Is gender on the international agenda?

Gender representation and policy in international sport governance

Final Report

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KEY DEFINITIONS

APPROXIMATE ANNUAL REVENUE: The approximate annual revenue of the organisation and its subsidiaries averaged across the 2016-2019 cycle.

COMMISSION: A group of people appointed by the Council/Board of an organisation, either on an ad-hoc or standing basis, to provide expertise and advice on a particular topic or issue.

COMMITTEE: A group of persons officially appointed or elected to perform a function within the organisation.

CONTINENTAL OLYMPIC ASSOCIATIONS: Umbrella bodies with the aim of guiding and supporting the activities of the national Olympic committees within their region.

CONTINENTAL PARALYMPIC ASSOCIATIONS: Umbrella bodies with the aim of guiding and supporting the activities of the national Paralympic committees within their region.

CO-OPTION RULES: Rules to allow additional members to be elected to a governance body to meet minimum gender requirements.

FULL TIME EQUIVALENT (FTE) PAID STAFF: A concept used to calculate the number of hours worked across a workforce rather than the number of employees. 1.0 FTE is equal to the number of hours a full-time employee works for an organisation.

GENDER AND GOVERNANCE ACTIONS: Actions or measures implemented by an organisation to progress towards gender equality and/or equity. Within this report, this term encompasses six measures implemented by international sport organisations to progress towards gender balance within decision-making positions: gender quotas; gender targets; gender election and recruitment rules; official documents that refer to gender and governance; gender, equality, diversity and inclusion-focused groups; and hosting or supporting women to attend women's leadership development programmes.

GENDER ELECTION AND RECRUITMENT RULES: Numeric or processual requirements relating to the nomination, election and/or recruitment process. The distinction of gender election and recruitment rules from gender quotas and targets is that they are focused on the *process* of elections rather than the *end-outcome*.

GENDER, EQUALITY, DIVERSITY OR INCLUSION-FOCUSED GROUPS: An umbrella term for commissions, committees and working groups that organisations have in place with a focus upon issues relating to gender, equality, diversity, and inclusion.

GENDER QUOTAS: Mandated gender representation outcomes that are clearly stated within the organisation's statutes, constitution, bye-laws or other formal written document that details how the organisation is structured and governed.

GENDER TARGETS: Clearly stated aspirational goals of an organisation in relation to gender representation in governance positions or bodies.

HIGHEST GOVERNANCE BODY: The most senior governance body within the organisation that sits below Congress or the General Assembly. The highest governance body varied

across the different organisations depending on their governance structure. Examples included the Council, Board, Executive Board and Executive Committee. Information about the 'highest governance body' for each organisation can be found in Appendix 1.

HIGHEST GOVERNANCE POSITION: The President or Chair of the highest governance body for each organisation. Information about the 'highest governance position' for each organisation can be found in Appendix 1.

HIGHEST LEADERSHIP POSITION: The most senior paid position within the headquarters of each organisation. Information about the 'highest leadership position' for each organisation can be found in Appendix 1.

INTERNATIONAL FEDERATIONS (IFs): International non-governmental organisations recognised by the International Olympic Committee as administering one or more sports at world level.

INTERNATIONAL MULTI SPORT ORGANISATIONS (IMSOs): International non-governmental organisations responsible for overseeing the activities of a range of sports across a range of countries and regions.

IPC-RECOGNISED INTERNATIONAL FEDERATIONS: International non-governmental organisations recognised by the International Paralympic Committee as administering one or more sports at world level that are not also recognised by the International Olympic Committee.

POLICY: A law, regulation, procedure, administrative action, incentive, or voluntary practice implemented by an organisation.

SANCTIONS: A rule in place to penalise member organisations that do not comply with gender quota regulations for governance positions or bodies.

STRATEGY: A plan for the direction of an organisation over a specified period of time.

WORKING GROUP: A group of individuals who possess relevant knowledge and skills that are brought together to achieve specified goals. The subjects of working groups discussed within this report are women, gender, equality, diversity and/or inclusion in sport.

1.INTRODUCTION

The continued underrepresentation of women in the senior governance and leadership of sport has been recognised by scholars and activists since the 1980s (Fasting, Sand, Pike, & Matthews, 2014). In the intervening decades, various attempts have been made to encourage international sport organisations to make gender representation in their governance and leadership more gender equal (United Nations, 2007). For example, a legacy of the first World Conference on Women and Sport in 1994 was the *Brighton Declaration on Women and Sport.* One of its ten principles focused on the recruitment, development and retention of women leaders in sport by encouraging organisations to design structures and develop policies and programmes (International Working Group on Women and Sport, 1998). This principle continues in the 2014 *Brighton plus Helsinki Declaration* (International Working Group on Women and Sport, 2014). By signing the Declaration, an organisation signals a commitment to gender equality. However, the Declaration is not binding and there is limited accountability afforded to whether actions are subsequently undertaken.

Since the mid-1990s, the International Olympic Committee (IOC) has set targets for women in decision-making positions in the Olympic Movement. Revised targets were set at its Executive Board meeting in December 2016, whereby 'Members of the Olympic Movement are advised to set a minimum target of 30 per cent for women's representation in their governing bodies by 2020, and to adopt accompanying measures that will help them to reach this goal' (IOC, 2020). In 2018, the IOC published its Gender Equality Review. The document contains 25 recommendations that, when implemented, aim to 'truly achieve equal access and participation for women in all areas of sport' (IOC, 2018, p. 4). Five of these refer explicitly to governance and one calls for International Federations (IFs) to have gender-balanced governance bodies by 2024 (IOC, 2018).

Notwithstanding such efforts, there is limited contemporary understanding of the statistical representation of women in decision making positions in international sport governance. The Sydney Scoreboard, a legacy of the fifth International Working Group on Women and Sport (IWG) World Conference, has been used by Adriaanse and colleagues (Adriaanse, 2016, 2019; Adriaanse & Claringbould, 2016) to provide representational data on women in decision making roles in sport federations at the national and international levels. However, the most recent data presented at the international level from this research is from 2014. In 2010, as part of a broader study that also focused on National Olympic Committees, researchers from Loughborough University explored the electoral experiences of women submitting themselves as candidates for senior IF posts (Henry & Robinson, 2010). They used survey data from Summer and Winter Olympic IFs (n=21) and other recognised IFs (n=23), in addition to interviews with seven IF representatives. Data collected included the number of full-time employees, the number of women on executive teams, the number of women board members and the varied nomination and electoral processes that existed amongst the IFs.

More recently, a question on gender balance on the executive board or equivalent level of summer Olympic IFs has been included as one of 50 indicators in governance assessments conducted between 2017-2020 by the consultancy group *ITrustSport.*

According to the latest report (AIOWF, 2020), only one IF had a board that was comprised of over 40% women and 12 IFs had boards that had at least 25% female representation but less than 40% representation. For winter IFs, two had an executive board that had at least 25% female representation (AIOWF, 2020). These reports do not provide data beyond gender representation at the executive board level, however. Moreover, there continues to be a lack of understanding of gender representation amongst other senior organisations, such as Parasport Federations and continental Olympic and Paralympic Committees.

In addition to contemporary representational data, there is also a notable lack of information on the formal policy and gender and governance action being implemented by international sport organisations with the aim of increasing the representation of women leaders. Whilst various studies have examined the effectiveness of policy and strategy implemented at the national level (e.g. Hovden, Elling, & Knoppers, 2019; Piggott, 2019; Sisjord, Fasting, & Svela Sand, 2017), and one recent study has looked at policy at the international level within one IF (the International Triathlon Union; Sotiriadou & de Haan, 2019), there is no published research that has audited and reviewed governance policy across international sport federations. Insight on current gender representation and the prevalence and nature of existing gender policy is important to understand the extent to which gender is on the agenda in international sport governance. This research project seeks to address these knowledge deficits through the following aim and objectives:

Research aim:

To develop insight on the current state of gender equity in international sport governance and help inform the identification of targeted initiatives to increase the number of women in decision making positions in international sport as part of UK Sport's 2021-25 strategy.

Research objectives:

1. To develop insight on current gender representation across Olympic and Paralympic IFs, Olympic and Paralympic continental committees/councils, associations of summer and winter Olympic sports (ASOIF/AIOWF), and the Association of National Olympic Committees (ANOC).

2. To explore the prevalence and nature of existing gender equity policy in international sport governance and identify policy gaps.

3. To use the research findings to provide recommendations for targeted initiatives as part of UK Sport's 2021-25 strategy.

2. METHODOLOGY

2.1. Research sample

The research sample comprised 60 international sport organisations that were split into six different groups:

1. **International Multi Sport Organisations** (n=6): the International Olympic Committee (IOC), the International Paralympic Committee (IPC), the Commonwealth Games Federation (CGF), the Association of Summer Olympic International Federations (ASOIF), the Association of International Olympic Winter Sports Federations (AIOWF), and Association of National Olympic Committees (ANOC).
2. **Continental Olympic committees/councils** (n=5)
3. **Continental Paralympic committees/councils** (n=5)
4. **Summer Olympic international sport federations** (IFs) that are members of ASOIF (n=33)
5. **Winter Olympic IFs** that are members of AIOWF (n=7)
6. **IPC-recognised IFs** that are not recognised by the IOC (n=4)

For a full list of organisations included in each group, please see Appendix 1.

There was much diversity across the sample in the age and human and economic resource of organisations. The organisations were split across four broad time periods to account for when they were established: pre-1900 (n=5; 8%), 1900-1949 (n=27; 45%), 1950-1999 (n=22; 37%), and 2000 and later (n=6; 10%). As such, nearly half of the organisations were established between 1900-1949.

It was challenging to consistently obtain information on the annual income and full-time equivalent (FTE) paid staff of all organisations in the sample. Consequently, data across these two variables was drawn from available data that was collected by ASOIF for the *Third Review of International Federation Governance*, published in June 2020 (ASOIF, 2020). This data was self-declared by 31 of 33 Summer Olympic IFs and is accurate as of February 2020. ASOIF's grouping and coding of the data are replicated, which were developed to allow for a fair degree of comparison between IFs of similar size (informal communication, lead researcher of the governance review). In terms of annual revenue across the 2016-2019 cycle, Summer Olympic IFs range from having less than CHF 2 million approximate annual revenue across this period (n=2; 6%) to over CHF 50 million (n=5; 16%). The majority of Summer Olympic IFs sat between these extremes: CHF 2-4 million (n=4; 13%), CHF 4-8 million (n=6; 19%), CHF 8-20 million (n=7; 23%) and CHF 20-50 million (n=7; 23%).

For the number of FTE paid staff, the majority (n=19; 61%) of summer Olympic IFs have between 10-19 and 20-49 FTE paid staff. Ten per cent had nine staff or below, whereas 16% had more than 120 FTE paid staff. These variations amongst summer Olympic IFs further demonstrate the diversity of our sample and the complexities involved when working with different sized organisations.

2.2. Data collection process

The data collection process comprised two components: 1) an extensive focused search of the websites of each international sport organisation, and 2) subsequent communication by, and on the behalf of, the research team with each international sport organisation to ensure the data was correct.

A trawl of the organisations' websites for the following data was undertaken by both researchers:

- Types and characteristics of organisations (e.g. year established)
- Gender representation across governance bodies and positions (inc. number of people and number/% of women on the highest governance body, highest governance position and highest leadership position)
- The prevalence and characteristics of six forms of gender and governance action: 1) gender targets, 2) gender quotas, 3) gender election and recruitment rules, 4) official documents that make reference to gender and governance, 5) gender-, equality-, diversity- or inclusion-focused groups and 6) leadership development programmes related to gender and/or women

Data for each organisation was populated into a spreadsheet. For targets, quotas, election and recruitment rules, and official documents, data was obtainable through official organisation documents such as constitutions, statutes, articles of association, bye-laws and strategic plans that were sourced from the organisation's website. It was found that there were vast differences in the useability and transparency of websites when seeking to access information. For some organisations, all information was straightforward to access. For others, data was buried deep within sitemaps or complex in-site search engines.

Most data sought was available via the organisations' websites. However, for some organisations, their websites were outdated or incomplete, and two organisations had no website. To add rigour to this process, the researchers created a document for each organisation that presented an overview of the data collected from their website as well as missing or incomplete information. These documents were circulated to each organisation for them to cross-check and, where applicable, complete the missing fields. Personal contacts known to UK Sport and the researchers were utilised in the first instance, before the template was sent directly to the highest leadership figure in the organisation via email. On rare occasions where no contacts were known, the template was emailed to a generic email-contact address at the organisation. Overall, these efforts generated 21 responses and none of these questioned the data that had been collected from their websites. All data is accurate as of the completion of data collection on 19th February 2021.

2.3. Data analysis

Three phases of data analysis were undertaken, and each led to the generation of recommendations and/or good practice examples for UK Sport to inform their 2021-25 strategy. The first phase was the collation and analysis of statistics that provide descriptive information on representation and prevalence across various datasets and variables. This

included female representation across the highest governance body, highest governance position and highest leadership position, and whether organisations had targets, quotas, election and recruitment rules, official documents that made reference to gender and governance, gender- or equality-, diversity- or inclusion-bodies, and hosted or supported women to attend leadership development programmes related to gender and/or women.

A relationship analysis formed the second phase. The variables included in phase one were considered against female representation within the governance of the organisations to identify any significant relationships between gender and governance action and female representation in international sport governance. Additionally, a coding exercise of targets, quotas, election rules, official documents, groups, and leadership development programmes related to gender and/or women was undertaken. This contributed to a richer data set as, for example, quotas were analysed according to whether they were focused on female or gender representation, what their numeric or proportional requirement was, which body or position within the organisation they were aimed at, whether they had compliance measures attached to them, and whether they had a timescale.

The final phase was a comparative analysis of organisations with female representation of 30% or higher on their highest governance body (n=14) against organisations with 15% or lower female representation (n=14). In doing so, we sought to understand any differences in the actions of organisations at the extremities of the data sample.

2.4. Methodological challenges

There were several challenges encountered relating to data collection. Data was not obtainable for, and no response was received from communication to, AOIWF and the African Paralympic Committee. There was also very little information available about the Americas Paralympic Committee. Thus, the findings are not always representative of the complete sample. Please refer to Appendix 1 for a visual representation of missing data across the sample.

It was recognised that some data headings did not have enough data to warrant analysis and were removed: 'percentage of FTE staff who are women', 'name of highest leadership team', 'number of people on the highest leadership team' and 'percentage of women on the highest leadership team'. It was disappointing not to expand analysis to gender representation on the highest leadership team as this would have been added an extra level of insight to the research. It would also have been insightful to have conducted a content analysis of official documents that make reference to gender and governance, but this was outside of the scope of this research.

The impact of the coronavirus pandemic meant that some organisations did not have a congress or general assembly in 2020 and the strain on their resources meant that 2019 financial reports had yet to be published.

The world of sport governance is constantly changing and, though data collection finished on 19th February 2021, there were examples where organisations continued to make changes regarding gender and governance after data collection was completed. For example, the International Biathlon Union launched a new gender equality policy in February 2021 which aimed to increase the number of women within its decision-making bodies by 2026 (Inside the Games, 2021a). For International Women's Day in March

2021, the World Baseball Softball Confederation announced the launch of two courses dedicated to women's baseball and gender equality (Inside the Games, 2021c). Elsewhere, other organisations signalled commitment to changes at forthcoming General Assemblies, such as the Association of National Olympic Committees (ANOC) who will ensure a minimum of 30% female representation on its Executive Council in October 2021 (Inside the Games, 2021b). However, because this information was received after the data collection cut-off point, it is not included in the data set.

Finally, it should be noted that we assumed the gender of Board/Council members from images and internet information (e.g. LinkedIn profiles) when pronouns or Mr/Ms/Mrs were not available on the organisations' website.

RECOMMENDATION

2.1. To provide guidance to organisations on what information should be easily accessible through their website to encourage transparency.

3.FINDINGS

Within this section, research findings will be split into three sub-sections:

A. Presentation of findings relating to gender representation

Data is presented that provides insight into current gender representation across the six groups of international sport organisations included in this research. This includes an analysis of female representation on the highest governance body, within the highest governance position, and within the highest leadership position across the different types of organisations that form the sample. Gender representation is also analysed in relation to three organisational characteristics: year of establishment, approximate annual revenue (for summer Olympic IFs), and full-time equivalent paid staff (for summer Olympic IFs).

B. Presentation of findings relating to forms of gender and governance action

Measures implemented by organisations to improve female representation within decision-making positions can take many forms. Within this sub-section data is presented on six forms of gender and governance action: gender targets, gender quotas, gender election and recruitment rules, documents that make reference to gender and governance, gender-, equality-, diversity- or inclusion-focused groups, and hosting or supporting women to attend women's leadership development programmes. For each of these forms of gender and governance action, data on the prevalence of actions across the different groups of organisations is presented first, before an analysis of the relationship between these forms of action and female representation in decision-making positions.

C. Presentation of findings relating to organisations with the highest and lowest female representation in their highest governance body

Out of the 60 organisations that formed the sample, 14 had female representation of 30% or higher on their highest governance body and 14 had female representation of 15% or lower. Within this section a greater detail of information is presented on each of the six forms of gender and governance action for each of the 14 organisations with the highest female representation on their highest governance bodies and each of the 14 organisations with the lowest female representation on their highest governance bodies. A more detailed comparison of the gender and governance actions of organisations with the highest and lowest female representation provides information on how organisations differed in their implementation of these actions and their commitment to them. It also provides insight on how the nature of these actions and their implementation impact upon effectiveness in increasing female representation in decision-making positions.

3A. PRESENTATION OF FINDINGS RELATING TO GENDER REPRESENTATION

Overall, international sport organisations continue to have poor representation of women on their highest governance body, with just 22% female representation across the highest governance bodies of the international sport organisations featured in our research (n=58 for this dataset). Additionally, overall, there was just 7% female representation across the highest governance positions (n=58) and 21% female representation across the highest leadership positions (n=56). This shows that women continue to be absent in the most senior and influential positions in international sport.

Table 1 shows that there were some significant differences in female representation on the highest governance body and within the highest governance and leadership positions across the different types of organisations that formed the sample.

Table 1. Percentage and number of women in senior decision-making positions across six different groups of international sport organisations

	Women on the highest governance body		Women in the highest governance position		Women in the highest leadership position	
	%	n	%	n	%	n
International Multi Sport Organisations	32%	26	17%	1	33%	2
Continental Olympic Associations	20%	19	0%	0	0%	0
Continental Paralympic Associations	24%	8	0%	0	33%	1
Summer Olympic IFs	22%	181	6%	2	26%	8
Winter Olympic IFs	17%	15	14%	1	14%	1
IPC-recognised IFs	26%	10	0%	0	0%	0
OVERALL AVERAGE/TOTAL	22%	259	7%	4	21%	12

In relation to female representation on the highest governance body, some notable findings include that:

- The highest overall female representation for a group was 32% (International Multi Sport Organisations; IMSOs)
- The lowest overall female representation for a group was 17% (Winter Olympic IFs)

- For organisations in both the Olympic and Paralympic Movements, female representation is well below the targets set by both the IOC[1] and the IPC[2], respectively, for their membership and/or IFs.
- Apart from IMSOs (which include both Olympic and Paralympic governing bodies), the groups of organisations with the highest female representation across their governance are from the Paralympic Movement
- Given their role in providing guidance, setting standards, and implementing targets for IFs, IMSOs, Continental Olympic Associations and Continental Paralympic Associations are not role modelling gender balance on their highest governance bodies, with 32%, 20% and 24% female representation, respectively.

The data displayed in table 1 demonstrates that, across all groups of organisations, female representation in the highest governance position is even lower than female representation across the highest governance body. Some notable findings include that:

- There are no women in the highest governance positions across organisations that are exclusive to the Paralympic Movement (Continental Paralympic Associations and IPC-recognised IFs).
- There are no women in the highest governance positions across Continental Olympic Associations.
- Due to small sample sizes, the two groups of organisations with the highest representation of women in the highest governance positions (17% - IMSOs; 14% - winter Olympic IFs) both have just one woman occupying the highest governance position.

Table 1 shows that every group of organisations in our sample had an equivalent or higher female representation within the highest leadership position compared to the highest governance position. Significant findings relating to female representation in the highest leadership positions include that:

- There are no women in the highest leadership positions across Continental Olympic Associations and IPC-recognised IFs.
- Due to small sample sizes, the two groups of organisations with the highest representation of women in the highest leadership positions (33% - IMSOs and Continental Paralympic Associations) only have two women and one woman occupying the highest leadership position, respectively.
- There is significantly higher female representation within the highest leadership positions of Summer Olympic IFs (26%) compared to highest governance positions (6%).

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[1] These targets are: 1) For IOC Membership to have 50% representation of each gender in decision-making positions by 2024, and 2) for IFs to have gender-balanced governance bodies by 2024 (IOC, 2018).
[2] This target us for IPC Membership to have 50% representation of each gender within decision-making structures (no timescale provided; IPC, 2017).

Overall, the findings from Table 1 demonstrate that more action is required to increase female representation across the highest governance bodies and positions across all types of international sport organisations.

The impact of certain organisational characteristics upon female representation within decision-making positions was also considered. Figure 1 presents information on female representation on the highest governance body and within the highest governance and leadership positions of organisations according to the year in which they were established.

Figure 1: Overall female representation (%) on the highest governance body and within the highest governance and leadership positions of organisations according to year of establishment

Figure 1 shows that the oldest organisations within the sample (organisations established pre-1900) had significantly higher female representation on their highest governance bodies (35%) compared to their younger counterparts. This is an interesting finding as some of these organisations will have long histories of deep-rooted gender norms within their governance, but this group also includes some of the biggest and most famous sport organisations in the world (e.g. the IOC, World Rugby and World Rowing). Therefore, a potential contributing factor for this relationship is that the most established organisations tend to receive significant public scrutiny from the media, resulting in pressure to have acceptable gender representation within their governance.

The group with the second highest female representation across their highest governance bodies was the youngest organisations (established 2000 and later; 27%). This can perhaps be attributed to these organisations being established at a time when sport and society was significantly more gender equitable than preceding decades when the older organisations were established.

There are no women in the most senior governance positions of the oldest international sport organisations. This is likely due to a long history of men occupying these positions which can present significant barriers in women becoming 'the first' to occupy these positions. Interestingly, there are also no women in the most senior governance positions of the youngest international sport organisations and the reasons for this are less easily explained.

There is significantly higher female representation within the highest leadership positions of the youngest organisations in the sample (organisations established in 2000 and later) compared to their older counterparts. This group does have the joint smallest sample size (n=5), which could be an influencing factor. However, both organisations within this group that had a female leader were summer IFs, which perhaps signifies how younger sports have developed more equitably from the offset and so produce a greater opportunity for women to administer and lead organisations.

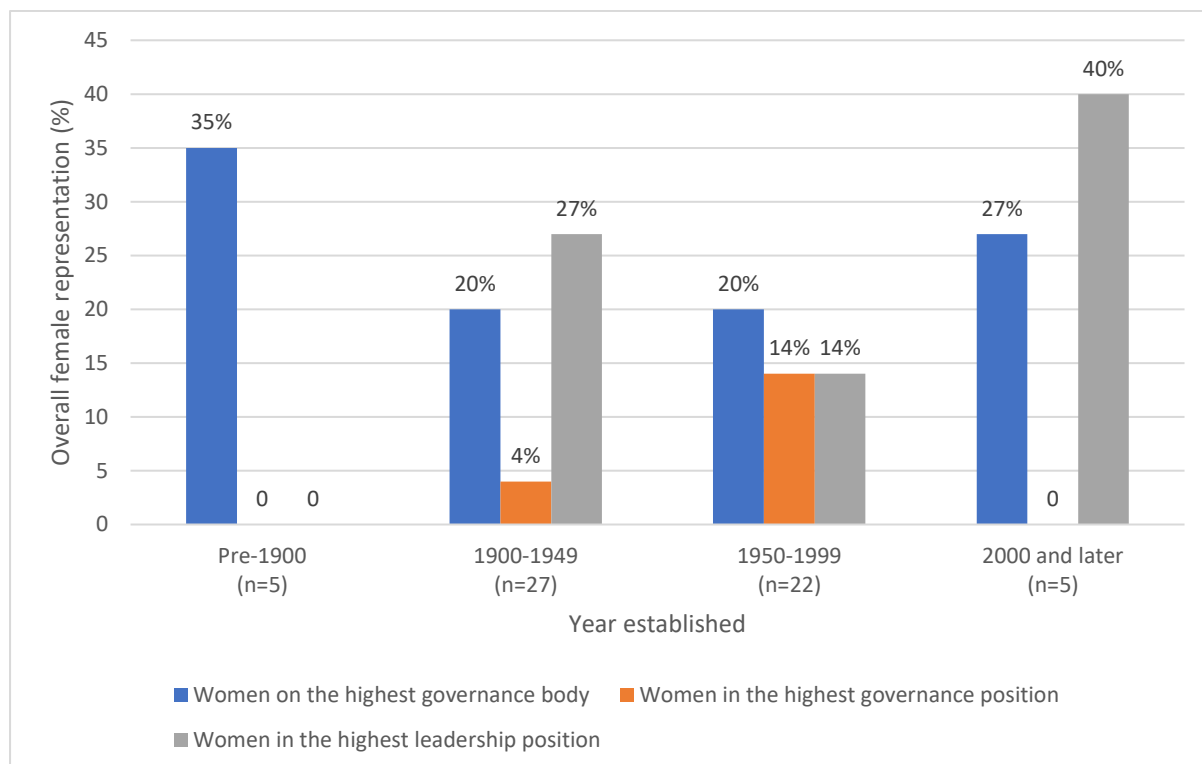Figure 2 presents information on female representation on the highest governance body and within the highest governance and leadership positions of organisations according to their approximate annual revenue over the 2016-2019 cycle. As explained in the methodology section, this information was only available for summer Olympic IFs.
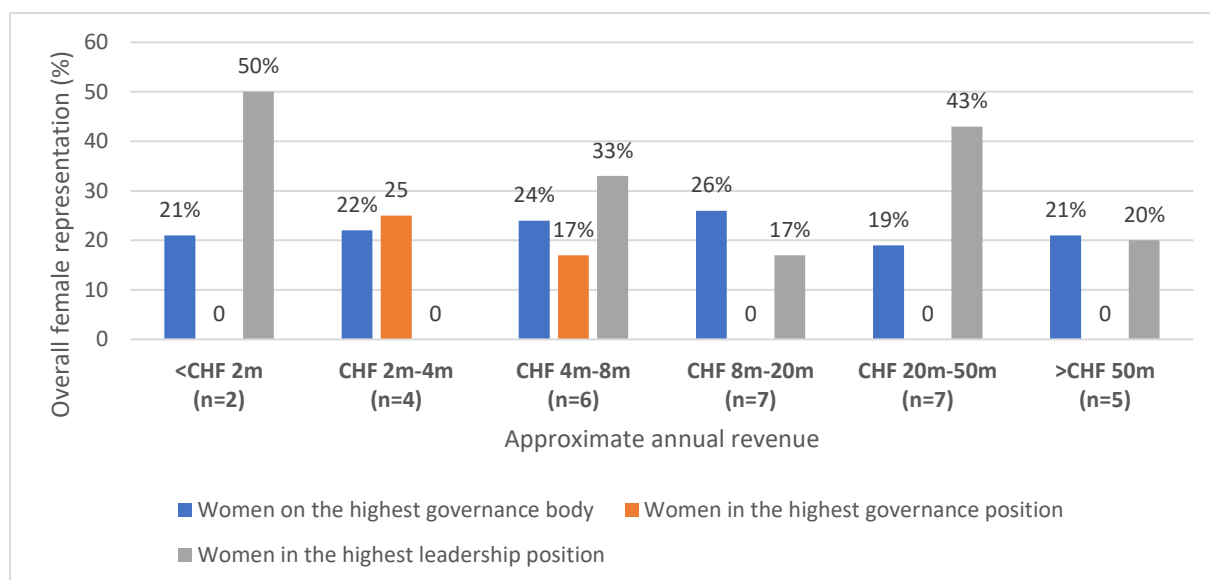
Figure 2. Overall female representation (%) on the highest governance body and within the highest governance and leadership positions of summer Olympic IFs according to approximate annual revenue over the 2016-2019 cycle

Figure 2 demonstrates no clear relationships relating to annual income and female representation across the highest governance bodies and highest leadership positions of summer Olympic IFs.

A notable finding is that the two organisations that have women occupying the most senior governance position have annual incomes of less than CHF 8 million. It can be suggested that women face fewer barriers in accessing senior governance positions within smaller organisations because less power and prestige is at stake.

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Figure 3 presents information on female representation on the highest governance body and within the highest governance and leadership positions of organisations according to their full time equivalent (FTE) paid staff. Again, this information was only available for summer Olympic IFs.
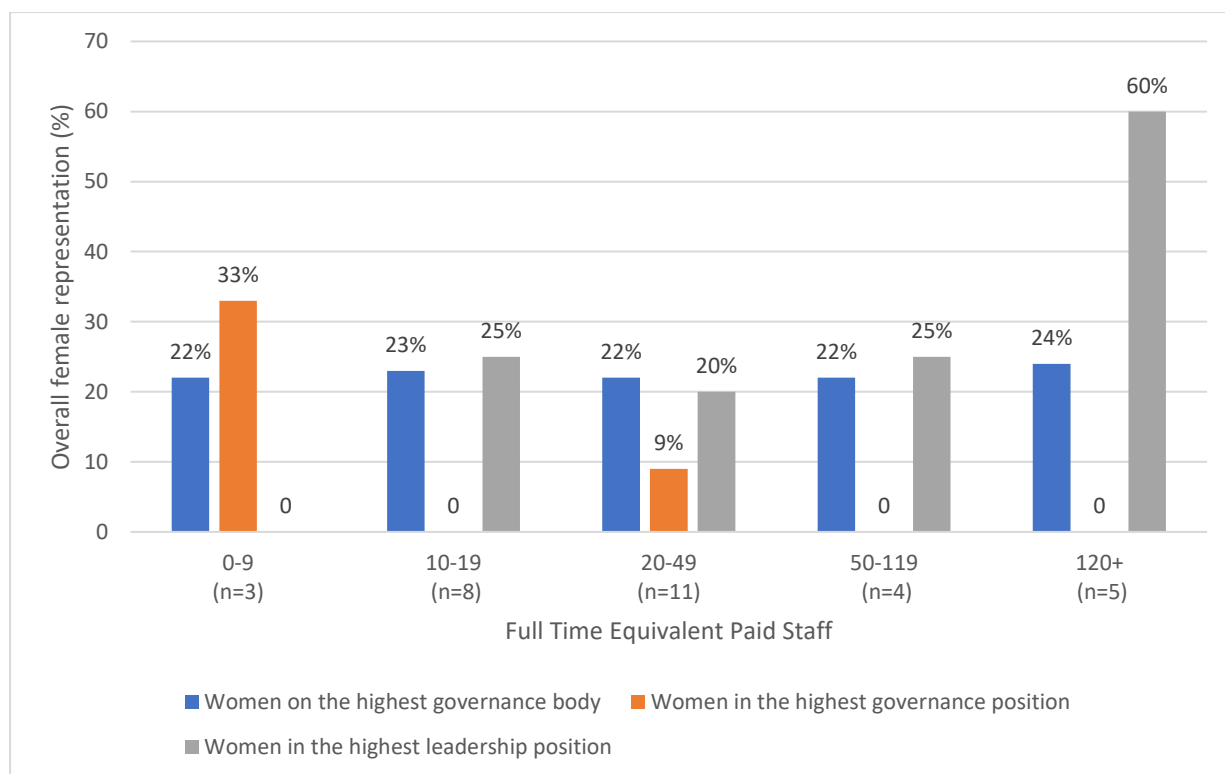
Figure 3. Overall gender representation (%) on the highest governance body and within the highest governance and leadership positions of summer Olympic IFs according to FTE paid staff

Figure 3 shows no clear relationships relating to the number of women on the highest governance bodies of Summer Olympic IFs according to FTE paid staff. No organisations with higher than 49 FTE paid staff had a woman in the highest governance position, which aligns with the relationship shown in figure 2 in relation to the annual income of organisations. Again, this may suggest that it is easier for women to become Presidents or Chairs of smaller organisations. Finally, there was significantly higher female representation within the highest leadership positions of organisations with FTE paid staff of 120+ compared to any other group of organisations. This suggests that the same barriers do not apply for the highest leadership positions within these organisations compared to the highest governance positions.

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RECOMMENDATION

3.1.   To investigate the reasons for a significant lack of women in the highest governance positions of international sport organisations, and in particular the largest organisations, and how these organisations can be supported to increase female representation within these positions.

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3B. PRESENTATION OF FINDINGS RELATING TO FORMS OF GENDER AND GOVERNANCE ACTION

3B.1. Gender Targets

Gender targets are clearly stated aspirational goals of an organisation in relation to gender representation in governance positions or bodies. Information on gender targets originated from a search of the organisations' websites and official documents. Some organisations had gender targets for their member organisations at the continental, regional or national level, but within this section targets are only focused on that relate to the international sport organisations that formed the sample of this research.

Overall, 28% (n=16) of the international sport organisations had at least one target for gender representation in governance positions and/or bodies. Out of the 16 organisations that had a gender target in place, just six (38%) had a timescale attached to the target. A timescale for targets is important to allow for progress to be measured.

Figure 4 displays the prevalence of gender targets across the six groups of organisations that formed the sample.
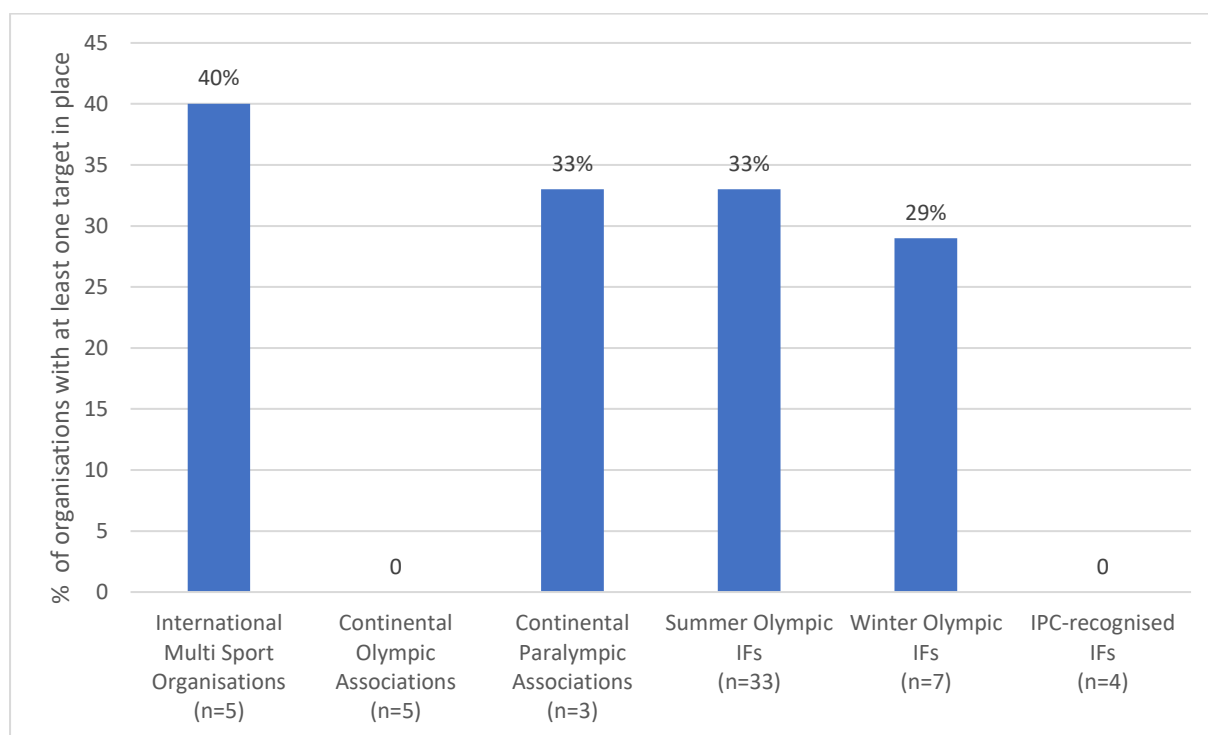
Figure 4. Percentage of international sport organisations that have at least one target for gender representation in governance positions and/or bodies

Figure 4 shows mixed findings across the different groups of organisations in the prevalence of gender targets, and it is notable that gender targets were non-existent across Continental Olympic Associations and IPC-recognised IFs. A similar proportion of organisations across Continental Paralympic Associations and Summer and Winter

Olympic IFs had at least one target in place (33%, 33% and 29%, respectively). It is perhaps unsurprising that IMSOs had the greatest proportion of organisations with at least one target in place (40%), given the senior responsibility of these organisations in the governance, funding, and power hierarchies of international sport. Still, fewer than half of all IMSOs included in the research had targets in place.

Some organisations have gender targets across more than one area, body, and/or position. Table 2 displays the percentage of organisations that have a gender target relating to particular areas, bodies and/or positions within the organisation.

Table 2. the percentage of organisations that have a gender target relating to particular areas, bodies and/or positions within the organisation

	Area/body/position of organisation				
	All decision-making positions/ structures	Congress	Highest governance body below Congress	Vice-President positions	At least one Commission/ Committee
International Multi Sport Organisations	40%	0	20%	20%	0
Continental Olympic Associations	0	0	0	0	0
Continental Paralympic Associations	0	0	33%	0	0
Summer Olympic IFs	15%	3%	6%	0	12%
Winter Olympic IFs	14%	0	0	0	14%
IPC-recognised IFs	0	0	0	0	0
OVERALL AVERAGE (n=57)	14%	2%	7%	2%	9%

The most prevalent type of target was focused towards overall decision-making positions or specific governance bodies rather than governance positions. There was just one example of a target specifically aimed at increasing female representation within specific governance positions. This is a target implemented by the IOC that aspires to have 50% of each gender in Vice-President positions by 2024 (IOC, 2018). Where targets were aimed at specific governance bodies or areas within the organisations, the majority of these were focused towards highest governance bodies or committees/commissions. Only one organisation (a summer Olympic IF) had a gender target for Congress (UCI; 25% female representation).

The relationship between the prevalence of targets and current female representation on the highest governance bodies of international sport organisations was also analysed. Only the highest governance bodies of organisations were focused on as there were no examples of gender targets for highest governance or leadership positions. Table 3 below presents data on female representation on the highest governance bodies of organisations according to whether they had a gender target in place for their highest governance body. This includes organisations with a gender target for all decision-making positions/bodies as this covers the highest governance body.

Table 3. Percentage of women on the highest governance body according to whether organisations have a gender target for their highest governance body

	Organisations with a gender target	Organisations without a gender target
International Multi Sport Organisations	31%	32%
Continental Olympic Associations	N/A	20%
Continental Paralympic Associations	20%	26%
Summer Olympic IFs	24%	22%
Winter Olympic IFs	10%	18%
IPC-recognised IFs	N/A	26%
OVERALL AVERAGE (n=57)	25%	22%

Table 3. shows that, overall, organisations that have a gender target in place for their highest governance body have slightly higher female representation on their highest governance body (25%) compared to organisations that do not have a gender target in place (22%). However, this figure is skewed by the largest group of organisations (Summer IFs) being the only group of organisations to see a positive impact on gender representation in the highest governance body from having a gender target in place. The lack of significant findings relating to the impact of targets could be attributed to organisations with poor gender representation implementing targets to attempt to increase female representation in their governance, but these targets have not yet been achieved. The lack of mandatory nature of targets could also be a reason for the lack of impact on female representation.

RECOMMENDATIONS

3.2. To encourage organisations to set gender targets for Vice-President/Vice-Chair positions as there are a lack of targets focused on these positions (as displayed in Table 2) combined with a particular lack of female representation within the highest governance positions of international sport organisations (as shown in section 3A).

3.3. To encourage organisations to include a timeframe with their targets to make them time-bound and measurable. Organisations should also be encouraged to regularly report and publish progress on whether genders targets are being met.

3B.2. Gender Quotas

Gender quotas are mandated gender representation outcomes that are clearly stated within an organisation's statutes, constitution, bye-laws or other formal written document that details how the organisation is structured and governed. Some organisations had gender quotas for their member organisations at the continental/regional or national level, but within this section quotas are only focused on that relate to the international sport organisations that formed the sample of this research.

Overall, 70% (n=40) of the international sport organisations had at least one quota for gender representation in governance positions and/or bodies. This is a significantly higher prevalence than gender targets (28%), which is a positive finding as quotas are mandated gender representation outcomes rather than aspirational goals, and so should have greater impact on increasing the number of women in leadership positions.

Figure 5 displays the prevalence of gender quotas across the six groups of organisations that formed our sample.
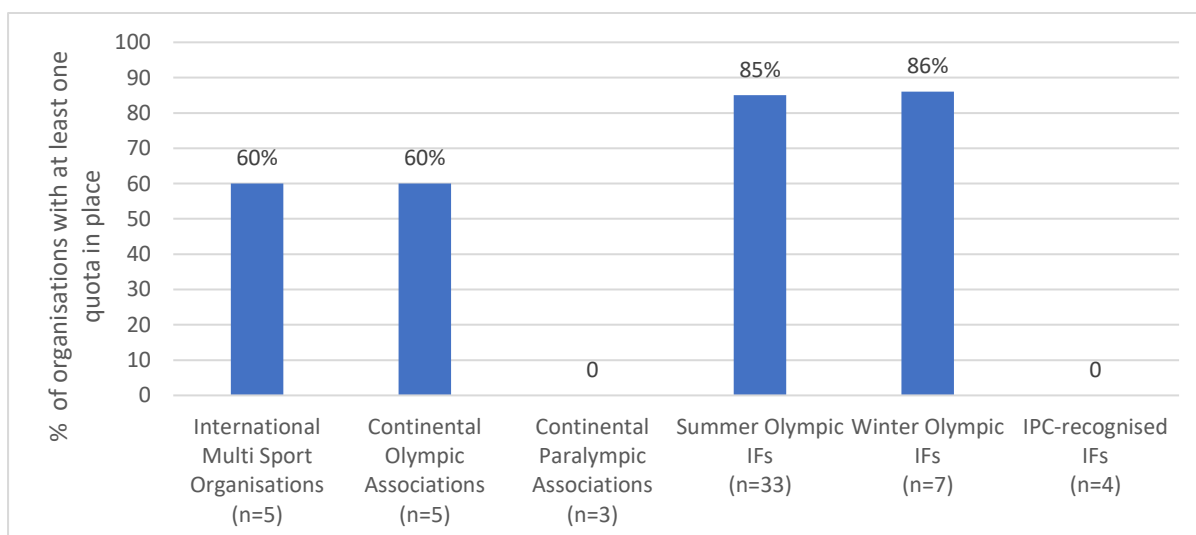
Figure 5. Percentage of international sport organisations that have at least one quota for gender representation in governance positions and bodies

Figure 5 shows mixed findings on the prevalence of quotas across the different groups of organisations. Notably, quotas were non-existent within the groups of organisations that are exclusively part of the Paralympic Movement (Continental Paralympic Associations and IPC-recognised IFs). The proportion of organisations with at least one quota across Summer and Winter Olympic IFs was similar (85% and 86%, respectively). In contrast to the data on gender targets, there was a lower prevalence of quotas amongst IMSOs compared to Olympic IFs.

The below table displays the percentage of organisations that have a gender quota relating to particular areas, bodies and/or positions within the organisation. Some organisations have gender quotas across more than one area, body, and/or position.

Table 4. Percentage of organisations that have a gender quota relating to particular areas, bodies and/or positions within the organisation

	Area/body/position of organisation				
	All decision-making positions/ structures	Congress	Highest governance body below Congress	Vice-President positions	At least one commission/ committee
International Multi Sport Organisations	0	0	40%	20%	40%
Continental Olympic Associations	0	0	40%	20%	20%
Continental Paralympic Associations	0	0	0	0	0
Summer Olympic IFs	9%	15%	61%	3%	58%
Winter Olympic IFs	0	29%	57%	0	71%
IPC-recognised IFs	0	0	0	0	0
OVERALL AVERAGE (n=57)	5%	12%	49%	5%	47%

In contrast to the data collected on gender targets, there was a much lower prevalence of gender quotas aimed at all decision-making structures/positions (n=3 summer Olympic IFs). However, there were also similarities to the target data in the lack of quotas focused towards specific governance positions (n=3; one IMSO, one Continental Olympic Association and one Summer Olympic IF). Additionally, the most common areas/bodies of organisations that featured in gender quotas were the highest governance bodies and committees/commissions. A slightly higher number of organisations had quotas relating to Congress compared to the target data (n=6; four Summer Olympic IFs and two Winter Olympic IFs).

As with the target data, the relationship between the prevalence of gender quotas and current female representation on the highest governance bodies of international sport organisations was assessed. This was only analysed against female representation on the highest governance body as no quotas were focused on the highest leadership position and so few were focused on governance positions (n=3). Table 5 below presents data on female representation on the highest governance bodies of organisations according to whether they have a gender quota in place for their highest governance body or not. This includes organisations with a gender quota for all decision-making positions/bodies as this covers the highest governance body.

Table 5. Percentage of women on the highest governance body according to whether organisations have a gender quota for their highest governance body

	Organisations with a gender quota for the highest governance body	Organisations without a gender quota for the highest governance body
International Multi-Sport Organisations	36%	27%
Continental Olympic Associations	23%	18%
Continental Paralympic Associations	N/A	25%
Summer Olympic International Federations	22%	23%
Winter Olympic International Federations	12%	26%
IPC-recognised International Federations	N/A	26%
OVERALL AVERAGE (n=57)	22%	23%

The findings presented in table 5 demonstrate no significant relationship between the prevalence of gender quotas and female representation on the highest governance body. In fact, there is marginally higher female representation across organisations without a quota in place (23%) compared to those with a quota in place (22%). A factor in the lack of demonstrable effectiveness of quotas across the whole dataset could be the significant differences found in the application of quotas across the organisations. For example, the quotas had different foci and representational requirements (this is explored further in Section 3C.2). Furthermore, only 10 of the organisations with a gender quota in place for the highest governance body (34%) had compliance measures in place for these gender quotas. These compliance measures were either co-option rules, a clear process in place to ensure achievement of the quota, or sanctions.

Table 6 below outlines the relationship between prevalence of compliance measures and gender representation on the highest governance bodies of the different groups of organisations.

Table 6. Percentage of women on the highest governance body of organisations according to whether organisations have compliance measures in place for gender quotas

	Organisations with a gender quota for the highest governance body and compliance measures in place	Organisations with a gender quota for the highest governance body but no compliance measures in place
International Multi Sport Organisations	53%	27%
Continental Olympic Associations	30%	13%
Continental Paralympic Associations	N/A	N/A
Summer Olympic IFs	22%	21%
Winter Olympic IFs	18%	7%
IPC-recognised IFs	N/A	N/A
OVERALL AVERAGE (n=57)	25%	20%

Table 6 demonstrates that organisations that had a quota with compliance measures attached had, overall, 5% higher female representation on their highest governance body compared to organisations with a quota but no compliance measures. It was a consistent finding across all groups of organisations that those organisations with compliance measures had higher female representation compared to those without. Particularly significant differences in female representation according to the prevalence of compliance measures can be seen across IMSOs, Continental Olympic Associations and Winter Olympic IFs. Organisations with quotas and compliance measures also overall had 2% higher gender representation compared to organisations without a quota in place. These findings suggest that quotas are most effective across organisations that demonstrate commitment in implementing rigorous processes and/or sanctions to ensure that quotas are taken seriously and achieved.

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RECOMMENDATIONS

3.4. To encourage organisations that have existing quotas in place to attach compliance measures to these quotas.

3.5. To work with Paralympic organisations to explore the potential benefits of implementing effective quotas (quotas are lacking across these organisations).

3.6. To encourage organisations to set gender quotas for Vice-President/Vice-Chair positions as there are a lack of quotas focused on these positions (as displayed in Table 4) combined with a particular lack of female representation within the highest governance positions of international sport organisations (as shown in section 3A).

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3B.3. Gender Election and Recruitment Rules

Gender election and recruitment rules refer to numeric or processual requirements relating to the nomination, election and/or recruitment process. The distinction of gender election and recruitment rules from gender quotas and targets is that they are focused on the *process* of elections rather than the *end-outcome*. Data relating to gender election and recruitment rules originated from the organisations' statutes, constitution, bye-laws or other formal documents. More information on the types of gender election and recruitment rules implemented across the organisations can be found in Section 3C.3.

Overall, 40% (n=23) of the organisations in the sample had gender election or recruitment rules in place for governance positions or bodies. Figure 6 displays the prevalence of gender election and recruitment rules across the six groups of organisations.
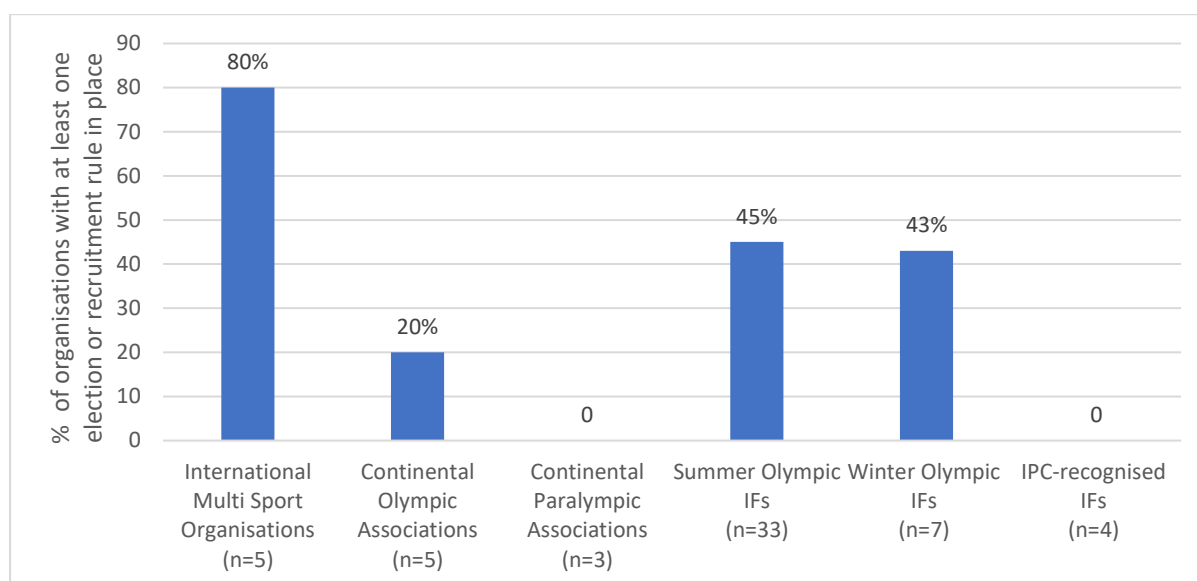
Figure 6. Percentage of international sport organisations that have at least one gender election or recruitment rule for governance positions and bodies.

Figure 6 shows that IMSOs have a significantly higher prevalence of gender election and recruitment rules compared to the other groups of organisations (80%; n=4) and is the only group to have over half of its organisations with such rules in place. Again, this is unsurprising given the senior responsibility of these organisations in the governance of international sport. Following from data that showed a non-existence of quotas amongst organisations exclusive to the Paralympic Movement, it is notable again that Continental Paralympic Associations and IPC-recognised IFs have no gender election and recruitment rules. It should be noted, however, that data could not be obtained for two of the five Continental Paralympic Associations, and the Oceania Paralympic Committee stated they are looking to develop such rules ahead of their forthcoming General Assembly (personal communication).

The lack of prevalence of gender election and recruitment rules in comparison to the quota data signifies that organisations are more focused on election *outcomes* – i.e. ensuring that a minimum number or proportion of women/the underrepresented gender are elected - rather than ensuring that the election *process* is gender-inclusive. This is significant

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because women are more likely to be encouraged to apply for and attain governance positions if election processes are fairer and more inclusive. Moreover, as a result of gender election and recruitment rules, gender representation may become more sustainable within international sport organisations.

Table 7 below shows the percentage of organisations that have gender election and recruitment rules across specific governance areas, bodies and/or positions. On rare occasions, some organisations had gender election and recruitment rules for their senior leadership teams, but this was not included in the data set because of this study's specific focus on governance. Some organisations have gender election and recruitment rules across more than one area, body, and/or position.

Table 7. Percentage of organisations that have gender election and recruitment rules across specific governance areas, bodies, and positions

	Area/body of organisation				
	All decision-making positions/ structures	Congress	Highest governance body below Congress	Vice-President positions	At least one Commission/ Committee
International Multi-Sport Organisations	20%	0	20%	40%	0
Continental Olympic Associations	0	0	20%	0	0
Continental Paralympic Associations	0	0	0	0	0
Summer Olympic IFs	6%	12%	12%	9%	21%
Winter Olympic IFs	0	0	14%	0	29%
IPC-recognised IFs	0	0	0	0	0
OVERALL AVERAGE (n=57)	5%	7%	12%	9%	16%

From the limited prevalence of rules presented in table 7, it was found that gender election and recruitment rules are much more evenly spread across the different areas and positions of organisations compared to quotas and targets. Rules for the highest governing body under Congress (12%; n=7) and Commissions and Committees (16%; n=9) were most frequently seen. Yet this prevalence was only marginally higher than rules for all Vice-President positions (9%; n=4), Congress (7%; n=4) and all decision-making positions/structures (5%; n=3). Summer Olympic IFs were the only group to have election rules across every area/body.

Table 8 below presents data on female representation on the highest governance bodies of organisations according to whether they have at least one gender election and recruitment rule in place for their highest governance body. This includes organisations with a gender rule for all decision-making positions/bodies as this covers the highest governance body. Only the highest governance body was focused on as so few rules were focused on the highest leadership and governance positions.

Table 8. Percentage of women on the highest governance body according to whether organisations have a gender election and recruitment rule for their highest governance body

	Organisations with a gendered election rule for the highest governance body	Organisations without a gendered election rule for the highest governance body
International Multi Sport Organisations	29%	35%
Continental Olympic Associations	13%	21%
Continental Paralympic Associations	N/A	25%
Summer Olympic IFs	24%	22%
Winter Olympic IFs	5%	21%
IPC-recognised IFs	N/A	26%
OVERALL AVERAGE (n=57)	23%	22%

In similarity to findings presented on the impact of targets and quotas in sections 3B.1 and 3B.2, the findings presented in table 8 demonstrate no significant relationship between the prevalence of gender recruitment and election rules and female representation on the highest governance bodies of international sport organisations. There is marginally higher female representation on the highest governance bodies of organisations with gender rules (23%) compared to those without rules in place (22%), though the influence of summer IFs skews the data, similar to that seen with targets (see table 3). Again, a factor in the lack of demonstrable effectiveness of gender election and recruitment rules across the whole dataset could be the significant differences found in the application of these rules across the organisations. This will be discussed further in Section 3C.3. Furthermore, the longer-term impact of the implementation of these rules may not yet be visible.

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RECOMMENDATION

3.7. To work with Paralympic organisations to explore the potential benefits of implementing gender election and recruitment rules (rules are lacking across these organisations).

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3B.4. Official documents that make reference to gender and governance

If an organisation refers to gender and governance within an official document, it demonstrates a public commitment from the organisation to working towards more equitable governance. Overall, 48% (n=27) of organisations had at least one official document that referred to gender and governance. The documents discussed within this section include those with a sole focus on inclusion and equality as well as broader strategic documents that make specific reference to gender and governance. Further analysis of these documents is presented within Section 3C.4. Figure 7 displays the prevalence such documents across the six groups of organisations that formed our sample.

Figure 7. Percentage of organisations that have at least one official document that makes reference to gender and governance

Figure 7 demonstrates that IMSOs and summer and winter Olympic IFs had the highest prevalence of official documents that refer to gender and governance. In contrast, the two groups of continental organisations had little or no prevalence of such documents. Notably, as was the case with gender quotas and gender election and recruitment rules, official documents that refer to gender and governance were non-existent across organisations exclusive to the Paralympic Movement (Continental Paralympic Associations and IPC-recognised IFs).

Table 9 below presents data on female representation on the highest governance bodies and within the highest governance and leadership positions of organisations according to whether they have at least one official document that makes reference to gender and governance.

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Table 9. Percentage of women on the highest governing body and within the highest governance and leadership positions according to whether organisations have at least one official document that makes reference to gender and governance

	Highest governance body		Highest governance position		Highest leadership position	
	Have a document	Do not have a document	Have a document	Do not have a document	Have a document	Do not have a document
International Multi-Sport Organisations	39%	24%	33%	0	0	50%
Continental Olympic Associations	13%	21%	0	0	0	0
Continental Paralympic Associations	N/A	25%	N/A	0	N/A	33%
Summer Olympic IFs	23%	20%	6%	7%	18%	38%
Winter Olympic IFs	17%	17%	20%	0	0	50%
IPC-recognised IFs	N/A	26%	N/A	0	N/A	0
OVERALL AVERAGE (n=56)	24%	21%	11%	4%	12%	29%

Table 9 demonstrates that, overall, organisations with at least one official document that makes reference to gender and governance had slightly higher female representation on their highest governance bodies (24% compared to 21%) and moderately higher female representation within their highest governance positions (11% compared to 4%) compared to organisations that did not have such documents. However, overall, organisations with at least one official document that makes reference to gender and governance had significantly lower female representation within their highest leadership positions compared to organisations that did not have these documents in place (12% compared to 29%).

The mixed nature of these findings could be the result of organisations referring to gender and governance in official documents in different ways and with varying levels of detail. For example, some organisations made non-specific references to a commitment to increase female representation in governance whereas others outlined specific strategic plans and put steps in place to increase gender representation in their governance (this will be discussed further in Section 3C.4). Therefore, as with targets and quotas, it is likely to be the nature of references to gender and governance within official documents, as well as the extent to which these intentions are translated into actions, that is more important than the prevalence of these documents.

RECOMMENDATIONS

3.8.   To work with organisations to develop specific and detailed strategic plans to address an underrepresentation of women within governance positions and bodies rather than generic statements.

3B.5. Gender, equality, diversity, or inclusion-focused groups

Overall, 63% (n=36) of the organisations in our sample had a gender, equality, diversity, or inclusion-focused group. These groups included committees, commissions and working groups. A more in-depth discussion of the nature of these different groups will be discussed in Section 3C.5. Figure 8 displays the prevalence of such groups across the six groups of organisations that formed our sample.
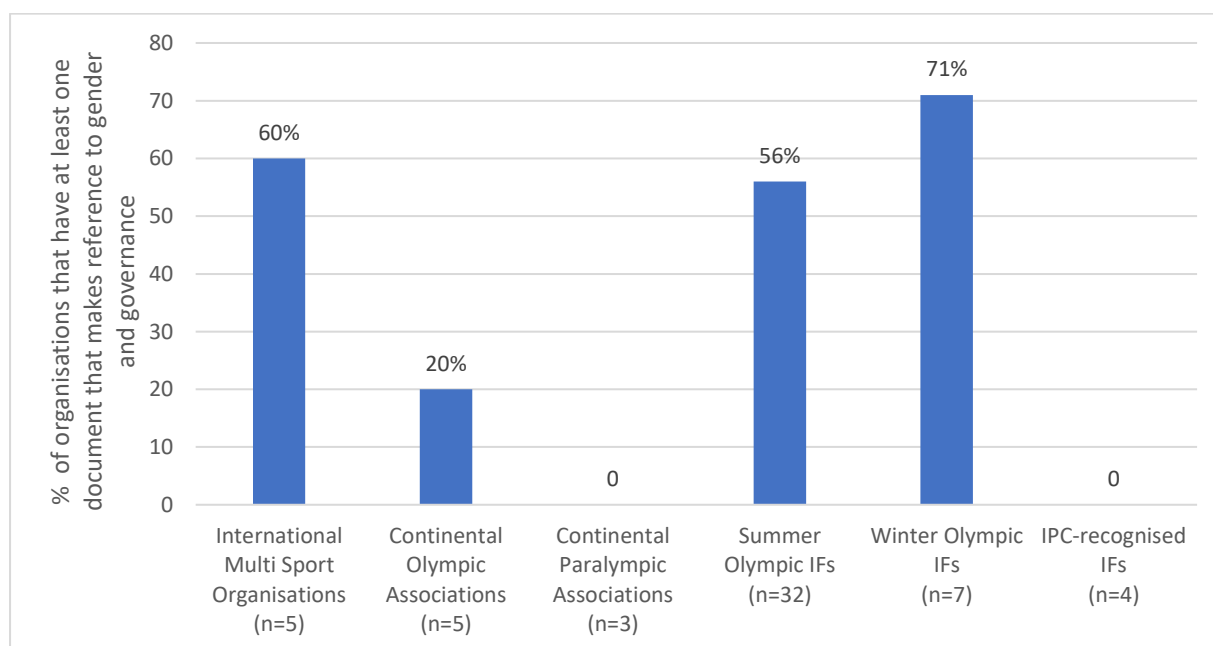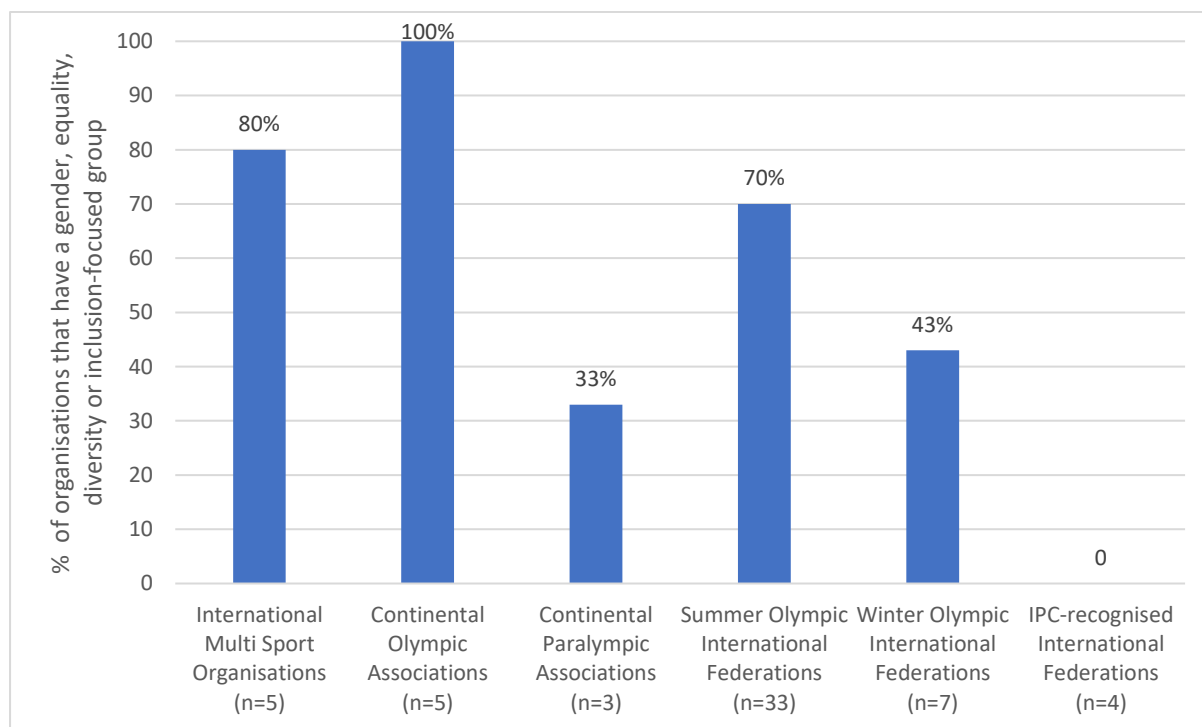

Figure 8. Percentage of organisations that have a gender, equality, diversity, or inclusion-focused group

Figure 8 shows very mixed findings on the prevalence of gender, equality, diversity, or inclusion-focused groups across the different types of organisations. For example, 100% (n=5) of Continental Olympic Associations and 80% (n=4) of IMSOs had such groups in place compared to 0% of IPC-recognised IFs. It is also notable that only 33% of Continental Paralympic Associations had groups compared to 100% of their Olympic continental counterparts. Furthermore, a significantly higher proportion of summer Olympic IFs (70%; n=23) had groups in place compared to winter Olympic IFs (43%; n=3).

Table 10 below presents data on female representation on the highest governance bodies and within the highest governance and leadership positions of organisations according to whether they have a gender, equality, diversity, or inclusion-focused group. Unlike similar data presented for gender quotas, targets and recruitment and election rules, we present this data across the highest governance body, highest governance position and highest leadership position as gender, equality, diversity, or inclusion-focused groups influence gender equity more broadly within an organisation.

Table 10. Percentage of women in the highest governance body and across the highest governance and leadership positions according to whether organisations have a gender, equality, diversity or inclusion-focused group

	Highest governance body		Highest governance position		Highest leadership position	
	Have a group	Do not have a group	Have a group	Do not have a group	Have a group	Do not have a group
International Multi Sport Organisations	27%	53%	0	50%	25%	50%
Continental Olympic Associations	20%	N/A	0	N/A	0	N/A
Continental Paralympic Associations	25%	25%	0	0	0	50%
Summer Olympic IFs	24%	19%	4%	10%	19%	40%
Winter Olympic IFs	9%	26%	0	25%	0	25%
IPC-recognised IFs	N/A	26%	N/A	0	N/A	0
OVERALL AVERAGE (n=57)	**23%**	**22%**	**3%**	**14%**	**15%**	**32%**

Table 10. shows that the prevalence of gender, equality, diversity or inclusion-focused groups within organisations has little influence on current female representation on the highest governance body. However, for the highest governance and leadership positions, there is a notable negative relation between the prevalence of such groups and female representation. It should be noted that the remits and aims for such groups are generally broader than advocating for women within senior governance and leaderships positions. However, this is still an interesting finding and raises questions as to the effectiveness of these groups in developing gender-inclusivity across entire organisations. It could be suggested from these findings that the prevalence of such groups results in the ghettoising of inclusion and diversity-related issues and has little impact on the wider culture of the organisations which can continue to create access issues for women being elected into the most senior leadership and governance positions. However, more in-depth qualitative research on the nature and effectiveness of these groups is needed to better understand the reasons for our findings. Further discussion on how these groups could be more effective will be presented in Section 3C.5 and recommendation 3.11.

3B.6. Women's Leadership Development Programmes (WLDP)

Overall, 38% (n=21) of organisations had either hosted or supported women to attend a women's leadership development programme (WLDP). We defined this as organisations hosting their own events, such as seminars, workshops and programmes, or financially supporting women leaders to attend development opportunities external to the organisation. Further information on the nature of these events is presented within Section 3C.6

Information on WLDPs was found by using a range of search terms within search engines and organisation websites. There may have been some instances where organisations have hosted or supported women to attend such events but have not reported this on their website or any other online forum.

Figure 9 displays the prevalence of organisations that have hosted or supported women to attend a WLDP.
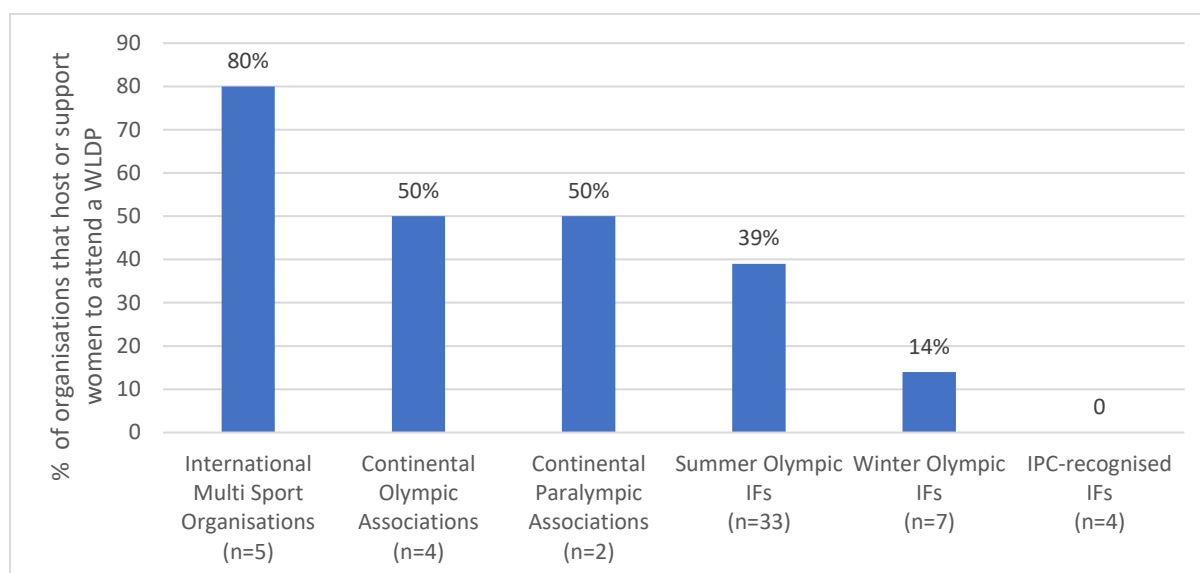
Figure 9. Percentage organisations that have hosted or supported women to attend a WLDP

As with the other forms of gender and governance action presented within Section 3B, Figure 9 demonstrates that there were mixed findings across the different groups of organisations. IMSOs had a significantly higher proportion of organisations that had hosted or supported women to attend WLDPs (80%; n=4) compared to any other group. Continental Olympic and Paralympic Associations had an identical proportion of organisations hosting or supporting WLDPs (50% for both), although the sample size for Continental Olympic Associations was double the size of that for Continental Paralympic Associations for this dataset (n=4 compared to n=2). Notably, a significantly higher proportion of summer Olympic IFs hosted or supported women to attend WLDPs compared to winter Olympic IFs (39%; n=13 compared to 14%; n=1). Furthermore, no IPC-recognised IFs hosted or supported women to attend WLDPs.

Table 11 below presents data on female representation on the highest governance bodies and the highest governance and leadership positions of organisations according to whether they have hosted or supported women to attend a WDLP.

Table 11. Percentage women in the highest governance body, highest governance position and highest leadership position according to whether an organisation has hosted or supported women to attend a WLDP

	Highest governance body		Highest governance position		Highest leadership position	
	Host or support WLDPs	Do not host or support WLDPs	Host or support WLDPs	Do not host or support WLDPs	Host or support WLDPs	Do not host or support WLDPs
International Multi Sport Organisations	35%	27%	25%	0	0	100%
Continental Olympic Associations	38%	8%	0	0	0	0
Continental Paralympic Associations	20%	25%	0	0	0	0
Summer Olympic IFs	25%	20%	0%	10%	27%	25%
Winter Olympic IFs	10%	18%	0	17%	0	17%
IPC-recognised IFs	N/A	26%	N/A	0	N/A	0
OVERALL AVERAGE (n=55)	**27%**	**20%**	**5%**	**9%**	**16%**	**21%**

Table 11 displays inconsistent findings on the positive relationship between organisations hosting or supporting women to attend WLDPs and female representation in decision-making positions. Whilst we found that organisations who had hosted or supported WLDPs had overall higher female representation on their highest governance body compared to organisations that had not hosted or supported WLDPs (27% compared to 20%), these organisations also had overall lower female representation within their highest governance positions (5% compared to 9%) and leadership positions (16% compared to 21%). A potential reason for the lack of current influence of WLDPs on female representation in the most senior governance and leadership positions could be that WLDPs are still in their relative infancy and so the long-term impacts of these programmes may not yet be visible. Furthermore, these findings align with arguments presented in the academic literature that, to see a significant and sustained increase in female representation in sport leadership and governance, WLDPs need to be combined with other forms of gender and governance action to change the gendered system of sport organisations (Pike, White, Matthews, Southon, & Piggott, 2018). This is a shift from positioning the competence of women leaders as 'the problem', towards seeing the system of sport governance as requiring reform. We will discuss how the nature of organisations' engagement with WLDPs impacts upon female representation in their governance in Section 3C.6.

RECOMMENDATIONS

3.10. To work with Paralympic IFs to explore the potential benefits of hosting or supporting women to attend WLDPs.

3.11. To correspond with WLPDs to better understand the impact of their programmes on gender equity in international sport governance.

3C. PRESENTATION OF FINDINGS RELATING TO ORGANISATIONS WITH THE HIGHEST AND LOWEST FEMALE REPRESENTATION ON THEIR HIGHEST GOVERNANCE BODY

This section compares the practices of organisations with female representation of 30% or higher on their highest governance body to organisations with 15% or lower female representation. A deeper look into the actions of these organisations not only allowed for an assessment of the relations between the prevalence of certain practices, but also the nature of these practices and the extent to which the organisations demonstrate commitment to achieving them. As within Section 3B, the practices analysed within this section are:

- Gender targets
- Gender quotas
- Gender election and recruitment rules
- Official documents that refer to gender and governance
- Gender, equality, diversity, and inclusion-focused groups
- Women's leadership development programmes (WLDPs)

There were 14 organisations in each of these categories, meaning they account for 47% of the sample. Table 12 presents which organisations featured in these two groups, and the number and percentage of female representation on their respective highest governance bodies. In this table, each organisation corresponds a number; 1-14 for the highest organisations and 47-60 for the lowest organisations. These numbers are used in the remaining tables in this section for brevity.

Table 12. Number and percentage of female representation on the highest governance body of the highest-performing 14 and lowest-performing 14 international sport organisations in the sample.

#	Highest performing 14 organisations	Name of highest governance body	Female representation on highest governance body	
			n	%
1	Commonwealth Games Federation	Executive Board	8	53%
2	Oceania National Olympic Committees	Executive Board	6	50%
3	World Rowing	Council	11	46%
4	Boccia International Sports Federation	Board	3	43%
5	Federation Equestre Internationale	Board	8	38%
6	Federation Internationale de Hockey	Executive Board	6	38%
7	Fédération Internationale de Gymnastique	Council	16	35%
8	International Olympic Committee	Executive Board	5	33%
9	International Surfing Association	Executive Committee	3	33%
10	World Rugby	World Rugby Council	17	33%
11	World Athletics	World Athletics Council	8	32%
12	Federation Internationale d'Escrime	Executive Committee	7	32%
13	International Skating Union	ISU Council	4	31%
14	Pan American Sports Organisation	Executive Board	6	30%
#	Lowest performing 14 organisations	Name of highest governance body	Female representation on highest governance body	
			n	%
47	Association Internationale de Boxe	Board of Directors	4	15%
48	International Ice Hockey Federation	IIHF Council	2	14%
49	European Olympic Committees	Executive Committee	2	13%
50	Association of Summer Olympic International Federations	ASOIF Council	1	13%
51	International Handball Federation	IHF Council	2	11%
52	Union Cycliste Internationale	Management Committee	2	11%
53	Fédération Internationale de Natation	FINA Bureau	3	11%
54	World Karate Federation	Executive Committee	2	10%
55	International Biathlon Union	Executive Board	1	10%
56	Federation Internationale de Volleyball	Board of Administration	3	9%
57	Olympic Council of Asia	Executive Board	2	6%
58	Fédération Internationale de Ski	FIS Council	1	5%
59	International Weightlifting Federation	Executive Board	1	5%
60	International Judo Federation	Executive Committee	1	4%

3C.1. Gender Targets

As in Section 3B.1, the data presented within this section relates only to targets aimed at gender representation within governance positions/bodies of the organisations and not, for example, their membership or regional/national federations. Tables 13 and 14 below provide information on the prevalence and nature of targets for organisations with female representation of 30% or higher, and 15% or lower, on their highest governance body, respectively.

Table 13. Target activity for organisations with female representation of 30% or higher on their highest governance body

#	Has a target?	Target requirement	Position/body of focus	Timeframe
1	X	X	X	X
2	X	X	X	X
3	X	X	X	X
4	X	X	X	X
5	X	X	X	X
6	Y	50% men and women	Management Level and off the field of play	X
7	X	X	X	X
8	Y	50% women and men	Executive Board and Vice-President positions	By 2024
9	X	X	X	X
10	Y	40% women	Committees	X
11	Y	50% women	Administrators, coaches, and officials	2027
12	X	X	X	X
13	X	X	X	X
14	X	X	X	X

Table 13 shows that, across the 14 organisations with female representation of 30% or higher on their highest governance body:

- Four organisations (29%) had at least one gender target in place, although this did not include any of the five highest-performing organisations
- Three organisations (21%) had a gender target in place for their highest governance body (including those that address all decision-making/administrative positions)
- Two organisations (14%) had a timeframe attached to their gender target(s)
- Target requirements for the highest governance body ranged from 40%-50% female representation

Table 14. Target activity for organisations with female representation of 15% or lower on their highest governance body

#	Has a target?	Target requirement	Position/body of focus	Timeframe
47	X	X	X	X
48	X	X	X	X
49	X	X	X	X
50	X	X	X	X
51	X	X	X	X
52	Y (x2)	25% women 25% women	Congress Commissaries	X
53	X	X	X	X
54	X	X	X	X
55	Y	50% of each gender	Decision-making positions	X
56	X	X	X	X
57	X	X	X	X
58	Y (x2)	30% of each gender 40% of each gender	Committees Committees	2022 2024
59	X	X	X	X
60	X	X	X	X

Table 14 shows that, across the 14 organisations with female representation of 15% or lower on their highest governance body:

- Three organisations (21%) had at least one gender target in place. Two of these organisations have multiple targets, resulting in five targets across these three organisations
- One organisation (7%) had a gender target in place for their highest governance body (including those that address all decision-making positions)
- One organisation (7%) had a timeframe attached to their gender target(s) (although this was not a target for the highest governance body)
- The single target for the highest governance body was 50% female representation

Comparison:

A comparison of target activity across organisations with the highest and lowest female representation on the highest governance body suggests that it is not the prevalence of gender targets that is important in increasing female representation, but the nature of the targets and the organisations' commitment to achieving them.

There was little difference in the number of highest (n=4) and lowest performing organisations (n=3) that had at least one gender quota in place. There was also little difference in the ambition of the target requirements for the highest governance body across the two groups of organisations. However, some findings indicate that the highest-performing organisations that had targets in place were implementing these more

effectively in increasing the representation of women on their highest governance body compared to their lesser-performing counterparts:

1. A significantly higher proportion of the targets in place across the best-performing organisations were focused on their highest governance body (3 out of 4; 75%) compared to the worst-performing organisations (1 out of 3; 33%)
2. Two out of three (67%) of the highest-performing organisations with targets in place for their highest governance body had a timeframe attached to this target compared to none of the lowest-performing organisations.

Despite some differences in the nature of the targets implemented across the highest- and lowest-performing organisations being visible, due to the overall small prevalence of targets across both groups of organisations these findings do not adequately explained the role of gender targets in increasing gender representation on the highest governance body of the organisation. As most of these targets either do not have timeframes attached to them or have deadlines over the next decade, the impact of targets may become more visibly significant over the next decade.

Below is an example of an organisation – the IOC – that has demonstrated good practice in implementing gender targets. The purpose of this case study is to provide UK Sport with an example to inform the target-setting of other international sport organisations. Such good practice examples will be provided throughout Section 3C.

GOOD PRACTICE CASE STUDY: GENDER TARGETS

INTERNATIONAL OLYMPIC COMMITTEE

The IOC presents the following target within its (2018) Equality Review Project:

Transition the composition of the IOC Executive Board and the composition of the Vice-President positions into an equal representation of women and men. Timeline: By 2024.

This is an example of good practice in setting a gender target because it:

1. Has a specific focus that is clearly outlined: Executive Board and Vice-President positions
2. Is ambitious yet achievable
3. Includes a timeline which is important to make the target specific, timely and measurable
4. Is presented within a broader gender equality document that outlines the importance and relevance of increased female representation within international sport governance

3C.2. Gender Quotas

The data presented in this section relates to whether organisations with the highest and lowest female representation on the highest governance body have quotas for gender representation. The prevalence of compliance measures being in place for the quotas are also included, as well as whether a quota for the highest governance body is being achieved.

Table 15. Quota activity for organisations with female representation of 30% or higher on their highest governance body

#	Has a quota?	Quota requirement	Position/body of focus	Compliance measures in place for quota(s)?	Is the quota being met on the highest governance body?
1	Y (x2)	40% or 3 individuals of each gender 1 of each gender	Executive Board and Committees Vice-Presidents	Y	Y
2	X	X	X	X	X
3	Y	1 of each gender	Congress member delegation	Y	X
4	X	X	X	X	X
5	X	X	X	X	X
6	Y (x3)	4 of each gender 1 of each gender 1 of each gender	Executive Board Members Congress delegates	X	Y
7	Y (x5)	30% of each gender per continent 2 persons of each gender per discipline (4 disciplines) 2 of each gender 1 of each gender 2 of each gender 1 of each gender	Council Executive Committee Vice-Presidents Particular committees Congress federation delegates	X	Unknown
8	Y	1 of each gender	Women in Sport Commission	X	X
9	Y	1 of each gender	Athletes Commission	X	X
10	X	X	X	X	X
11	Y (x4)	7 of each gender from 2019 10 of each gender from 2023 13 of each gender from 2027 1 female VP from 2019 2 VPs of each gender from 2023	Council Vice-Presidents	Y	Y

#		Quota requirement	Position/body of focus		
		3 of each gender by 2023 30% of each gender 1 of each gender from 2019	Executive Board All commissions Athletes commission		
12	Y	30% of each gender	Executive Committee	X	Y
13	X	X	X	X	X
14	Y (x2)	3 women 3 women	Executive Board Vice-Presidents & Executive Board	Y	Y

Table 15 shows that, across the 14 organisations with female representation of 30% or higher on their highest governing body:

- Nine organisations (64%) had at least one gender quota in place. Five of these organisations have multiple quotas, resulting in 20 quotas across these nine organisations.
- Six organisations (43%) had a gender quota in place for their highest governance body (including those that address all decision-making positions)
- Four organisations (29%) had at least one gender quota with compliance measures in place
- All the organisations that had a gender quota in place for their highest governing body had achieved this quota[3]
- Quota requirements for the highest governance body ranged from: 1) a minimum of three women/each gender to 13 women/each gender or 2) 30-40%

Table 16. Quota activity for organisations with female representation of 15% or lower on their highest governance body.

#	Has a quota?	Quota requirement	Position/body of focus	Compliance measures in place for quota(s)?	Is the quota being met on the highest governance body?
47	Y (x2)	6 women 1 of each gender	Executive Committee Athletes Commission	X	X
48	Y	2 of each gender	Council	Y	Y
49	Y	5 of each gender	Executive Committee	X	N
50	X	X	X	X	X

[3] Although this information was unobtainable for one organisation (FIG)

51	Y (x2)	1 of each gender 2 of each gender	Any Body Athletes' Commission	X	Y
52	Y (x2)	25% of each gender 2 of each gender	Continental Federations Management Committee	X	Y
53	X	X	X	X	X
54	X	X	X	X[4]	X
55	Y (x3)	2 of each gender from 2022 1 of each gender 2 of each gender	Executive Board Member Congress delegates Technical Committee	X	N (but the deadline for the quota is in 2022)
56	Y	2 of each gender	Board & Executive Committee	X	Y
57	Y (x2)	1 of each gender 3 of each gender	All Standing Committees Athletes Committee	X	X
58	Y (x4)	1 of each gender 1 of each gender Chair & VP are opposite genders 6 of each gender	Congress Council Committee (if a Vice-President position exists) Athletes' Commission	X	Y
59	Y (x3)	50% of each gender 1 of each gender 1 woman	Athletes Commission Women's Commission Continental Federations Exec Board	Y	X
60	Y	25% of each gender	Executive Committee	X	N

Table 16 shows that, across the 14 organisations with female representation of 15% or lower on their highest governing body:

- Eleven organisations (79%) had at least one gender quota in place. Seven of these organisations have multiple quotas, resulting in 22 quotas across these eleven organisations.
- Eight organisations (57%) had a quota in place for the highest governance body
- Three organisations (21%) had at least one gender quota and compliance measures in place

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[4] Whilst not specifically related to a quota, the World Karate Federation (2018, p. 16) do have a compliance measure that refers to gender representation on the highest governance body: 'the Executive Committee will have the right to co-opt a number of additional female members in the event that after the elections the number of women members of the Executive Committee, in the Committee's own opinion, is considered insufficient for female representation'.

- Three (21%) of the organisations that had a gender quota in place for their highest governance body had not achieved this quota (although the deadline is 2022 for one of these quotas)
- Quota requirements for the highest governance body ranged from 1) a minimum of one woman/each gender to two women/each gender and 2) 25%

Comparison:

Again, a comparison of quota activity across the highest and lowest performing organisations suggests that it is not the prevalence of gender quotas that is important in increasing female representation, but the nature of the quotas and the organisation's commitment to achieving them.

Three key findings stand out from this comparison:

1. The highest-performing organisations had more ambitious quotas, with higher numeric and/or percentage requirements for minimum female/gender representation
2. Three of the lowest-performing organisations had not achieved their gender quotas for the highest governance body compared to none of the highest-performing organisations.
3. None of the three organisations that had not achieved their gender quota had compliance measures in place.

GOOD PRACTICE CASE STUDY: GENDER QUOTAS

WORLD ATHLETICS

World Athletics have quotas in place for female representation across their Council, Executive Board, and all commissions. The quota in place for their Council is:

Consistent with gender numbers participating in Athletics, the gender of Council will transition to 50% of each gender by the 2027 Election as follows:
- *At the 2019 Election, there must be a minimum of seven of each gender elected from amongst the total of 26 Council members (including the 1 Vice President and athlete representative of each gender)*
- *At the 2023 Election, there must be a minimum of 10 of each gender elected from amongst the total of 26 Council members (including the 1 Vice President and athlete representative of each gender)*
- *At the 2027 Election, there must be 13 of each gender on Council (including the 2 Vice Presidents of each gender).*

(IAAF, 2016)

There is also a process for each quota outlined within World Athletics' constitution to ensure they are met.

This is an example of good practice in implementing gender quotas because the quotas:
1. Are ambitious
2. Cover a range of governance bodies as well as Vice President positions
3. Take a staged approach that makes the final representation outcome more achievable
4. Have timeframes which make the quotas specific, timely and measurable
5. Have processes attached to them which increase the chances of them being achieved.

3C.3. Gender Election and Recruitment Rules

Gender election and recruitment rules were found to be applied to various stages or components of the election and recruitment processes of the organisations that formed the sample. Accordingly, the rules were coded as: vacancy, nominations, candidatures, voting, appointments, and Other. 'Other' referred to rules that sat outside of the typical elements of the election and recruitment process identified across the other themes.

The focus of the rules was also analysed and split across four codes: gender and governance action, rewarding gender efforts, efforts short of gender and governance action, and gender balance erasure. The first two codes are proactive in their intention for increased gender representation. *Gender and governance action* refers to rules that enforce mandated gender representation outcomes, such as a minimum number of votes required for each gender. *Rewarding gender efforts* are rules that reward gender equitable efforts undertaken elsewhere in the organisation, such as awarding extra votes or positions in the election to members/federations who have hosted men's and women's championships. The second two codes are perceived as less proactive. *Efforts short of gender and governance action* refer to rules that present vague and unaccountable measures for gender and governance action, such as gender representation being 'desirable'. And finally, *gender balance erasure* refers to efforts taken to prevent or reverse gender balance. Rules here included the election of either a man *or* a woman, and, when there is a situation where there are no women standing, men can be elected to fill their roles. Therefore, even though organisations may have a gender election or recruitment rule, the extent to whether this is proactive for the organisation can be questioned.

Table 17. Gender election and recruitment rule activity for organisations with female representation of 30% or higher on their highest governance body

#	Has gender election/ recruitment rules?	Where in the process is the rule aimed at?	Focus of the rule?	Position/body of focus
1	Y	Voting	Gender and governance action - min. of 1 vote for each gender	Vice President
2	X	X	X	X
3	Y	Appointments	Efforts short of gender and governance action - gender representation 'desirable'	Commissions
4	X	X	X	X
5	Y	Candidates	Efforts short of gender and governance action - 'Gender balance considered' for each candidate	Nominations Committee
6	X	X	X	X
7	X	X	X	X

8	Y (x2)	Candidates	Gender and governance action - one female for every one male candidate	IF/NOC member positions
		Other - Electoral process to be reviewed	Gender and governance action - gender balance to be developed	Olympic Movement partners
9	X	X	X	X
10	Y (x2)	Voting	Rewarding gender efforts - Member Unions allowed an additional vote if the additional representative is female	Council
		Voting	Rewarding gender efforts - additional votes based on gendered sport participation	Council (Member Federations)
11	Y (x2)	Vacancy	Gender and governance action - minimum gender requirement	Vice-President & Commission
		Appointments	Gender and governance action - preference for gender representation for 2019-27, and, to be ensured from 2027 and beyond	Executive Board
12	X	X	X	X
13	Y	Nominations	Efforts short of gender and governance action – inclusion of both genders 'encouraged'	Athletes' Commission
14	X	X	X	X

Table 17 shows that, across the 14 organisations with female representation of 30% or higher on their highest governance body:

- Seven organisations (50%) have gender election and recruitment rules. Three of these organisations have multiple rules, resulting in 10 rules across these seven organisations.
- Each component of the election and recruitment process was represented, although there was no uniformity across the organisations (vacancy n=1, nominations n=1, voting n=3, candidatures n=2, appointments n=2 and Other n=1).
- Seven gender election and recruitment rules are proactive (gender and governance action n=5, rewarding gender efforts n=2) compared to three rules that are less proactive (efforts short of gender and governance action n=3).
- There is a spread across the various positions/bodies of focus for the rules (all decision-making positions n=2, highest governance body n=2, highest leadership body n=1, vice president n=3, and committees and commissions n=3).

Table 18. Gender election and recruitment rule activity for organisations with female representation of 15% or less on their highest governance body

#	Has gender election/ recruitment rules?	Where in the process is the rule aimed at?	Focus of the rule?	Position/body of focus
47	Y	Appointments	Efforts short of gender and governance action - 'Gender equality desirable'	Commission
48	X	X	X	X
49	Y (x2)	Nominations Other - Extended mandate of ex-officio members owing to hosting of Continental Games	Efforts short of gender and governance action - 'Gender equality reflected' in nominations Gender and governance action - ensuring quota is maintained of five of each gender)	Executive Committee Executive Committee
50	X	X	X	X
51	X	X	X	X
52	Y (x2)	Voting Voting	Gender and governance action - 25% of each gender Gender and governance action - 25% of each gender	Continental Confederation delegates Continental Confederation substitute delegates
53	X	X	X	X
54	Y	Other	Efforts short of gender and governance action - 'equality of opportunity assured'	Executive Committee
55	Y	Nomination	Gender balance erasure - different genders stand but only one is elected	Athletes' Committee
56	X	X	X	X
57	X	X	X	X
58	Y	Nominations	Gender and governance action - max. 70% of one gender for 2020-22 & max. 60% of one gender for 2022-24	Council
59	X	X	X	X
60	X	X	X	X

Table 18 shows that, across the 14 organisations with female representation of 15% or lower on their highest governance body:

- Six organisations (43%) have gender election and recruitment rules. Two organisations have multiple rules, resulting in eight rules across these six organisations.
- Not all components of the election and recruitment process were represented (nominations n=3, voting n=2, appointments n=1, and Other n=2)
- Four election and recruitment rules are proactive (gender and governance action n=4) and four are less proactive (efforts short of gender and governance action n=3, gender balance erasure n=1).
- The position/body of focus for the rules were Congress (n=2), the highest governance body (n=2), the highest leadership body (n=2), and committees and commissions (n=2).

Comparison:

As per the discussions in Sections 3C.1 and 3C.2, data for gender election and recruitment rules does not adequately explain the stark differences in gender representation on the highest governance bodies across the two groups of organisations. Moreover, the prevalence of organisations having a gender election and recruitment rule is not as important as the content of the rule itself. As such, there is greater depth and richness in the rules of the highest performing organisations compared to the lowest performing organisations. Three key findings appear from this comparison:

1. There is no significant difference between the number of highest performing organisations (n=7) and lowest performing organisations (n=6) to have gender election and recruitment rules. This can be extended to include the total number of rules across each group (10 rules for the highest performing organisations and eight rules for the lowest performing organisations).
2. There are no significant differences between the highest and lowest performing organisations in terms of where in the election and recruitment process the rule focuses upon, though the highest performing organisations do have rules that cover a greater breadth given they include vacancies and candidatures, whereas the lowest performing organisations did not.
3. There is a notable finding regarding how proactive the gender election and recruitment rules are for each group. The highest performing organisations have a greater proportion of election and recruitment rules that are more proactive toward gender representation efforts (gender and governance action and rewarding gender efforts; n=7, 70%) than the lowest-performing organisations (n=4, 50%).

GOOD PRACTICE CASE STUDY: GENDER ELECTION AND RECRUITMENT RULES

WORLD RUGBY

World Rugby (2021) have two gender election and recruitment rules within their bye-laws:

9.1.e The Council shall consist of one additional Representative from (i) each of the Member Associations; and (ii) each of the Member Unions entitled to an additional vote in accordance with Byelaw 9.4(d). In both cases, provided such additional Representative is female (who is not required to be or have been a member of the governing body of that Member Association or Member Union). 9.4.d Member Unions which have qualified for the two most recent Rugby World Cup Finals prior to the date of the vote and satisfy the criteria below shall have one additional vote: (iii) have in place a sustainable Women's sevens and/or fifteens programme with national team participation in the Women's Rugby World Cup Finals and/or Rugby World Cup Sevens Finals and/or qualification process for either tournament in the eight (8) year period prior to the date of the vote; and (iv) have in place a sustainable Men's sevens programme, or Women's sevens programme, reflected by (at a minimum) participation in Member Association competitions and/or the Sevens World Series (male and female).

This is an example of good practice in implementing gender election and recruitment rules because the rules are demonstrative of rewarding gender efforts undertaken elsewhere in the organisation. This encourages gender equity to be embedded and sustained throughout the sport of rugby. In other words, the Council is permitted an additional voting-representative from Member Associations (e.g. Asia Rugby) and Member Unions (e.g. Welsh Rugby Union) if the representative is female. However, the Member Unions are only entitled to the additional vote if they are showing a sustainable commitment to the Women's game through the four criteria paraphrased in 9.4.d.

3C.4. Official documents that refer to gender and governance

The analysis of organisations with official documents that refer to gender and governance comprised two parts. First, an analysis of the type of document was undertaken and the following categories were found: strategy, policy, implementation plan/guide/toolkit, annual report, review, agenda, and charter. Second, an analysis of the focus of the document was completed and the following categories were found: women-specific, gender equity/equality, diversity and inclusion, employment/recruitment, general, sustainability and governance. It would have added extra depth of insight to have conducted a content analysis of the official documents of the highest and lowest performing organisations, but this was outside of the scope of this research.

Table 19. Official documents that refer to gender and governance for organisations with female representation of 30% or higher on their highest governance body

#	Has an official document that refers to gender and governance?	What is the type of document?	What is the focus of the document?
1	Y	Strategy	Gender equality/equity
2	X	X	X
3	Y	Strategy	Women-specific
4	X	X	X
5	X	X	X
6	Y	Strategy	Gender equality/equity
7	X	X	X
8	Y (x3)	Review / Agenda / Strategy	Gender equality/equity / General / Sustainability
9	X	X	X
10	Y (x2)	Strategy / Strategy	Women-specific / Governance
11	Y (x2)	Strategy / Strategy	General / Sustainability
12	X	X	X
13	Y	Strategy	Governance
14	X	X	X

Table 19 shows that, across the 14 organisations with female representation of 30% or higher on their highest governing body:

- Seven organisations (50%) have an official document that refers to gender and governance. Three organisations had multiple iterations, resulting in 11 documents across these seven organisations.
- Most of the documents were a strategy (n=9) with one agenda and one review.

- The documents demonstrated a breadth of focus: gender equality/equity (n=3), women-specific (n=2), general (n=2), sustainability (n=2) and governance (n=2).

Table 20. Official documents that refer to gender and governance for organisations with female representation of 15% or less on their highest governance body

#	Has an official document that refers to gender and governance?	What is the type of document?	What is the focus of the document?
47	Y	Strategy	General
48	X	X	X
49	Y	Strategy	Gender equality/equity
50	X	X	X
51	X	X	X
52	Y (x3)	Implementation plan/guide/toolkit Strategy Charter	Women-specific General Gender equality/equity
53	X	X	X
54	X	X	X
55	Y	Policy	Gender equality/equity
56	X	X	X
57	X	X	X
58	Y	Strategy	Gender equality/equity
59	X	X	X
60	Y	Strategy	Gender equality/equity

Table 20 shows that, across the 14 organisations with female representation of 15% or lower on their highest governing body:

- Six organisations (43%) have an official document that refers to gender and governance. One organisation had multiple iterations, meaning there are eight documents in total across these six organisations.
- Over half of the documents were a strategy (n=5), with one implementation plan/guide/toolkit, one charter and one policy.
- Most of the documents were focused on gender equality/equity (n=5), and the others were women-specific (n=1) and general (n=2).

Comparison:

An analysis of whether the highest and lowest performing organisations for gender representation on the highest governance body have an official document that refers to gender and governance yielded no significant findings. In summary:

1. There is no significant difference between the number of highest performing (n=7) and lowest performing (n=6) organisations to have an official document that refers

to gender and governance. This extends to the number of documents too (highest-performing n=11, lowest-performing n=8).

2. There is a marginal difference in the types of document: highest-performing organisations had a higher prevalence of 'strategies' (82%) compared to the lowest performing organisations (63%).

3. There is a difference in the focus of the documents as the highest performing organisations demonstrated a breadth across five different categories compared to the lowest performing organisations that were skewed toward gender equality/equity.

GOOD PRACTICE CASE STUDY: OFFICIAL DOCUMENTS

WORLD ATHLETICS

In April 2020, World Athletics published its *Sustainability Strategy 2020-2030*. The document aligns with global initiatives in the United Nations Sustainable Development Goals and acts as a framework for the IF and its partner organisations to deliver tangible benefits across environmental, social, and economic pillars of sustainability. Risks and opportunities associated with each of these pillars were identified across the organisation's business activities. The top 20 issues were subsequently grouped into six areas of focus. Each area has objectives, targets up to and including the year 2030, and deliverables. One of the six areas of focus is global equality:

Focus Area - Global Equality
Objective: Build global pipeline and capacity of female leaders to achieve World Athletics Council minimum gender targets by 2027.
2030 Target: 100% World Athletics geographic areas have recognised opportunity pathways for both genders in all professions in athletics across athletes, coaches, technical officials, administrators; and, Annual female leadership seminars conducted in all Areas.

Thereafter, a detailed roadmap and exhaustive explanation for each World Athletics department identifies various actions, ranks their priority, and identifies when they should be completed.

This is an example of good practice in implementing a strategy because:
1. The strategy was planned and constructed with recognition of broader strategic contexts by an advisory group.
2. It was identified that everyone within the organisation, and other stakeholders, needed to contribute toward, and commit to, the strategy and its future.
3. The strategy contains ambitious, measurable, relevant, and time-bound objectives, actions, and deliverables accountable across and throughout the organisation that are communicated through a long-term strategic roadmap.
4. The strategy will be continually monitored against key performance indicators.

3C.5. Gender, equality, diversity or inclusion-focused groups

Once it was known whether an organisation had a gender, equality, diversity or inclusion-focused group, analysis focused upon the intention and type of group, whether the chairperson or president was male or female, and female representation on the group.

Table 21. Analysis of the prevalence and nature of gender, equality, diversity or inclusion-focused groups across organisations with female representation of 30% or more on their highest governance body

#	Has a gender, equality, diversity or inclusion-focused group?	What is the intention of the group?	What type of group is it?	Is the Chair/ President of the committee male or female?	Female representation on the group
1	X	X	X	X	X
2	Y	Gender Equity	Commission	F	75%
3	Y	Women's Commission	Commission	F	Missing
4	X	X	X	X	X
5	X	X	X	X	X
6	Y	Women's Committee	Committee	F	63%
7	Y	Gender Equality	Commission	F	100%
8	Y	Women's Commission	Commission	F	70%
9	X	X	X	X	X
10	Y	Women's Committee	Committee	M	55%
11	X	X	X	X	X
12	Y	Women Other	Other	F	91%
13	X	X	X	X	X
14	Y	Women's Commission	Commission	F	100%

Table 21 shows that, across the 14 organisations with female representation of 30% or higher on their highest governing body:

- Eight organisations (57%) have a gender, equality, diversity or inclusion-focused group.
- There were a variety of intentions to the groups: Women's Committee (n=2), Women's Commission (n=3), Women's Other (e.g. Council, Forum, Working Group) (n=1), Gender equity (n=1) and Gender equality (n=1).
- Five of the eight groups were Commissions (63%), two groups were Committees and one was 'Other'.
- Across the groups, there were seven female and one male Chairs/Presidents.
- The average percentage of female representation across the groups was 79%. There was no data for World Rowing here.

Table 22. Analysis of the prevalence and nature of gender, equality, diversity or inclusion-focused groups across organisations with female representation of 15% or less on their highest governance body

#	Has a gender, equality, diversity or inclusion-focused group?	What is the intention of the group?	What type of group is it?	Is the Chair/President of the committee male or female?	Female representation on the group
47	Y	Women's Commission	Commission	Missing	Missing
48	Y	Women's Committee	Committee	F	87.5%
49	Y	Gender Equality	Commission	F	82%
50	Y	Diversity and Inclusion	Other	F	63%
51	Y	Women Other	Working Group	F	100%
52	Y	Women's Commission	Commission	F	87%
53	X	X	X	X	X
54	Y	Women's Commission	Commission	F	100%
55	Y	Gender Equality	Working Group	M	56%
56	X	X	X	X	X
57	Y	Women's Committee	Committee	F	100%
58	Y	Gender Equity	Working Group	Missing	Missing
59	Y	Women's Commission	Commission	F	100%
60	Y	Gender Equity	Commission	F	88%

Table 22 shows that, across the 14 organisations with female representation of 15% or lower on their highest governing body:

- Twelve organisations (86%) have a gender, equality, diversity or inclusion-focused group.
- There were a variety of intentions amongst the groups: Women's Committee (n=2), Women's Commission (n=4), Women's Other (e.g. Council, Forum, Working Group) (n=1), Gender equity (n=2), Gender equality (n=2), Diversity and Inclusion (n=1).
- Six of the 12 groups were Commissions (50%), two were Committees (17%), three were Working Groups (25%) and one was 'Other' (8%).
- There were nine female and one male Chairs/Presidents across these groups (although there was no data for AIBA and FIS).

- The average percentage of female representation on the group was 86% (although there was no data for AIBA and FIS).

Comparison:

There are some findings of note from this analysis:

1. There is a greater prevalence of gender, equality, diversity or inclusion-focused groups amongst the lowest performing organisations (n=12) compared to the highest performing organisations (n=8).
2. The type of groups differed across the two groups of organisations:
   a. The vast majority of the groups for the highest performing organisations are Commissions or Committees (88%) compared to 66% for the lowest performing organisations.
   b. Working groups (n=3) occur for the lowest performing organisations and not the highest performing organisations.
3. Committees and commissions are usually statutory and permanent and have a formal reporting line to the Board or Council, with the Chair automatically having a seat on the Board or Council. Working groups are usually more informal and time-limited, with the aim to investigate or make recommendations on a specific topic. Therefore, it could be suggested that the highest performing organisations that have groups in place afford a greater degree of importance to gender, equality, diversity or inclusion-focused groups than the lowest performing organisations.
4. The analysis provides little indication on the impact of the different intentions of the groups (e.g. focused on women, gender or broader equality, diversity, and inclusion) that are in place across these organisations.
5. The average percentage of female representation on the groups was higher for the lowest performing organisations (86%) than the highest performing organisations (79%). Therefore, it can be suggested that gender balance is required on these groups for them to be effective and embedded across the organisation.
6. The overwhelming majority of Chairs/Presidents for these groups were female across both sets of organisations.

RECOMMENDATIONS

3.12. To encourage organisations to increase the effectiveness of gender, equality, diversity or inclusion-focused groups by ensuring they have: status within the organisation, clear terms of reference, reporting lines to the Board and Senior Leadership Team, a champion at the Board level, and high-quality and respected membership.

3C.6. Women's Leadership Development Programmes

Once it was determined whether an organisation hosts or supports women to attend a women's leadership development programme (WLDP), analysis was comprised of three parts. Firstly, the type of support offered was split into three categories: supporting women in the organisation to attend an external programme, the organisation running its own programme, and continental confederation(s) running their own programme(s). Second was an analysis of the focus of the programme in terms of whether it was oriented toward gender equality/equity or just women. Finally, an analysis of the type of programme was undertaken and resulted in the following categories: leadership development programme, workshop, forum, webinars, seminars, and scholarship.

Table 23. Analysis of the prevalence and nature of WLDPs across organisations with female representation of 30% or more on their highest governance body

#	Does the organisation run or support women to attend a WLDP?	What type of support?	What is the focus of the programme?	What is the type of the programme?
1	Y	Supports women to attend external programmes	Women	Leadership development programme
2	Y	Organisation runs its own programme	Gender equality/equity	Workshop
3	Y (x2)	Supports women to attend external programmes	Women	Leadership development programme
		Organisation runs its own programme	Women	Leadership development programme
4	X	X	X	X
5	X	X	X	X
6	Y	Organisation runs its own programme	Gender equality/equity	Webinars
7	Y	Organisation runs its own programme	Women	Forum
8	Y	Organisation runs its own programme	Gender equality/equity	Webinars
9	X	X	X	X
10	Y (x2)	Organisation runs its own programme	Women	Scholarship programme
		Continental confederations run their own programmes	Women	Forum
11	X	X	X	X
12	X	X	X	X
13	X	X	X	X

14	Y	Organisation runs its own programme	Women	Workshop

Table 23 shows that, across the 14 organisations with female representation of 30% or higher on their highest governing body:

- Eight organisations (57%) run or support women to attend a WLDP, including the top three organisations. World Rugby and World Rowing undertake multiple actions, so there are 10 actions in total across these eight organisations.
- For type of support, most actions were an organisation running its own programme (70%, n=7). Other actions included supporting women in the organisation to attend an external programme (n=2) and continental confederation(s) running their own programme(s) (n=1).
- The foci of the programmes were predominantly toward women (n=7) rather than gender equality/equity (n=3).
- Leadership development programmes (n=3) were marginally the most prevalent type of programme, followed by workshops (n=2), forums (n=2), webinars (n=2) and scholarships (n=1).

Table 24. Analysis of the prevalence and nature of WLDPs across organisations with female representation of 15% or less on their highest governance body

#	Does the organisation run or support women to attend a WLDPW?	What type of support?	What is the focus of the programme?	What is the type of the programme?
47	Y	Organisation runs its own programme	Gender equality/equity	Forum
48	X	X	X	X
49	X	X	X	X
50	Y	Organisation runs its own programme	Women	Leadership development programme
51	X	X	X	X
52	X	X	X	X
53	X	X	X	X
54	X	X	X	X
55	Y	Organisation runs its own programme	Women	Seminars
56	X	X	X	X
57	X	X	X	X
58	X	X	X	X
59	X	X	X	X
60	X	X	X	X

Table 24 shows that, across the 14 organisations with female representation of 15% or lower on their highest governing body:

- Three organisations (21%) run or support women to attend a WLDP. It is interesting to note that none of the lowest five, and only one in the lowest 10 organisations undertake any actions here.
- All the actions were the organisation's running their own programme.
- The programmes were focused toward women (n=2) rather than gender equality/equity (n=1).
- A leadership development programme (n=1), forum (n=1) and seminar (n=1) formed the data set.

Comparison:

The standout finding is that more than double the highest performing organisations (n=8) run or support women to attend a WLDP compared to the lowest-performing organisations (n=3). Moreover, the top three highest-performing organisations all do something, whereas nine of the bottom ten lowest performing organisations do nothing. This is one of the most clear-cut indications of support for gender governance representation found in this research and symbolises how some organisations are more committed than others to increasing the representation of women leaders within their organisations. There is also a difference in the type of programme offered, with the highest performing organisations offering a broader array of support here. The actions of both sets of organisations are more weighted toward 'women' than 'gender equality/equity'.

RECOMMENDATIONS

3.13. To encourage organisations to host or support women to attend WLDPs as evidence suggests that this is a common factor across the highest performing organisations in the research.

GOOD PRACTICE CASE STUDY: WLDPs

WORLD ROWING

World Rowing offers extensive support to women leaders both within the organisation and at the continental level:

- In 2014 World Rowing identified a Women Leaders Programme whereby women managers/board members from member national federations are supported to experience events, training camps and IOC courses for Olympic Education to foster their future involvement and inspire members to increase gender equity in boards.
- Since 2014, World Rowing has supported 18 women from around the world to attend the Women's Sport Leadership Academy (WSLA) annual residential week at the University of Chichester, UK.
- Representatives of the organisation have been supported to attend the IOC and ASOIF's International Women in Leadership Forum.
- A commitment to bring more women into leadership roles is included in the *Women's Rowing Sustainable Development Strategy* (2018) as part of its guidelines and self-assessment tool for national federations.

This is an example of good practice because the ambition of the organisation to develop its women leaders is embedded within strategic documents and toolkits and is afforded significant resource. This develops a sustainable programme for the development of current and future women leaders in rowing.

4. SUMMARY

The aim of this research was to develop insight on the current state of gender equity in international sport governance and help inform the identification of targeted initiatives to increase the number of women in decision making positions in international sport as part of UK Sport's 2021-25 strategy. Existing research on gender representation in international sport governance is now dated and there have been few attempts at developing an in-depth understanding of gender and governance actions undertaken by international sport organisations, and the relation of these to gender and governance.

Sixty international sport organisations were categorised into six groups: International Multi Sport Organisations (IMSOs; n=6), Continental Olympic Committees/Councils (n=5), Continental Paralympic Committees/Councils (n=5), Summer Olympic International sport Federations (IFs) that are members of ASOIF (n=33), Winter Olympic IFs that are members of AIOWF (n=7), and International Paralympic Committee recognised IFs (n=4). Data from their websites and official documents were analysed in three phases and three key findings from the research are hereby summarised.

4.1. There continues to be a significant underrepresentation of women within decision-making positions in international sport organisations.

International sport organisations continue to have poor representation of women within decision-making positions. Across these organisations there is just 22% female representation on the highest governance bodies, 7% female representation within the highest governance positions and 21% female representation within the highest leadership positions. There were notable differences in female representation within the governance of the six groups of organisations featured in this research. For example, IMSOs were the leading group for female representation on the highest governance bodies (32%) whereas winter Olympic IFs were the lowest performing group (17%). IMSOs were also the leading group for female representation within the highest governance positions (17%) whereas three groups of organisations had no women within the highest governance positions (Continental Olympic and Paralympic Associations and IPC-recognised IFs). Finally, IMSOs had joint-highest female representation within the highest leadership positions with Continental Paralympic Committees/Councils (both 33%), whereas two groups of organisations had no women within the highest leadership positions (Continental Olympic Associations and IPC-recognised IFs). This demonstrates the need for UK Sport's 2021-25 strategy to include a focus on bespoke strategies to increase female representation in the governance of international sport.

4.2. It is not the prevalence but the nature of gender and governance actions that are most important.

Table 25 summarises the overall relationship between whether organisations do or do not engage with the six different forms of gender and governance action, and current gender representation on the highest governance body, highest governance position and highest leadership position of the organisation. Green cells signify that organisations that are implementing the gender and governance action have a positive difference of five per cent

or higher in female representation compared to organisations that are not implementing the action. An orange cell indicates that a positive or negative difference in female representation that is smaller than four per cent. Red cells show a negative difference in female representation that is five per cent or more.

Table 25. The relationship between whether organisations engage or not with gender and governance actions and current gender representation on the highest governance body, highest governance position and highest leadership position of the organisation

Gender and governance action	Highest governance body	Highest governance position	Highest leadership position
Targets	+3%	n/a	n/a
Quotas	-1%	n/a	n/a
Quotas with compliance	+5%		
Election and recruitment rules	+1%	n/a	n/a
Gender-, equality-, diversity- and inclusion-focused groups	+1%	-11%	-17%
Official documents	+3%	+7%	-17%
WLDPs	+7%	-4%	-5%

Table 25 demonstrates that there was not a notable positive relationship between the prevalence of forms of gender and governance action and female representation within decision-making positions. On the contrary, a negative relationship was found between the prevalence of some gender and governance actions (e.g. gender-, equality, diversity- and inclusion-focused groups, official documents and WLDPs) and female representation within the highest leadership positions. Singular positive relationships are seen for gender quotas with compliance and WLDPs for female representation on the highest governance body, and official documents that make reference to gender and governance for female representation in the highest governance position.

In conducting a comparison of the nature of gender and governance actions between organisations with the highest (≥30%) and lowest (≤15%) female representation on their highest governance body, it became clear that it was not the prevalence of gender and governance actions that were important but the nature of these actions. That is, there was little overall difference in the prevalence of gender and governance actions across the 14 highest and lowest performing organisations but, overall, the higher performing organisations were found to be implementing gender and governance actions that were more ambitious, process-driven and embedded across the organisation. This displays a need for organisations to demonstrate a genuine commitment to implementing/achieving gender and governance actions to not only increase female representation within their governance, but also change the gendered system of sport organisations. This is to ensure that women decision-makers are not just represented, but also have power to influence the governance of international sport organisations.

4.3. Some groups of organisations require more support than others in implementing effective gender and governance action measures.

Table 26 summarises the prevalence of gender and governance actions amongst the six groupings of international sport organisations.

Table 26. Prevalence of gender and governance action across the organisations within each group of international sport organisations (%)

Gender and governance action	IMSOs	COAs	CPAs	Summer IFs	Winter IFs	IPC-recognised IFs	Overall average
Targets	40%	0%	33%	33%	29%	0%	**28%**
Quotas	60%	60%	0%	85%	86%	0%	**70%**
Election and recruitment rules	80%	20%	0%	45%	43%	0%	**40%**
Gender-, equality-, diversity- and inclusion-focused groups	80%	100%	33%	70%	43%	0%	**63%**
Official documents	60%	20%	0%	56%	71%	0%	**48%**
WLDPs	80%	50%	50%	39%	14%	0%	**38%**

For each gender and governance action, there was much variability within and across each organisational grouping. The strongest performing group was IMSOs as more than 50% of these organisations undertake each gender and governance action apart from gender targets, which they performed the highest of all other groupings anyway. Three forms of gender and governance actions were non-existent within the two groups of organisations that are exclusively part of the Paralympic Movement (Continental Paralympic Associations and IPC-recognised IFs): gender quotas, gender election and recruitment rules, and official documents that make reference to gender and governance. Furthermore, no IPC-recognised IFs had implemented any of the six forms of gender and governance action. IPC-recognised IFs tend to be significantly smaller organisations with less wealth and resource compared to other organisations in the sample. Therefore, more support to IPC-recognised IFs is required. Other groupings also demonstrate that assistance is required with particular gender and governance actions.

4.4. Next steps

This report is based on a quantitative analysis of gender representation and policy within international sport governance. This approach has developed important insight into *which* gender and governance actions are being implemented and the statistical relationship between gender and governance action and female representation in international sport governance. However, to understand the *impact* of the different forms of gender and governance action in more depth, as well as the factors that influence the effectiveness of these forms of action, qualitative investigations are required. This would build a fuller understanding of the extent to which organisations are developing equitable cultures and fully committing to delivering/achieving gender policy to increase female representation in their governance. We have identified some particular areas that would benefit from qualitative investigation:

- Reasons for a significant lack of women in the highest governance positions (e.g. President and Chair) of international sport organisations, and in particular the largest organisations, and how these organisations can be supported to increase female representation within these positions.
- The impact of the culture, values and norms of organisations on the effectiveness of gender and governance action on increasing female representation in decision-making positions.
- How gender election and recruitment rules work in practice to influence gender representation within decision-making positions.
- How official documents that make reference to gender and governance were produced, by whom, and whether they reflect a genuine commitment.
- A greater understanding of the impact of WLDPs on gender equity in international sport governance.

Throughout the report, several recommendations have been constructed for targeted initiatives as part of UK Sport's 2021-25 strategy. These are listed accordingly on the following page and are numbered to relate to the corresponding section of this report.

5.FULL LIST OF RECOMMENDATIONS

2.1. To provide guidance to organisations on what information should be easily accessible through their website to encourage transparency.

3.1. To investigate the reasons for a significant lack of women in the highest governance positions of international sport organisations, and particularly the largest organisations, and how these organisations can be supported to increase female representation within these positions.

3.2. To encourage organisations to set gender targets for Vice-President/Vice-Chair positions as there are a lack of targets focused on these positions combined with a particular lack of female representation within the highest governance positions of international sport organisations.

3.3. To encourage organisations to include a timeframe with their targets to make them time-bound and measurable. Organisations should also be encouraged to regularly report and publish progress on whether genders targets are being met.

3.4. To encourage organisations that have existing quotas in place to attach compliance measures to these quotas.

3.5. To work with Paralympic organisations to explore the potential benefits of implementing effective quotas (quotas are lacking across these organisations).

3.6. To encourage organisations to set gender quotas for Vice-President/Vice-Chair positions as there are a lack of quotas focused on these positions (as displayed in Table 4) combined with a particular lack of female representation within the highest governance positions of international sport organisations (as shown in section 3A).

3.7. To work with Paralympic organisations to explore the potential benefits of implementing gender election and recruitment rules (rules are lacking across these organisations).

3.8. To work with organisations to develop specific and detailed strategic plans to address an underrepresentation of women within governance positions and bodies rather than generic statements.

3.9. To work with Paralympic IFs to explore the potential benefits of hosting or supporting women to attend WLDPs.

3.10. To correspond with WLPDs to better understand the impact of their programmes on gender equity in international sport governance.

3.11. To encourage organisations to increase the effectiveness of gender, equality, diversity or inclusion-focused groups by ensuring they have: status within the organisation, clear terms of reference, reporting lines to the Board and Senior Leadership Team, a champion at the Board level, and high-quality and respected membership.

3.12. To encourage organisations to host or support women to attend WLDPs as evidence suggests that this is a common factor across the highest performing organisations in the research.

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7. APPENDICES

Appendix 1: Data for each individual international sport organisation on gender representation across the highest governance body, highest governing position, highest leadership position, and whether the organisation has gender and governance actions in place.

Organisation Name	Highest governance body	No. of people	No. of women	% Women	Highest governing position	Woman?	Highest leadership position	Woman?	Does the organisation have a women, gender, EDI committee, commission, council, working group?	Does the organisation have a gender target?	Does the organisation have a gender quota?	Does the quota have compliance measures?	Does the organisation have gender election/recruitment rules?	Does the organisation have a document (not rules/constitution) on their website that refers to gender and governance?	Does the organisation run or support women to attend a women's leadership development programme?
International Olympic Committee (IOC)	Executive Board	15	5	33%	President	X	Director General	X	Y	Y	Y	X	Y	Y	Y
International Paralympic Committee (IPC)	Governing board	14	4	29%	President	X	CEO	X	Y	Y	X	X	Y	Y	Y
Commonwealth Games Federation	Executive Board	15	8	53%	President	Y	CEO	X	X	X	Y	Y	Y	Y	Y
Association of Summer Olympic International Federations (ASOIF)	ASOIF Council	8	1	13%	President	X	Executive Director	X	Y	X	X	X	X	X	Y
Association of International Olympic Winter Sports Federations (AIOWF)	Missing	M	M	M	President	X	Secretary General	Y	M	M	M	M	M	M	M
Association of National Olympic Committees (ANOC)	Executive Council	30	8	27%	President	X	Secretary General	Y	Y	X	Y	X	Y	X	X
Continental Olympic Associations															
Association of National Olympic Committees of Africa	Executive Committee	15	3	20%	President	X	Secretary General	X	Y	X	X	X	X	X	M
Pan American Sports Organisation (Panam Sports)	Executive Board	20	6	30%	President	X	Secretary General	X	Y	X	Y	Y	X	X	Y
Olympic Council of Asia	Executive Board	33	2	6%	President	X	Director General	X	Y	X	Y	X	X	X	X
Oceania National Olympic Committees	Executive Board	12	6	50%	President	X	Secretary General	X	Y	X	X	X	X	X	Y
European Olympic Committees	Executive Committee	15	2	13%	President	X	Secretary General	X	Y	X	Y	X	Y	Y	X
Continental Paralympic Associations															
Asian Paralympic Committee	Executive Board	16	4	25%	President	X	CEO	X	Y	X	X	X	X	X	X
European Paralympic Committee	Executive Board	7	2	29%	M	M	Head of Office	Y	X	X	X	X	X	X	M
African Paralympic Committee	Missing	M	M	M	M	M	M	M	M	M	M	M	M	M

Organization	Body	Total	No.	%	President		Role								
Oceania Paralympic Committee	Board	5	1	**20%**	President	X	Secretary General	X	X	Y	X	X	X	X	Y
Americas Paralympic Committee	Committee	6	1	**17%**	President	X	M	M	M	M	M	M	M	M	M
ASOIF Members (International Federations)															
Association Internationale de Boxe (AIBA)	Board of Directors	26	4	**15%**	President	X	Vacant (General Secretary)	M	Y	X	Y	X	Y	Y	Y
Badminton World Federation (BWF)	BWF Council	26	6	**23%**	President	X	Secretary General	X	Y	Y	Y	Y	X	Y	X
Federation Equestre Internationale (FEI)	Board	21	8	**38%**	President	X	Secretary General	Y	X	X	X	X	Y	X	X
Federation Internationale d'Escrime (FIE)	Executive Committee	22	7	**32%**	President	X	CEO	Y	Y	X	Y	X	X	X	X
Federation Internationale de Basketball (FIBA)	Central Board	28	6	**21%**	President	X	Secretary General	X	Y	X	Y	Y	X	Y	Y
Federation Internationale de Football Association (FIFA)	FIFA Council	35	6	**17%**	President	X	Secretary General	Y	X	Y	Y	Y	X	Y	Y
Federation Internationale de Gymnastique (FIG)	Council	46	16	**35%**	President	X	M	M	Y	X	Y	X	X	X	Y
Federation Internationale de Hockey (FIH)	Executive Board	16	6	**38%**	President	X	CEO	X	Y	Y	Y	X	X	Y	Y
Federation Internationale de Natation (FINA)	FINA Bureau	28	3	**11%**	President	X	Executive Director	X	X	X	X	X	X	X	X
Federation Internationale de Volleyball (FIVB)	Board of Administration	34	3	**9%**	President	X	Secretary General	X	X	X	Y	X	X	X	X
International Canoe Federation (ICF)	ICF Board of Directors	30	7	**23%**	President	X	Secretary General	X	Y	Y	Y	X	Y	Y	X
International Federation of Sport Climbing (IFSC)	Executive Board	11	3	**27%**	President	X	Secretary General	Y	X	Y	Y	X	X	Y	X
International Golf Federation (IGF)	IGF Board	11	3	**27%**	President	Y	Executive Director	X	X	X	Y	X	X	X	X
International Handball Federation (IHF)	IHF Council	18	2	**11%**	President	X	General Director	Y	Y	X	Y	X	X	X	X
International Judo Federation (IJF)	Executive Committee	24	1	**4%**	President	X	Secretary General	X	Y	X	Y	X	X	Y	X
International Shooting Sport Federation (ISSF)	ISSF Council	35	6	**17%**	President	X	Secretary General	X	X	X	Y	Y	X	X	X
International Surfing Association (ISA)	Executive Committee	9	3	**33%**	President	X	Executive Director	X	X	X	Y	X	X	X	X
International Table Tennis Federation (ITTF)	Board of Directors	36	6	**17%**	President	X	CEO	X	X	X	Y	X	X	Y	Y
International Tennis Federation (ITF)	Board of Directors	17	3	**18%**	President	X	COO	X	Y	X	Y	X	X	Y	Y
International Weightlifting Federation (IWF)	Executive Board	21	1	**5%**	Interim President	X	Secretary General	X	Y	X	Y	Y	X	X	X
Union Cycliste Internationale (UCI)	Management Committee	18	2	**11%**	President	X	Director General	Y	Y	Y	Y	X	Y	Y	X
Union Internationale de Pentathlon Moderne (UIPM)	Executive Board	21	4	**19%**	President	X	Secretary General	Y	X	Y	Y	X	Y	X	Y
United World Wrestling (UWW)	UWW Council	21	4	**19%**	President	X	Secretary General	X	Y	Y	Y	X	Y	Y	Y
World Archery (WA)	Executive Board	15	3	**20%**	President	X	Secretary General	X	Y	X	Y	X	Y	X	X

Organisation	Governing Body	Members	Women	% Women	Chair Role		Senior Staff Role								
World Athletics	World Athletics Council	25	8	**32%**	President	X	CEO	X	Y	Y	Y	Y	Y	Y	X
World Baseball Softball Confederation (WBSC)	Executive Board	17	4	**24%**	President	X	Secretary General	Y	Y	Y	Y	X	X	X	Y
World Karate Federation (WKF)	Executive Committee	20	2	**10%**	President	X	Secretary General	X	Y	X	X	Y	Y	X	X
World Rowing	Council	24	11	**46%**	President	X	Executive Director	X	Y	X	Y	Y	Y	Y	Y
World Rugby (WR)	World Rugby Council	52	17	**33%**	Chair	X	CEO	X	Y	Y	X	X	Y	Y	Y
World Sailing (WS)	World Sailing Council	43	12	**28%**	President	X	CEO	X	Y	X	Y	X	Y	Y	X
World Skate	Executive Board	18	3	**17%**	President	X	Secretary General	X	Y	X	Y	X	Y	M	X
World Taekwondo (WT)	World Taekwondo Council	32	6	**19%**	President	X	Secretary General	X	Y	X	X	X	Y	Y	Y
World Triathlon	Executive Board	17	5	**29%**	President	Y	Secretary General	X	Y	X	Y	Y	Y	Y	X
AIOWF Members (International Federations)															
Fédération Internationale de Luge de Course (FIL)	Executive Board	13	3	**23%**	President	X	Executive Director	X	X	X	Y	X	X	Y	X
Fédération Internationale de Ski (FIS)	FIS Council	19	1	**5%**	President	X	Director	X	Y	Y	Y	X	Y	Y	X
International Biathlon Union (IBU)	Executive Board	10	1	**10%**	President	X	Secretary General	X	Y	Y	Y	X	Y	Y	Y
International Bobsleigh and Skeleton Federation (IBSF)	Executive Committee	9	2	**22%**	President	X	Secretary General	Y	X	X	Y	X	X	X	X
International Ice Hockey Federation (IIHF)	IIHF Council	14	2	**14%**	President	X	Secretary General	X	Y	X	Y	Y	X	X	X
International Skating Union (ISU)	ISU Council	13	4	**31%**	President	X	Director General	X	X	X	X	X	Y	Y	X
World Curling Federation (WCF)	Executive Board	8	2	**25%**	President	Y	Secretary General	X	X	X	Y	Y	X	Y	X
IPC-recognised federations (in addition to those already stated above)															
Boccia International Sports Federation (BISFed)	Board	7	3	**43%**	President	X	Secretary General	X	X	X	X	X	X	X	X
World ParaVolley (WPV)	Board	13	3	**23%**	President	X	General Manager	X	X	X	X	X	X	X	X
International Wheelchair Basketball Federation (IWBF)	Executive Council	12	2	**17%**	President	X	Secretary General	X	X	X	X	X	X	X	X
International Wheelchair Rugby Federation (IWRF)	Board	7	2	**29%**	President	X	CEO	X	X	X	X	X	X	X	X

Key

Y = Yes   X = No   M = Data missing

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