



# What Works?

## Promising Practices for the Inclusion of Women and Girls From Participation to Leadership: A Literature Review

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# Executive Summary

## Research Question

What are the international initiatives that have demonstrated effectiveness or have potential to foster equity for women in sport participation and leadership?

## Method

Two literature searches on evaluated gender equity initiatives in sport and in sectors that may be applied to sport, respectively, conducted March – May 2021.

## Findings

### What Works in Sport:

While there were limited evaluations of gender equity programming within the sport context, the findings indicate the following inputs have demonstrated some level or measure of success:

- Programming Efforts
- Training Programs
- Quotas
- Networking Opportunities
- Compensation Structures for Equal Pay
- Representation in the Media

These impacts for improved gender equity demonstrate successful outcomes within their domain based on the context of implementation.

To further substantiate this evidence, a secondary synthesis of the programming and initiatives used to advance gender equity in sport which have not yet been evaluated was also surveyed. This review has highlighted an array of international programming dedicated to promoting gender equity within sport. While these efforts have not yet been evaluated, they provide encouraging evidence of a global dedication for gender equity.

## **What Could Work in Sport from Other Sectors**

To supplement the lack of evidence found within the sport literature, the authors conducted a review of “what works” for gender equity outside of the sport domain. These findings are categorized into two sections: practices that may be applied to advance gender equity in sport leadership and those that may be applied to increase women’s and girls’ participation in sport.

The findings outside of sport demonstrate evidence of that the following inputs hold promise in advancing gender equity.

### **Gender Equity Advancement for Sport Leadership:**

- Marketing the business case for gender equity
- Implementation of gender equity training
- Leveraging allies for gender equity
- Human Resources programming
- Mentorship for women and girls in sport

### **Gender Equity Advancements for Sport Participation:**

- Encouragement and role models
- Programming efforts for increased participation

## **Promising Contextual Practices**

Stakeholders cited several key contextual practices that showed promise to increasing the likelihood of individual initiatives’ success, such as:

- Integrating gender into all initiatives broadly;
- Supporting sport organizations to evaluate gender equity initiatives and overcome challenges in implementation or maintenance;
- Planning research component of initiatives in tandem with initiative development – more partnerships between researchers and sport organizations;

- Building connections across sport organizations and governments to come together to discuss gender equitable practices, challenges, and opportunities and share data and insights;
- Taking advantage of momentum of support for women's and girls' sport;
- Providing opportunities for stable and reliable funding for gender equity initiatives.

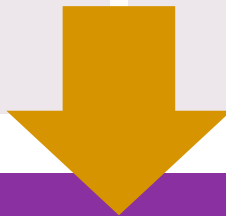
## Inputs to Advance Gender Equity in Sport

### What Works in Sport

- Programming
- Training
- Quotas
- Networking
- Equal Pay Structures
- Media Representation

### What Works Outside of Sport

- Marketing the Business Case for Equity
- Gender Equity Training
- Leveraging Allies for Equity
- HR Programming
- Mentorship



## Gender Equity Sport Impact

### Increased Women in Sport Leadership

### Women and Girls' Increased Participation in Sport

- Encouragement and role models
- Programming

## Study Limitations and Opportunities

The primary limitation of the current study is the lack of evaluated evidence for gender equity advancement in sport. While it appears that many sport organizations have a focus for increasing gender equity within their jurisdiction, they have not evaluated the success of these efforts. While there are data to support successes of the measures listed, each also comes with contextual and temporal cautions (for example, board quotas functioned to increase the proportion of women on boards, but may not effect long-lasting change and there is also evidence of such unintended consequences as reduced board sizes or organizations changing their status to opt out of quota requirements). Importantly, successes in the advancement of gender equity success is complex and the interventions used within one environment may not replicate the same outcomes within a different setting. As a result, efforts for gender equity promotion should be implemented with caution and a holistic understanding of the environment and its influences. Moreover, which indicators or measures constitute 'success' in gender equity are limited and somewhat varied across organizations. Future research is warranted to help create contextual indicators of success and to evaluate gender equity in sport programs. Regarding gender equity research outside of sport, this vast literature provides an opportunity for further understanding of how gender equity efforts are mobilized. Further inquiry into particular initiatives of interest (e.g., quotas) would offer deeper insights into individual approaches.

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# Introduction

Effective strategies and interventions are required in order to meet Sport Canada's goal of equity for girls and women in sport by 2035.

According to Whisenant, Pederson, and Obenour (2002), sport is one of the most hegemonic social institutions in modern society in relation to gendered cultural practices. Sport's strong reinforcement of harmful binary gender norms causes challenges for women and girls, which are reflected by stark Canadian statistics.

## Canadian Girls and Women Remain Consistently Underrepresented in Sport Participation:

(Data from the Canadian Women & Sport's 2020 Rally Report)



Of Canadian girls do **not** participate in a sport.



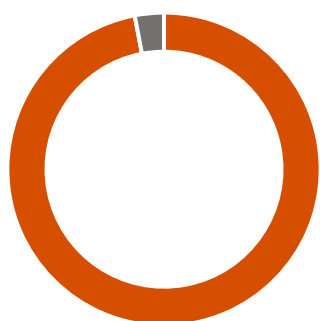
Girls drop out of sport by the time they're teens.



Of women aged 16-63 are involved in sport.

Factors such as **family income, race, ability, and age** impact participation. Girls and women facing multiple, overlapping systems of oppression are less likely to participate in sport.

Despite the small gains towards gender equitable leadership since 2016, **Canadian girls and women remain under-represented in positions of leadership across all levels of sport** (CWS, 2020). Boards, senior staff, presidents and CEOs generally continue to favour men's membership and fail to achieve parity among binary genders. Among coaches, the disparities are amplified (data from CWS, 2020), and no gains have been observed since 2016:



**97% of head coaches** and 95% of assistant coaches of **men's** USports and Canadian College Athletics Association (CCAA) teams in Canada are coached by **men**.



**74% of head coaches** and 49% of assistant coaches of **women's** USports and CCAA teams are coached by **men**.



**82% of head coaches** and 66% of assistant coaches in **mixed gender** teams are coached by **men**.

The only category of leadership CWS (2020) found to have reached and even exceeded the 50% self-identifying women membership benchmark was among Multisport Service Organizations' senior staff (56%).



In light of the ongoing challenge of Canadian sport organizations to achieve parity among men and women in participation and leadership, this report set out to identify and compile the current strategies sport sectors are using towards recruiting, retaining, and advancing women and girls. To supplement sport sector information, this report also synthesizes findings from the broader gender equity literature to demonstrate how proven outcomes in other sectors may be applicable to sport. This report brings together ideas from academic and grey literature in hopes of creating better ways to transform sport towards inclusion for all girls and women.

To support gender equity in sport in Canada, we must find which strategies work, and this report provides a starting point.

## Research Question

What are the international initiatives that have demonstrated effectiveness or have potential to foster equity for women in sport participation and leadership?



## Review Approach & Methods

The sources of information used in this project included: peer-reviewed publications and book sources, grey literature, descriptions of specific programmes and initiatives, websites, and limited presentations/interviews. There were two searches conducted in March to May 2021: the first on international sport sector gender equity initiatives and the second on gender equity insights from outside the sport sector, as illustrated in Figure 1.

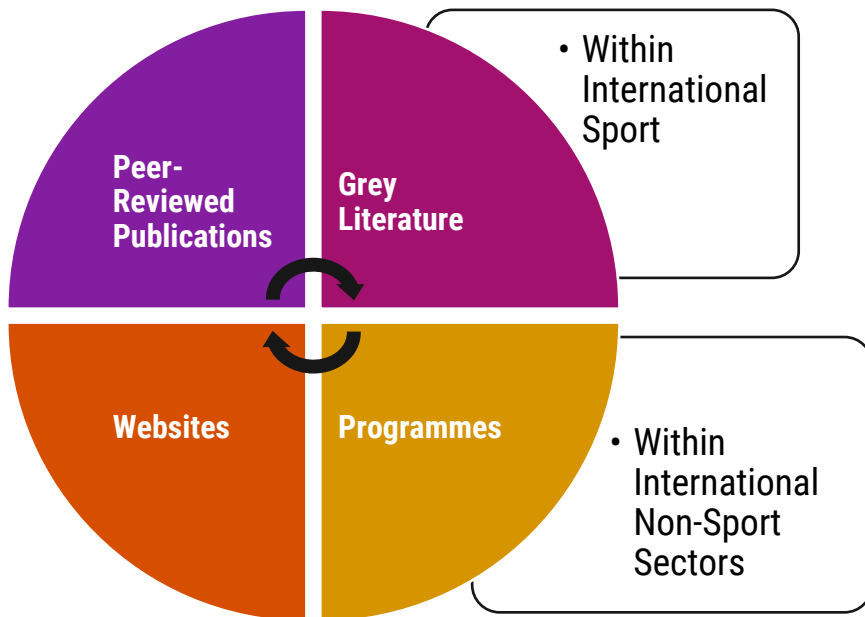


Figure 1: Sources of Information Addressed.

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## Sport Sector Search

The first search included international empirical research that assessed the relationship between gender equity initiatives and the progression of women in sport participation and leadership.

The authors searched for materials relevant to strategies for women and girls' participation and leadership in sport through the University of Laval's scientific databases as well as through performing a search of grey literature through handsearching various sport organizations' websites online. "Sport" was broadly defined to include all levels of sport and organized physical recreational programming. For the purposes of this report, "gender equity" referred to equity initiatives targeted to cis-women and girls. Search terms included sport, gender, gender equity, evaluation, monitoring, and specific initiative (e.g. mentorship, quotas) terms.

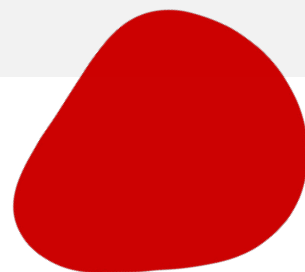
Academic and grey literature was reviewed by the authors; only materials which focused on specific strategies for recruitment, retention, and advancement of women or girls to participate or lead in sport or similar contexts on an organizational level was included. Many strategies were repetitive across sources. The grey literature search was terminated when few new strategies emerged from online organizational documents.



Since the purpose of this report was to compile specific strategies, most insights came from the grey literature. Grey literature directly from sport organizations tended to include (check-) lists of practices to which an organization subscribed. A word of caution in interpreting the findings: while there are many innovative ideas compiled from organizations, there are currently no publicly available evaluations of the strategies described.

### **Inclusion Criteria**

- Academic literature from 2000 to 2021,
- Grey literature from 2005 to 2021,
- Material must include evaluation, monitoring, or measuring data,
- Material must include reference to gender equity program, policy, or other initiative.



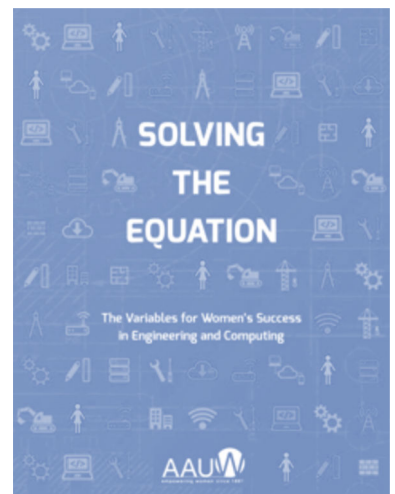
Rarely, if ever, did strategies come listed with clear measurements or timelines in mind for their intended outcomes. Even more rare were process evaluations describing whether implementation went as planned, what went well in implementation and where future implementations could improve. The evidence on which sport organizations' strategies were based was unspecified in many cases, so it is difficult in those cases to determine to what extent strategies were evidence-based. In effect, more research is sorely needed to understand if these strategies are successful (for whom, to what degree, with what effects), to develop meaningful measurements of what it means for any given strategy to 'work,' and to learn more about how to best implement them.

It thus became apparent through the initial search process that the few evaluated programs which exist tend to be documented in internal organizational reports. As such, the scope was narrowed to international organizations identified through media or expert knowledge for their specific approaches to gender equity in sport and the strategy shifted to a handsearch and some interviews and attending a panel event with identified international sport leaders. The search was terminated when no new organizations responded to requests for interviews and no new strategies emerged from organizational documents or interview data.

## Non-Sport Sector Research

In contrast, the broader gender equity literature reviewed focused on reviewing proven successes for advancing gender equity within other contexts. Therefore, all findings illustrate testable outcomes for gender equity advancement. Using the GAP database and their catalogue of 243 studies from 42 countries and 20 topics specific themes pertinent to the analysis were reviewed. Topic themes of the business case for gender equity, compensation, competition, leadership, political participation and representation, quotas, STEM and talent management were reviewed to make connections to sport (GAP, 2021). Many of the studies included within the database are applicable across themes, demonstrating the interconnected nature of gender equity issues and solutions, and as a result 286 results were returned within the search producing 167 unique articles.

Additional findings from the work of AAUW and Catalyst, two organizations committed to the promotion of workplace gender equity (AAUW, 2001; Catalyst, 2021) have also been surveyed to demonstrate relevant case studies with proven gender equity success. Specifically, AAUW's report, *Solving the Equation*, highlights how gender equity may be promoted in the male-dominated science, technology, engineering and mathematics (STEM) fields. Further, global consulting insights from McKinsey and Company and their ongoing diversity and inclusion research stream and *Women Matter* reports and unique sources to supplement government quota legalisation were also included.



Figures 2a. AAUW's "Solving the Equation" report, and 2b. McKinsey's "Women Matter" promotional video

The non-sport sector information was restricted to research which has demonstrated practical impacts on creating outcomes for gender equity. To comply with this scope and to draw from international literature, the Gender Action Portal (GAP) database created by Harvard’s Kennedy School of Women and Policy program was used as the primary research database (GAP, 2021). Since 2014, the GAP database has provided a collection of research findings from across the world that evaluate how policies, strategies and organizational practices have proven to impact the advancement of gender equity (GAP, 2021). Importantly, the research included within the GAP database focuses on findings from randomized controlled trials to convey clear causal inferences between gender equity interventions or inputs and resulting outcomes (GAP, 2021).

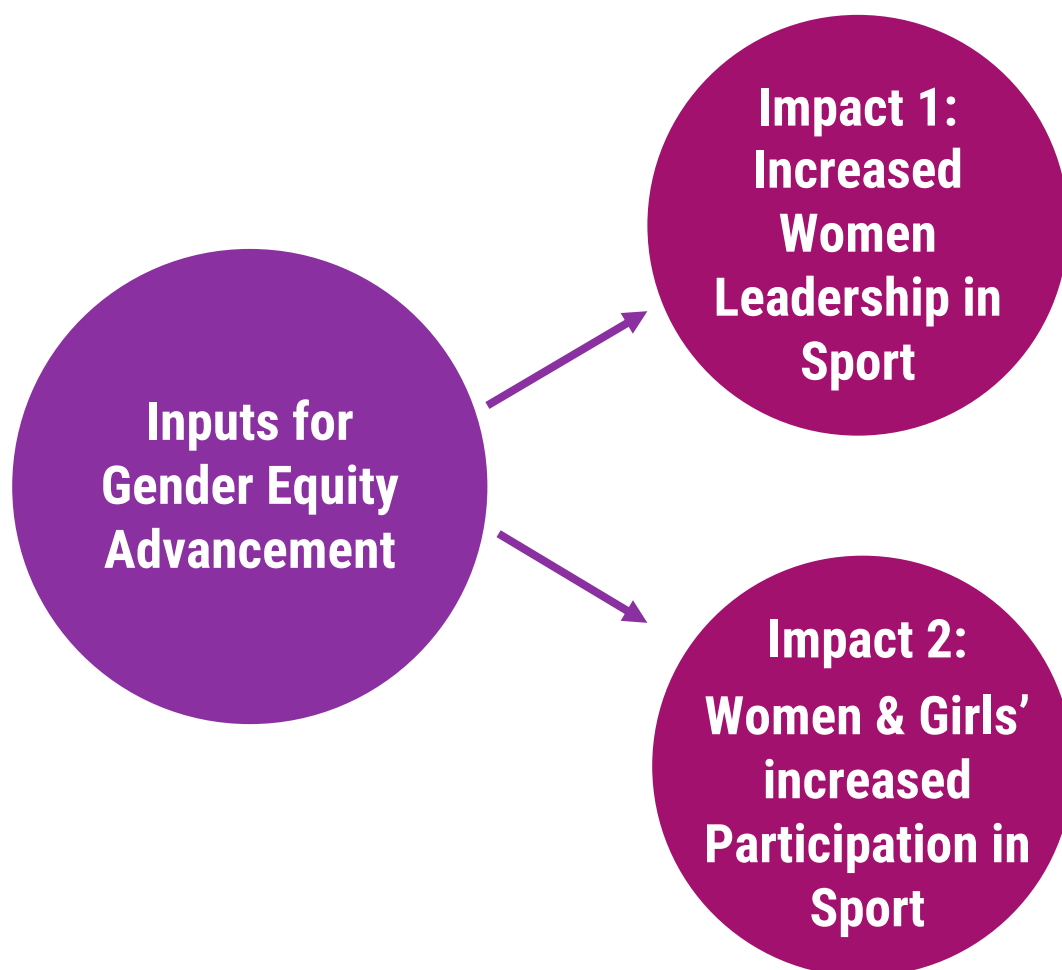
Focusing on results from randomized controlled trials allow for definite conclusions on gender equity impact outcomes, without complications of confounding influences. The comparisons between the treatment and control groups demonstrate conclusions as to “what works” when it comes to gender equity inputs.



Figure 3. Harvard’s Kennedy School of Women and Policy program’s Gender Action Portal (GAP)

The research framework used for the analysis uncovers how various inputs may be used to advance gender equity in sport. These inputs take shape through the various tools and interventions used across contexts to create the desired impact for increased gender equity. While outcomes for increased gender equity vary two primary impacts guided the review.

The two main impacts for gender equity advancement used to frame this analysis include the increased participation of women and girls in sport and the increased number of women in sport leadership positions. Findings suggest that both evidence based and efforts which have not been tested both seek to produce these desired impacts within the domain of sport.



Currently, the literature on advancing gender equity in sport is replete with various educational and mentoring programs, policy recommendations, and programming options, all with the shared aim of increasing the number of girls and women in sport participation and increasing the number of women in leadership positions.

To-date, the vast majority of outcome measures revolve around increasing participation numbers in educational or mentoring programs, satisfaction levels reported by girl and women participants, and increasing confidence and self-efficacy levels of girls and women. While recognizing the importance of such measures, they leave us with unanswered questions about whether interventions designed to increase gender equity in sport have the desired or intended effect. These desired effects may vary based on the relevant context.

The current project will use a theoretical model of monitoring and evaluation to assess the state of our knowledge with respect to what works in advancing gender equity in sport. Specifically, we will use the Theory of Change as the methodological framework for this project. The Theory of Change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused on mapping out the desired long-term goals and then works back from these to identify all the conditions that must be in place for the goals to occur. Figure 2 below illustrates the phases of the Theory of Change and Table 1 presents definitions of each phase and examples pertinent to gender equity in sport.



# Findings

To answer the research question guiding the inquiry, *what are the international initiatives that have demonstrated effectiveness or have potential to foster equity for women in sport participation and leadership*, the resulting findings have been compiled into two distinct sections. The first section synthesizes the current sport literature and the findings for gender equity promotion within this domain.

Within the sport sector findings and as a result of a limited evidence base in terms of number of evaluated gender equity in sport initiatives, the literature has been categorized into three themes. First, a synthesis of the evaluated initiatives for gender equity advancement in sport. Second, a review of the initiatives found in sport supply and last, the non-evaluated gender equity initiatives found within sport. Importantly, while the non-evaluated initiatives do not have definite conclusions of their impact, they have demonstrated the potential to increase gender equity in sport and have met the criteria of evaluation for this report. These findings are evaluated using a three-point scale, initial (1), promising (2) and strong (3) to represent the projected confidence of the initiative on advancing gender equity in sport.

The second section uses the GAP database to demonstrate how gender equity advancements have been used in other domains and how these findings may translate to the sport sector. The non-sport literature review is organized in two sections. The first, summarizes how gender equity impacts may be used to promote gender equity in sport leadership and the second makes connections to promoting gender equity in sport participation.

## **Sport Sector**

### Evaluated Initiatives

Characteristics of included studies (published & grey literature) are summarized below.

#### **What Works to Increase Gender Equity in Sport**

- Programming
- Training
- Quotas
- Networking
- Equal Pay Structures
- Media Representation



## Programming

### Author/Date

**Drivers to participations**  
**(NSW Government – Office of Sport 2021) (Australia)**

### Description of the Initiative or Study

“Olympic Multiathlon is a long-term **Czech National Olympic Committee** activity supporting sport and healthy lifestyles to address high levels of inactivity and obesity in the Czech Republic. The project aims to increase activity levels among school children and is a collaboration of the Czech National Olympic Committee with the Ministry of Youth, Sport and Education and the Ministry of Health. The project offers two programmes: the Olympic Diploma for primary schools, and the Versatility Badge for secondary schools.(...) Since 2014, when the pilot project started, there have been over 2000 schools and 300 000 pupils involved in the Olympic Multiathlon. Of these children, the evidence demonstrates that they have a better physical condition than children who do not participate. Furthermore, the children involved in the project continue doing sports and take part in other sports events such as the Czech Youth Olympic Festival and European Youth Olympic Festival. In 2014, of the 1300 children competing in the Winter Youth Olympic Festival, 344 had participated in the Olympi Multiathlon, and 144 of these were girls.”

### Inputs/Outputs/ Outcomes/ Impacts

Outcomes: better physical condition for children (not a gender specific initiative)

### Outcome / Impact

Involve children in sport at a young age.

## Programming

### Author/Date

**IWG 2018**

### Description of the Initiative or Study

“The **National Commission for Women and Sport of Mauritius** (CNSF) was formed in 1992 and focuses on the benefits of physical activity for health. Specifically, evidence from the Ministry of Health and Quality of Life (2015) states that only 18% of the female population are engaged in at least a 30 minute exercise programme three times a week, and there is a very high prevalence for type 2 diabetes, cardiovascular and other noncommunicable diseases (affecting 30-40% of the population). The CNSF circulated a questionnaire in 2015 and 2016 through their regional subcommittees to inform appropriate actions. The questionnaire was based on the IWG Toolkit which was a legacy of the IWG Conference in Montreal, Canada, in 2002. The survey identified swimming as a key activity for the women on the island. Many women do not participate in physical activity due to cultural barriers, particularly those in Asian and Hindu rural communities. As a result, while Mauritius is an island, it was found that many women do not know how to swim and there are high levels of drownings. Women indicated that they preferred to swim in pools rather than open water. CNSF responded to this by organizing aqua-gym and aqua-zumba, as well as annual regional swimming galas. The most recent survey has identified that in two of the rural swimming pool areas, there were highly committed and enthusiastic coaches, and the programme was so successful that there is now a waiting-list for people to do aquatic physical activity in a village in Mauritius! In addition to swimming, CNSF also offers projects related to walking and general movement which have increased women’s overall activity levels with the catchphrase ‘Sport at your Doorstep’.”

### Inputs/Outputs/ Outcomes/ Impacts

Outcomes: increase women participation.

## Programming

### Author/Date

Morgan et al. 2019, Young et al. 2019, Eather et al. 2018, Morgan et al. 2018, Morgan et al, 2015.

### Description of the Initiative or Study

#### Daughters and Dads Active and Empowered Program :

<https://www.sport.nsw.gov.au/daughtersanddads>

<https://www.daughtersanddads.com.au/>

**Australia** “Developed by the University of Newcastle, Daughters and Dads Active and Empowered is an award-winning, evidence-based program proven to enhance the physical and social-emotional well-being of girls. The program is for dads and their primary school-aged daughter(s) (K-6) and focuses on empowering young girls and improving girls’ fundamental movement skills through fun activities and one-on-one time with their dad. If you are a dad who wants to spend quality time with your daughter, do fun physical activities, and learn how to improve her sport skills, confidence, self-esteem and resilience, book into a program.”

### Inputs/Outputs/ Outcomes/ Impacts

Empowering young girls and improving girls’ fundamental movement skills through fun activities

Impressive results were achieved across a range of domains for families including:

Dads and daughters became more physically active.

### Outcome / Impact

This initiative is the best evaluation case in our literature review. The partnership that they have with researchers is promising for the quality of evaluations.

#### **Protective Factors:**

*Girls’ involvement in sport programming has demonstrated increased resilience and self-awareness in addition to sport related skills.*

## Programming

### Author/Date

**Shift Aotearoa (New Zealand)**

### Description of the Initiative or Study

<https://www.shiftnz.org/about>

Shift NZ's approach to improving the wellbeing of young women uses a youth-centred community building philosophy first and movement/sport after. By offering programming for and by young women and centering the diverse needs and wants of young women participants, Shift NZ promotes movement, flourishing, and community. What makes it unique are: its holistic approach, co-design of programs, and whanaungatanga (building relationships and connections before expecting young women to participate in anything; Shift NZ Impact Report, 2020, p.8). Led by a passionate volunteer CEO, Shift NZ uses an outcomes impact model to guide insights into several levels of impact (e.g., individual, community). Shift NZ prototypes new programs often, always aligning with its values.

<https://sportnz.org.nz/media/1262/case-study-shift-foundation.pdf>

"The Shift Foundation is a Charitable Trust that works in partnership with other awesome organisations (see below) to improve the wellbeing of young women aged 12 – 20 years."

#### "Our Approach

We co-design wellbeing solutions with young women to better understand their needs in an ever-changing environment. We seek and hear feedback, and embrace constant iteration and meaningful engagement. We are accessible, agile, and strongly believe in building whanaungatanga. We experiment, collaborate and have fun! We work in the worlds of wellbeing science, physical activity, social entrepreneurship and design."

#### "Our Values

Co-design - plan and deliver with young women

Empowerment - support young women to find and lead their own solutions to wellbeing issues

Inclusive & Accessible - we actively work with young women who identify with a diverse range of communities

Holistic - encompassing the mind, body, spirit

Collaboration - work in partnership with others who share similar values

Safety/wellbeing - of young women and ourselves

FUN - at every step of the way"

## Impacts/Outputs/ Outcomes/Impacts

In just under two years, Shift's reach has grown rapidly, from initially making contact with four secondary schools in Wellington City to now working actively with 23 secondary schools from the greater Wellington region.

In the past year, Shift has actively engaged with more than 4000 young women, many of whom have not been involved in traditional sport or recreation since primary school.

Plus, via its online presence and social media channels, it reached an even wider audience, encouraging and empowering young women to take part in movement activities. The programme was the winner of the Community Impact Award in the NZ Sport and Recreation Awards in 2018.

More importantly than the number of schools or young women reached is the impact Shift has had on young women's lives. Shift allows the space for social connectedness to flourish, body confidence and self-belief to grow, opportunities to move and laugh – all of which lead to increased wellbeing and engagement in community sport." (Sport New-Zealand 2018)

## Outcome / Impact

Shift approach and values are at the center of their success and should be taken as example for Canadian sport initiatives.

Reliable sources of funding are needed to ensure long-term impacts and program evaluations.

## Programming

### Author/Date

Morgan et al. 2019, Young et al. 2019, Eather et al. 2018, Morgan et al. 2018, Morgan et al, 2015.

### Description of the Initiative or Study

#### **This Girl Can” initiative**

<https://www.thisgirlcan.co.uk>

“This Girl Can is our nationwide campaign to get women and girls moving, regardless of shape, size and ability.

This Girl Can believes that there’s no right way to get active – if it gets your heart rate up it counts. And we want more women to find what’s right for them.

The campaign celebrates active women who are doing their thing no matter how they look, how well they do it or how sweaty they get. In the process, we want to challenge the conventional idea of what exercise looks like and reach out to women of all backgrounds and ethnicities who feel left behind by traditional exercise.

In doing so, we’re aiming to inspire more women and girls to wiggle, jiggle, move and prove that judgement, time, money and energy are barriers that can be overcome.”

Insight on engaging women and girls in sport and exercise


[https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2020-01/insight\\_go-where-women-are\\_1.pdf?VersionId=U2b2IYSfTF8.m2f9JXJauUWus3HMyCtd](https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2020-01/insight_go-where-women-are_1.pdf?VersionId=U2b2IYSfTF8.m2f9JXJauUWus3HMyCtd)

### Impacts/Outputs/ Outcomes/Impacts

Here is a campaign that is genuinely changing consumer behaviour and inspiring women to make a positive difference to their lives. As a result of the campaign, 1.6m women have started exercising. Moreover, the number of women playing sport and being active is increasing faster than the number of men.

The gender gap between men and women who exercise regularly has begun to narrow – from 1.78m to 1.73m – a sign that the campaign’s approach of focusing on the target audience as individual consumers is starting to pay dividends.





The increase in the number of women playing sport has driven an overall increase in the number of people regularly playing sport. This stood at 15.74m in the 12 months to the end of September 2015, up by 245,200 compared with the previous figures published in June. Overall, there has been an increase of 1.65m since London secured the rights to host the Olympic Games.

The 90-second "This girl can" spot has been watched more than 37m times on Facebook and YouTube alone. The campaign has an active social-media community of 500,000 and there have been 660,000 tweets about it."

8000 supporters for the campaign, from the FA to small local sports clubs.

8000 supporters for the campaign, from the FA to small local sports clubs

Sources: <https://www.campaignlive.co.uk/article/case-study-this-girl-can-16-million-women-exercising/1394836>

Sport England 'Active People Survey'.

## Programming

### Author/Date

Ireland

### Description of the Initiative or Study

<https://20x20.ie>

**20X20 “If she can’t see it, she can’t be it”** two-year campaign launched in 2018 Ireland to create a cultural shift in the Irish public’s perception of girls and women in sport.

“20×20 was about creating a cultural shift in our perception of girls and women in sport. There is so much to celebrate when it comes to women’s sport in Ireland, but there isn’t enough noise. 20×20 had three targets to reach by the end of 2020:

20% more media coverage of women in sport

20% more female participation at player, coach, referee & administrative level

20% more attendance at women’s games and events

The 20×20 concept was originated and developed by Sarah Colgan and Heather Thornton and driven by their agency, Along Came A Spider. Together with the Federation of Irish Sport, all of Ireland’s leading sporting organisations have come together to pledge their active participation in and support of 20×20.

#### **If we all play, we all win.**

20×20 is about creating a more inclusive, healthier Ireland – it’s not a ‘women for women’ initiative; it’s ‘all of society for all of society’. We asked all sections of Irish society to Show Your Stripes and pledge one small action to support women and girls in sport and physical activity in Ireland”

[\\_1.pdf?VersionId=U2b2IYSfTF8.m2f9JXJauUWus3HMyCtd](#)

### Impacts/Outputs/ Outcome / Impact

Outcomes: Since 20X20 launched in 2018 records have been broken.

In 2020 :

80% of the population are more aware of women’s sport since the launch of 20x20

61% are more likely to support women’s sport since the launch of 2020

75% of men say 20x20 changed their mindset positively towards women’s sport

42% of women say they are participating in more sport and physical activity than in 2018 due to awareness of 20x20

50% of the population and 60% of females say they would be more inclined to purchase from brands that support women’s sport.

## Training

### Author/Date

IWG 2018 Finland

### Outcome/Impact

“Coach Like a Woman” initiative

“The **Finnish Coaches Association** has partnered with the Finnish Olympic Committee to develop a project titled ‘Coach Like a Woman’. The project was developed during the planning for the 2014 IWG Conference in Helsinki. In 2013, there were up to five different sports involved and by 2014- 15 the Ministry of Education had agreed to fund the project. The project focuses on elite-level females who were former players in ball sports, as women are under-represented in coaching at the elite-level in these sports. In Finland, there is no requirement for someone to have a license to be able to coach, but this project offers females an education to give them the confidence to take on more demanding coaching roles. The priority of the project is to improve the quality of coaching in Finland and it is believed that increasing the number of women in coaching will ensure there are more coaches with more diversity of perspectives which will ultimately enhance coaching practice. Since 2013, the number of female coaches in elite-level positions has increased, and there are also regional coaching networks supporting these women. The organisers of the project are aware that the coaching careers of women tend to be shorter than that of men, and so they have introduced a group mentoring programme, which consists of one mentor for 3-5 coaches, over an eight months period. This is used as a tool to help coaches who have just started and need support, and also those who have been coaching longer at the elite-level but need further support with specific issues such as mental-support or coaching difficult situations. In 2016, the project was awarded the annual trophy from the Ministry of Education.”

## Impacts/Outputs/ Outcomes/Impacts

Outcomes: Increase the number of women coaches.

## Outcome/Impact

Training for elite-level female who were former player for them to become coaches

Mentoring for women coaches to give them the support needed.

## Quotas

### Author/Date

Vallente 2020, Spain

### Description of the Initiative or Study

“the **Spanish gender quota** increased the proportion of women board members (but not the proportion of women federation presidents). Economic sanctions for non-compliance made the quota effective. The quota had the effect within federations of making gender inequality more visible. Thus, this research concludes that gender quotas have substantial consequences for sport management other than the numerical increment of women managers.”

### Impacts/Outputs/ Outcomes/Impacts

Outcomes: Increase the proportion of women board members

### Recommendations & Conclusions

Economic sanctions for non-compliance made the quota effective.

## Quotas

### Author/Date

Hosted by Swinburne University, April, 2021.

### Description of the Initiative or Study

Women on boards quotas introduced July 1, 2019:  
Target of 40% women on sport organizations' boards;  
Meet regularly with individual sport organizations to discuss challenges and work through them;  
Provide supports to sport organizations to implement and maintain change, including a National Framework, pathway support, bespoke funding;  
Voluntary (i.e., no economic sanctions or consequences for non-compliance).

### Impacts/Outputs/ Outcomes/Impacts

Outcomes: 90-96% compliance in meeting target quota.

### Recommendations & Conclusions

Sport organizations tended to adhere to voluntary quota.  
Supports and individual connection was important to success.

No data yet available to see if adherence to quotas leads to the necessary cultural changes to support longevity/sustainability of initiative; more information needed on when and if economic consequences will be necessary to ensure compliance.

## Networking

### Author/Date

**Betzer-Tayar et al. 2017**  
**Israel.**

### Description of the Initiative or Study

**Volleyball Academy for Young Talented Girls (VAYTG) in Israel**  
case

-create sisterhood and support between women in the organization.

“ M felt that the women’s network she created helped her become influential in the male-dominated environment and that she was not alone in her struggle.” (Betzer-Tayar et al. 2017)

-built connection with women in key positions in other organizations to gain more inside information. (Betzer-Tayar et al. 2017)

### Impacts/Outputs/ Outcomes/Impacts

Outcomes: women have the same pay as men.

#### **Participation Benefits:**

*Women who participated in sport networking opportunities felt less alone in a male dominated environment.*

## Human Resources Policy - Compensation

### Author/Date

Norway

### Description of the Initiative or Study

**Norway's** elite female footballers since 2017 earn as much as their male counterparts when they play for the national team in a ground-breaking move for gender equality in sports.

<https://www.cnn.com/2017/12/14/football/norway-football-equal-pay-agreement/index.html>

### Impacts/Outputs/ Outcomes/Impacts

Outcomes: better media coverage for women sport.

### Outcome/Impact

Encourage women to built connection and find allies.

## Representation - Media

### Author/Date

Sweden

### Description of the Initiative or Study

<https://sportforbusiness.com/the-sports-economy-gender-equality-lessons-from-sweden/>

“Early **media coverage of women’s football in Sweden** focused on the players as women, mothers, and focused on appearances, however Oxaback (Football initiative) helped challenge this. Even prior to being administered by the Swedish Football Association they maintained detailed records so that sports media had access to results and goalscorers, and coverage of Oxaback’s success in the 1970’s and 1980’s gradually changed. Several newspapers employed reporters who specialized in reporting on women’s football writing straightforward and serious articles.

In the following years, Swedish media coverage of sport continued to exhibit biases and gender differences regarding both quantity and type of sport coverage but many examples can be found that serious coverage of women's sport was taking root. A Nordicom study for example found that during the Turin Winter Olympics of 2006 Swedish newspapers represented female hockey players as serious athletes and portrayal of female hockey players was similar to male players."

## Impacts/Outputs/ Outcomes/Impacts

Outcomes: better media coverage for women sport.

## Representation - Media

### Author/Date

**Sweden**

### Description of the Initiative or Study

<https://www.thelocal.se/20171018/swedish-sport-headlines-hit-gender-equality-milestone/>

"**Sweden's** most high-profile sportswomen have hit the headlines as much as their male counterparts in the past year, a first for Swedish sport journalism. Of the ten sportsmen and women who received the most media coverage between October 1st 2016 and September 30<sup>th</sup>2017, five were men and five were women, according to fresh statistics."



**Impacts/Outputs/  
Outcomes/Impacts**

Outcomes: Of the ten sportsmen and women who received the most media coverage between October 1st 2016 and September 30<sup>th</sup>2017, five were men and five were women

**Outcome/Impact**

Sweden track gender-based statistics = importance to collect gendered statistics.

## Sport Supply Company Initiatives

The Nike initiative for gender equity, while encouraging in its presentation, is shared with hesitation as there is contrasting evidence that the SDG 5 initiative may not be genuinely or purposefully implemented by the organization.<sup>1</sup> This difference between what a company markets as a gender equity initiative and their resulting actions which do not comply with the proposed initiative raises questions of decoupling or mixed diversity messages (Avery & Johnson, 2008). This difference between how a company conveys its advancements for gender equity and the resulting workplace practices that do not meet these goals is what is known as decoupling or a “symbolic management perspective” (Westphal & Zajac, 1998). The resulting deficit in implemented programming does not meet the proposed program but still conveys the perception of success to the public (Misangyi, 2006).

<https://www.retaildive.com/news/behind-closed-doors-the-friction-between-the-nike-brand-and-its-corporat/561608/>

<b>Company</b>	<b>Nike</b>
<b>Description of the Initiative</b>	<b>SDG 5 Gender Equality initiative</b> <b>2025 Targets</b> 50% representation of women in global corporate workforce and 45% in leadership positions 100% of strategic suppliers are increasing access to career opportunities and upward mobility for women employed in their facilities Maintain 100% pay equity across all employee levels on an annual basis Drive sustained community impact by getting kids moving in our Key Cities and sourcing backyards with 50% girl participation 2x investments focused on professional development for racial and ethnic minorities in the U.S. and women globally

<sup>1</sup> <https://www.retaildive.com/news/behind-closed-doors-the-friction-between-the-nike-brand-and-its-corporat/561608/>

## Proposed Outcome

### FY20 Highlights

100 Score on Human Rights Campaign Foundation annual [Corporate Equality Index](#) for 19th consecutive year

1:1 pay equity maintained for women globally

Women now make up 50% of our total employee base

In 2020, we increased representation of women and at the VP level by 2 p.p. over 2019 to a total of 41%

The 2020 intern class was our most diverse yet: 55% of our 310 interns were women and 49% were U.S. racial and ethnic minorities

Source:

<https://purpose.nike.com/fy20-nike-impact-report>

## Non-Evaluated Initiatives

Potential for non-evaluated initiatives to promote gender equitable change is indicated through the following three-point scale:

**3**

### **Strong**

We can be confident that the initiative has strong potential.

**2**

### **Promising**

We have moderate confidence that the initiative has potential.

**1**

### **Initial**

We have low confidence that the initiative has potential.

## Non-Evaluated Initiatives

<b>Author/Location</b>	<b>Drivers to participations (NSW Government – Office of Sport 2021) (Australia)</b>
<b>Description of the Initiative or Study</b>	<p>“Through the Sport Australia and Nielsen research, <b><u>nine key drivers</u></b> to participation were identified. These operate across an organisation and touch on all elements of a participant’s experience. When these elements are implemented well, they drive participation among women and girls. Where challenges arise, barriers to participation are created. Each driver is important to the success and sustainability of female participation within your organisation though each organisation will be at different stages of implementation.”</p> <p><a href="https://www.sport.nsw.gov.au/clubs/participation-planning-tool/drivers">https://www.sport.nsw.gov.au/clubs/participation-planning-tool/drivers</a></p>
<b>Strength Rating</b>	Potential to increase participation - 3
<b>Author/Date</b>	<b>Sport’Aide (Québec)</b>
<b>Description of the Initiative or Study</b>	<p>“At Sport’Aide, our mission is to ensure leadership in the implementation of initiatives favouring a healthy, safe and harmonious sporting environment for young athletes and to provide a support service to the various players in the sporting environment, on both an elite and recreational level.”</p> <p>More concretely Sport’Aide is an independent non-profit organization which offers guidance, support and orientation services for young athletes, but also to the various players in the sporting world (parents, coaches, sport organizations, officials and volunteers) who have witnessed violence against young people. There has been more than 600 requests since its opening in May 2018. ( <a href="https://sportaide.ca">https://sportaide.ca</a> )</p>
<b>Strength Rating</b>	Potential to reduce gender-based violence in sport - 3

<b>Author/Location</b>	<b>Lesotho, Mauritius, Spain</b>
<b>Description of the Initiative or Study</b>	<p><b>Sport-family balance initiative</b>          “The <b>Lesotho Cricket Association</b> offers a number of programmes which feature childcare provision, such as the mass participation programme which offers cricket competitions for women alongside those for primary school aged children.” (IWG 2018: 18)</p> <p>“The <b>National Commission on Women and Sport of Mauritius</b> allows mothers to bring along their children (from 3 months to 12 years) and provide basic child-care.” (IWG 2018: 18)</p> <p>“ The <b>Royal Spanish Athletics Federation</b> request and inform female elite-level athletes of government subsidies when pregnant or adopting, and also about maternity aid to athletes of national teams for the care of children under three years of age enrolled in children’s educational centres.” (IWG 2018: 18)</p>
<b>Strength Rating</b>	Promising - 2

<b>Author/Location</b>	<b>International</b>
<b>Description of the Initiative or Study</b>	<p><b>Infrastructures and equipment adapted to women</b></p> <p>“International federation of Motorcyclisme (FIM), for example, has tried to find equipment that is adapted to female morphology – such as protective equipment. They also make sure that riders have access to sanitary facilities.” (IWG 2018: 18)</p>
<b>Strength Rating</b>	Promising - 2

<b>Author/Date</b>	<b>Champion of Change from Australia (2020) (Australia)</b>
<b>Description of the Initiative</b>	<p><b>Develop a strong pipeline of potential elite talent- toolkit</b></p> <p><b>Champion of Change from Australia (2020)</b> put forward four questions to ask on an organization level to foster gender equity in participation: 1. Is there equal access to the sport at amateur, semi-professional and elite level?; 2. Are environments welcoming and inclusive?; 3. Are there suitable facilities/ amenities for women/girls?; 4. Are participation rates equal? They also develop measure to track the progression of gender equity:</p> <ul style="list-style-type: none"> <li>-% of registered female participants at grassroots level (includes women and girls)</li> <li>-% of registered female athletes at elite level</li> <li>-% of playing opportunities for women compared to men at elite level</li> <li>-Level of fan engagement for women’s sport/competition, indicated by social media followership unless otherwise stated</li> <li>-% of total facilities that accommodate women’s participation needs, e.g. equal access to change room facilities</li> </ul>
<b>Strength Rating</b>	Promising - 2
<b>Author/Location</b>	<b>Champion of Change from Australia (2020) (Australia)</b>
<b>Description of the Initiative</b>	<p><b>Infrastructures and equipment adapted to women</b></p> <p>“International federation of Motorcyclisme (FIM), for example, has tried to find equipment that is adapted to female morphology – such as protective equipment. They also make sure that riders have access to sanitary facilities.” (IWG 2018: 18)</p>
<b>Strength Rating</b>	Promising - 2

## Author/Location

**Champion of Change from Australia** (2020) (Australia)

## Description of the Initiative

### Funding – toolkit

**Champion of Change from Australia** (2020) put forward four questions to ask on an organisation level to foster gender equity in investment: 1. Is there investment in building audiences and fan engagement?; 2. Have internal resources been dedicated to building women's sport?; 3. Are sponsorship dollars invested equally (or more to women if required)?; 4. Do athletes have access to equal conditions, allowances and development resources? They also develop measure to track the progression of gender equity:

-% of promotional/marketing spend on women in sport/women's competition

-% of budget dedicated to building women in sport at the elite level

-Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite female athletes?

-Is there an equal travel/accommodation policy across genders?

## Strength Rating

Promising - 2

## Author/Location

**Finland**

## Description of the Initiative

### Non-discrimination and equality plans

Obligation for **Finland** sport organization to have non-discrimination and equality plans for their operation: "If a federation does not have a non-discrimination and equality plan, its eligibility for government grants can be revoked in the future. The application form for general grants also contains questions about non-discrimination and gender equality issues. Key actions of the non-discrimination and equality plan should be listed in the form, including a reference to a completed action plan or, if the plan remains incomplete, any actions already decided on, one of which could be the preparation of a non-discrimination and equality plan." (Ministry of Education and Culture of Finland 2018: 72)



## Strength Rating

Promising - 2

## Author/Location

Australia

## Description of the Initiative

### Participation planning tool- Australia

**Her Sport Her Way** – “The interactive, online Participation Planning Tool can help organizations create a strategy for increasing sport participation for women and girls.”

<https://www.sport.nsw.gov.au/clubs/participation-planning-tool>

“The Her Sport Her Way **Participation Planning Tool** was developed with the goal of helping sporting organisations increase participation among women and girls.

Using the Sport Australia Drivers of Participation framework as a guide, we’ve created a questionnaire to help identify positives and potential focus areas. We’ve also compiled relevant resources and recommendations to drive action and reach your female participation goals.

The planning tool and resources can be used in many ways including writing your strategic plan, inducting board members and staff, liaising with your stakeholders on your female participation goals, product development, and creating female-friendly marketing materials.”

“While sporting organisations agree more women and girls should participate in sport, there is often a lack of understanding of how to go about this. The interactive, online Participation Planning Tool can help organisations create a strategy for increasing sport participation for women and girls.

The tool will:

Help to organise thinking and strategy on female participation

Adapt to your organisation’s needs and capabilities

Assess your organisation’s current areas of strength and opportunities for improving female participation

Provide tools and techniques to executing a female participation strategy.”

“Her Sport Her Way has a strong focus on initiatives that reduce barriers to participation and promote inclusive sport experiences that reflect what women and girls want.

Through the online Participation Planning Tool and upcoming Think Tanks, we want to give our State Sporting Organisations (SSOs) the right mix of insights and practical solutions to grow their game for women and girls.

These initiatives are backed by funding support through the new Her Sport Her Way grants for SSOs to implement programs and test new ideas.”

### **Using the Participation Planning Tool**

<https://www.sport.nsw.gov.au/clubs/participation-planning-tool/using-the-tool>

“The planning tool can be completed by an individual or a group from within your organization. It is recommended that members of the board/committee (CEO, Female Participation Manager/Female Participation Subcommittee etc.) are included in the initial discussion and completion of the tool so the inputs are accurate. This will help to ensure the recommendations associated with the current female participation structure are specific to the needs of your organization.”

## **Strength Rating**

Promising - 2

## **Author/Location**

**International**

## **Description of the Initiative**

### **Elite level athletes – equal prize money**

“An example is the **International Cyclist Union (UCI)**, which now has equal prize money for women and men across all disciplines at all UCI World Championships.” (IWG 2018: 12).

## **Strength Rating**

Promising - 2

<b>Author/Location</b>	<b>Australia</b>
<b>Description of the Initiative</b>	<p><b>Genuine and equitable high-performance pathways – toolkit</b>  <b>Champion of Change from Australia (2020)</b> put forward four questions to ask on an organization level to foster gender equity in participation: 1. Are high-performance pathways for women (athletes and coaches) defined and communicated?; 2. Are there clear role models that women and girls can aspire to?; 3. Are systems in place to support the transition from amateur to professionals? They also develop measure to track the progression of gender equity:</p> <ul style="list-style-type: none"> <li>% of total funded development pathway opportunities for female athletes</li> <li>% of dollar investment in development pathways for female athletes</li> <li>% of promotion and public appearance opportunities allocated to women elite athletes</li> </ul> <p>Have pathways for women to reach elite level been communicated to participants and governing bodies? (Champion of change 2020)</p>
<b>Strength Rating</b>	Promising - 2
<b>Author/Location</b>	<b>New Zealand Olympic Committee</b>
<b>Description of the Initiative</b>	<p><b>Post career transition programs</b> (ex. IWG 2018:12)          “An example is the <b>New Zealand Olympic Committee</b> which has developed a two-year leadership programme for female retired athletes called the Women’s Sport Leadership Academy (WSLA) New Zealand. ‘Employment opportunities’ is mentioned by 11% (n=7) and Palau National Olympic Committee has given retiring athletes the opportunity to coach, teach in school and support and assist with ongoing programmes.”</p>
<b>Strength Rating</b>	Promising - 2

## Author/Location

Australia

## Description of the Initiative

### **Foster gender equity in leadership- Tooklist**

**Champion of Change from Australia** (2020) put forward four questions to ask on an organization level to foster gender equity in leadership: 1. Have pay equity ambitions been communicated?; 2. Has gender pay gap data been defined, measured and published?; 3. Are clear processes, timelines and targets in place to achieve pay equity?; 4. Has pay equity been achieved? They also develop measures to track the progression of gender equity:

- Pay equity (base pay) between male and female athletes at the elite level
- Pay equality (total remuneration) between male and female athletes at the elite level
- Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?
- Has gender pay gap data for elite athletes been defined, measured and published?
- Has equity in prize money for elite athletes/teams been achieved?

The Australian 'Champion of Change' gender equity program (2020) suggests three broad questions to ask on an organizational level to foster binary gender equity in sport leadership:

Is there (binary) gender balance in leadership, recruitment, graduates, promotions and overall, across the organization?  
Do the conditions and culture enable women to thrive?  
Is there a flexible and inclusive employment experience?

They also develop measure to track the progression of gender equity:

- % of women overall/total, key management personnel, other execs/ general managers, senior managers, other managers, non-managers
- % of women board directors
- % of women high-performance staff at elite level
- % of women coaching staff at elite level
- % of women officials at elite level
- % of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)
- % of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)
- Do you have a diversity and inclusion policy including an action plan?
- Is there implementation of flexible working policies?

<b>Strength Rating</b>	Promising - 2
<b>Author/Location</b>	<b>Finland</b>
<b>Description of the Initiative</b>	<p><b>Foster gender equity in coaching and leadership position</b></p> <p><b>Finland</b> : Minister of Education and Culture Sanni Grahn-Laasonen announced that her ministry would participate in the 100 Acts for Gender Equality project launched to celebrate the centenary of Finland’s independence by challenging sports federations and other organisations to take concrete actions for promoting gender equality. As a particular theme to be promoted was picked increasing the proportion of women in leadership and coaching roles. The Ministry of Education and Culture took on the challenge together with the Finnish Olympic Committee and the Finnish Paralympic Committee. (Ministry of Education and Culture 2017d.) The Ministry granted a special award to the best acts approved for the 100 Acts for Gender Equality project, which was coordinated by the National Council of Women in Finland. (Ministry of Education and Culture 2017e.) Acts in the field of sports and physical activity approved for the 100 Acts for Gender</p>
<b>Strength Rating</b>	(cannot evaluate since all the initiatives are presented in Finnish)



<b>Author/Location</b>	<b>International</b>
<b>Description of the Initiative</b>	<p><b>Improve the media coverage of women sport</b></p> <p>“For example, all the media materials produced by the <b>International Boxing Association (AIBA)</b> focus on the female athlete’s career in boxing, their performances, achievements and medal standings.” (IWG 2018: 22)</p>
<b>Strength Rating</b>	Promising - 2

<b>Author/Location</b>	<b>Finland</b>
<b>Description of the Initiative</b>	<p><b>Improve the media coverage of women sport</b></p> <p>The <b>Finnish Broadcasting Company</b> received a special award for acts promoting gender equality in sports and physical activity. Awards were also presented to the Football Association of Finland and Jyväskylä Jigotai’s judo division.” (Ministry of Education and Culture of Finland 2018: 79-80)</p>
<b>Strength Rating</b>	Promising - 2

<b>Author/Location</b>	Australia
<b>Description of the Initiative</b>	<p><b>AustraliaHer Sport Her Way (2019-2023) NSW Government – Office of Sport initiative - Australia</b></p> <p>“Featuring 29 initiatives across four strategic pillars of participation, places and spaces, leveraging investment, and leadership - Her Sport Her Way seeks to increase women's and girl's participation as players, leaders and coaches, improve facilities, and attract more investment and recognition for women's sport. Her Sport Her Way is a key action under the whole-of-government NSW Women's Strategy 2019-2022.”</p>
<b>Strength Rating</b>	Promising - 2

<b>Author/Location</b>	Australia
<b>Description of the Initiative</b>	<p><b>Award for organization that do gender equity work Her Sport Her Way Awards</b> <a href="https://www.sport.nsw.gov.au/her-sport-her-way-awards">https://www.sport.nsw.gov.au/her-sport-her-way-awards</a> <b>Australia</b></p> <p><b>About the awards</b> “Many individuals, clubs and organisations are striving to give women and girls more opportunities and equal access to participate in their sport. We want to recognise those people and highlight the important work they are doing. Recognising and celebrating the achievements of leaders in women's sport through awards and storytelling shines a light on gender equity across the sector.”</p>
<b>Strength Rating</b>	Promising - 2



## Gender Equity Insights Outside of Sport

To review how best practices for advancing gender equity have been used within other contexts the review turns to findings from additional gender equity literature to demonstrate how outcomes may be applicable to the sport context. As a result, this secondary investigation seeks to uncover “what works” for advancing gender equity in global workplaces, government systems and educational settings.

These findings focus on how available best practices from other domains may translate to increasing women’s representation in sport leadership and women and girl’s participation in sport. Important similarities can be drawn between other contexts where women are underrepresented such as medicine and healthcare (Coe, Wiley & Bekker, 2019; Soklaridis et al., 2017), science, technology, engineering and math (STEM) (AAUW, 2015) and government representation (House of Commons, 2019). In addition to underrepresentation in various sectors women face workplace gender inequity through confrontation with the persistent gender pay gap (Moyser, 2017), harassment (Holroyd-Leduc & Strauss, 2018) and the gendered complexities of leadership advancement (Eagly & Carli, 2015).



A similar investigation which uncovered how best practices could be used towards advancing gender equity within Canadian science and medicine was performed recently, in 2019 (Coe, Wiley & Bekker). Within this domain the author's argue that women's absence has produced a societal cost and missed intellectual capital (Coe, Wiley & Bekker, 2019) an outcome similar to that recognized in women's exclusion from Canadian sport leadership (CWS, 2020). Through using a search strategy focused on evidence-based approaches towards the promotion of gender equity within this male dominated context the authors conclude that the guidance of local and global solutions are integral in achieving this result (Coe, Wiley & Bekker, 2019). In order to shift away from the persistent masculine heteronormative view and towards gender equality findings demonstrate the need for legislation, allyship, training, inclusive leadership and community leadership (Coe, Wiley & Bekker, 2019). These findings demonstrate how various inputs may be used to advance gender equity.

The depiction of these various tools or elements are displayed within the first column of the Theory of Change model, identifying how various inputs used to promote gender equity create the resulting desired impact. As such, this secondary review will adopt The Theory of Change methodological framework to demonstrate how internationally tested inputs create resulting gender equity impact. To display how each impact may translate to the sport context each example corresponds with an application to sport. The impacts for gender equity are depicted in two sections. The first, depicts how gender equity impacts may be used to promote gender equity in sport leadership and the second, makes connections to promoting gender equity in sport participation.

The results included within the findings below were restricted to research which had demonstrated practical impacts on creating outcomes for gender equity and adopted the search strategy outlined within the above Review Approach.

## **Gender Equity Advancement Applications for Increased Sport Leadership**

### **What Else May Work to Advance Gender Equity in Sport**

#### ***Sport Leadership***

- Marketing the Business Case for Gender Equity
- Gender Equity Training
- Leveraging Allies for Equity
- Human Resources Programming
- Mentorship

#### ***Sport Participation***

- Encouragement and Role Models
- Programming

## The Business Case for Gender Equity

### Author/Date

**McGinn & Milkman, 2013**

### Gender Equity Evidence

Data obtained from employee interviews, observations, human resources data and exit interviews over a six-year study demonstrated influence in junior employees turnover intentions.

An increased number of women in senior positions decreased junior female employees intention to leave an organization.

*\*However, junior employees left more frequently when they had peers.*

### Recommendations For Sport

Hiring women in sport leadership roles may increase female employee retention at lower levels.

## The Business Case for Gender Equity

### Author/Date

**Woolley et al. (2010) (United States)**

### Gender Equity Evidence

Evidence of women's heightened social sensitivity demonstrates a positive correlation to greater group collective intelligence.

Therefore, a greater number of women in a group produces a higher level of collective intelligence.

Group intelligence is a predictor of group performance and the ability to perform tasks.

### Recommendations For Sport

Greater representation of women in leadership teams (groups) may produce greater group intelligence, task performance and benefits to organizational performance.

## The Business Case for Gender Equity

### Author/Date

Hoogendoorn, Oosterbeek & Van Praag (2013) (The Netherlands)

### Gender Equity Evidence

A study of undergraduate student teams demonstrated that teams of equal gender mix perform better than male-dominated teams in terms of sales and profits. Further female-dominated teams perform similarly to those of gender-mixed groups.

### Recommendations For Sport

Greater representation of women in leadership teams (groups) may produce greater group intelligence, task performance and benefits to organizational performance.

## The Business Case for Gender Equity

### Author/Date

Wilton et al., (2019)

### Gender Equity Evidence

White men perceive organizations as more prestigious when gender diversity is advertised.

*\*These findings are dependent on promoting white women, as these benefits do not extend to instances when both gender diversity and racial diversity is advertised.*

### Recommendations For Sport

Promoting the adoption of gender equity programming may produce favourable external perceptions of sport organizations.

## Summary

### **How the Business Case for Gender Equity May Increase Women in Sport Leadership**

- Hiring women in sport leadership roles may increase female employee retention at lower levels.
- Greater representation of women in leadership teams (groups) may produce greater group intelligence, task performance and benefits to organizational performance.
- Promoting the adoption of gender equity programming may produce favourable external perceptions of sport organizations.



## Training Programs

### Author/Date

Carnes et al. (2015) (United States)

### Gender Equity Evidence

Academic faculty members who participated in an interactive training workshop reported being significantly more likely to self-monitor their gender equity biases after participating in the brief (2.5 hours) training program.

The training results demonstrated a prevailing influence on participants when three months after the course, participants felt that they had acted in a way to promote gender equity since the completion of the training.

### Recommendations For Sport

Offer diversity and inclusion training to those in sport leadership.

To increase the influence of diversity and inclusion training the program should include real world examples of bias and instances of gender inequity.

Training may shift existing gender stereotypes, especially for white males, a dominant group in sport provides encouraging evidence for success within the sport context.

At a broader employee level, training participation has been perceived as a positive learning experience.

Notably, within the Rockwell Automation study the importance of senior leadership participation in training was highlighted as significant contributors to training success.



## Training Programs

### Author/Date

Devine et al., (2017) (United States)

### Gender Equity Evidence

Follow up to previous study:

Two years after the training departments who received the training demonstrated hiring 18% more women than they had prior to the workshop.

Results demonstrate how gender bias may be altered through training and have long standing influence.

Senior leaders (predominantly white men) at a large engineering firm (Rockwell Automation) reported an increased awareness of their privilege and an increased commitment to consider their responsibility for inclusion, four months after completing a diversity and inclusion course.

The course targeted white men, titled White Man's Caucus, or the White Men and Allies Learning Lab.

Notably, this population is considered most likely to be resistant to inclusion practices (Flynn, 1999; Holladay et al., 2003).

Commitments towards inclusion were most significant for males who entered the training program without existing concern for their own prejudice.

### Recommendations For Sport

Same as above.

## Training Programs

### Author/Date

Catalyst (2012) (United States)

### Gender Equity Evidence

Senior leaders (predominantly white men) at a large engineering firm (Rockwell Automation) reported an increased awareness of their privilege and an increased commitment to consider their responsibility for inclusion, four months after completing a diversity and inclusion course.

The course targeted white men, titled White Man's Caucus, or the White Men and Allies Learning Lab.

Notably, this population is considered most likely to be resistant to inclusion practices (Flynn, 1999; Holladay et al., 2003).

Commitments towards inclusion were most significant for males who entered the training

### Recommendations For Sport

Same as above.

## Training Programs

### Author/Date

McKinsey & Company (2020) (United States)

### Gender Equity Evidence

A case study of Levi Strauss & Co. demonstrated that of the employees who participated in diversity training (targeted towards race), 90% rated the workshop as 10 out of 10.

Participants believed the training assisted them in working on their own bias, allowed them to feel uncomfortable and have an openness for difficult conversations.

## Recommendations For Sport

Same as above.

## Training Programs

### Author/Date

**Chang et al. (2019) (Global)**

### Gender Equity Evidence

Participants from 63 countries employed by a global organization participated in gender-bias, general-bias and a control training course.

All courses took approximately one hour to complete and were performed online. The participants who completed the diversity training had a higher acknowledgement of their own gender biases.

However the study produces mixed results demonstrating that participants from the United States did not have a change in attitudes towards supporting women but those from other countries did have a stronger increase in supportive attitudes.

Results show that one off training may not be effective enough for addressing workplace inequity due to its limited effect on long-term behaviour.

### Recommendations For Sport

Same as above.

## Training Programs

**Author/Date**

**McCormick-Huhn, Kim & Shields (2020) (United States)**

**Gender Equity  
Evidence**

In a study testing the effectivity of anti-bias training results demonstrate that interactive training with real world bias examples were more effective than conventional training programs.

The conventional program (Google's Unconscious Bias @ Work) used a lectures and a question and answer period on general anti-bias information.

The alternative program had participants involved in a game setting with unconscious gender bias scenarios. Participants of the ladder course had more knowledge on gender equity issues an were more willing to confront bias than the other program.

**Recommendations  
For Sport**

Same as above.

## Training Programs

**Author/Date**

**Bekki et al. (2013) (United States)**

**Gender Equity  
Evidence**

STEM PhD candidates who completed online resilience training (5 hrs) focused on creating successful STEM career outcomes for women had positive effects.

Training modules were designed to address common areas of concern for female students.

Participants self-reported higher resilience and confidence in their ability to cope with the challenges of their program.

## Recommendations For Sport

Offering specific training programs for women working in sport organizations may create greater confidence and resilience to perform within the context.

Identifying women's areas of concern and including them within the training program may greater contribute to positive training outcomes.

## Summary

### **How Gender Equity Training May Increase Women in Sport Leadership**

- By offering training that addresses real world examples of bias and gender equity.
- Training may shift existing gender stereotypes, especially for white males, a dominant group in sport
- By offering specific training programs for women working in sport organizations to foster greater confidence and resilience to perform within the context.
- Identifying women's areas of concern and including them within the training program may greater contribute to positive training outcomes.

## Allies for Gender Equity

### Author/Date

Subašić et al. (2018) (Australia)

### Gender Equity Evidence

Experiments designed to motivate men towards action for workplace gender equity in Australia demonstrate that when males are positioned as allies or change agents for gender equity, they are encouraged by other men.

Outcomes demonstrated more significant support for gender equity, collective action intention and perceived legitimacy towards gender equity advancement.

### Recommendations For Sport

Leveraging influential allies for gender equity, such as those in leadership roles in sport organizations may promote wider organizational support for equity efforts.

Individual employee perceptions of leader's equity commitment may influence their dedication to learn more about equity and increase their accountability for gender equity in their own role.

Further, leader commitment to equity is important in altering employee perceptions on the success of gender equity programming.

Influential outcomes from leveraging ally support may be most pronounced when white males are seen as allies for gender equity.

## Allies for Gender Equity

<b>Author/Date</b>	<b>Ng &amp; Sears (2018) (United States)</b>
<b>Description of the Initiative</b>	A survey of men in upper management positions (within five reporting levels of the company CEO) indicates that the most significant contributor for interest in diversity and inclusion training was an individual's perception of other managers interest to participating in the training course.
<b>Recommendations For Sport</b>	Same as above.

## Allies for Gender Equity

<b>Author/Date</b>	<b>Catalyst (2009) (United States)</b>
<b>Description of the Initiative</b>	CEO's commitments for diversity have a resulting influence on the implementation of diversity initiatives at an employee level and critically influence the actions of human resources personnel to implement these initiatives.
<b>Recommendations For Sport</b>	Same as above.

## Allies for Gender Equity

<b>Author/Date</b>	<b>Heckman &amp; Foo (2014), AAUW (2015) (United States)</b>
<b>Description of the Initiative</b>	The influence of diversity allies influence is most pronounced when white men champion diversity efforts, as there is a demonstration of ascribing a higher value to white male's commitment to equity over the same commitments made by women or other underrepresented groups.
<b>Recommendations For Sport</b>	Same as above.

## Allies for Gender Equity

<b>Author/Date</b>	<b>McKinsey &amp; Company (2017) (Global)</b>
<b>Description of the Initiative</b>	Employees who see their senior leader communicate the importance of gender equity and are held accountable to these commitments increase employee perceptions that equity practices will lead to greater gender diversity within their organization.
<b>Recommendations For Sport</b>	Same as above.



## Summary

### **How Gender Equity Allyship May Increase Women in Sport Leadership**

- Leveraging influential allies for gender equity, such as those in leadership roles in sport organizations, may promote wider organizational support for equity efforts.
- Individual employee perceptions of leaders' equity commitments may influence their dedication to learn more about equity and increase their accountability for gender equity in their own role.
- Influential outcomes from leveraging ally support may be most pronounced when white males are seen as allies for gender equity.



## Human Resource Programming & Policy

### Author/Date

**Kurtulus (2013) (United States)**

### Description of the Initiative

Affirmative action programs in the United States were introduced in 1961 to legislate that federal employees were not treated differently based on race, and national origin.

The policy was updated to include gender in 1965. After argument that affirmative action programming did not benefit minorities it was repealed in several states.

Results demonstrate that in the four states that repealed affirmative action programs workplace diversity was significantly impacted and disproportionately affected Asian women, black women and Hispanic men.

Therefore, findings demonstrate the need to use affirmative action policy.

### Recommendations For Sport

Sport organizations must continue to follow Canada's Employment Equity legislation.

## Human Resource Programming & Policy

### Author/Date

**McKinsey & Company (2020) (Global)**

### Description of the Initiative

Lockheed Martin, a global security and aerospace company, has almost reached gender equity (40%) in its executive team and has focused on a strategy towards diversity and inclusion.

The program focuses on gender representation targets, talent evaluation through an external partner to eliminate unconscious bias, experiential learning and continual feedback from employees.

## Recommendations For Sport

Sport organizations should consider creating a comprehensive gender equity program which synthesizes touchpoints of gender equity promotion.

Review and reference to these program components should include evaluation and assessment on a regular basis.

## Human Resource Programming & Policy

### Author/Date

**Chang et al. (2019) (Global)**

### Gender Equity Evidence

Employees in Europe and Turkey feel that their organization's equity program is well implemented when they perceive that a clear follow-up process is in place.

This follow-up process may include assessment of diversity goals and evaluation of goal progress at various levels.

Continual improvement and tracking of gender equity is critically important.

There is significant evidence that many organizations implement equity goals and include measures within their programming with no visible change.

### Recommendations For Sport

Sport organizations should consider creating a comprehensive gender equity program which synthesizes touchpoints of gender equity promotion.

Review and reference to these program components should include evaluation and assessment on a regular basis.

## Human Resource Programming & Policy

### Author/Date

**McKinsey & Company (2017) (Europe)**

### Gender Equity Evidence

Employees in Europe and Turkey feel that their organization's equity program is well implemented when they perceive that a clear follow-up process is in place.

This follow-up process may include assessment of diversity goals and evaluation of goal progress at various levels.

Continual improvement and tracking of gender equity is critically important.

There is significant evidence that many organizations implement equity goals and include measures within their programming with no visible change.

### Recommendations For Sport

Same as above.

## Hiring Programs

### Author/Date

**Bohnet, van Greet & Bazerman (2015) (United States)**

### Gender Equity Evidence

The use of group hiring evaluations (or joint evaluation processes) reduces the gender gap in hiring decisions.

When candidates are reviewed alone, men were chosen over equally qualified women, demonstrating a decrease in bias when joint evaluations were used.

Joint evaluations reduced the likelihood of gender stereotyping and an increased use of information-based decision making.

## Recommendations For Sport

Human resource efforts targeted towards promoting gender equity in sport leadership should be adopted.

Efforts should focus on targeted recruitment and employ joint evaluation processes when reviewing candidate applications.

When reviewing applicants sport organizations may wish to consider a blind-review process in which applicant data is anonymized to remove indication of gender.

## Hiring Programs

### Author/Date

**Johnson & Kirk (2020) (United States)**

### Gender Equity Evidence

Archival grant application data that had anonymized personal data reduced reviewer gender bias.

When the double-blind review process was used gender bias was absent in the selection of male reviewers, who tended to favour male applicants.

### Recommendations For Sport

Same as above.

## Hiring Programs

### Author/Date

**Goldin & Rouse (2000) (United States)**

### Gender Equity Evidence

A review of a symphony orchestra's hiring results from the 1950's to 1995 demonstrate that the use of blind auditions, where the performer is hidden from the jury increased female musicians selection by 30%. T

The use of blind auditions significantly reduces the presence of gender bias in hiring.

### Recommendations For Sport

Same as above.

## Hiring Programs

### Author/Date

**McKinsey & Company (2020) (Global)**

### Gender Equity Evidence

The global investment banking firm Citigroup has increased gender diversity on its executive team from 8% in 2014 to 30% in 2019.

This outcome is attributed to three key programming areas: targeted recruitment, a focus on employee development and retention and promotional paths.

Recruitment targets are set for women and non-majority staff that are published publicly and informed by consultant support.

Central to retention and promotion is employee involvement in implicit association test (IAT) training and participation in affinity groups.

## Recommendations For Sport

Same as above.

## Recruitment Efforts

### Author/Date

**Gaucher, Friesen & Kay (2011)**

### Gender Equity Evidence

North American job advertisements were coded for their use of masculine and feminine words and categorized based on the dominate gender of the profession.

The results from the job advertisement catalogue were compared to potential applicant perceptions.

Results demonstrated that jobs in traditionally male dominated sectors had more masculine phrasing included.

Women perceived that they had a lower sense of belonging within these positions and found the roles to be less appealing.

### Recommendations For Sport

Recruitment for sport leadership positions should ensure that gender neutral phrasing is used within the job positings.

The inclusion of information intended to reduce gender bias in sport may be helpful in attracting female candidates.

Including the number of applicants for a job may further incentivize women's applications for positions.

## Hiring Programs

### Author/Date

**Del Carpio & Guadalupe (2019) (Mexico and Peru)**

### Gender Equity Evidence

Women reviewed the applications for software and leadership programs with and without a paragraph including de-biased information highlighting women's achievement in technology.

Women who reviewed the application with de-biasing information had doubled application rates.

The most significant information within the de-biasing message was demonstration of female STEM role models and descriptions of women's success in STEM.

### Recommendations For Sport

Same as above.

## Hiring Programs

### Author/Date

**Gee (2018) (Global)**

### Gender Equity Evidence

Data from LinkedIn job postings (over 2 million) across the world indicated that when the number of applicants was presented to candidates women were more likely to apply to jobs.

While this effect is minimal (3.6%) increase in women's job applications it presents a low cost way to increase women's participation in recruitment.

This effect was still present for jobs that were considered male dominated, demonstrating an increase in diverse applicants.



## Recommendations For Sport

Same as above.

## Recruitment Efforts

### Author/Date

**Holman & Schneider (2016) (United States)**

### Gender Equity Evidence

In investigating how women's interest in political involvement may be altered results demonstrate that when "demand-side" explanations are explained over "supply-side" explanations the gender gap of women's interest in politics is lost.

The demand side explanation suggests that women's underrepresentation in politics is due to low female recruitment and discrimination. This differs than highlighting the supply factors of women's lower interest in politics and gender role socialization.

As a result, explaining women's low participation in a male dominated sector based on demand factors may increase women's interest.

### Recommendations For Sport

Same as above.

## Promotion Efforts

### Author/Date

**He, Kang & Lacetera (2019) (United States & Canada)**

### Gender Equity Evidence

A North American study testing different promotional systems demonstrated that use of the opt-out system reduced the gender gap.

When participants were defaulted to be considered for competition (ie promotional consideration) women and men continued with the competition equally.

In comparison, when participants had to "opt-in" to be considered women participated significantly less than males.

### Recommendations For Sport

Sport organizations should consider automatically including women for promotion consideration, rather than having women "opt-in" to be considered for advancement.

Promotion consideration may also wish to use a top-down approach where women are targeted for advancement.

## Promotion Efforts

### Author/Date

**Exley & Kessler (2019) (United States)**

### Gender Equity Evidence

Women's bias in self-promotion is evident even when their performance is equal to that of their male counterparts.

As a result promotion into leadership roles may require a top down approach.

### Recommendations For Sport

Same as above.

## Hiring Quotas - Boards

### Author/Date

**Ahern & Dittmar (2012) (Norway)**

### Gender Equity Evidence

Norway's quota law, introduced in 2003, required at least 40% gender representation on boards for public limited liability companies (Tomczak, 2016).

This goal was reached within public limited liability companies but not within the private sector (Casey, Skibnes & Prigle, 2011). In a longitudinal study (2001-2009) records from 248 publicly listed Norwegian firms were reviewed for data on CEO and board member gender.

The introduction of Norway's gender board quota raised board seats held by women to the rate of compliance (40%) from 9% at the time of the legislation's introduction.

While representation increased there was a demonstrated reduction in firm market value, attributed to the hiring of unexperienced board members.

Further, many organizations avoided compliance with the quota by becoming privately owned to evade legalisation, notably the number of private firms increased by 30% post-legislation.

### Recommendations For Sport

Adopting female board quotas for sport organizations should be considered with caution.

While quotas will increase female board representation, appropriate time must be given to implementing this change.

Further, consideration must be made as to how quotas will alter board composition and how the number of available positions will or will not alter.

## Hiring Quotas - Boards

**Author/Date**

**Løyning, 2015 & Tomczak 2016 (Norway)**

**Gender Equity Evidence**

The introduction of Norway's gender quota has created ambiguous conclusions of its success as the implementation period was short and created competition for qualified applicants and a decrease in overall available positions. However, the women who gained board employment (under 500) contributed to the increased participation of women on boards, and there is anticipation that they may play an integral role in recruiting new women.

**Recommendations For Sport**

Same as above.

## Hiring Quotas - Boards

**Author/Date**

**Casey, Skibnes & Prigle, 2011 (New Zealand)**

**Gender Equity Evidence**

New Zealand's soft approach to promoting board gender equity emphasizes moral encouragement to promote women along with equal opportunity imperatives.

This approach does not have any legislated requirement and is guided by government bodies like the of the Ministry of Women Affairs Nominations Service.

Outcomes since the introduction of this topic in the country within 2000 have produced favourable outcomes in public domains, with women occupying 34% of board seats within state-owned enterprises and 42% of board seats within government statutory bodies.

*\*Yet, there is evidence that women still are absent from the boards of private corporations.*

## Hiring Quotas - General

**Author/Date**

**Niederle, Segal & Vesterlund (2013) (United States)**

**Gender Equity Evidence**

Harvard Business students were recruited to participate in a task experiment. When quotas were introduced for task winners, reserving winning spots for women, women's interest in competition increased 25%.

The results demonstrate that women's interest in competition increases significantly when quotas or affirmative action policies are present in competitive environments.

The study presents the opportunity that gender quotas have in encouraging qualified applicants to participate in competitive positions.

**Recommendations For Sport**

Sport organizations should consider implementing hiring quotas for employment opportunities.

Results indicate that quotas will encourage the participation of qualified candidates.

## Hiring Quotas - General

**Author/Date**

**Bhavnani, (2009) (India)**

**Gender Equity Evidence**

Quotas for female representation have proven to be effective in promoting an increase in women's political representation.

Globally, female legislators represent 22% of officials when quotas are present, in comparison to 13% where quotas are absent (Pande & Ford, 2011).

These quotes create triggers for altered expectations on who can participate in government leadership and create greater acceptance of female leadership (Bhavnani, 2009).

## Recommendations For Sport

These quotes demonstrate longstanding effects wherein even after the quotas are removed, women are more likely to be elected in seats that were traditionally held for women (Bhavnani, 2009).

In Mumbai, women were five times more likely to be elected in a seat that was previously reserved for women, even after quotas were removed (Bhavnani, 2009).

Further, the existence of quotas created influence effects on new candidates, as women were twice as likely to run in areas where quotas had been present. (Bhavnani, 2009).

Implementing female sport leadership quotas may influence long term perceptions of candidates interest in these roles.

Seeing women participate in sport leadership may alter broad perceptions of women's involvement in leadership within the context and prompt future women to apply to these roles.

Implementing hiring quotas may increase future interest by female candidates and alter perceptions of female leadership within the sport community.

Female quotas used to create more representation of women in leadership may lead to greater attention to women's employment issues.

## Hiring Quotas - General

### Author/Date

**Bhalotra, Clots-Figueras & Iyer (2013) (India)**

### Gender Equity Evidence

Longitudinal results from elections from 14 of India's states across 1980 - 2007 demonstrate that victory by a female candidate as a result of a gender quota in elections increases the number of female candidates in subsequent elections.

While subsequent candidates may include prior candidates interest in re-election overall increases in female candidates were demonstrated .

## Recommendations For Sport

Same as above.

## Hiring Quotas - General

### Author/Date

**Beaman et al. (2012) (India – West Bengal)**

### Gender Equity Evidence

Gender leadership quotas in Indian village quotas demonstrated empowerment for other female leaders and in aspirations for girls.

In villages where women had been elected in leadership for two cycles girls educational aspirations were much higher.

### Recommendations For Sport

Same as above.

## Hiring Quotas - General

### Author/Date

**Beaman et al. (2010) (India)**

### Gender Equity Evidence

The use of quotas to increase female government representation demonstrates that when a female constituent is present female citizens are 25% more likely to speak at meetings.

Further, when female legislators are elected responses to female policy concerns also significantly increase.

## Recommendations For Sport

Same as above.

## Hiring Quotas - General

### Author/Date

**Chattopadhyay, R., & Duflo, E. (2004) (India)**

### Gender Equity Evidence

When a female village council is led by a woman there is a greater response to women's policy concerns and contribution to policy that benefits the greater good.

This response leads to a greater increase in women's civic engagement.

### Recommendations For Sport

Same as above.

## Hiring Quotas - General

### Author/Date

**Beath, Christia and Enikolopov (2013) (Afghanistan)**

### Gender Equity Evidence

Afghanistan's National Solidarity Program (NSP) implemented in 2001 provided legislation for rural development in each village through the creation of a Community Development Council (CDC).

This program requires an equal number of men and women be elected for each village within the NSP program.





The program increased women's involvement in local government and had an increase in perceptions that women should be involved in decision making.

However, overall perspectives on women's positioning in society did not alter significantly as a result of the NSP and CDC



## Recommendations For Sport

Same as above.

## Tracking Diversity Metrics



### Author/Date

**McKinsey & Company (2020) (United States)**



### Gender Equity Evidence

The Target Corporation has had a fifteen-year journey dedicated to diversity and inclusion and is close to achieving gender parity within its executive team.

Success is found through their use of diversity and inclusion managed by a diversity and inclusion team.

Leadership access to the dashboard creates an expectation to use diversity and inclusion data to guide talent, salary and advancement decisions.



### Recommendations For Sport

Provide sport organization leaders with real-time diversity and inclusion data to inform their employment decisions.

Incentives tied to the promotion and maintenance of equity goal achievement may insight action from sport decision-makers.

Creating a diversity and inclusion team (department) may support leaders commitments towards equity and provide overarching guidance for equity goals.

## Tracking Diversity Metrics

### Author/Date

**McKinsey & Company (2008) (The Netherlands/Global)**

### Gender Equity Evidence

ING, the Dutch bank, links available bonus pool funds to diversity goals.

In five years, tracking these diversity goals increased female representation in top-management positions by 2% with 10% representation. This also produced an increase in female senior management representation.

### Recommendations For Sport

Same as above.

## Programming – Work-Life Balance

### Author/Date

**Moen et al. (2016) (United States)**

### Gender Equity Evidence

IT employees who participated in a program targeted to improve employee well-being strongly benefited women.

The program focused on increased work flexibility (work from home) and supervisor encouragement for personal and professional development.

Women reported significantly lower psychological distress after participating in the program.

The results demonstrate how women may benefit most from programming targeted towards worker well-being and understanding employee work/life demands.

## Recommendations For Sport

Sport organizations may wish to consider implementing programming which targets the promotion of work-life balance.

Results demonstrate an increased in women's well-being.

## Summary

### How Human Resource Programming May Increase Women in Sport Leadership

#### *General Programming*

- Sport organizations must continue to follow Canada's Employment Equity legislation.
- Sport organizations should consider creating a comprehensive gender equity program which synthesizes touchpoints of gender equity promotion (inputs). Such documents should be reviewed regularly.

#### *Hiring Programs*

- Human resource efforts targeted towards promoting gender equity in sport leadership should be adopted.
- Efforts should focus on targeted recruitment and employ joint evaluation processes when reviewing candidate applications.
- Blind-review processes should be used so that applicant data is anonymized to remove indication of gender.

### ***Recruitment Efforts***

- Recruitment for sport leadership positions should ensure that gender neutral phrasing is used within the job postings.
- The inclusion of information intended to reduce gender bias in sport may be helpful in attracting female candidates.
- Including the number of applicants for a job may further incentivize women's applications for positions.

### ***Quotas (Boards)***

- Adopting female board quotas for sport organizations should be considered with caution.
- While quotas will increase female board representation, appropriate time must be given to implement the change and an understanding of how quotas will or will not alter available positions.

### ***Quotas (General)***

- Sport organizations should consider implementing hiring quotas for employment opportunities.
- Implementing female sport leadership quotas may influence long term perceptions of candidates interest in these roles.

- Seeing women participate in sport leadership may alter broad perceptions of women's involvement in leadership within the context and prompt future women to apply to these roles.
- Implementing hiring quotas may increase future interest by female candidates and alter perceptions of female leadership within the sport community.
- Female quotas used to create more representation of women in leadership may lead to greater attention to women's employment issues

### ***Diversity Metrics***

- Leaders of sport organizations should have access to real-time diversity and inclusion data to inform their employment decisions.
- Incentives tied to the promotion and maintenance of equity goal achievement may insight action from sport decision-makers.
- Creating a diversity and inclusion team (department) may support leaders commitments towards equity and provide overarching guidance for equity goals.

### ***Work-Life Balance Programming***

- Sport organizations may wish to consider implementing programming which targets the promotion of work-life balance which in turn may influence women's sense of well-being.

## Mentorship

### Author/Date

**Blau et al., (2020) (United States)**

### Gender Equity Evidence

Formal mentorship programs for early-career female economic professors created significant career outcomes.

Participants of a two-day mentorship workshop had a 10.7% increased likelihood to gain tenure or tenure-track employment than those who did not participate.

Further, participants were more likely to gain employment in economic departments at top universities and more likely to have grant and publication publishing success.

Importantly, economics is a male-dominated field where female promotion is much more limited than is seen within other fields.

### Recommendations For Sport

Formalized mentorship programs for women in sport leadership roles may create successful career outcomes for mentees.

Mentees receive positive feedback from their mentors which may increase their confidence in their roles.

There is evidence that the length of these mentorship programs may be short in duration and still deliver career benefits for mentees.

## Mentorship

**Author/Date**

**Baldiga & Coffman (2018) (United States)**

**Gender Equity Evidence**

A study investigating the influence of sponsors on women indicated that the presence of a sponsor did not significantly influence women's resulting competitiveness or earnings.

However, results do demonstrate that women respond to gaining positive feedback from their sponsor, and that their sponsor's confidence did increase their interest in competition.

**Recommendations For Sport**

Same as above.

## Mentorship

**Author/Date**

**McKinsey & Company (2008) (Japan)**

**Gender Equity Evidence**

Nissan, a Japanese car manufacturer's 2004 program to advance women within the organization included a focus towards networking and mentoring, which increased the number of senior managers from 36 to 100.

While this is still a low percentage of overall representation, the outcome is significant given the challenges of female advancement within Japan.

**Recommendations For Sport**

Same as above.

## Mentorship

### Author/Date

**McKinsey & Company (2008) (United Kingdom)**

### Gender Equity Evidence

Lloyds TSB, a commercial bank in the United Kingdom, used targeted mentorship to encourage women to apply for promotional opportunities after recognizing women's aversion to self-apply.

Managerial efforts targeted towards identifying, training and developing candidates created a 15% increase in women held management positions and a 9% increase in senior-management positions within nine years.

### Recommendations For Sport

Targeted mentorship using a top-down approach may allow sport organizations to identify successful female leaders for further advancement within organizations.

## Mentorship

### Author/Date

**The Mentoring Foundation (2020) & McKinsey & Company (2008) (United Kingdom)**

### Gender Equity Evidence

Evidence of mentoring programming taking place external to an organization also produces promising results.

The FTSE 100 Cross-Company Mentoring Programme: Next Generation Women Leaders within the United Kingdom have created 81 mentoring pairs since its launch in 2012.

The yearlong mentorship program pairs a mentor who is a successful women in senior leadership with a mentee who meet every two months to participate in the individualized program.

Mentee graduates have demonstrated career progress, promotions and greater leadership responsibilities such as board appointments after completing the program.



## Recommendations For Sport

The creation of an overarching sport mentorship program for women with individuals outside of their organization may lead to significant career outcomes for mentees.

A long-term program of this nature may leverage successful women mentors from a variety of sport contexts to guide early career or lower-level women in sport.

## Summary

### How Mentorship May Increase Women in Sport Leadership

- Formalized mentorship programs for women in sport leadership roles may create successful career outcomes for mentees.
- Mentees receive positive feedback from their mentors which may increase their confidence in their roles.
- Targeted mentorship using a top-down approach may allow sport organizations to identify successful female leaders for further advancement within organizations.
- The creation of an overarching sport mentorship program for women with other sport leaders outside of their organization may increase career success, especially those early in their career.

# Gender Equity in Sport Participation

## Encouragement and Role Models

### Author/Date

Google (2014) (United States)

### Gender Equity Evidence

The most significant influence on girl's interest in computer science was through social encouragement.

Regardless of their individual technical understanding of STEM fields, encouragement from family, friends, and educators was the most influential in promoting girls interest in the subject area.

Social encouragement is not contingent on an individual's own interest or skill level in sport.

### Recommendations For Sport

Promoting social encouragement for girls' involvement in sport from influential relationships may promote girls' interest in sport involvement.

This social encouragement may come from any influential individual in a girl's life and is not dependent on the individual's own interest of ability in sport.

## Encouragement and Role Models

### Author/Date

**Cvencek, Meltzoff et al., (2011), Baron et al., (2014), UAW (2015) (United States)**

### Gender Equity Evidence

Children's implicit gender associations between math and males have demonstrated development by age 7 or 8 .

There is importance to expose young girls to female role models in STEM fields.

### Recommendations For Sport

Promoting early exposure to sport for young girls may reduce stereotyped gender associations.

## Encouragement and Role Models

### Author/Date

**Good, Aronson & Harder (2008), Krendl et al., (2008) (United States)**

### Gender Equity Evidence

To reduce women's stereotype threat in STEM, before given a math test women a group of women were instructed that gender had proven no influence on an individual's test results.

Women who received this messaging performed higher on the test and reported higher confidence than those who received conventional messaging about the test's assessment ability.

Similar results indicate that when women are reminded of stereotyping in math before taking a test, they have increased neural activity linked to processing negative information, which may influence their ability to perform tasks.

## Recommendations For Sport

Girls who receive messaging about equality in sport participation may be more motivated to engage in sport.

Providing girls with information about equity in sport may reduce their perceptions of negative stereotype information.

## Encouragement and Role Models

### Author/Date

**Stout et al., (2011), Carrell, Page & West (2012) (United States)**

### Gender Equity Evidence

Female undergraduate students who were exposed to female STEM experts through a personal interaction or by reading biographies of successful women in stem

Interactions with a female math expert-created positive attitudes for math and increased effort on math testing.

Having a female professor increased women's voluntary participation in class by 39% and increased their confidence within the course.

Similar results are found in findings that when high-ability female students are taught by female professors in math and science, they are more likely to pursue STEM than those with male instruction

### Recommendations For Sport

Exposing women and girls to successful females in sport may result in creating positive attitudes and involvement in sport.

Further, women or girls who have female sport coaches may be more likely to pursue further engagement in sport.

## Encouragement and Role Models

**Author/Date**

**Good, Woodzicka & Wingfield (2010) (United States)**

**Gender Equity Evidence**

Female high school students (grade 9 and 10) provided lessons with images of female scientists demonstrated higher comprehension .

Through dismantling STEM stereotypes, women's resulting performance was higher.

**Recommendations For Sport**

Same as above.

## Encouragement and Role Models

**Author/Date**

**Riise, Willage & Willen (2019) (Norway)**

**Gender Equity Evidence**

Norwegian girls who had a female doctor during their childhood were more likely to pursue STEM programming in high school than girls with male doctors

Importantly, this effect was only present when girls mothers had less than a college degree and did not influence girls whose mother had post-secondary education.

**Recommendations For Sport**

Same as above.

## Encouragement and Role Models

### Author/Date

Ding & Harkskamp, (2006)

### Gender Equity Evidence

Female students (grade 11) who were paired with another female student to complete physics problems performed more favourably than female students with a male partner.

Female paired teams demonstrated higher confidence and greater participation in the process through cooperation and sharing their ideas more freely.

### Recommendations For Sport

Women and girls' involvement in female only sport opportunities may have higher confidence than those who participate in mixed-gender sport interactions.

## Summary

### How Encouragement and Role Models May Increase Women and Girls' Participation in Sport

- Encouragement from influential relationships may promote girls greater interest in sport. These individuals do not have to have their own ability or interest in sport.
- Promoting early exposure to sport for young girls may reduce stereotyped gender associations.

- Girls who receive messaging about equality in sport participation may be more motivated to engage in sport.
- Exposing women and girls to successful females in sport may result in creating positive attitudes and involvement in sport.
- Women and girls involvement in female only sport opportunities may have higher confidence than those who participate in mixed-gender sport interactions.

## Programming

### Author/Date

**Walton et al., (2015) (Canada)**

### Gender Equity Evidence

A study using first-year engineering students from the University of Waterloo investigated if interventions influenced female student's coping as an underrepresented group in STEM.

Social-belonging interventions and affirmation-training interventions were tested by offering a short (under one hour) information session to participants.

The self-belonging intervention focused on advising participants that all program entrants were concerned with social belonging and shared common interests in their studies. The affirmation training emphasized how senior students use self-identity and personal values to cope with program stress.

Both interventions raised individual's confidence to succeed in engineering (13 %) months after the course and improved individuals self-esteem creating higher confidence to handle stress.

Women who received the social-belonging intervention developed favourable opinions of female engineers.

## Recommendations For Sport

Programming efforts aimed to increase women and girl's self-belonging in sport and affirmation may increase their confidence to succeed in sports.

Further, similar programming for female sport leadership may also be used to foster women's confidence and self-esteem in their sport leadership careers.

## Programming

### Author/Date

**Stoeger et al., (2013) (Germany)**

### Gender Equity Evidence

German girls aged 11 to 18 were invited to participate in a yearlong online STEM mentoring program that matched students with a STEM mentor (post-secondary student or professional).

Mentors and mentees emailed once a week about STEM topics along with programming that encouraged online group support, chats and monthly magazines.

Students who participated in the program resulted in:  
Greater increase in intention to pursue STEM electives  
Increased knowledge of STEM careers  
Higher confidence in STEM topics  
Higher confidence in individual STEM abilities  
Greater self-assessed STEM competencies.

### Recommendations For Sport

Sport mentorship programming for girls may offer similar positive benefits to those received for female leaders.

Pairing girls with a successful sport mentor may create greater engagement and confidence in their sport involvement.



## Programming

### Author/Date

**AAUW (2015) (United States)**

### Gender Equity Evidence

Interest in STEM is promoted at an elementary and middle school level (Valla & Williams, 2012) as early exposure may promote interest leading to an interest in a STEM field career.

### Recommendations For Sport

Sport programming at an elementary level may encourage girl's long term engagement in sport.

## Programming

### Author/Date

**Girls Who Code (2021) (United States)**

### Gender Equity Evidence

Girls Who Code programming includes coding workshops for girls in grades three to twelve, summer immersion programs for grade ten to twelve girls and college programs to foster a community for women in technology.

Programming seeks to expand the pipeline for girls in computer science to expose them to coding early on.

The program's success has produced 90,000 college-aged alumni in 2020 alone, which is three times the number of women who graduated in computer science degrees within the United States in 2019, demonstrating the importance of intervention programming.

### Recommendations For Sport

Same as above.

## Programming

### Author/Date

**Correll (2004) (United States)**

### Gender Equity Evidence

Undergraduate students participated in a survey they were told would assess their abilities in skills that were desirable to Fortune 500 companies.

When instructions stated that women were less competent than males in a fictitious ability women judged their performance more negatively, and men more positively.

Further, when women were told they would perform worse than males they lacked interest in opportunities that required that task.

The resulting findings demonstrate that gender biases produce internalized performance gaps in self-assessment and career preferences.

When women perceive a negative gender stereotype they assess themselves to a stricter standard which may limit their own performance.

### Recommendations For Sport

Sport programming for women and girls should include messaging which reduces negative gender stereotyping within sport.

Messaging should also convey that the level of effort required in sport is gender neutral.

## Programming

**Author/Date**

**Smith et al., (2013) (United States)**

**Gender Equity Evidence**

Through studying undergraduate female STEM students researchers identified that women had a perception that male-dominated programs required more effort and therefore had less interest in pursuing education within these domains.

However, when women were informed that everyone would have to high levels of effort to succeed in the program women's personal belonging and interest significantly increased.

Resulting feelings of confidence and reduced self-doubt demonstrated that discussing challenges openly may increase women's belonging in male-dominated domains.

**Recommendations For Sport**

Same as above.

## Programming

**Author/Date**

**Dreber, Von Essen & Ranehill (2011) (Sweden)**

**Gender Equity Evidence**

Contradictory to other research results of boys and girls competition in a Swedish context demonstrated no differences in willingness to compete.

All children had the same interest in participating in the running competition and were not influenced when the competition was associated with a specific gender.

**Recommendations For Sport**

Same as above.

## Programming

### Author/Date

**Marx & Roman (2002) (United States)**

### Gender Equity Evidence

Female students who took a math test from a woman who was perceived as competent in math performed better than when performing the same test with a male examiner or female who does not appear successful in math.

The students selected for the examination all had high levels of achievement creating findings that female role models play an important role in combatting negative stereotypes.

### Recommendations For Sport

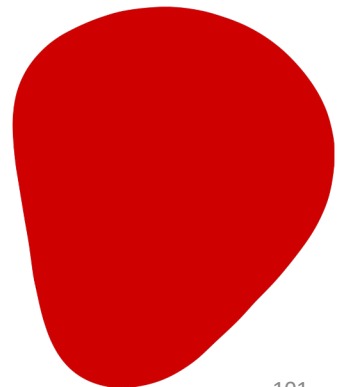
Programs targeted to increase girls' participation in sport should utilize female leaders.

## Summary

### How Programming May Increase Women and Girls' Participation in Sport

- Programming efforts aimed to increase women and girl's self-belonging in sport and affirmation may increase their confidence to succeed in sports.
- Programs targeted to increase girls' participation in sport should utilize female leaders.
- Pairing girls with a successful sport mentor may create greater engagement and confidence in their sport involvement.

- Sport programming at an elementary level may encourage girl's long-term engagement in sport.
- Sport programming for women and girls should include messaging which reduces negative gender stereotyping within sport.
- Messaging should also convey that the level of effort required in sport is gender neutral.



# Summary of Findings

The findings of the current analysis demonstrate how gender equity initiatives are being used both within sport and other domains. Unfortunately, there is limited evidence on evaluated or tested gender equity programming within sport. Therefore, findings of “what works” within this context are restrained.

The evaluated and promising initiatives are listed below, however there were also several key contextual practices that showed promise to increasing the likelihood of initiatives’ success, such as:

- **Integrating gender** into all initiatives;
- Supporting sport organizations to **evaluate** gender equity initiatives;
- **Planning research** component of initiatives in tandem with initiative development – more partnerships between researchers and sport organizations;
- Building **connections across sport organizations** and governments to come together and discuss gender equitable practices, challenges, and opportunities;
- Providing opportunities for stable and reliable **funding** for gender equity initiatives.

These contextual factors show promise to influence the success of more specific initiatives. The synthesis of this academic and grey literature has demonstrated proven outcomes for advancing gender equity in sport realized using the following inputs:



**Programming Efforts**



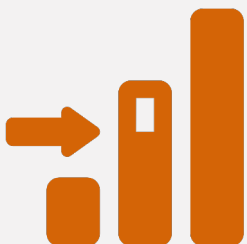
**Training Programs**



**Compensation Structures  
for Equal Pay**



**Representation in the  
Media**



**Quotas**



**Networking Opportunities**

These outcomes demonstrated advancements in gender equity through greater participation of women and girls in sport and greater leadership opportunities for women in sport organizations. While these outcomes have demonstrated successes, they have also highlighted the importance of considering the context in which an effort is implemented to avoid creating unintentional negative outcomes. As a result, gender equity advancement efforts should be considered contingent on the domain to which they are applied, so that gender equity considerations are not merely added ad-hoc but thoughtfully integrated within existing programming.

As gender equity concerns are interconnected and multifaceted consideration for women and girls must be realized at all levels of sport organizations. These findings are further substantiated through the review of gender equity advancement gleaned from the non-sport literature.

The findings for gender equity advancement in the non-sport literature have illuminated how gender equity advancements take form at various touchpoints in women's workplace experiences. When considering how gender equity may be achieved in sport leadership the literature has shown proven successes through various efforts. While these successes have been realized outside of sport they provide encouraging evidence as to how programming could be adopted within the sport sector to provide similar results.



In summary, findings outside of the sport context have shown that the sport sector may wish to consider the following when creating gender equity programming for women's advancement and inclusion in sport leadership.

## Gender Equity Advancement for Sport Leadership

### Market the Business Case for Gender Equity

- Offer gender equity training
- Focus on real-world examples
- Offer training for women leaders in sport



Figure 4. A group of coworkers meeting.

## Leverage allies for gender equity in sport

- **Focus on leader commitments**

## Human Resource and Programming

- **Adopt a gender equity program**
- **Focus on targeted recruitment and promotion for women in sport leadership**
- **Consider blind candidate reviews**
- **Use gender neutral language in job postings and include the number of applicants**
- **Consider adopting gender hiring quotas in leadership**
- **Track diversity efforts and incentivize diversity goals**
- **Consider work-life balance programming**



*Figure 5. Two women collaborating in a workplace.*

## Mentorship

- **Create formal mentorship programs for female sport leaders**
- **Use a top-down selection approach**
- **Consider an inter-organizational mentorship program**

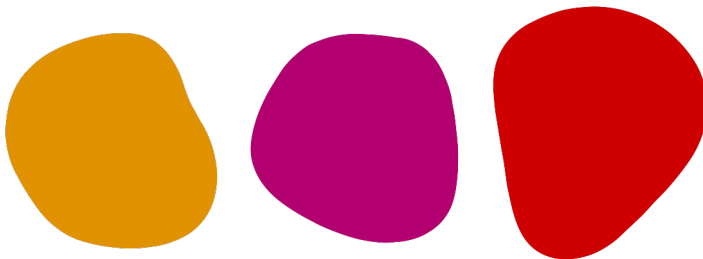
The findings which demonstrate application to promoting gender equity in women's and girls' participation in sport can be summarized in two central themes. Firstly, the importance of encouragement and role models and programming efforts targeted to increase participation. These conclusions were mainly informed by gender equity advancements realized in other male dominated fields such as STEM and medicine and are summarized as follows.

## Gender Equity Advancement for Sport Participation

- **Encouragement & Role Models**
- **Promote social encouragement for girls in sport**
- **Focus on girl's early exposure to sport (elementary age)**
- **Promote equality in sport messaging (reduce negative stereotyping)**
- **Highlight opportunities for female only sport**

## Programming

- **Focus on programming directed at self-esteem and belonging in sport**
- **Consider sport mentorship programming for women and girls**



Last, while there is limited evidence of evaluated gender equity efforts used within sport there is considerable evidence of ongoing efforts to promote equality in sport. International findings indicate how globally efforts are being made to promote gender equity within this context. These findings are encouraging and demonstrate the dedication that organizations have for supporting women and girls in sport. These efforts are laudable and demonstrate opportunities for future analysis to evaluate their success. At present, these findings may be used as considerations for gender equity promotion in Canada and used with caution as their impact cannot be quantified at this time.

## **Gender Equity Initiatives Need Evaluation**

One thing is apparent through this report: gender equity initiatives in sport sorely need evaluation. In order to find ‘what works’ to improve gender equity in sport, the Canadian sport system - collectively and as individual sport organizations – needs to start tracking and measuring indicators towards gender equity. Collecting organizational data on what has ‘worked’, the measurements of determining how we know something ‘works’, and what has not ‘worked’ towards gender equity will go a long way in elucidating practical options to pursue gender equity in sport. While one approach will not fit all, the more data, contexts, and evaluations we document, the easier it becomes to implement approaches in whose impact we can be confident and tailor those approaches to better meet a variety of sporting contexts. In short: actors in the Canadian sport system need to adopt better evaluation practices to adopt better gender equity in sporting practices.

Our vision is to work towards building an accessible database of practices and measures across the country. To work towards this vision, organizations need to:



## **Fund evaluation**

Whether earmarked for evaluation practices or incorporated directly into project/program/policy budgets, evaluation research must be encouraged and facilitated through specific funding allocations.



## **Promote a culture of evaluation**

One thing that often came up as a challenge for organizations is that evaluations were often considered expendable extras. We must work to shift towards a culture of evaluation where projects are not considered fully implemented or finished until evaluation has been conducted. Part of promoting a culture of evaluation is including evaluation measures as part of the initial stages in planning a gender equity project or initiative. When setting up a program, consider such questions as: how will you know the program is working? What changes should the program bring? What changes should be avoided as a result of the program? Each of these can be used to work with in-house or third-party researchers to design the evaluation in tandem with the initiative's implementation.



## **Embed gender equity evaluation practices, measures in every initiative and share your practices and results**

Evaluation research is useful to demonstrate impacts for funders, but it is similarly important and integral to find out what practices are working within an organization to improve gender equity in sport. Sharing this data and the processes to attain it can help build national sport community and momentum towards gender equity. Sharing ideas on what kinds of indicators to collect and which practices are effective or ineffective reduces duplication of efforts and costs within the sport system and individual organizations and helps us all move towards improved inclusion in sport. Moreover, sport organizations would do well to collect and store gender-segregated data – many organizations collect, for example, participant data (through number of registrations), but may not collect or organize that data by gender, which would facilitate basic trend analyses.



## **Work collaboratively.**

Evaluation of women's equity in sport initiatives is greatly enhanced when partnerships form between researchers, sport organizations, and government. Cross-sector engagement is also greatly beneficial for the sport sector to share ideas, successes, improvements, and practices towards a common goal of women's equity in sport, and has been one way gender equity has been encouraged in other jurisdictions. Look to third party evaluation services, such as UpShot in the United Kingdom, and to the gender equity evaluation tools and examples set by such Canadian sport organizations as the Maple Leaf Sport and Entertainment Launchpad.

One of the challenges of evaluation in gender equity initiatives in sport is that there are no set indicators which, once achieved, undoubtedly improve gender equity, but there are some indicators that have been listed in this report (e.g., number of women in an organization, on a board, as leaders, in coaching, participants, etc.; salaries of women; number of women's movement programs; user satisfaction; psychological measures such as self-esteem, confidence, etc.) and good approaches, tools to developing appropriate indicators in context. Developing indicators should take into account proximal (i.e., what participants or people otherwise directly involved in the program experience, such as user satisfaction, psychological impacts, behavioural impacts) and distal outcomes (e.g., indicators of cultural gender shifts, number of gender inclusive programs, etc.), and align with an organizations' goals and values.

Despite few gender equity in sport initiatives worldwide found to have accompanying evaluations, there are a few great examples of evaluation towards gender equity within sport organizations (e.g., Maple Leaf Sports and Entertainment Launchpad in Toronto, Canada; Shift Aotearoa in New Zealand; Daughters and Dads program in Australia) and third-party evaluation services (such as UpShot in the United Kingdom). Appropriate indicators will vary between contexts and organizations, and researchers and research institutions (such as E-Alliance Canada) work collaboratively with sport organizations to support and guide gender equity evaluations.

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# Conclusion


There are many creative ways to increase the number of girls and women participating in sport and involved in sport leadership presented in this report, and there is still more room to grow.



In order to make sustainable changes to transforming sport towards higher inclusivity for girls and women by 2035, sports administrators must work individually and collectively.

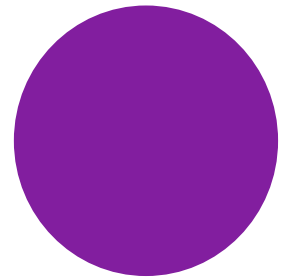






“There is no singular ‘way’ to achieve women’s equity in sport.”

One of the key messages from this report is that there is no one, singular, ‘correct’ way – nor one, singular checklist to implement - to achieve women’s equity in sport; rather, equity strategies in sport must match the complexity and interconnectedness of the barriers faced. Gender equity strategies must be multi-faceted, responsive, and enacted across multiple levels. Administrators ought to avoid one-off actions or programs, as these are not effective in creating lasting change, and lean into discomfort to transform sport in more inclusive ways.



A second key message is that there is a great need for independent, evidence-based, evaluation research on gender equity in sport. A lack of evaluation data is a glaring challenge to understanding ‘what works’ to improve women’s equity, apparent through the observed dearth of available evaluation research and identified as a challenge by key stakeholders (at panel events and interviews, for example).

Authors found a great number of ‘best practice’ lists and toolkits for gender equity (for example, the Conseil de l’Europe Toolkit) as well as many descriptions of (a) programs without evaluations and (b) programs with evaluations that did not break down evaluation measurements by gender (for example, the Ministry of Education and Culture of Finland’s Joy in Motion! Program, 2018: 74). Authors also found many instances where organizations spoke of their intentions to gender equity, with more emphases on often vague commitments of what an organization *would do in the future* to support gender equity versus what it was actually doing in present.

**Authors found a great number of vague commitments of what an organization would do in the future, without what it was actually doing in the present.**

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A final key message is that changes towards gender equity in sport are made sustainable through the integration of equity principles into all aspects of public life. For example, often considered a role model in egalitarianism, Sweden exhibits a strong degree of gender equality across social, political, and economic landscapes, and it is important to emphasize that these kinds of gains in women's equity are the result of a very long, slow change process. Indeed, Sweden institutionalized gender-based analysis in its government in the 1970s, which ensured data collection included gender-segregated methods. If we look to more recent Swedish statistics on sports employment, 45% of 'sports leaders' and 55% of all those employed in sports are female.<sup>2</sup> These are the desirable outcomes of longstanding, steady, widespread change. In Sweden, gender equity is not only integrated through programs or policies, but is also generally ubiquitous in most aspects of Swedish society. We can look to the Swedish example and understand that the most sustainable equity initiatives are the ones which take root in the culture and become cross-cutting approaches in a society. Similarly, the case of Iceland - frontrunner in the World Economic Forum's Global Gender Gap Index for nearly a decade - also teaches us that "gender equality does not come about on its own accord. It requires the collective action and solidarity of women human rights defenders, political will, and tools such as legislation, gender budgeting and quotas."<sup>4</sup> Increasing these initiatives and programs and decreasing barriers to conducting evaluations or accessing reliable sources of funding are promising practices to encourage gender equitable growth. While clusters of programs and policies seem to be helpful towards the goal of women's equity in sport, the most promising sustainable and effective strategies are to work across sectors to build, enact, and take part in a societal gender equitable culture.

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2 <https://sportforbusiness.com/the-sports-economy-gender-equality-lessons-from-sweden/>

3 <https://www.weforum.org/agenda/2017/11/why-iceland-ranks-first-gender-equality/>

Part of that transformation undoubtedly requires information sharing and a healthy appreciation of taking what may seem like risks in trying new strategies. As E-Alliance and its networked researchers continue to work with sport organizations towards evaluations and appropriate measures of the effectiveness of gender equity strategies, sport organizations should adapt, co-create and try out strategies from this document. As the sports community collectively gains further information about what is working to facilitate gender equity in sport, there will continue to be more evidence-based practices to share.

Research is an important part of movements forward, as “knowledge should inform political actions to ensure the development of an inclusive and fair sporting culture” (IWS, 2018: 20). Researchers will need research to collaborate with sport organizations on all levels to: identify what slows strategies down, examine obstacles to implementation, evaluate the effectiveness of strategies, co-design contextually appropriate measurements and outcomes for equity initiatives, and to expand gender equity in sport to all genders. Researchers will also need to continue to build partnerships with colleagues and communities whose members face the effects of multiple, overlapping systems of oppression in accessing sport to effectively address those unjust systems faced by many girls and women.



Researchers will need research to collaborate with sport organizations on all levels to expand equity in sport to all genders.

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# Case Study

## ÉTUDE DE CAS

### **C'est 50/50 : pour l'avancement du leadership féminin en sport**

En 2018, Égale Action lançait le projet « C'est 50/50 : Pour l'avancement du leadership féminin en sport ». Ce projet, financé par le Secrétariat à la condition féminine du Québec, s'est conclu au printemps 2021. L'objectif de ce projet de 3 ans était d'augmenter le nombre de femmes qui occupent des postes de leadership dans le système sportif québécois, notamment des entraîneuses, des officielles et des gestionnaires au sein des fédérations sportives.

Après avoir rencontré chaque organisation sportive impliquée pour rédiger un portrait organisationnel (Annexe 1 – Fiche d'évaluation) autour des principaux enjeux que vivent les femmes dans leur sport, Égale Action a formulé ses recommandations pour augmenter la présence des femmes dans leur organisation respective (Annexe 2 – extrait d'un rapport) en tenant compte du contexte organisationnel particulier de chaque organisations. Lors de la troisième et dernière année du projet, Égale Action s'est consacrée à accompagner les organisations dans la mise en place de ces recommandations (Annexe 3 – Démarche d'accompagnement).

Nombre de rencontres :

Il y a eu 25 rencontres au total entre Égale Action et les 14 fédérations impliquées dans le projet. Outre les 25 rencontres officielles tenues, c'est plus d'une dizaine d'échanges informels de suivi et de conseils via courriel ou téléphone qui ont aussi eu lieu.

Retombées :

Plusieurs actions ont été mises en place par les fédérations sportives suite aux recommandations émises et aux stratégies proposées via les rapports remis et l'accompagnement réalisé. Onze fédérations ont proposé la mise en place de certaines actions suite à leur première rencontre et à la lecture de leur rapport :

- mise en place d'un comité pour le sport féminin et les enjeux qui s'y rattachent;
- création de politiques concernant la parité, la rédaction épiciène dans leurs communiqués ou promotion, l'égalité des genres en sport;
- sondage auprès de la clientèle féminine pour comprendre leur réalité et leurs expériences comme femme au sein de leur fédération;
- offre de formations sur le leadership au féminin ou le coaching féminin à leurs membres;
- une fédération a créé un poste en coordination et développement du baseball féminin.

Via l'accompagnement fourni, les outils développés et les rapports remis, c'est facilement plus d'une quarantaine de stratégies qui ont été rendues disponibles aux fédérations participantes. Alors qu'il est difficile d'évaluer si rapidement le taux d'augmentation du nombre de femmes en voie d'obtenir les postes de leadership au sein des organisations participantes, il est pourtant clair que le projet a influencé positivement la mise en place d'actions en faveur du leadership au féminin :

- 50% des fédérations ont mis en place entre 1 à 3 actions recommandées dans leur rapport;
- 30% des fédérations ont mis en place entre 4 et 6 actions;
- une fédération a engagé une femme comme coordonnatrice au baseball féminin suite aux recommandations faites par Égale Action.

En réponse aux besoins exprimés par les fédérations sportives, six guides et deux fiches (<https://www.egaleaction.com/boite-a-outils-milieu-sportif/>) ont été développés pour faciliter l'accompagnement et aider les fédérations dans la mise en place des recommandations :

- Guide pour une politique d'égalité des genres
- Guide pour une écriture inclusive en sport
- Guide et canevas de sondage et d'entrevue : pour mieux connaître et comprendre les femmes sport
- Guide et canevas de sondage : Quelles questions poser?

- Guide pour une gouvernance paritaire en sport au Québec
- Guide pour une articulation vie professionnelle et vie personnelle : une analyse organisationnelle
- Les deux fiches en 3 étapes
  - Comment formuler une cible paritaire pour mon organisation?
  - Comment mettre sur pied un comité du dév. sportif au féminin efficace?

Le projet a contribué à la mise en place d'initiatives et d'actions qui luttent en faveur de l'égalité femmes-hommes dans les fédérations sportives québécoises. Il a permis de mettre en lumière les besoins et les enjeux spécifiques des fédérations et de les outiller afin d'améliorer la condition des femmes dans les différents milieux sportifs. La création des outils a permis d'outiller les fédérations du projet, mais à plus long terme, permet d'outiller les organisations sportives qui veulent des changements au sein de leur organisme. Ces outils proposent des solutions concrètes et des pistes d'actions précises afin de favoriser le développement du leadership féminin. Le projet a provoqué une mobilisation réelle du milieu et provoquera sans aucun doute des changements importants dans la structure des organisations sportives.



Enfin, Égale Action sent déjà que les acteurs et actrices du milieu se positionnent en faveur du leadership au féminin et qu'ils et elles sont prêtes à faire les efforts nécessaires pour l'augmenter, et ce, en faisant de plus en plus la promotion du sport féminin sur leur plateforme, en organisant des formations sur le sujet pour leurs membres, en demandant de l'accompagnement pour réussir à mettre en place différentes initiatives, en consultant nos outils, etc. Rappelons que le projet s'attaque à des enjeux situés au niveau organisationnel, niveau identifié par la littérature académique comme étant celui le plus important vis-à-vis duquel agir pour qu'un réel changement survienne quant à la situation des femmes en sport.

Les organisations impliquées :

Fédération québécoise d'athlétisme, Baseball Québec, (basketball Québec et Fédération de patinage de vitesse du Québec n'ont rien fait cette année), Fédération québécoise des sports cyclistes, Golf Québec, Judo Québec, Parasports Québec, Plongeon Québec, Fédération québécoise de ski acrobatique, Soccer Québec, Fédération québécoise d'ultimate, Waterpolo Québec et l'ARSC.

# Annexe 1 – Fiche d'évaluation

## GRILLE D'ANALYSE DE LA GOUVERNANCE, DES POLITIQUES, DES COMMUNICATIONS ET DE L'ENGAGEMENT

		RÉP	PRÉCISION
<b>1. Gouvernance</b>			
1.1 La composition du CA est paritaire (1pt)			
1.2 Des postes décisionnels sont occupés par les femmes sur le CA (1pt)			
1.3 Une politique de quotas à respecter dans les règles de gouvernance (1pt)			
1.4 La possibilité d'une membre cooptée sur le CA/une politique de cooptation/mécanisme de soutien destiné aux femmes (1pt)			
			0 TOTAL /4
<b>2. Positionnement stratégique</b>			
2.1 Le plan stratégique inclus un/des objectifs de parité ou de développement du volet féminin de leur sport (participation ou leadership) (1pt)			
2.2 La vision, mission ou les valeurs (philosophie) reflètent des messages d'égalité, d'inclusion ou de diversité (1pt)			
			0 TOTAL/2
<b>3. Politiques/documents officiels (qui favorisent l'accès aux filles et aux femmes)</b>		RÉP	PRÉCISION
	Déclaration de l'engagement de l'employeur/politique pour la prévention du harcèlement (1pt)		
	Procédure de plainte (1pt)		
	Processus de recrutement/d'embauche (1pt)		
Fédération	Processus d'évaluation DG, employé.e (1pt)		
	Description de tâches/postes (1pt)		
	Politique familiale/parentale (1pt)		
	Politique de conciliation travail-famille/travail-vie-sport (1pt)		
	Politique de vérification des antécédents judiciaires (1pt)		
	Mécanisme de suivi des membres (tracking) (1pt)		
	Section développement féminin dans le rapport annuel (1pt)		
	Politique sur l'égalité des sexes (1pt)		
Sport diversifié	Charte de l'esprit sportif (1pt)		
	Politique/aspect pour contrer la discrimination faite sous la base du genre, orientation sexuelle, religion, ethnicité, âge, couleur de la peau, statut socioéconomique, situation santé physique/mentale, situation familiale (1pt)		
	Canevas descriptif des tâches/postes/offres d'emploi pour ces rôles (1pt)		
Athlète	Incitatifs/mesures pour favoriser le recrutement, la progression ou la rétention des filles et des femmes (ex. bourse, compensation, ressource terrain) (1pt)		
Entraîneur.e	Modèle de développement de l'athlète disponible (1pt)		
Arbitrage	Parité dans les normes d'opération des Jeux du Québec (1pt)		
Gestionnaire	Politique femmes enceintes et le sport (1pt)		
	Code de conduite de l'athlète, de l'entraîneur, de l'officiel (1pt)		
Parents	Politiques de remerciements des bénévoles (1pt)		
Bénévoles	Code de conduite des parents (1pt)		
	Code d'éthique/conduite du CA (1pt)		
Gouvernance	Descriptions des devoirs/rôles des administrateurs (1pt)		
	Processus d'évaluation CA (1pt)		
	Politique concernant la pérennité de l'organisation (1pt)		
	Mise en place d'une ressource (comité) dédiée au développement du volet féminin (1pt)		
			0 TOTAL /26
<b>4. Communications</b>		RÉP	PRÉCISION
4.1 Présence d'une section "volet féminin" sur le site internet? (1pt)			
4.2 Féminisation dans les textes et publications			
4.2.1 Règlements (0,5pt)			
4.2.2 Politiques (0,5pt)			
4.2.3 Plan stratégique (0,5pt)			
4.2.4 Rapport annuel (0,5pt)			
4.2.5 Site internet (1pt)			
4.2.6 Facebook (1pt)			
4.2.7 Offres d'emploi (1pt)			
4.2.8 Infolettres (1pt)			
4.3 Représentation des filles et des femmes dans les images			
4.3.1 Plan stratégique (0,5pt)			
4.3.2 Rapport annuel (0,5pt)			
4.3.3 Site internet (1pt)			
4.3.4 Facebook (1pt)			
4.3.5 Instragram (1pt)			
4.3.6 Infolettres (1pt)			
4.3.7 Bannière de championnats/compétitions) (1pt)			
			0 TOTAL/12

# Annexe 2 - Extraits d'un rapport



# METHODOLOGIE

L'équipe d'Égale Action s'est rencontrée à plusieurs reprises afin de discuter des différents enjeux identifiés et des recommandations qui y sont rattachées afin de réellement favoriser l'avancement du leadership féminin en sport. Une partie des enjeux identifiés sont donc tirés des propos recueillis à partir du vécu des personnes travaillant au sein de votre organisation. C'est à partir de l'identification de ces enjeux, de l'analyse quantitative des données statistiques que vous avez fournies et des documents que nous avons épluchés que votre portrait organisationnel a été réalisé.

Personnes rencontrées:

- o DG
- o Secrétaire - CA
- o Coordonnateur au développement sportif
- o Coordonnatrice des programmes sportifs
- o Adjointe administrative
- o Responsable du programme de basketball du collège Jean-Eudes/Arbitre internationale FIBA

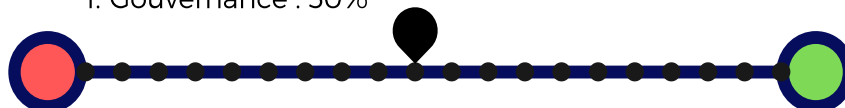
Documents consultés:

- o Charte de l'esprit sportif
- o Code éthique parent
- o Normes d'opération des Jeux du Québec
- o Notes hijab
- o Politique abus et négligence
- o Politique d'abus et de harcèlement sexuel
- o Politique de vérification des antécédents judiciaires
- o Politique disciplinaire
- o Politique harcèlement
- o Politique sur l'égalité entre les sexes
- o Rapport Annuel 2019
- o Règlements de sécurité
- o Règlements généraux
- o Politique d'emploi

# PORTRAIT ORGANISATIONNEL

## ANALYSE DE LA GOUVERNANCE, DES DOCUMENTS OFFICIELS ET DES COMMUNICATIONS Suite...

### 1. Gouvernance : 50%



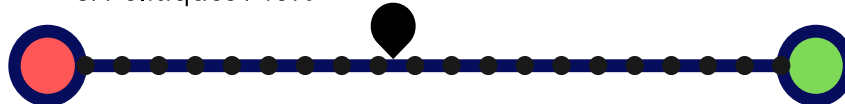
Vous avez obtenu des points puisqu'une politique d'égalité entre les sexes a été adoptée par la fédération et que cela assure que des efforts seront déployés afin que les femmes soient représentées également au sein des différents comités décisionnels. Aussi, vos règlements généraux permettent de coopter un-e membre. La cooptation d'un-e administrateur-trice est perçue comme un élément facilitant l'accès aux femmes au sein des conseils d'administration. Toutefois, vous avez perdu des points parce que le C.A. actuel n'est pas dans la zone paritaire du 40%-60% et qu'aucune femme n'occupe un poste parmi les plus hauts postes décisionnels (présidence ou vice-présidence).

### 2. Positionnement stratégique : 50%



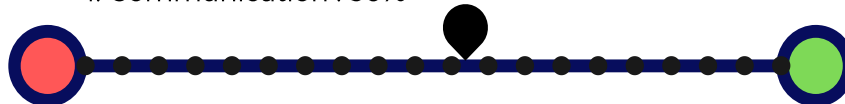
Un point a été octroyé, car certaines des valeurs de votre organisation reflètent les principes d'égalité, d'équité et d'inclusion. Toutefois, comme le plan stratégique n'est pas encore disponible, nous n'avons pu évaluer cette section et vous accorder d'autres points. Un plan stratégique permet de déterminer les priorités de travail et d'assurer l'atteinte d'objectifs cohérents avec la direction que veut prendre une organisation.

### 3. Politiques : 46%



Chaque règle et chaque politique de votre organisation qui favorisent le recrutement de femmes ou qui participent à la mise en place d'un climat sécuritaire et non sexiste donnent un point. Inversement, les politiques manquantes font perdre un point. Voir la liste des documents pris en considération pour la grille d'analyse dans la section méthodologie du document.

### 4. Communication : 56%



De manière générale, vous avez obtenu des points au niveau des images diffusées puisque vos communications sont pratiquement toujours paritaires, les femmes et les hommes sont également représentés. Par contre, du côté de la féminisation des textes, on constate un manque de constance dans les publications et il y a très peu de documents officiels qui sont féminisés.

# DIAGNOSTIC ET RECOMMANDATIONS



**Considérant qu'**historiquement le sport a été conçu exclusivement pour les hommes et qu'il s'est donc développé et institutionnalisé sans les femmes;

**Considérant que** selon la littérature scientifique (SCORE, 2016; McKinsey&Cie, 2007; Tucker Center, 2018), il est important de développer et penser l'offre de services pour les femmes en adaptant les manières de faire à leurs besoins, plutôt que d'espérer que les femmes s'adaptent aux structures actuelles;

**Considérant que** les femmes sont sous-représentées dans les positions de leadership en sport, notamment en tant qu'entraîneuses puisqu'elles n'occupent que 17% des postes d'entraîneurs au Québec (MEES, sous presse);

**Considérant que** lors des entretiens, il a été mentionné la difficulté de recruter des entraîneuses;

## RECOMMANDATION 4

**Égale Action recommande que Basketball Québec se dote d'un plan de développement des entraîneuses pour assurer la relève et optimiser l'impact des actions déjà mises en place.**

### SUGGESTIONS D'ACTIONS

- Identifier une ressource spécifique qui s'assurera que la relève est prise en charge. Cette personne pourrait se rendre sur le terrain pour informer les jeunes athlètes, entraîneuses ou officielles des formations et événements à venir, des offres de progression ou d'emploi, etc.
- Encourager et faciliter l'accessibilité des formations, par exemple par des journées spécialement réservées aux filles ou aux femmes, offrir des gratuités ou des rabais pour les formations et favoriser les occasions de pratiquer et développer leurs compétences.
- En collaboration avec la direction générale, embaucher un-e professionnel-le afin de réviser le processus de recrutement de l'organisme. L'action pourrait se résumer à revoir les postes disponibles, les techniques de recrutement, les bassins de recrutement, etc.

# Annexe 3 – Démarche d'accompagnement

1. Remise du rapport avec recommandations par courriel + plan d'accompagnement
2. Première rencontre = Explication du rapport/entente
  - Les fédérations ont deux semaines pour lire le rapport puis planification d'un moment pour se rencontrer pour parler du rapport;
  - Objectifs de la rencontre :
    - S'assurer qu'ils ou elles ont bien compris le rapport, les enjeux, les recommandations;
    - Répondre aux questions;
    - Choisir une première recommandation sur laquelle ils ou elles veulent travailler prioritairement;
    - Définir leurs besoins pour réaliser la recommandation.
  - Planifier une deuxième rencontre;
  - Remettre le formulaire d'évaluation du rapport à leur faire remplir.

### 3. Deuxième rencontre = Ébauche d'un plan d'action

- Objectifs de la rencontre :
  - Retour sur leurs besoins : leur donner des argumentaires, guides, suggestions de ressources externes, briefier un·e employé·e qui sera en charge, rencontrer le c.a., etc.
  - Faire un suivi sur leur planification;
  - Prendre connaissance des actions posées et à venir;
  - Établir un échéancier;
  - Regarder ensemble le formulaire de rapport d'activité.
- Planifier une troisième rencontre.

\*Échanges possibles (courriels, téléphones, en personne) entre les rencontres pour aider selon des demandes ponctuelles et précises\*

Remise du plan d'action et mise en œuvre du plan.

### 4. Troisième rencontre = bilan de la démarche

- Objectifs de la rencontre :
  - Évaluer où ils ou elles en sont dans l'application du plan;
  - Voir ce qui a bien fonctionné et moins bien fonctionné;
  - Ajuster au besoin;
  - Remise du rapport d'activité;
  - Réfléchir aux autres actions possibles à mettre en place pour la suite.



**N.B.** Égale Action propose de faire cette démarche d'accompagnement sur une seule action en lien avec les recommandations. Si une fédération est motivée à mettre plus d'une recommandation en pratique en même temps, ce sera encouragé et Égale Action pourra aider, mais de manière moins poussée et plus informelle. Pour assurer l'efficacité, nous croyons qu'il est nécessaire de se concentrer sur une seule.

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**About trans inclusion:**

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