



# Gender Policy Guide

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**in Sports  
Organizations**

## Contents

1. Background	2
2. European, Latin American and Caribbean regulations	5
3. Equality plans guide	6
4. Sports sector examples on equality policies	9
5. Self-diagnosis test in equality	10
6. Results conclusion	12

The effort for equality between women and men promotes conventions, initial treaties and later, laws. These, were bring about the United Nations Charter of 1945 and European Charter of 1961 establishing the principles for the equality of women and men.

## 1. Environment

To learn about the international, national and regional context, outstanding current news of recent years are reviewed:

### Sport management

Internationally, the low female participation in **International Olympic Committees** (IOC) stands out. In 2013, signify only a 26.6% on the total members of the IOC Board.



#### Did you know?

For the first time in 2013, four women become members of the International Olympic Committee executive board.

Currently, in 2020 it has increased to 47,7% of the total. In this case, of the 30 reformed commissions, 11 have a female president.

In the study of gender on sports management positions, at 2018 in 20 **European Federations**, the results obtained on the difference in the number of positions with non-equal female representation stand out.



#### Did you know?

Female representation in European federations was less than 20%.

These are the cases of president, 20% female representation, vicepresident with 17,95% female representation and general secretary, 15% of representation. The highest number of participation is found in coach position with 32,35%.

In the survey on human resources management in sports industry, of 500 members and staff related to **sports organizations** in the United States of America at 2001, provides useful information. For example through the creation of participatory decision-making systems, implementing affirmative action programs and adopting diversity training programs.



#### Did you know?

Investing time in initiatives that promote gender equality and the development of equal human resource management programs generates a positive effect on sports organizations.

The 2016 study on gender segregation in physical activity and **sport-related companies** from UK, examined how male participation in team sports reproduces the hiring advantage in sports-related jobs.

### Did you know?



Inequality is not only attributed due to formalized gender segregation in sport, but is also to the image of male gender skills implicitly linked to, as teamwork and leadership.

They propose to contribute in gender equality by preventing job segregation. Also offering policy prescriptions to address the problem.

### Professional sports

In the performance field, differences related to parity continue to be found. In the **Olympic Games** and according to the number of participants, in Sochi 2014 Winter Olympic Games only 40% of women participated, keeping the same representation at PyeongChang in 2018. The participation in Summer Olympic Games at Rio 2016 was of 45%.



### Did you know?

For the first time in the Summer Olympics 2020 at Tokyo, 49% of the athletes were women?

Participation is becoming more parity. In fact, Tokyo Olympic Games have become the most equal to date. However, in some sports there are still differences in the competitive distances between women and men. This is the case of **Cycling World Championship** where women perform less distance in some tests just because they are women.



### Did you know?

For the first time in September 2022 Cycling World Championship, men and women will ride the same distances and will do the same competitive route.

### Sport for all

The will to promote sport for all and reduce the sports practice **abandonment in adolescent female groups**, continues to be a public policies concern. It is recommended to have strategic plans for the physical activity promotion, with the aim for ensuring the physical activity in all groups that are at risk of abandonment.

### Educational field

In the **education curriculum**, physical activity is only carried out in compulsory education. Many cases are found, in which abandonment of sports practice is prior to the completion of compulsory education. This fact, linked to the segregation that sport often involves, means that Sports degrees or University studies have low female representation, as occurs in Sports or bachelor's degrees.

## 2. European, Latin American and Caribbean regulations

The regulations in Europe, Latin American and Caribbean territory are presented, as well as their evolution in legal framework. For the integration of the gender perspective in any sports organization, specific knowledge about the field is necessary. The next point deals with the laws that lay the foundations for equal promotion of the work and society background.

### Europe

Gender Equality Strategy is one of **European Union (EU) founding values**. The European Commission is set up with the main aim of increasing women's participation in labor market and achieve economic independence of women and men. In addition to reduce the salary gap in gender income and pensions, and thus combating poverty among women to promote equality policies between women and men. The **European Charter** for Equality between Women and Men in Local Life and its observatory are also being created.

With Directives **2006/54/EC** of the European Parliament and of the Council of 5 July 2006, and **2010/41/EU** of 7 July 2010 on the application of the principle of equal opportunities and treatment between men and women in matters of employment and self-employed. With the **European Institute for Gender Equality** help in 2006 and the latest Directive **2019/1158/EU** of 20 June 2019 on the reconciliation of family and professional life of parents and caregivers, the European Union aims to promote equality.

**Horizon Europe** is created in the 2021-2027 framework, Research and Innovation Program is developing, enforce for public workers, research organizations and higher education institutions, from EU member states and partner countries. For 2022 and beyond, all the organizations must have a Gender Equality Plan Strategy (GEP) or equivalent to be eligible for funding.

### Latin American and Caribbean

With the **Observatory for Gender Equality** in Latin America and the Caribbean territory, and reviewed studies on the design processes analysis in current gender equality plans, they have managed to push on **Sustainable Development Goals** (SDG) 2030 Agenda. The objective of achieving explicit and transversal gender equality is one of the 17 SDGs. As well as the concept of women's autonomy, focusing on physical autonomy, decision-making and economics.

We found that some countries regulatory framework are marked by a Executive Branch Decree, some with mandates and some with management tools for entities responsible on gender issues.

- Executive Branch Decree in the Plurinational State of Bolivia, in Brazil, Costa Rica, Guatemala, Honduras, Mexico, Nicaragua, Panama and Uruguay.
- Mandates established for gender entities: El Salvador, Paraguay, Peru and the Dominican Republic.
- Mandate of the National Development Plan: Colombia.
- Mandate issued from the Constitution of the Republic of Ecuador.
- Management tool of the entity responsible for gender issues: Chile and the Bolivarian Republic of Venezuela.

As can be seen, the bulk of the countries -Bolivia, Brazil, Costa Rica, Guatemala, Honduras, Mexico, Nicaragua, Panama and Uruguay- have established gender equality plans based on Executive Branch Decrees. Other countries -El Salvador, Paraguay, Peru and the Dominican Republic- have built their plans within the framework of the mandates established by law for gender entities. It is advisable to **check the specific regulations for each country** before drawing up an equality plan.

### 3. Equality plans guide

The promotion of gender equality policies is necessary in sport management organizations, still a long way to go. The integration of **gender perspective** and its dimension in all the activities and policies of any sports organization is especially relevant. The methods and instruments that affect citizen's daily lives are essential to guarantee equal opportunities and conditions, avoiding discrimination based on gender. The objective of this paper is to establish the foundations so that any sports entity, both public and private, **can development its own equality plan**.

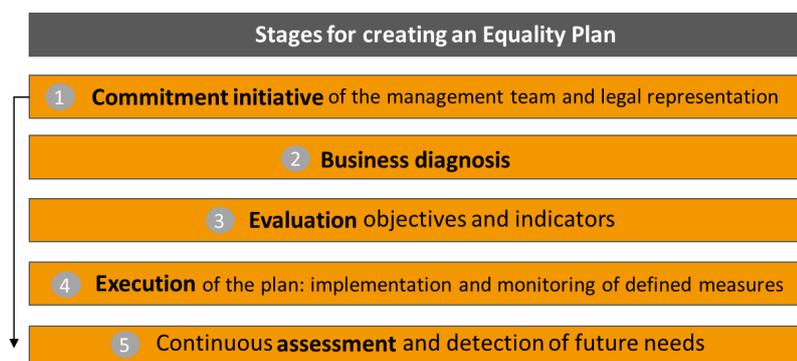
#### Definition and regulatory framework

The equality plan is a set of measures adopted by an organization after a diagnosis of the situation in accordance with the regulatory laws, specifics in each country. Its main objectives are to **eliminate the imbalances and inequalities** that may exist in the culture and management of the company, such as the introduction of the gender perspective in selection and hiring, promotion and professional development, remuneration policy, working hours organization and family reconciliation, occupational health, prevention and action against sexual and gender-based harassment.

Its elaboration is highly recommended in organizations of 50 or more workers, although for any organization regardless of its size. It is suggested that the validity of the plan last approximately four years, as long as it has been possible to analyse all the essential information for the complete diagnosis. If this is not possible, the validity should be shorter.

#### Analysis stages for gender equality plan

Before, are detailed the 5 stages for the plan elaboration:



The first phase is to sign the management team **commitment** and establish the legal representation of the workers with the creation of the equality commission and the communication to all the workers of the start of the equality plan.

First phase: Initiative	
Actions	Documentation
<b>Establish</b> the commission in equality <i>equity members</i>	<b>Operating regulations</b> for the equality commission, minimum four agents of management team and workers legal representation
<b>Communicate</b> the commitment to work for equal opportunities	<b>Commitment letter</b> addressed to all workers



The European Commission has a Guidance on Gender Equality Plans with useful information.

Next, the second phase corresponds to **10 areas of analysis** for the diagnosis:



The Gender Equality Observatory for Latin America and the Caribbean offers roadmaps for the development of plans

The study of the previously presented areas is carried out with **quantitative and qualitative information** that allow us to detect existing inequalities and give us the chance of formulating proposals for prevent.

The objectives are to provide information of the workforce on the characteristics and needs, identifying discrimination and establishing **action priorities**. The entire human team participation is important to gather the real needs for the organization, as well as in their subsequent involvement for the implementation of the plan.

Second phase: Diagnosis	
Actions	Documentation
Find <b>information</b> about staff characteristics and identify discrimination based on sex	<ul style="list-style-type: none"> <li>- Participatory <b>survey</b> report on the organization's ecosystem</li> <li>- Report on <b>interviews</b> and <b>group dynamics</b></li> <li>- Internal quantitative <b>data analysis</b> areas</li> </ul>

Third stage is related to the objectives and indicators definition of the objectives for the evaluation plan.

Third phase: Assessment Objectives and Indicators	
Actions	Documentation
Set <b>goals and actions</b> of the plan	<ul style="list-style-type: none"> <li>- Short- and long-term goals</li> <li>- Definition of projects and actions</li> </ul>
Management of the plan <b>budget</b>	<ul style="list-style-type: none"> <li>- Expenses</li> <li>- Income</li> <li>- Economic result</li> </ul>
Performance <b>schedule</b> and follow-up	<ul style="list-style-type: none"> <li>- Chronology of projects and actions</li> <li>- Evaluation indicators</li> </ul>

The fourth phase for the equality plan implementation is based on the defined measures execution and actions monitoring. Finally, during the performance and periodically, the **implementation process of the plan will be assessed**, through continuous evaluation and unforeseen needs detection, which will be considered in the last stage and throughout the entire process.

Forth phase: Implementation and monitoring	
Actions	Documentation
<b>Execution</b> of the equality plan	Implantació accions i mesures definides en la tercera fase.
<b>Evaluation</b> and monitoring	<ul style="list-style-type: none"> <li>- Implications for implementing the plan</li> <li>- Impact of each action implemented</li> <li>- Results obtained</li> <li>- Detection of future needs</li> </ul>

In the last phase, continuous evaluation of the indicators will be considered to carry out a constant **detection of needs**, as well as the **adaptation of the plan to the current situation**.

### **Benefits of the equality plan for organizations**

The implementation of an equality plan has a wide range of benefits both internally and externally for sports organizations, beyond the commitment to being a fair and equitable organization with its workers.

These benefits can be:

- Gender equality analysis and diagnosis of the Company that allows to be taken objective measures to balance inequality areas.
- Work environment improvement, eliminating outdated behaviour models, with a favourable impact on talent retention.
- Positive impact on the company's image, improving labour productivity as part of corporate social responsibility (CSR).
- Absenteeism and work-related illness reduction (burnout syndrome, depression...).
- Worker's awareness and sensitization towards gender equality.
- Discrimination and detection of sexual or gender-based harassment.
- Action protocols provision against discrimination for sexual or gender-based harassment.

## 4. Sports sector examples on equality policies

### Relevance in gender parity in relation to the communication actions of the organization

Increase women visibility and include them as specialists in the dissemination elements of organizations, from the different roles they can have within the sports world: directors, managers, athletes, etc...



### The importance of non-sexist language

In sports entities, organizations and federations, it is transcendental to use language in a non-sexist way, which makes women visible and breaks with the stereotypes that promote inequality.



⚠ **Documentación de referencia:** [guia-usolenguajenosexista-esp\\_0.pdf](#) (barcelona.cat)

### Proposal of methodological orientations focused on the educational stages

Educational strategies that promote the eradication of prejudices and stereotypes impregnated in our society from the historical perspective in the sports world.

⚠ **Documentación de referencia:**

- [inefc\\_fcf\\_2020\\_orgullosa\\_futbol-per-a-la-igualtat\\_programa-educatiu.pdf](#) (wordpress.com)
- <https://globejunior-report.media/es/portfolio-item/mujeres-y-deporte/#toggle-id-1>



### Approach of individualized gender indicators for each organization

That they aim to offer a precise approximation of the gender reality that allows projects to be developed with a gender perspective. Favorably, combine quantitative indicators with qualitative ones.



### Prevention of sexual violence in sports settings

It is of great importance to draw up an action protocol that includes the specific procedures to follow in the event of concerns or a relationship of sexual violence in the entity.

⚠ **Documentación de referencia:** La violencia sexual en el deporte. Consejo Catalán del Deporte (barcelona.cat)



### Promote training actions in gender perspective

Provide continuous training tools, workshops and strategies that allow us to be constantly updated. to the workers and all those who are part of the organization.



### Equal opportunities in the assignment of schedules and conditions

Establish the same conditions and resources for the women's and men's teams of the different organizations, as well as in the competitions and sports entities.



## 5. Self-diagnosis test in equality

An initial self-diagnosis questionnaire is proposed below, to assess and establish a first initial reflection on the current situation of the organization in terms of gender equality:

### General features

- How many workers does your company or organization have?

Less than 20

From 20 to 50

More than 50

- Is gender equality part of the organization's objectives?

Yes/No

What extent?

### Organizational culture

- How many men and women are there?

Mostly women

Mostly men

Similar between men and women

- What positions do women occupy in the organization? Is there equal participation between men and women in decision-making spaces?

- Are meetings and gatherings organized in places where everyone can attend?

- Who does part-time?

Mostly women

Mostly men

Similar between men and women

- Are the members of the organization aware of gender equality?

Yes/No

What extent?

### Communication and language

- Does the image of the entity, both internal and external, convey the value of equality between men and women?

Yes/No

In what criteria?

What proves it?

- Are there guidelines or protocols in the organization that guarantee that internal and external communication is used in a non-sexist manner?

Yes/No

What documents?

- Is there any good practice in terms of equality that the entity has developed or is developing?

### Recruitment and selection

- Is there a selection protocol with clear, objective and transparent criteria that avoid discrimination based on sex?

- Who has more indefinite contracts in the organization?

Mostly women

Mostly men

Similar between men and women

### Balanced presence

- Are there jobs occupied mostly by men? And for women?

- What is the presence of women in management bodies?

### Projection and remuneration

- In the last 3 years, what have been the most promoted profiles in the organization?

Mostly women

Mostly men

Similar between men and women

- Does the company have a wage record? What about a pay audit?

## 6. Results conclusion

### General features

There is a legal obligation to have an Equality Plan for having a workforce equal to or greater than 50 people. In this sense, if this is the case, it is also important to ensure that it meets the requirements established in the laws in terms of content, deadlines and procedures.

The **Equality Plan** is characterized by being a living document, whose objective is to move in the right direction in terms of gender equality and this largely depends on the evaluation of the results obtained. The monitoring of the implemented measures will allow you to know which initiatives are fulfilling the expected expectations, and which are the aspects to be detected in order to adapt to the situation of the current context, through the eradication of discriminatory policies.

### Organizational culture

It is very important to obtain data on the workforce segregated by sex, since through this information, essential information is available to identify existing inequalities.

Although it is true that an organization cannot intervene directly in all the candidates that are presented, it can encourage the hiring of the less represented sex, **strictly taking into account the qualifications necessary for the job**.

### Communication and language

Promoting the development of specific mechanisms, such as a **manual**, to ensure that the language and images used, both **internally and in external communication**, are inclusive and do not reproduce sexist stereotypes, is a clearly positive element for the strategy business and the gender perspective in a company or entity.

It must be taken into account that this documentation is in line with the business culture of the organization, as well as being in the forefront of everyone.

### Recruitment and selection

It is necessary to stabilize the necessary means to guarantee that professional merits prevail over any prejudice. In this way, it is ensured that **the job is occupied by the most qualified person and that best responds to the needs of the company**.

### Balanced presence

An organizational policy must **ensure hiring free of sexist discrimination**. Also, apart from the internal structure in concept of balanced presence, it is worth highlighting the importance of relationships with supplier companies, in order to promote an equal labor market.

### Projection and remuneration

The existence of jobs occupied solely or mainly by men or women reveals the presence of stereotypes and prejudices based on what jobs they can do or are more appropriate for each sex according to the historical perspective established in our society. It is recommended to carry out a review of the selection processes, the organizational culture, as well as different aspects of the organization, with the aim of **reversing all discriminatory behavior based on sex**.



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