that included discussions with the researchers, and athletes.</p>	https://www.womenssporttrust.com/closing-the-visibility-gap/
Support Research & exchange good practices	Sports Innovation Lab	<p>The Fan Project</p> <p>Analysed years of sport fan data to produce a report that shows fans of Women's Sports, both men and women alike, demonstrate Fluid Fan behaviours. The report provides valuable insights into how revenue will be generated in the new age of sports.</p>	The Fan Project
Working in EU Sports Media Dept.	BBC	<p>BBC Sport the Equality Project</p> <p>The BBC is committed to more female representation and has pledged to increase the proportion of women on screen, on air and in lead roles to 50% in 2020. This includes sports which, at the start of the project was at 15% women contributors.</p> <p>The methodology is simple: Collect data to drive change and only measure what you control.</p> <p>In sports in particular, the BBC launched the #changethegame campaign to increase visibility of women's sport in 2019.</p>	link and link to the report #changethegame campaign
Working in EU Sports Media Dept.	NZOC	<p>Media and Gender: New Zealand Olympic Committee (NZOC) commissioned this report, which is based on qualitative content analysis of sports media coverage in Aotearoa New Zealand over two periods totalling 14 months (1 July 2019 to 29 February 2020 and 1 July to 31 December 2020). The NZOC conducted a study leading up to and through the 2016 Rio Olympic Games. This identified a number of aspects of athlete portrayal where there was significant male bias; however, we now see significant improvements in how women are framed. In fact, there is now very little gender difference in how athletes are portrayed in sports news coverage.</p>	Link to the study

Category	Who did it	Summary	Link
Working in EU Sports Media Dept.	The Institute for Diversity and Ethics in Sport (TIDES)	<p>Sports Media Racial and Gender Report Card</p> <p>The Associated Press Sports Editors Racial and Gender Report Card, which</p> <p>evaluated over 75 newspapers and websites is intended to measure the changes in racial and gender hiring practices compared to previous years. The 2018 Report was published by The Institute for Diversity and Ethics in Sport (TIDES) at the University of Central Florida and was requested by the Associated Press Sports Editors (APSE). This was the sixth time the APSE requested that TIDES review the data related to its current staff and employment practices.</p>	https://www.tidesport.org/associated-press-sports-editors
Research Combating gender stereotypes and raising female representation in sport media:	100% SPORT, Austrian Center for gender competence	<p><i>SPORTS JOURNALISM IN AUSTRIA: PROFESSIONAL SITUATION OF FEMALE AND MALE SPORT JOURNALISTS, Dep. of Sport & Exercise Science (University of Salzburg) & 100% SPORT</i></p> <p>Starting from the question of why sports journalism is a male-dominated field, an online survey was conducted in order to assess the work situation of sports journalists in Austria (Quantitative approach 2016-2018). Subsequently, qualitative studies have been carried out with selected sports journalists to analyze work routines and power hierarchies (Qualitative approach 2017-2019)³.</p>	https://pjp-eu.coe.int/en/web/gender-equality-in-sport/online-library-all-practices/-/asset_publisher/Cnz5IGXRqnUL/content/sports-journalism-in-austria-professional-situation-of-female-and-male-sport-journalists?inheritRedirect=false&redirect=https%3A%2F%2Fpjp-eu.coe.int%2Fen%2Fweb%2Fgender-equality-in-sport%2Fonline-library-all-practices%3Fp_p_id%3D101_INSTANCE_Cnz5IGXRqnUL%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-1%26p_p_col_pos%3D1%26p_p_col_count%3D2
Research Combating gender stereotypes and raising female representation in sport media:	100% SPORT, Austrian Center for gender competence	<p><i>Study on female re-presentation in sport media</i></p> <p>In 2020, 100% SPORT co-financed a study that looked into quantitative and qualitative aspects of female representation in Austrian sport media. The presentation of the results is due in November/December 2021.</p>	https://www.rtr.at/medien/aktuelles/publikationen/Publikationen/Studie_Genderbalance_Sportberichte.de.html

³ More information: https://pjp-eu.coe.int/en/web/gender-equality-in-sport/online-library-all-practices/-/asset_publisher/Cnz5IGXRqnUL/content/sports-journalism-in-austria-professional-situation-of-female-and-male-sport-journalists?inheritRedirect=false&redirect=https%3A%2F%2Fpjp-eu.coe.int%2Fen%2Fweb%2Fgender-equality-in-sport%2Fonline-library-all-practices%3Fp_p_id%3D101_INSTANCE_Cnz5IGXRqnUL%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-1%26p_p_col_pos%3D1%26p_p_col_count%3D2

Thematic area : GENDER-BASED VIOLENCE

Category	Who did it	Summary	Link
Education & training programmes for coaches	Le colosse aux pieds d'argile	French association "Le colosse aux pieds d'argile". This association provides all the tools to prevent and deal with sexual harassment in the sport context (from legal issues to psychological support).	https://colosseauxpiedsdargile.org/
Legal framework		French certificate (certificat de bonne vie et mœurs).	https://www.ge.ch/demander-certificat-bonne-vie-moeurs-cbvm
Legal framework	Belgian Francophone Gymnastic Federation	Code d'éthique sportive Ffgym	https://www.ffgym.be/medias/220/roi-ffg-2020-adopte-au-ca-26-05-2020-maj-nv-logo.pdf
Mobilise public authorities	Council of Europe	<ul style="list-style-type: none"> Child Safeguarding in Sport project Council of Europe: roadmaps for safeguarding officers at national level; "Start to talk" is a call for action to public authorities and the sport movement to stop child sexual abuse. By joining this call, governments, sports clubs, associations and federations, as well as athletes and coaches, pledge to take concrete measures to prevent and respond to abuse; Council of Europe Expert Pool on Safe Sport. 	https://www.coe.int/en/web/sport/safe-sport
Integration and participation	Pride Sports UK	Working solely to challenge homophobia, biphobia and transphobia in sport and improve access to sport for LGBT+ people.	https://pridesports.org.uk/
Mobilise sport movement	International Olympic Committee - IOC	<ul style="list-style-type: none"> IOC Athlete Safeguarding Toolkit for Sport Federations and NOC's; Consensus Statement; Safeguarding Officer in Sport Certificate Educational Program; IOC Safe Sport Action Plan. 	https://olympics.com/athlete365/what-we-do/integrity/safe-sport/
Education programme	FIFA	<ul style="list-style-type: none"> FIFA Guardians Safeguarding in Sport Educational Program. 	https://safeguardingsport.fifa.com/
Training programme	Child Protection in Sport Unit - CPSU	<ul style="list-style-type: none"> CPSU webinar on safeguarding deaf and disabled children in sport. 	https://www.sportanddev.org/en/toolkit/child-protection-and-safeguarding/international-safeguards-children-sport
integration of specialized management role	Sportanddev.org	<ul style="list-style-type: none"> International Safeguards for sport organisations. 	https://thecpsu.org.uk/resource-library/webinars/safeguarding-disabled-children/

Category	Who did it	Summary	Link
Education framework	100% SPORT, Austrian center for gender competence	<p>Supported by the 100% SPORT working group “Prevention of sexualized violence”, 100% SPORT published a comprehensive handbook for sport organizations titled “Respect and Safety – combating sexualized violence in sport”.</p> <p>The handbook is available for free and covers most important prevention standards and guidelines.</p> <ul style="list-style-type: none"> It is used as a basis for the educational programs that trains safeguarding officers and informs coaches and officials about their responsibilities in safe guarding. 	https://100prozent-sport.at/downloadcenter-2/
Platform for action	100% SPORT, Austrian center for gender competence	In 2020, 100% SPORT established the SAFE SPORT Austria platform for action, offering guidance and advice for people reporting safety concerns and decisionmakers and coaches who want to make their sport safer and more accessible.	www.safesport.at
SAFE SPORT Network	100% SPORT, Austrian center for gender competence	<p>100% SPORT offers train the trainer courses and educates and connects safeguarding officers in the field of safeguarding children and the prevention of sexualized violence.</p> <p>In 2021 the Austrian SAFE SPORT network counted over 200 trained safeguarding officers and 30 safeguarding trainers.</p> <p>In 2021 the resource center for coaches, sport officials, athletes and parents covered handbooks, tool kits and an eLearning platform.</p>	https://100prozent-sport.at/netzwerk/
SAFE SPORT and Gender Mainstreaming Standards	100% SPORT, Austrian center for gender competence	100% SPORT released the national SAFE SPORT and Gender Mainstreaming standards that shall support sport federations in establishing and implementing SAFE SPORT concepts.	https://100prozent-sport.at/service/100-sport-standards/
Raise awareness – Learning processes	International School Sport Federation – ISF	During ISF major events (Gymnasiades), an educational interactive activity is taking place in the Fun and Skill zone area “Sunshine zone”. Persons are designated to be the referent “safe guarding officer” to each ISF event. Daily seminars are organised for youth 13 to 18.	