

**Brighton Declaration on Women and Sport – A Study of the
Presence of Women On the Decision-making Bodies Of the
Signatories**



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<p>In this research-oriented thesis the Brighton Declaration on Women and Sport has been introduced. This declaration is the main outcome of the first World Conference on Women and Sport held in Brighton, UK, in 1994, and a main legacy of the International Working Group on Women and Sport (IWG). The overriding aim of the Declaration is: "To develop a sporting culture that enables and values the full involvement of women in every aspect of Sport". Among the ten principles provided in the Declaration is "leadership in sport". The study in this thesis looks at the decision-making bodies of the signatories of the Declaration and checks for the presence of women on those bodies. The method of collecting information was mainly looking into the existing websites of the signatories. Of the 122 signatories, for which there was existing data:</p> <ul style="list-style-type: none"> • The overall average percentage of women present on the decision-making bodies is 19.35 %. • 14.75% have no women present on their decision-making bodies. • Only 13% have reached over 40% women on their decision-making bodies. • A high 59% have less than 20% women on their decision-making bodies. • Looking at the regional division of the signatories, the absence of women seems more visible within the international signatories, where 80% of them have less than 20% women on their decision-making bodies, and only 3% have reached the 40% mark. <p>As a conclusion, and comparing the findings from the world of sports with other fields, the world seems to have arrived at a saturation point of about 20% for the presence of women in leadership positions, where only a conscious and calculated set of efforts will be able to properly address this lack of female leaders and provide for solutions.</p>	
<p>Keywords Gender, Equity, Equality, Women, Sport, Brighton Declaration, Leadership</p>	

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1 Introduction

The present Bachelor's thesis is an attempt to highlight the percentage of the women, who serve on the decision-making bodies of the entities that have endorsed the Brighton Declaration on Women and Sport.

Brighton Declaration on Women and Sport is the main outcome of the first World Conference on Women and Sport, which was held in Brighton, UK, in 1994. It is also a main legacy of the International Working Group on Women and Sport (IWG). The overriding aim of the Declaration is: "To develop a sporting culture that enables and values the full involvement of women in every aspect of Sport".

Along this line, Brighton Declaration outlines ten principles and invites all those involved in sport to uphold those principles by developing appropriate policies, structures and mechanisms. Among the ten principles provided in the Declaration is "leadership in sport".

The main objective of this thesis work is to bring to light the level of the absence of women in the leadership positions in the world of sport. The significance of looking to the decision-making bodies of the Brighton Declaration signatories lies in the fact that by signing the Declaration these entities have committed to uphold the Declaration principles. The results, however, have been compared to other figures from both inside and outside the world of sport.

The data has been collected mainly from the websites of the signatories. Out of 323 signatories at the time of data collection, 63 signatories were unaccounted for and out of the remaining 260, 122 signatories presented data on their websites. The percentage of women decision-makers was found to be almost 19%.

In the chapters that follow, first the concept of equality – in general – will be discussed, and then gender-equity and the worldwide organisations active in the field, both in the sphere of sport and outside, will be introduced. An introduction to the IWG and Brighton Declaration will follow and finally, the bulk of the thesis work and the resulting figures & tables and will be detailed and discussed.

2 Equality or Equity?

There has always been an on-going debate regarding the concept of “equality” versus “equity” and the viable instances of application for each word.

A look to the Google search for literal definition of these two words returns the following:

Equality: The state of being equal, esp. in status, rights, and opportunities.

Equity: The quality of being fair and impartial: "equity of treatment".

Assuming that the ultimate goal in society is reaching a state of balance and justice for all, I am personally more in favour of “equity” in action and argue that for “equality” to be fair, it calls for a completely identical status-quo, background, and set of capabilities, characteristics and needs. Should there be any disparity in any of those mentioned above, equality will not exactly lead to justice.

To demonstrate the difference between equity and equality, I will make use of the following picture, followed by an example and argument I found in a blog I agree with to a great extent.

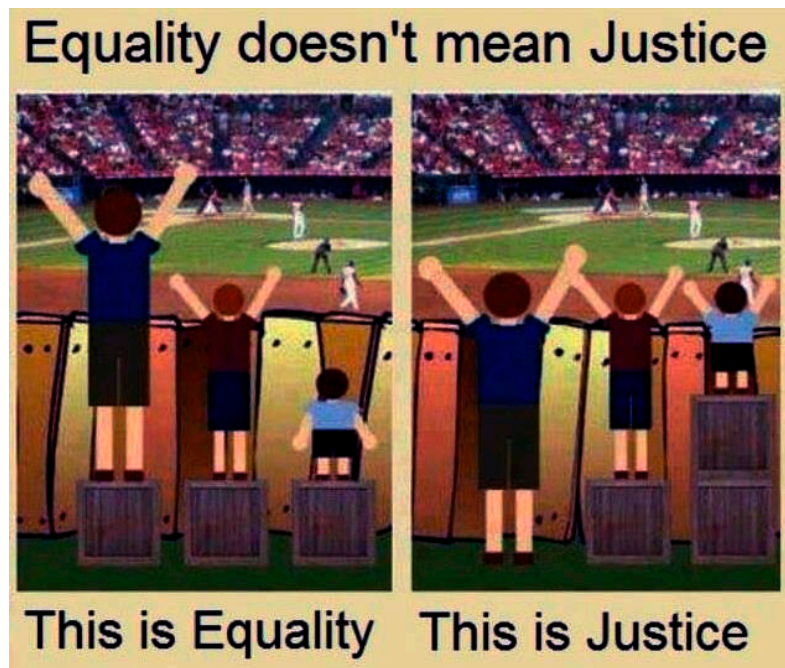


Figure 1. Equality versus Justice (City of Portland 2013)

In the left half of the picture, everyone is treated with equality. However, the lingering question is: does everyone enjoy this equality?

Here are parts of a blog explaining the difference with the help of yet another example:

[There's this activity I do in my class. All the students sit in a circle, and I ask everyone to take off his or her left shoe and throw it into a pile in the center. Once the shoes are all piled up, I begin re-distributing them, one to each student, completely at random. Then I tell everyone to put on the new shoes. And inevitably, there begin the complaints.

"This isn't my shoe!"

"It's too big!"

"It's too small!"

"This doesn't fit me!"

Whatever the specific complaints are, very few students are actually happy with their newly mismatched pair of shoes. "What's wrong?" I ask. "I did everything fairly. You all have two shoes - one for your right foot and one for your left."

But Miss David," they say, "they aren't the correct shoes!"

"Oh," I say. "You want the shoes that are best for each of you individually? Not just any shoes, I find?"

"Yes!" They all say

"But," I say, with furrowed brow, "that doesn't seem fair. I wanted to treat you all EQUALLY." I point to a boy with somewhat large feet, and a nearby girl with smallish feet. "He'll have more shoe than you will," I note. And without a doubt, someone unknowingly gets right to the heart of the issue:

"It doesn't matter who has more shoe, Miss David. It matters that we all have the right shoes for us."

And THAT, my friends, is the difference between equity and equality. Equality means everyone gets exactly the same outcome - two shoes - without regard to individual differences - large or small feet, for example. Equity means everyone gets the same quality of outcome - shoes that fit their individual needs.] (Lara David 2008.)

I believe what is pursued in talks and actions regarding gender, is actually gender equity. However, these two terms are often – correctly or incorrectly – used interchangeably. I wish to stay clear about the definitions and the interchangeability of these two words within the chapters that follow in this thesis and maintain that where the term “equality” is used, the goal will still remain justice to all.

3 Gender Equity, an Introduction

The talk of gender equity, along with the pertaining issues, has gained a new momentum, especially after the turn of the new century. The official creation of the UN Women in Jan. 2011 has given the subject a worldwide support for action. To see how overdue taking action on women's issues is, one can turn attention to a speech given by the Executive Director of the UN Women (2011-2013), Ms. Michelle Bachelet, shortly after the launch of the UN Women. She concluded her speech by mentioning Mrs. Eleanor Roosevelt, A champion of Human Rights and the longest-serving First Lady of the US:

“Ladies and Gentlemen, before I close, I cannot help asking how Eleanor Roosevelt might have regarded the creation of UN Women. My guess is that she would not have welcomed it — at least not now, not in 2011, not this late. Mrs. Roosevelt would likely have been shocked that, six and a half decades after humankind declared universally the equality of all people, it would still be thought necessary to create a specialized agency to serve as tribune for half of them.” (Michelle Bachelet 2011.)

Anyone stating that humankind is anywhere close to reaching gender equity is making an overstatement. There are nations – a handful – in which conditions are more favourable to women but even in those nations instances of gender inequity such as pay-gap, sexual and domestic violence, lack of women in leadership positions, etc. are still persistent. One can imagine that nowadays with the advent of internet and all the technological advances, people from around the world have easier access to each other and can be aware of their respective realities. Nowadays, there is a fair possibility for those who are interested, to get to know more about the extent of gender inequity and severe challenges that women still face in different parts of the world. For clarity, the issue of gender is admittedly not the only problem plaguing nations and societies around the globe. However, it is short-sighted to consider issues affecting half of the population irrelevant or unimportant. Nevertheless, it is the subject that is discussed in this space.

Gender equality is not only a basic human right, but its achievement has enormous socio-economic ramifications. Empowering women fuels thriving economies, spurring productivity and growth. Yet gender inequalities remain deeply entrenched in every society. (UN Women 2011.)

Girls constitute the majority of the 70 million children who are denied basic education worldwide. Their lives are likely to be burdened by the twin blights of early marriage and domestic labour. (Jessica Shepherd 2010.)

The most common form of violence experienced by women globally is physical violence inflicted by an intimate partner, with women beaten, coerced into sex or otherwise abused (UN 2009, 1). [It is estimated that] one in three women aged 15-49 years will experience physical and/or sexual violence by an intimate partner at some point in their lives (WHO 2013).

Sexual violence in conflict is a serious, present-day atrocity affecting millions of people, primarily women and girls. It is frequently a conscious strategy employed on a large scale by armed groups to humiliate opponents, terrify individuals and destroy societies. Women as old as grandmothers and as young as toddlers have routinely suffered violent sexual abuse at the hands of military and rebel forces. (UN 2009, 1.)

Between 500,000 to 2 million people are trafficked annually into situations including prostitution, forced labour, slavery or servitude, according to estimates. Women and girls account for about 80 per cent of the detected victims. (UN 2009, 2.)

About 140 million girls and women worldwide are currently living with the consequences of Female genital Mutilation (FGM), which is mostly carried out on young girls sometime between infancy and age 15 (WHO 2013).

For many years, the UN has faced serious challenges in its efforts to promote gender equality globally, including inadequate funding and no single recognized driver to direct UN activities on gender equality issues. UN Women was created to address such challenges. It will be a dynamic and strong champion for women and girls, providing them with a powerful voice at the global, regional and local levels. (UN Women 2011.)

UN Women focuses on priority areas that are fundamental to women's equality, and that can unlock progress across the board:

- Leadership and Political Participation
- Economic Empowerment
- Ending Violence against Women
- Peace and Security
- Governance and National Planning
- HIV and AIDS (UN Women 2013)

Alongside UN Women there are numerous other governmental & non-governmental organisations, movements, projects and agencies dealing with women's issues and trying to collect data, spread awareness, eradicate unfair treatment of women, empower them and bring about equality at the local, regional and global level.

3.1 Worldwide Agencies Empowering Women

What follows in this chapter is but a few examples of the agencies, each doing their part in their respective field, often times also working together to empower women.

Women in the World is a movement dedicated to advancing women and girls through stories and solutions. The Foundation was born out of Newsweek & The Daily Beast's annual Women in the World Summit, launched in March 2010. Their "Get On The Map! for Women and Girls" initiative is a new interactive online mapping tool that showcases projects that support women and girls around the world. The "Women in the World Summit", the fourth edition of which was held in April 2013, is an intimate and impactful gathering centred on vivid storytelling and live journalism that brings together extraordinary women leaders and advocates from around the world. (Women in the World Foundation.)

Women's Media Center, which was founded in 2005, strives to make women visible and powerful in the media. "Women Under Siege", a Women's Media Center initiative documenting and advocating against sexualized violence in conflict, was founded in Oct. 2011. (Women's Media Center.)

Women and Girls Lead was founded in March 2011 and is an innovative public media initiative designed to focus, educate, and connect women, girls, and their allies across the globe to address the challenges of the 21st century (Women and Girls Lead).

Orchid Project was founded in Jan. 2010 with the mission of facilitating and enabling a worldwide end to Female Genital Cutting (FGC). With the vision of a world free from female genital cutting, they raise awareness about how, why and where female genital cutting happens and partner with organisations that deliver a sustainable, proven end to female genital cutting. (Orchid Project.)

European Institute for Gender Equality (EIGE) is a European agency which supports the EU and its Member States in their efforts to promote gender equality, to fight discrimination based on sex and to raise awareness about gender equality issues. Its tasks are to collect and analyse comparable data on gender issues, to develop methodological tools, in particular for the integration of the gender dimension in all policy areas, to facilitate the exchange of best practices and dialogue among stakeholders, and to raise awareness among EU citizens. The Institute was established in May 2007, initially in Brussels and then moved to its office in Vilnius, Lithuania. (EIGE.)

GenCo project in Europe was funded in 2010 with support from the European Commission's Education and Training programme, Leonardo da Vinci, to develop an online EU Gender Equality Toolkit, aimed at those involved in workforce and student management within industry and higher education institutions (GenCo).

Vital Voices Global Partnership is the preeminent non-governmental organization (NGO) that identifies, trains and empowers emerging women leaders and social entrepreneurs around the globe, enabling them to create a better world for all. Their mission is to identify, invest in and bring visibility to extraordinary women around the world by unleashing their leadership potential to transform lives and accelerate peace and prosperity in their communities. (Vital Voices.)

The international staff and team of over 1,000 partners, pro bono experts and leaders, including senior government, corporate and NGO executives, have trained and

mentored more than 14,000 emerging women leaders from over 144 countries in Africa, Asia, Eurasia, Latin America and the Caribbean, and the Middle East since 1997. These women have returned home to train and mentor more than 500,000 additional women and girls in their communities. (Vital Voices.)

International Women's Forum advances leadership across careers, cultures and continents by connecting the world's most preeminent women of significant and diverse achievement. The IWF brings together an unprecedented global membership to exchange ideas, to learn and inspire, and to promote better leadership for a changing world. Founded in 1982 in the United States, the International Women's Forum has grown across 5 continents into 26 nations. From 2011, IWF organises annual World Leadership Conference and International Cornerstone Conference. (International Women's Forum.)

NGO Working Group on Women, Peace and Security (NGOWG) advocates for the equal and full participation of women in all efforts to create and maintain international peace and security. Formed in 2000 to call for a Security Council resolution on Women, Peace and Security, the NGOWG now focuses on implementation of SCR 1325 and all other Security Council resolutions that address this issue. The NGOWG serves as a bridge between women's human rights defenders working in conflict-affected situations and policy-makers at U.N. Headquarters. As of April 2013, Amnesty International, Human Rights Watch, Global Justice Center, Refugee International, and Women's Actions for New Directions are a few of the NGOWG members. (NGO Working Group on Women, Peace and Security.)

Half the Sky Movement is cutting across platforms to ignite the change needed to put an end to the oppression of women and girls worldwide, the defining issue of our time. Inspired by journalists Nicholas Kristof and Sheryl WuDunn's book of the same name, *Half the Sky: Turning Oppression into Opportunity for Women Worldwide*, the movement brings together video, websites, games, blogs and other educational tools to not only raise awareness of women's issues, but to also provide concrete steps to fight these problems and empower women. (Half the Sky Movement.)

GirlTank is a community hub and crowd-funding platform designed to help women and girl change-makers grow and scale their daring social enterprises (GirlTank).

Through interviewing a sample of 1,500 female social entrepreneurs from over 100 countries they realised there are two persisting problems for female entrepreneurs: “Access to capital” and “Isolation and Feelings of loneliness”. Women and girls have trouble accessing capital and building critical capacity skills that are necessary to create viable business models, launch sustainable ventures and secure backing from funders. Moreover, female change-makers often deal with isolation and feelings of loneliness due to gender discrimination, disempowering cultural and religious beliefs and little or no access to technology and information. (GirlTank.)

GirlTank’s mission is to inspire, connect and fund female social entrepreneurs and change makers who have bold and transformative social innovation projects. (GirlTank.)

These examples, among others, convey the unified message that there is a potential resource field the size of half of the population anywhere in the world, that has not only been untapped but has also been systematically under-represented, undermined and worse, violated and abused. This trend has been the case in all areas, including health, physical activity and sport. Sadly, all this translates into unnecessary & senseless expenses for the society, from an economic stand-point. There is hope that humanity has come to its senses and decided to tap into this talent pool to unleash the potential it can offer in all fronts.

4 Women in Sport

Any discussion of the status of women in the sport context would benefit greatly from examining the underlying premises regarding the definition of ‘woman’ within (and outside of) that context. Even on the surface level it becomes readily apparent that the story to be told of women’s participating in sport in general is the story of two ideals in apparent conflict. From inception, the ancient and modern Olympic Games and the ideal of the Olympic athlete applied specifically and exclusively to men. From Pausanias’ reference to dropping women from the side of a cliff if they even observed the Olympic Games, to de Coubertin’s idea that the goals that were to be achieved by the athletes through participation in the Olympic Games were not appropriate for women, one can easily see that the place of women in sport has been, for the most part, foreign at best. (Schneider 2000, 123.)

The battles that represent the basis for contentious issues for women in sport will be fought over conceptions of women – their bodies and their minds. The *traditional ideal woman* owns such desirable qualities as beauty, chastity, modesty, obedience, inconspicuous behaviour, etc. Of course, these characteristics are tied to the role of wife, mother and daughter. They are not similar to those of *traditional ideal of man*, as hard, powerful, strong, and rational, which are tied to the role of leader, warrior, and father. But, more importantly, if we examine the underlying characteristics of the *traditional ideal athlete*, we can plainly see that the ideal man and the ideal athlete are very similar, particularly in the role of warrior. Conversely, we can plainly see during the times of the ancient Olympic Games, as well as during the rebirth in the modern Olympic Games, that the ideal woman and the traditional ideal athlete are almost opposites, so much so that women were hardly ever mentioned in conjunction with sport. (Schneider 2000, 124.) Such stereotypes fuelled gender-based discrimination in physical education and in recreational and competitive sport, sporting organizations and sport media (United Nations 2007, 2).

Women’s participation in sport has a long history, though. It is a history marked by division and discrimination but also one filled with major accomplishments by female athletes and important advances for gender equality and the empowerment of women

and girls. Among the many remarkable achievements are those of Helene Madison of the United States of America, the first woman to swim the 100-yard freestyle in one minute at the 1932 Olympics; Maria-Teresa de Filippis of Italy, the first woman to compete in a European Grand Prix auto race in 1958; Nawal El Moutawakel of Morocco, the first woman from an Islamic nation to win an Olympic medal for the 400-metre hurdles at the 1984 Olympics; and Tegla Loroupe of Kenya, who in 1994 became the first African woman to win a major marathon. These achievements were made in the face of numerous barriers based on gender discrimination. (United Nations 2007, 2.)

Stereotypes can greatly affect the attitudes of men towards women and their role in sport. The attitudes of parents are particularly important for promoting girls' participation in sport. While some fathers strongly resist their daughter's participation, others are gradually accepting it, such as Rajkumar Singh, a poor farmer in the Indian state of Bihar, who admitted: "Initially, I had a lot of doubts. But today I feel proud of being father to two national football-playing daughters . . ." (United Nations 2007, 16.)

The attitudes of women and girls towards sport can also be restrictive. Women and girls may not have developed an understanding of the intrinsic value of sport and its contribution to personal development and well-being, or of their rights and potential in this area. Women and girls may also have internalized many negative perceptions of women and sport. Advocates are trying to change this perception, including Anita DeFrantz, Chairperson of the International Olympic Committee's Women and Sport Commission, who promotes the idea that "sport is a birthright [and] belongs to all human beings". (United Nations 2007, 16.)

4.1 Benefits of Sport for Women

The health benefits of women's participation in physical activity and sport are now well established. Engaging in sport and physical activity not only is not an impediment to women's bodies and health but it can also contribute to the prevention and/or treatment of chronic and degenerative diseases associated with aging, such as type-2 diabetes, hypertension, arthritis, osteoporosis and cardiovascular abnormalities, as well

as aid in management of weight and formation and maintenance of healthy bones, muscles and joints. (United Nations 2007, 2.)

The benefits for women and girls with disabilities are also well established. It has been noted that sport provides a double benefit to women with disabilities by providing affirmations of self-empowerment at both personal and collective levels. Apart from enhancing health, wellness and quality of life, participation in physical activity and sport develops skills such as teamwork, goal-setting, the pursuit of excellence in performance and other achievement-oriented behaviours that women and girls with disabilities may not be exposed to in other contexts. (United Nations 2007, 2.)

Through sports, women and girls acquire new interpersonal networks, develop a sense of identity and access new opportunities, allowing them to become more engaged in school and community life. Participation in sport also enables women and girls to enjoy freedom of expression and movement and increase their self-esteem and self-confidence. (United Nations 2007, 9.)

It has also been argued that sport and physical education can serve as the basis for a sense of “positive embodiment”. This concept goes beyond the idea of physical fitness and incorporates psychological benefits and the pursuit of active spiritual practices. The psychological benefits of physical activity, essential for a sense of positive embodiment, can be acquired through the enjoyment of the physical activity, self-chosen levels of competition, and the provision of social support from the family and the community. (United Nations 2007, 9.)

Positive embodiment can be seen as a model of self-care that allows women to achieve a balance between caring for themselves and caring for others. Most women prioritize the needs of others before their own needs, a pattern that often leads to neglect of themselves. (United Nations 2007, 9.)

Sport can be an important tool for social empowerment through the skills and values learned. The social benefits of participation in sport are thought to be especially important for girls, given that many girls, particularly in adolescence, have fewer opportunities than boys for social interaction outside the home and beyond family

structures. Sport can serve as a vehicle to improve women's and girls' leadership roles and participation in decision-making. The acquisition of valuable skills in management, negotiation and decision-making empowers women and girls to become leaders in all areas of community life, as well as in the household. (United Nations 2007, 9)

As more and more women and girls serve in leadership and decision-making positions, their influence as role models and mentors encourages more women and girls to participate at all levels of sport. (United Nations 2007, 10)

4.2 Gender-Equality in Sport: Challenges, Benefits & Outcomes

Sport and physical activity were first specifically recognized as a human right in the International Charter of Physical Education and Sport, adopted in 1978 by the United Nations Educational, Scientific and Cultural Organization (UNESCO). The Charter states: "One of the essential conditions for the effective exercise of human rights is that everyone should be free to develop and preserve his or her physical, intellectual, and moral powers, and that access to physical education and sport should consequently be assured and guaranteed for all human beings." (United Nations 2007, 3-4.)

Hillary Rodham Clinton, the then First Lady of the United States, has famously declared in the Fourth World Conference on Women in Beijing in 1995: "If there is one message that echoes forth from this conference, let it be that human rights are women's rights and women's rights are human rights, once and for all." (Patrick E. Tyler, 1995.)

The Beijing Platform for Action, adopted at the Fourth World Conference on Women in 1995, provides important policy recommendations on women, gender equality and sport. The Platform calls for the provision of accessible recreational and sport facilities by educational institutions, the establishment and strengthening of gender-sensitive programmes for girls and women of all ages in education and community institutions, and the creation and support of programmes in the education system, workplace and community to make opportunities to participate in sport and physical activity available to girls and women of all ages, on the same basis as they are made available to men and boys. (United Nations 2007, 5.)

Over the past decade, there has been a growing understanding that access to and participation in sport and physical education is not only a right in itself, but can also be used to promote a number of important development goals through facilitating democratic principles, promoting leadership development, and encouraging tolerance and respect, as well as providing access to opportunities and social networks. All areas of development can be influenced by sport, including health, education, employment, social inclusion, political development and peace and security.

(United Nations 2007, 4.)

Title IX

[In the United States] Title IX of the Education Amendments Act of 1972 is a short and simple federal law:

"No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving Federal financial assistance." (Women's Sports Foundation.)

The law applies to educational institutions that receive any federal funds and prohibits discrimination in all educational programs and activities, not just athletics. Athletic programs are considered educational programs and activities. Title IX gives women athletes the right to equal opportunity in sports in educational institutions that receive federal funds, from elementary schools to colleges and universities. (Women's Sports Foundation.)

Title IX does not require equal expenditure of funds on male and female athletes. The only dollar for dollar expenditure requirement is in the athletic financial assistance area, where schools are required to spend dollars proportional to participation rates. Thus, if \$200,000 is awarded in athletic scholarships and the participation ratio of male to female athletes is 50/50, \$100,000 must be awarded to female athletes and \$100,000 must be awarded to male athletes. In other areas, the equality standard is one of equal opportunity. (Women's Sports Foundation.)

It is also important to recognize that Title IX does not require the reduction of opportunities for male athletes in order to increase opportunities for female athletes. Schools that choose this manner of compliance are not meeting the spirit of discrimination laws, which is to bring members of the disadvantaged group up to the participation or benefit levels of the advantaged group rather than to bring male athletes down to the current level of poor treatment or no opportunity to play experienced by female athletes. If athletic budgets do not increase and schools desire to maintain current levels of participation for male athletes and increase participation levels of female athletes, the solution is to give all teams a smaller portion of the budget pie. (Women’s Sports Foundation.)

The dramatic increase in girls' and women's participation in sport since Title IX was passed in 1972 (by 545% at the college level and 979% in high schools) demonstrates that it was lack of opportunity – not lack of interest – that kept females out of high school and college athletics for so many years. (Women’s Sports Foundation.)

Figure 2 shows the number of female participants in sport before and after Title IX.

High School Participation			
Year	1971-1972	2005-2006	Percent Increase
Female	294,015	2,953,355	904%
Male	3,666,917	4,206,549	15%

—National Federation of State High School Associations, 2006

Collegiate Participation			
Year	1971-1972	2004-2005	Percent Increase
Female	29,977	166,728	456%
Male	170,384	222,838	31%

—NCAA Sports Sponsorship and Participation Report, 1981-82—2004-05

Figure 2. Female participation in sport during the years after Title IX

Nowadays the general perception is that girls have equal opportunities in all areas of athletics. But that is just not true:

- Schools are providing 1.3 million fewer chances for girls to play sports in high

school as compared to boys. While more than half of the students at NCAA schools are women, they receive only 44% of the athletic participation opportunities.

- Female athletes at the typical Division I-FBS (formerly Division I-A) school receive roughly: 28% of the total money spent on athletics, 31% of the recruiting dollars, and 42% of the athletic scholarship dollars.
- In 2008, only 43% of coaches of women's teams were women. In 1972, the number was over 90 percent. (Titleix.info.)

In addition to benefits for women and girls themselves, women's increased involvement can promote positive development in sport by providing alternative norms, values, attitudes, knowledge, capabilities and experiences. The participation of women and girls in sport challenges gender stereotypes and discrimination, and can therefore be a vehicle to promote gender equality and the empowerment of women and girls. In particular, women in sport leadership can shape attitudes towards women's capabilities as leaders and decision-makers, especially in traditional male domains. Women's involvement in sport can make a significant contribution to public life and community development. (United Nations 2007, 3.)

The positive outcomes of sport for gender equality and women's empowerment, however, are constrained by gender-based discrimination in all areas and at all levels of sport and physical activity, fuelled by continuing stereotypes of women's physical abilities and social roles. Women are frequently segregated involuntarily into different types of sports, events and competitions specifically targeted to women. Women's access to positions of leadership and decision-making is constrained from the local level to the international level. The value placed on women's sport is often lower, resulting in inadequate resources and unequal wages and prizes. In the media, women's sport is not only marginalized but also often presented in a different style that reflects and reinforces gender stereotypes. Violence against women, exploitation and harassment in sport are manifestations of the perceptions of men's dominance,

physical strength and power, which are traditionally portrayed in male sport. (United Nations 2007, 3.)

The Augusta National Golf Club in the United States, which hosts the annual Masters Tournament, continued to uphold its men-only membership policy until it opened its exclusive membership to women in Aug. 2012 for the first time in its 80-year history, where the former U.S. Secretary of State Condoleezza Rice and South Carolina businesswoman Darla Moore became the first women to join the Augusta (United Nations, 2007, 14; Michael Pearson, 2012).

The 250-year-old Royal & Ancient Club in Scotland, considered the world's leading authority on golf, lifted a longstanding ban on women playing at the Open Championship in 2005 (United Nations 2007, 14).

A UK study by the Women's Sport and Fitness Foundation (WSFF) found women's sports get 0.5 percent of commercial sports sponsorship, 5 percent of media coverage, and 43 percent of teenage girls say they do not have female sporting role models (Belinda Goldsmith, 2012).

Sport clothing has been a constant area of controversy and resistance to women's participation in sport. In 1931, Lili de Álvarez (Spain) shocked social propriety by playing Wimbledon in shorts instead of the long dresses that women tennis players were expected to wear. Sporting accessories have traditionally been designed for use by men and, for example, it was not until 1996 that Spalding Sports introduced the first baseball glove specifically designed for a woman's hand. (United Nations 2007, 14-15.)

As another example of controversy regarding women's clothing, the Amateur International Boxing Association (AIBA) made a stunning announcement to boxers and trainers at the semi-finals of the Women's World Championships in Barbados in 2010: their new uniform would not be what they requested, which is the same as the men's but better fitting; instead, it would be skirts and tight fitting vests. The reaction was that of outrage, hurt, and so much anger. (Michael Rivest, 2010.)

The controversy eventually came to an end in March 2012, when, in a change to its Technical and Competition Rules, the governing body said women could now wear either shorts or skirts according to their preference: “For all AIBA Approved Events, Women Boxers must wear a red or blue form fitting vest and either shorts or the option of a skirt as per the Boxers’ respective corner allocation, which shall be their own responsibility,” the new guidelines said (InterAKSYON, 2012).

Sporting attire may present a particular problem for Muslim women when dress codes prohibit them from wearing Western-style sport clothes. This issue is a concern not only for local community sports, but also for Muslim women participating in international events. For example, the Algerian Hassiba Boulmerka, who won the 1,500 metres in the 1992 Olympic Games wearing shorts, was forced into exile following the Games because of death threats. On the other hand, Iranian women competed in kayaking in the hijab at the 1996 Olympic Games in Atlanta. (United Nations 2007, 15.) However, in 2011 the women’s football team from Iran was prevented from playing their 2012 Olympic second round qualifying match against Jordan because they refused to remove their hijabs before kickoff. Iran, who had topped their group in the first round of Olympic qualifiers, were punished with an automatic 3-0 defeat, which abruptly ended their dreams of qualifying for the London games. The ban on the use of the Islamic headscarf for Muslim women footballers was eventually lifted by the sport’s rule-makers in July 2012. (Reuters, 2012.)

Although restrictions on women’s and girls’ access to and participation in sport have been present throughout history, gradual progress has been achieved. In 1900, the first 19 women competed in the modern Olympic Games in Paris in just three sports—tennis, golf and croquet. (United Nations, 2007, 13-14.) In the 1984 Los Angeles Games and 1992 Barcelona Games, only 24 and 25 percent of the athletes were women, respectively. By the 1996 Games the percentage of women athletes increased to 36 percent, by the 2004 Olympic Games in Athens, women competed in 26 out of 28 sports and represented 40.7 percent of the total number of athletes and by the 2008 Beijing Games, that figure exploded to 42 percent. (Sally Jenkins, 2012; United Nations, 2007, 14.)

The London 2012 Games has been the most gender equal in Olympic history. The ratio of men to women competitors was 5,802 to 4,688 respectively, with women making up 44 percent of the competitors. (Hello Magazine, 2012.) For the first time, every country participating in the Olympics was represented by at least one woman. Qatar, Brunei and Saudi Arabia, traditionally represented solely by men, had women in their London delegations. (Kelly Parsons, 2012.) The president – at the time – of the International Olympic Committee, Jacques Rogge, hailed the fact that all 204 competing nations have sent male and female athletes to the Games for the first time (Owen Gibson, 2012).

Figure 3 depicts the increase of the number of male and female athletes participating in the Olympic Games through time, up to Beijing 2008.

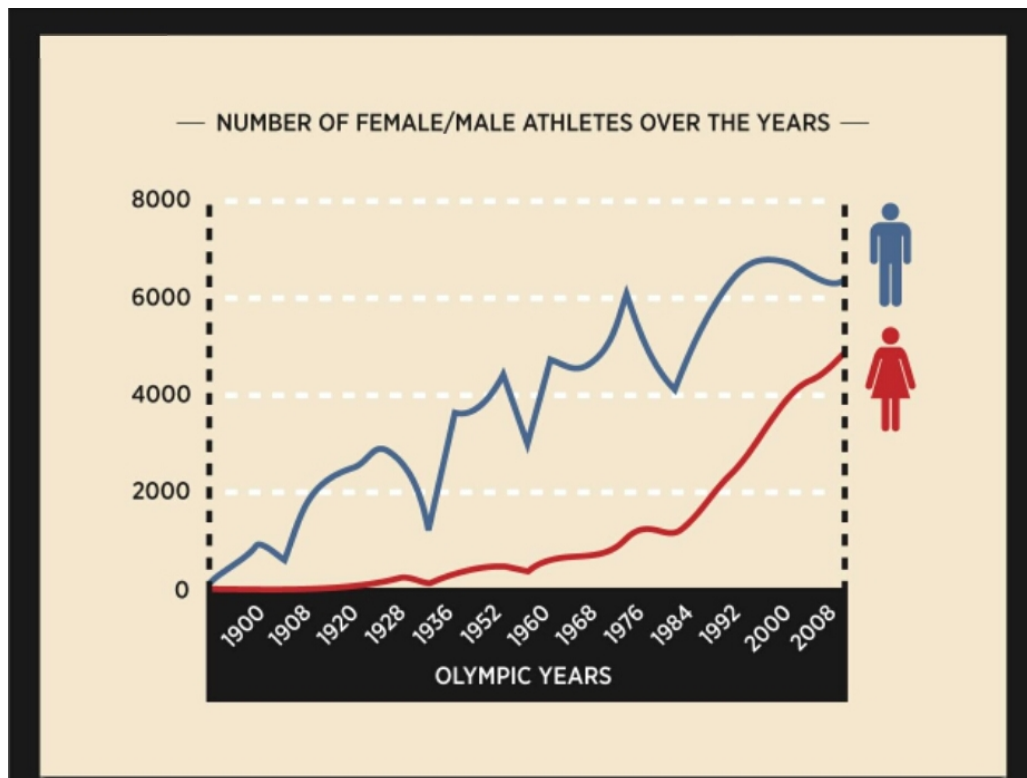


Figure 3. Female/male participation in the Olympic Games through the years (AIRPORT-PARKING-QUOTE, 2012)

In London Games, The leading medal winners for the three traditional Olympic powerhouses were women — despite the fact that there were 30 fewer medal events available to women. Women outnumbered men on the U.S. team, 273 to 261. (Sally

Jenkins, 2012.) They won 58 medals in all, better than all but three countries (China, Russia, and Great Britain) and topped the [US] men both in gold medals won (29 to 17) and overall medals earned (58 to 45) (Timothy Rapp, 2012).

4.3 Worldwide Agencies Empowering Women in Sport

In this chapter a few of the worldwide, regional and local agencies working towards gender-equity in sport have been reviewed. Nearly all of these agencies cooperate with each other within the field of sport, as well as having close contacts with other global agencies active generally in the issues of human rights, women's rights and women's empowerment, etc.

Founded in 1949, the International Association of Physical Education & Sport for Girls and Women, IAPESGW, supports its members working for women's and girls' sport and physical education, and provides opportunities for professional development and international cooperation. IAPESGW has members in all five continents and more than 40 countries, holds Scientific Congresses every four years and as a member organisation of the International Council for Sport Sciences and Physical Education (ICSSPE), helps to construct international policy and aid work in sport and physical education. IAPESGW has a unique role in representing and furthering the interests of women and girls in sport and physical education at the international level. (International Association of Physical Education & Sport for Girls and Women.)

Founded in 1974 by tennis legend, Billie Jean King, the Women's Sports Foundation (WSF) is dedicated to advancing the lives of girls and women through sports and physical activity. The Foundation works for equal opportunity for our daughters to play sports so they, too, can derive the psychological, physiological and sociological benefits of sports participation. (Women's Sports Foundation.)

WomenSport International (WSI) was formed to meet the challenge of ensuring that sport and physical activity receive the attention and priority they deserve in the lives of girls and women, and to meet the need for an international umbrella organization to encourage increased opportunities and positive changes for women and girls at all levels of involvement in sport and physical activity (WomenSport International).

European Women and Sport (EWS) is a free-standing group which consists of representatives and contact persons related to or interested in gender equality work of non-governmental or governmental sports organisations and bodies in their respective countries. The main aim of the EWS is directed towards a sports culture of practised gender equality in terms of equal opportunities for girls and boys, women and men with regard to education and training, participation and promotion as well as codetermination in decision-making processes in sport. At present, EWS counts 41 member countries represented by 44 contact persons; analyses the need of action and develops recommendations for equality work as reflected by the biannually organised EWS Conferences. (European Women and Sport.)

Australian Womensport and Recreation Association (AWRA) was incorporated in July 2005 as a not-for-profit umbrella organisation to improve opportunities for females across the sports industry. It aims to support and work in collaboration with the state-based women's sport bodies from around Australia. AWRA's mission is to provide advocacy and leadership for the progress and facilitation of opportunities for Australian women and girls in and through sport, physical activity and recreation. Their vision is a *strong Australian culture that supports the active participation of women and girls in sport, physical activity and recreation*. (Australian Womensport and Recreation Association.)

Women Sport and Fitness Foundation (WSFF) was launched in 1984 and is the only organisation in the UK dedicated to increasing participation rates in sport and physical activity amongst women and girls. For 29 years WSFF has been helping, persuading and inspiring towards the vision of a fitter, healthier and happier nation of active women and girls. (Women Sport and Fitness Foundation.)

Canadian Association for the Advancement of Women in Sport and Physical Activity (CAAWS) is a national non-profit organization dedicated to creating an equitable sport and physical activity system in which girls and women are actively engaged as participants and leaders. CAAWS provides a number of services, programs and resources to a variety of clients, including sport and physical activity organizations, teachers, coaches, health professionals and recreation leaders. Since 1981 CAAWS has

worked in close cooperation with government and non-government organizations on activities and initiatives that advocate for positive change for girls and women in sport and physical activity. (Canadian Association for the Advancement of Women in Sport and Physical Activity.)

CAAWS vision is a Canadian sport and physical activity system that is equal and fair for girls and women. Their Mission is to promote and collaborate to support a sport and physical activity system in which girls and women are actively engaged. (Canadian Association for the Advancement of Women in Sport and Physical Activity.)

Founded in 2007, Women Win is recognised as a leading global organisation using sport as a strategy to advance women's rights. It is a unique organisation that has quickly emerged as a thought leader, strategically positioned at the intersection of the women's rights and sport for development sectors. (Women Win.)

In Women Win's vision, by 2016, 1 million girls rise to challenges and courageously transform their lives. Women Win's mission is to equip adolescent girls to exercise their rights through sport. Women Win achieves its mission by connecting the global sport, development and women's movements, and will learn, document, and share the impact of gender-sensitive sport programmes with a clear women's rights approach. (Women Win.)

As the topic of this thesis is about the international Working Group on Women and Sport (IWG) and its most important legacy, Brighton Declaration on Women and Sport, a separate chapter has been dedicated to it.

5 International Working Group on Women and Sport (IWG)

In May 1994 the ‘Women, Sport and the Challenge of Change’ conference took place in Brighton, England, organised and hosted by the former British Sports Council and supported by the International Olympic Committee. This unique conference evolved from the desire to bring together different organisations and countries to share ideas and experiences from within the global women and sport movement. The conference provided the context for a truly international perspective on women and sport embracing every continent and country, however large or small, and recognising and valuing the diversity of cultures and of women throughout the world. It provided the first major world conference aimed at decision makers from governmental and non-governmental sectors focusing entirely on women and sport with significant opportunities to learn of both the positive successes and the issues faced across the world. (IWG, 1998.)

Present at the conference were 280 international delegates, from both governmental and nongovernmental organisations, representing 82 countries. The conference agenda embraced a diversity of subjects connected to women’s sport. It considered the issues of culture, gender, disability and sexuality along with leadership, the management of change, marketing and the media, mentoring and networking amongst other topics. The conference specifically addressed the issue of how to accelerate the process of change that would redress the imbalances women face in their participation and involvement in sport. (IWG, 1998.)

The conference was also a starting point for change, particularly through its three main outcomes:

- The International Women and Sport Strategy
- The Brighton Declaration on Women and Sport
- The International Working Group on Women and Sport (IWG). (IWG, 2002)

The IWG is an independent co-ordinating body consisting of renowned experts in the field of sport and representatives from key government and non-governmental

organisations from all regions of the world who contribute their unique expertise to achieving the IWG's mission of *Empowering women – Advancing sport* (IWG).

The IWG's **Vision** is to realise a sustainable sporting culture based on gender equality that enables and values the full involvement of girls and women in every aspect of sport and physical activity. The **Mission** of the IWG, Empowering Women – Advancing Sport, is accomplished through the action and influence of the *IWG as a catalyst*, engaging governmental and non-governmental organizations and individuals for the advancement and empowerment of women and sport globally. (IWG.)

The following skills, competencies and knowledge are required by the IWG members in order for the IWG to achieve its objectives and aims:

- Demonstrated commitment to the advancement of girls and women's sport.
- Ability to add value to the design and implementation of strategies for change at the international level;
- Knowledge and understanding of the structure and politics of the international sports movement;
- Capability of influencing senior decision makers within political, governmental, non-governmental and sport domains;
- Ability to network, develop and nurture relationships with individuals and organizations;
- Availability and capability of representing the IWG at meetings and conferences;
- Operating at a strategic and leadership level with other sport and non-sport agencies;
- Ability to lead and implement strategies among lay agencies, in particular multi-sport games and international federations. (IWG.)

The values the IWG aspires to are:

1. Collaboration:

Placing importance on international collaboration, enabling to achieve the vision through consultation with stakeholders and incorporate their feedback into the decision-making.

2. Inlusiveness:

Valuing diversity through the provision of equal opportunity, voice, and choice for all people regardless of nationality, ethnicity, religion, gender, disability, age or sexual orientation.

3. Transparency:

Transparency and accountability in all the operations and decision-making processes including management and governance.

4. Outcomes-focus:

Recognizing the importance of appropriate processes, aiming to achieve measurable outcomes in keeping with the mission and vision. (IWG.)

5.1 The IWG Secretariat

The IWG, in effect, is a flexible working group with a small core of working members, the Secretariat, and large, international network, which reflects global cultural diversity and a range of languages, in particular English, French, Spanish and Japanese (IWG).

The selection process to host the IWG Secretariat and to chair the IWG for a four-year term, as well as to organise the next edition of the World Conference on Women and Sport is carried out through bidding. Ideally, these three opportunities should be taken on by a single country or organisation. However, a joint bid from more than one organization/country working together may also be considered as a possibility. (IWG.)

The IWG Secretariat – established in one country for a quadrennial term – manages the day-to-day work of the IWG and provides support for all of its activities and initiatives. The Secretariat is the critical link between the IWG members, key stakeholders in the women and sport movement, the global IWG network and the public at large. (IWG.)

The IWG Secretariat maintains an ever-growing global network, which includes but is not limited to:

- the signatories of the Brighton Declaration on Women and Sport
- the signatories of Memorandums of Understanding
- the subscribers to the IWG's Catalyst eNewsletter
- the followers of the IWG's social media feeds (Facebook/Twitter)
- the conference delegates of the previous IWG World Conferences
- and other interested entities/individuals

One of the main tasks of the IWG Secretariat is to serve as the custodian of the quadrennial IWG World Conference on Women and Sport.

Ever since the first World Conference on Women and Sport in Brighton, UK, in 1994, the IWG Secretariat has been held in each of the five continents & has moved from continent to continent before returning once more to Europe in 2010 to Helsinki.

Table 1. Past IWG World Conferences and their legacies (IWG)

Year	Location	Theme	Legacy	Participants
1994	Brighton, UK	Challenge of Change	Brighton Declaration	280
1998	Windhoek, Namibia	Reaching out for Change	Windhoek Call for Action	400
2002	Montreal, Canada	Investing in Change	Montreal Toolkit	550
2006	Kumamoto, Japan	Participating in Change	Kumamoto Commitment to Collaboration	700
2010	Sydney, Australia	Play, Think, Change	Sydney Scoreboard	500
2014	Helsinki, Finland	Lead the Change, Be the Change	TBA	

The current Secretariat of the IWG during the quadrennial term 2010-2014 is headquartered at the Finnish Sports Confederation (VALO) building in Helsinki, Finland. The 6th IWG World Conference on Women and Sport is scheduled to take place on 12-15 June, 2014 in Helsinki, Finland, under the overall theme: *Lead the Change, Be the Change*.

The Finnish Sports Confederation (VALO) will organize the conference in cooperation with the Ministry of Education and Culture and the City of Helsinki. The

City of Vantaa and the City of Espoo are likewise involved in the cooperation. The IWG is proud to have President Tarja Halonen serve as the conference patron.

The conference represents an important opportunity for those active in the sphere of women and sports to converge and delve deeper into recent developments, research findings and salient policy issues.

5.2 Brighton Declaration on Women and Sport (IWG, 1998)

The Brighton Declaration – a main outcome of the first World Conference on Women and Sport in Brighton in 1994 – provides a comprehensive set of principles for the development of opportunities for women and sport. Its overriding aim is: "To develop a sporting culture that enables and values the full involvement of women in every aspect of Sport". It recognises the significant value of sport which, when practised fairly and equitably, enriches society and friendship between nations and provides a wide range of benefits to individuals. It promotes the contribution that women can make to sport and the fact that participation in sport can enrich, enhance and develop women's lives.

The Declaration acknowledges that sport and sporting activities are an integral aspect of the culture of every nation, but highlights the inequalities that exist in participation levels and opportunities for women and girls compared to men and boys. It also identifies that women are still under-represented in management, coaching and officiating, particularly at the higher levels and that without women leaders, decision makers and role models within sport, equal opportunities for women and girls will not be achieved.

The Declaration is addressed to all governments, public authorities, organisations, businesses, educational and research establishments, women's organisations and individuals who are responsible for, or who directly or indirectly influence, the conduct, development or promotion of sport or who are in any way involved in the employment, education, management, training, development or care of women in sport. It is meant to complement all sporting, local, national and international charters, laws, codes, rules and regulations relating to women or sport.

It seeks a commitment from governmental and non-governmental organisations and all those institutions involved in sport to apply the Principles set out in the Declaration by developing appropriate policies, structures and mechanisms which:

- ensure that all women and girls have the opportunity to participate in sport in a safe and supportive environment which preserves the rights, dignity and respect of the individual;
- increase the involvement of women in sport at all levels and in all functions and roles;
- ensure that the knowledge, experiences and values of women contribute to the development of sport;
- promote the recognition of women's involvement in sport as a contribution to public life, community development and in building a healthy nation; and
- promote the recognition by women of the intrinsic value of sport and its contribution to personal development and healthy lifestyle.

The Declaration outlines ten principles in which it invites all those involved in sport to apply by developing appropriate policies, structures and mechanisms. These are under the headings of:

- Equity and Equality in Society and Sport
- Facilities
- School and Junior Sport
- Developing Participation
- High Performance Sport
- Leadership in Sport
- Education, Training and Development
- Sports Information and Research
- Resources
- Domestic and International Co-operation

By spring 2014, more than 330 organisations worldwide have endorsed the Brighton Declaration.

6 A Study of the Decision-Making Bodies of Brighton Declaration Signatories

One of the ten principles outlined in the Brighton Declaration, which the signatories are invited to develop through appropriate policies, structures and mechanisms, is “Leadership in Sport”. As reviewed in the previous chapters, there is a clear absence of women in leadership positions and it can be argued that in this day and age, where *women’s sports* exist and are on the rise, the one criterion that could have a considerable impact on facilitating gender-equity in sport – or indeed in any other field, as well – is the presence of women in leadership positions and decision-making processes.

In this chapter, the decision-making bodies of the signatories of the Brighton Declaration have been studied for the presence of women. The goal was to assess the number/percentage of women in the decision-making body of the entities who have already endorsed the Declaration. By doing so, these entities have committed to uphold the Declaration principles. The information on the board/executive committee/council of the Brighton Declaration signatories was collected during June-Oct. 2012. By the end of the period in Oct. 2012, there existed 323 signatories to the Declaration.

The method of collecting information was mainly looking into the existing websites of the signatories. Unfortunately, through the passage of time, after about 18 years of the creation of the Brighton Declaration and four different IWG Secretariats, today 63 of the Brighton Declaration signatories are not accounted for. 48 of the remaining 260 signatories do not have either websites or information about their decision-making body on the website. Four other of these signatories do not seem to exist anymore.

For the purpose of this study, the governing bodies of those signatories that are women’s organizations (35 signatories) have been disregarded due to the fact that women’s organisations mostly consist of women, only. On the other hand, those of the government-related organizations’ (51 signatories) have also been excluded since it could be fair to state that for a study on *gender-equality in sport*, governments and

governmental organisations can be exempted even though their support is of critical importance.

Altogether 122 of those 260 accounted-for signatories (47% of total) had information about their governing body on their websites.

One possible drawback to the study could be the fact that there are old and recent signatories studied together. Obviously, the more recent signatories have not had sufficient time, comparatively, to implement their strategies, if any, regarding the principles in the Declaration.

The table below and the pie-chart that follows show the number of the Brighton Declaration signatories and the grounds for the purpose of the study. It is worth noting, once again, that 63 signatories are completely unknown.

Table 2. Brighton Declaration signatories classified for the purpose of the study

Women organisation	35
Government related	51
No info or website	48
Not existing anymore	4
Signatories with existing info (target of this study)	122
Total	260

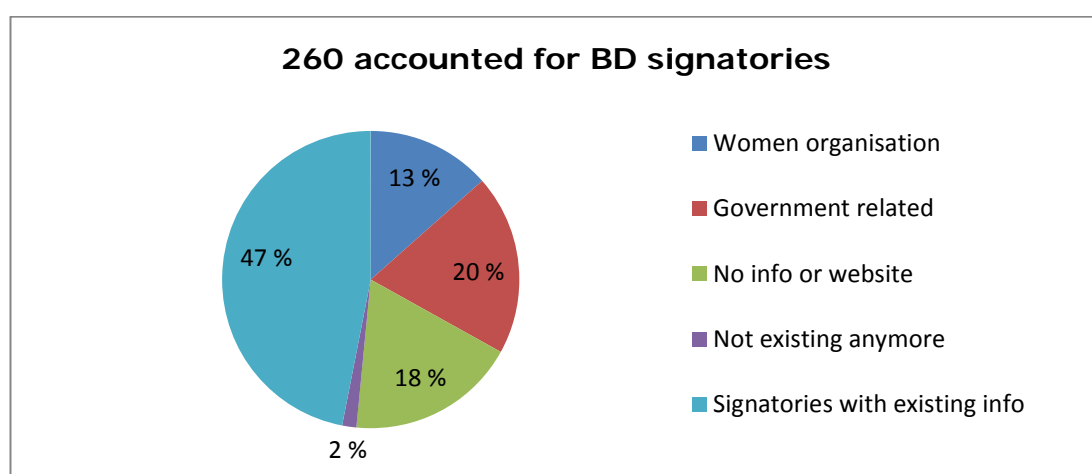


Figure 4. Percentage of Brighton Declaration signatories include & excluded in the study

6.1 Women's Presence on the Decision-Making Bodies of Brighton Declaration Signatories

The following charts, figures and tables show the analysis of the collected data and the results of the study, and provide a comprehensive view of the representation of women in the decision-making positions amongst Brighton Declaration signatories.

It might be worthwhile to keep in mind, as a reference, that in the year 2000 the International Olympic Committee (IOC) proposed as an objective that National Olympic Committees, International and National Sports Federations and sporting governing bodies belonging to the Olympic Movement reserve at least 20% of decision-making positions for women within their structures. It is also worth noting that the IOC itself achieved the 20% quota, only towards the end of the year 2012, after this study had practically come to an end.

Table 3 shows the total number of decision-makers of the signatories in the study, as well as the number of men and women among them. The respective pie-chart in Figure 5 depicts, in percentage, the figures presented in Table 3.

Table 3. Number of decision-making members of the signatories by division of gender

Decision-making members, total	1452
Decision-making members, men	1165
Decision-making members, women	281

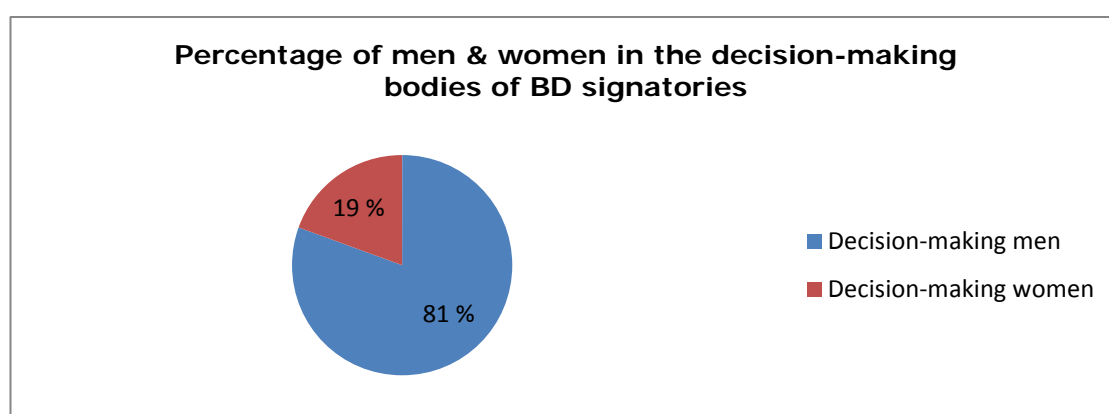


Figure 5

Table 4 and the respective pie-chart in Figure 6 show the number and percentage of signatories, respectively, with women on their decision-making bodies within different percentage ranges.

Table 4. Number of signatories with decision-making women in different percentage ranges

% range of women on decision-making body	# of signatories (total = 122)
0	18
1-20 %	54
21-40 %	34
>40 %	16

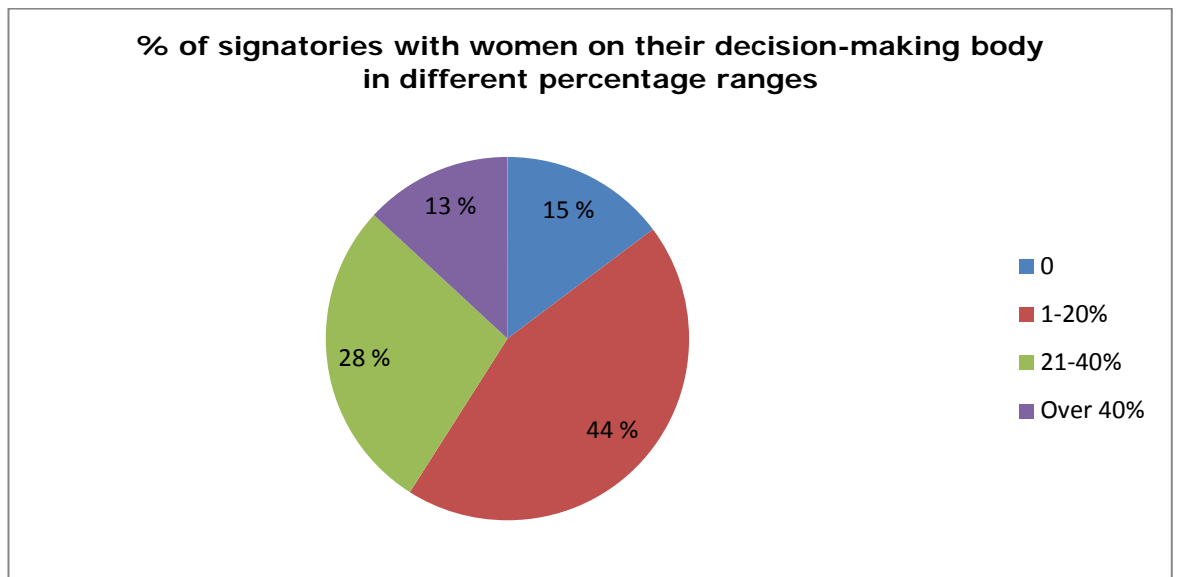


Figure 6

6.1.1 Women's Presence on the Decision-Making Bodies of the Brighton Declaration Signatories by Regional Division

Table 5 shows the number of the signatories that are international organisations, as well as organisations from different regions of the world, out of those 122 signatories included in this study. It also shows, on average, the percentage of female decision-makers in each region.

Figure 7 visually demonstrates the percentages in Table 5, by means of a bar chart.

Table 5. Number of Brighton Declaration signatories by regional division, together with average percentage of their female decision-makers

Regional Division of Signatories	# of signatories in each division (total = 122)	Average % of female decision-makers
International Organisations	29	15.6
Africa	6	28.9
Americas	23	20.5
Asia	3	12.6
Europe	54	22.4
Oceania	7	32.2

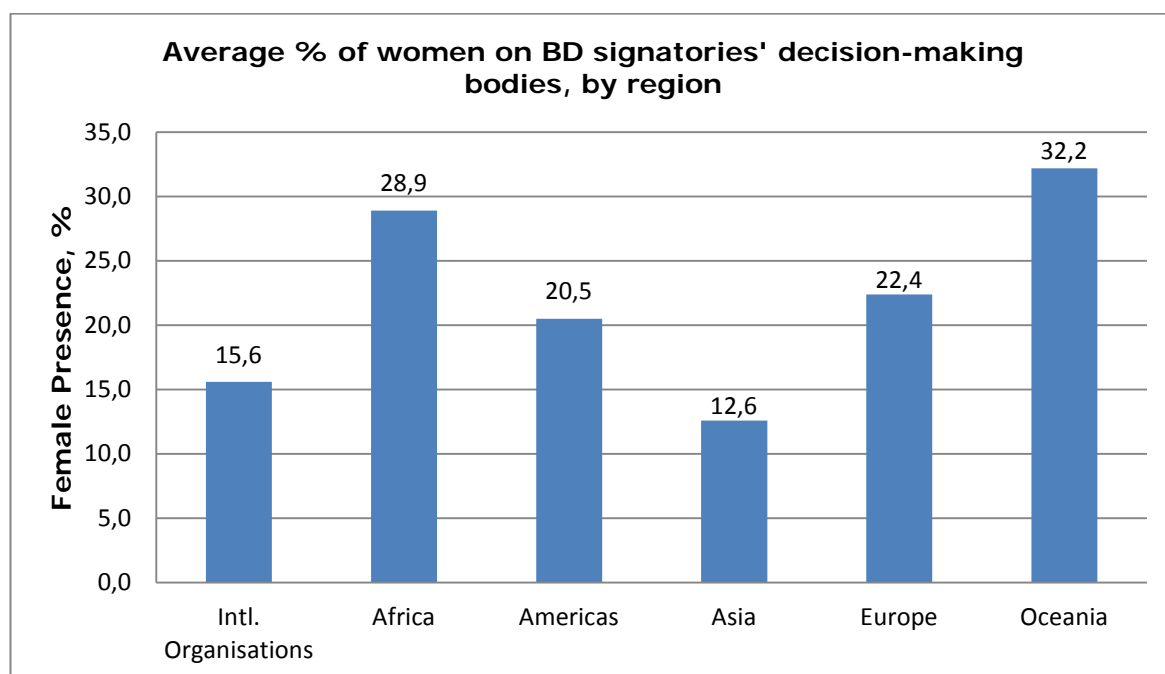


Figure 7

Of the 29 international sport organisations, 2 have a woman as the head of their decision-making body (6.9 %).

3 out of those 29 have 30% or more women on their decision-making body (10.34%).

Of the 7 signatories from Oceania, 2 have 50%, one has 40% and one other, 33.3% women decision-makers. In sum, 4 of the 7 signatories have more than 30% women decision-makers (57.14%).

Of the 6 African signatories, one has a female head of decision-making body and 2 have more than 40% women decision-makers. All of those African signatories have more than 20% female decision-makers.

Of the 3 Asian signatories, one has a female as the head of their decision-making body.

Table 6 divides the signatories based on female decision-makers in various percentage ranges, and shows the number of signatories in each range. The table repeats the classification also by region. It is worth mentioning that the regions with number of signatories under 10 (Africa, Asia, & Oceania) have been excluded from the figures.

The pie- and bar-charts in Figure 8 through to Figure 12 visually depict the data shown in Table 6.

Table 6. Number of signatories, by region, with women decision-makers in different percentage ranges

% range of women on decision-making body	# of signatories in each range (total = 122)	# of Intl. org. signatories (total = 29)	# of European signatories (total = 54)	# of American signatories (total = 23)
0	18	8	7	2
1-20 %	54	15	24	12
21-40 %	34	5	14	7
>40 %	16	1	9	2

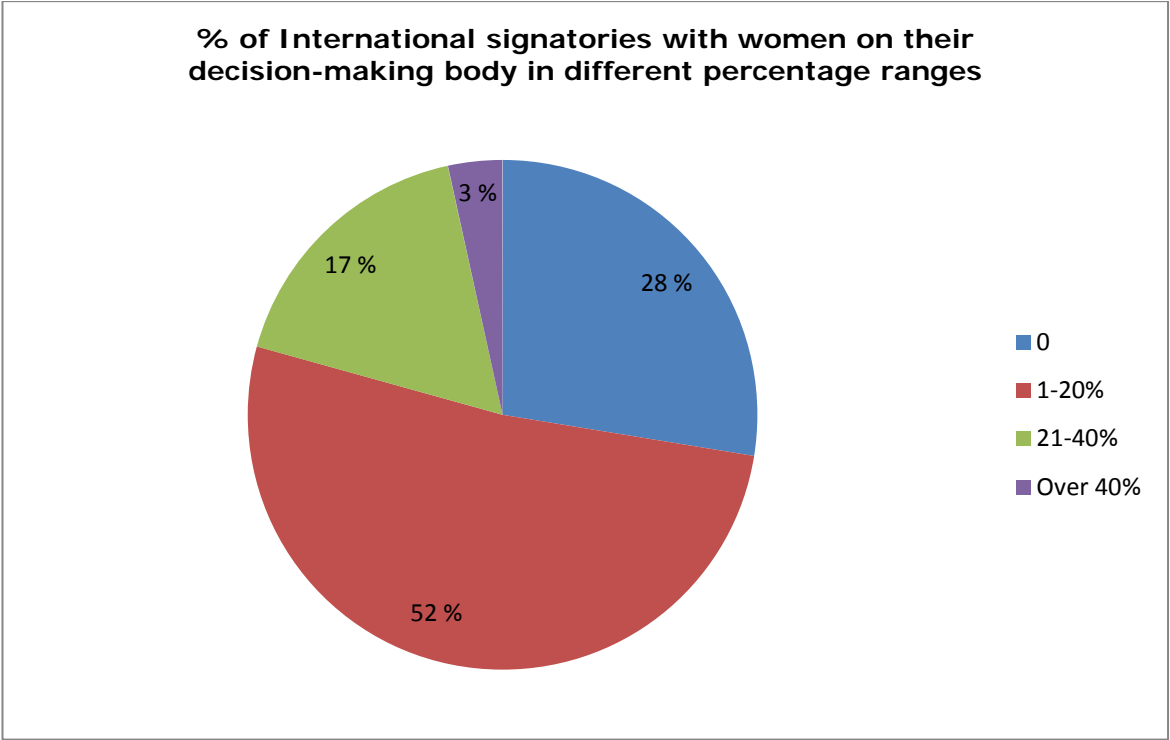


Figure 8

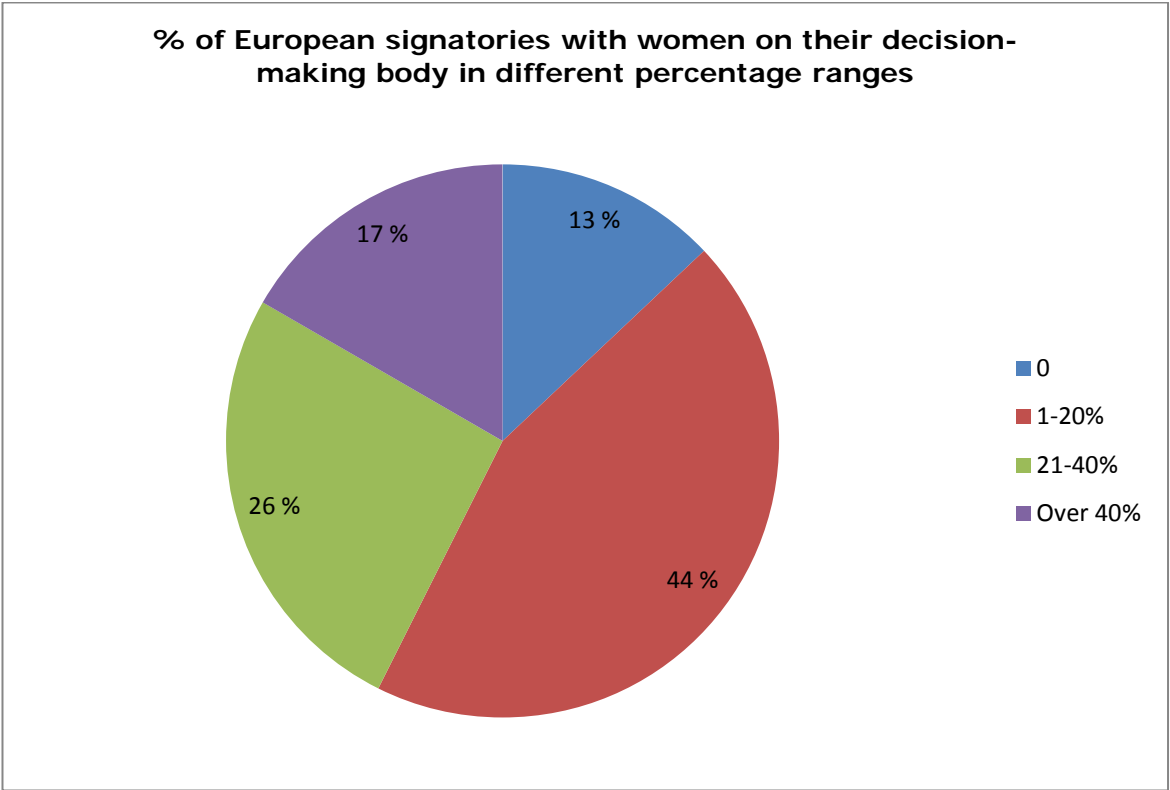


Figure 9

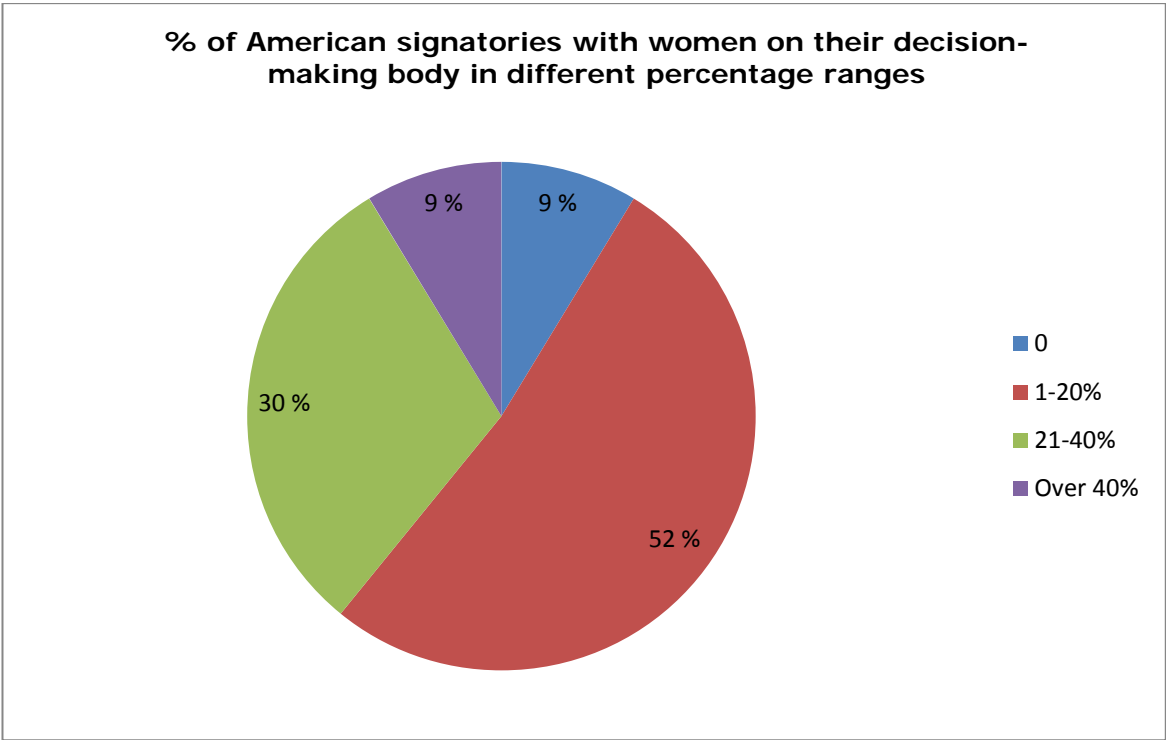


Figure 10

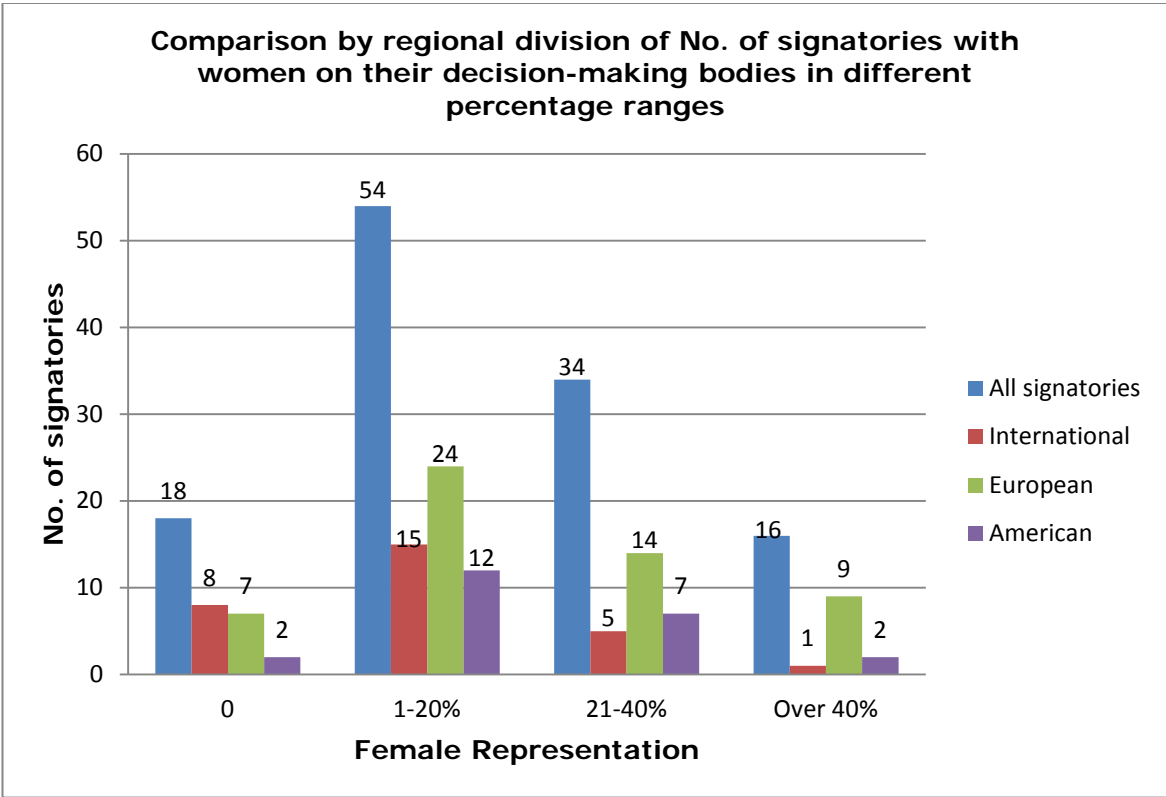


Figure 11

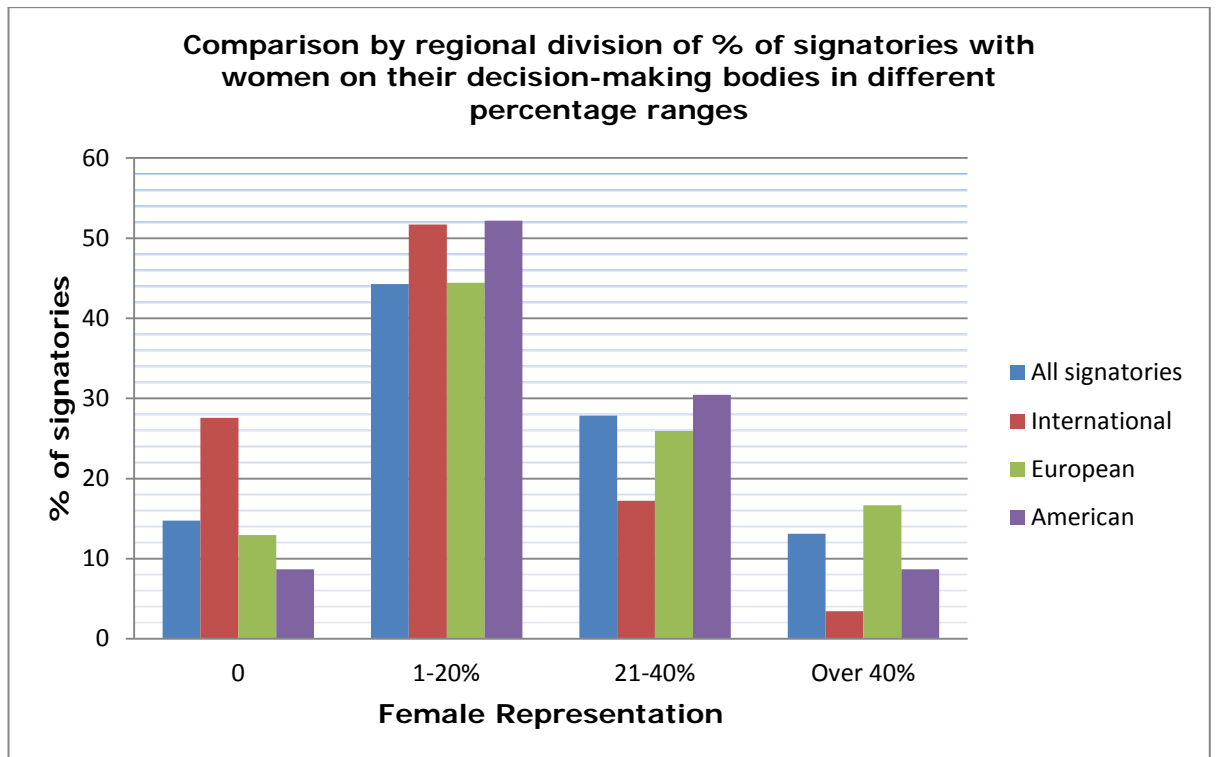


Figure 12

6.2 Summary of Results

In this chapter, a brief summary of the findings in the study has been presented. While reviewing the findings, it is worth bearing in mind, once more, that by signing the Brighton Declaration, the entities presented in the study have endorsed its principles.

The following statements hold true among the signatories, for which there was existing information (a total of 122):

- 18 signatories have no women on their decision-making body (14.75%).
- 54 signatories have 1-20% women on their decision-making body (44.26%).
- 15 signatories have a woman as the head of their decision-making body (12.29%).
- 8 signatories have 50% or more women on their decision-making body (6.56%).
- The percentage of women present on the decision-making bodies, among those 122 signatories, is 19.35 %.

Studying the regional division of the signatories:

- One cannot help but notice that among the 122 signatories in the study, only 3 are from Asia. Considering how large a region Asia is – including Far East, south Asia, Central Asia, and the Middle East – the region does not seem to have been particularly active in endorsing the Brighton Declaration or acting on its principles (average female leadership among those 3 is 12.6%).
- Considering the small number of signatories from Africa and Oceania, 6 and 7 respectively, it is interesting to note that at 29% and 32%, respectively, the percentage of female leaders in those regions stands well above that of all signatories, which is 19%,.
- A considerable percentage of the signatories in the study have 20% or less female leaders:
 - European signatories: 58%
 - American signatories: 61%
 - International organisations: 80%. International organisations fare relatively worse with 28% of them having no female leaders at all, compared to 13% of European, and 9% of the American signatories.

7 Discussion

In spring 2013, while I was analyzing the data and writing these pages, hoping to bring to light, yet again, how impossible it is for women to make it to the top and how institutions fail to tap into the talent pool of women, a phenomenon took place in the middle of March. One that I can now comfortably refer to by its quickly-established brand: the “Lean In” phenomenon, inspired by Sheryl Sandberg.

Sheryl Sandberg, Chief Operating Officer of Facebook, is a 44-year-old mother of two, who has previously held senior jobs at the United States Treasury – within Bill Clinton’s government – and also at Google Inc. In 2011, she was ranked number five on Forbes’ most powerful women list, ahead of Michelle Obama and Sonia Gandhi (she has been ranked 6th on the 2013 list). She started off the “Lean In” phenomenon by writing a book that was published on 11 March 2013, titled: *Lean In – Women, Work, and The Will To Lead*. Apparently, the turning point for writing the book came when she delivered a TEDTalk in 2010: “Why We Have Too Few Women Leaders” (TED Ideas worth spreading, 2010.) The talk has had over 3 million views to date.

In her book, just like in her TEDTalk in 2010, Sheryl Sandberg starts with the disappointing statistics on women in leading positions, whether in governments or corporations, and anywhere in the world. She then moves on to pointing that there are external or institutional barriers to women’s path to the top, as well as internal barriers that women cast upon themselves. She clearly realises that these internal barriers are culture-based and are practised and internalised from very early age, so much so that they will become self-fulfilling prophecies in later stages of life. Noting that “these internal obstacles deserve a lot more attention, in part because they are under our own control” (Sheryl Sandberg 2013, 9), throughout her book she sets out to identify the main obstacles women are facing from within and tries to propose ways to counter them.

Sandberg essentially raises the point that we are practically locked up in a system that fosters men and accommodates their ways and needs, mentioning that they, too, internalise the cultural gender-stereotypes in their own way and end up not

participating in the house chores and child-care, for instance. She hopes that by leaning in, we can all eventually help motion the system towards accommodating women, their ways and their needs, too.

In other words, instead of holding themselves back, Sandberg invites women to “lean in” when it comes to the workplace. In the same vain she invited men to do the same, when it comes to home. Moreover, she invites everyone to engage in the conversation about these issues.

In order to walk the talk, she has subsequently created the Lean In Foundation, which contains news on the book, inspirational stories of the instances in individual’s lives and careers, where they have chosen to “lean in”, and includes excellent guidance and tools for individual growth, , as well as growth within peer circles, the so-called Lean In Circles.

When on 18 April 2013 they published the announcement on the Foundation’s website that *Lean In* was going global and that it would be translated to more than twenty languages throughout the months to come, they shared their vision of taking *Lean In* global as: “While the book’s core issues are applicable to all women, the details of particular problems and possible solutions had to be relevant to women’s different local contexts.” (Lean In Foundation) and followed their intent by some universal findings (here, only slightly rearranged for better relevance):

[We had expected our research to reveal varying levels of gender equality when comparing the status of women across the world. While it is clear that countries and cultures differ in the equality they accord to women, some universal truths became apparent. They are reflected in two of the strongest statements in the book, which have remained unchanged in each international edition:

- “There is no doubt that women have the skills to lead in the workplace” and
- “The blunt truth is that men still run the world.”

In most countries around the world and in every country we researched, the following issues are unequivocally global:

- More women than men earn undergraduate degrees; even so,
- Women hold only twenty percent of national parliament seats and run fewer than five percent of top companies globally
- Women are paid less than men for doing the same job.
- Women face penalties in the workplace for becoming mothers and
- Women are still doing much more work caring for their homes and children than men, even when they work fulltime to support their families.] (Lean In Foundation.)

Here, to have a reference of what is going on in the sport scene at the international level, we can turn our attention to the report SportAccord, the organisation of international sport federations, published in February 2013 on the current status of women in leadership positions among its members. Note-worthy figures in their report are as follows:

- The overall percentage of female leaders among their 107 member federations is 13%.
- Only 6% of the member federations are led by a female President. 12% of the members have a female Secretary General.
- 25% of the member federations have no women on their Executive Committees. (SportAccord, 2013)

I cannot help but notice the similarity between the findings in my study and those in the SportAccord report, of the percentage of female leaders in the world of sports, as well as the figures Sandberg presents on the corporations and the world leaders. What follows is a review of the figures in this study:

- The overall percentage of female leaders among the 122 signatories of the Brighton Declaration is 19.35 %.
- 15 out of 122 signatories, 12.29%, are led by women; However,
- 18 of the 122 signatories, 14.75%, have no women present on their decision-making bodies.
- Of the 29 international sport organisations that have signed the Declaration,

28% have no women on their executive boards, which is comparatively a high percentage and could possibly mean that the higher the global rank of the entity, the lower the number of women on their boards.

- Only 8 of the signatories, 6.56%, have embraced the true equality figure of 50% female representation, or have gone beyond it.

Interestingly, comparing the figures in the SportAccord report with the findings of this study reveals that in most of the areas, the signatories of the Brighton Declaration are doing slightly better than the member federations of the SportAccord.

These different findings and their striking resemblance bear the following questions: if women comprise half of the world's population, why don't they comprise half of the world's government leaders and law-makers? If half, or more than half, of the university graduates are women, why aren't there as many professors and leaders in the academia, as well as in the industry? If by London 2012 Olympic Games, the elite sports have got ever closer to the full gender parity in participation in the Games, where are the female coaches, managers and decision-makers within the national teams, National Olympic Committees and national and international sports federations?

The decline of the female coaches in women's professional sports is particularly alarming if we look into the statistics, almost 40 years after the Title IX was introduced in the US, stating that in 2008 only 43 percent of coaches of women's teams were women compared to the year 1972, in which the number was over 90 percent. In a more general sense this has been reflected in the Brighton Declaration itself, as well:

“Despite growing participation of women in sport in recent years and increased opportunities for women to participate in domestic and international arenas, increased representation of women in decision making and leadership roles within sport has not followed. Women are significantly under-represented in management, coaching and officiating, particularly at the higher levels. Without women leaders, decision makers and role models within sport, equal opportunities for women and girls will not be achieved.” (IWG)

Experience shows that when it comes to gender-equity and endorsing such declarations as the Brighton Declaration and committing to its principles, most of the effort/investment is usually focused on those principles regarding girls' and women's participation and providing them with more suitable access, facilities, environment and possibilities. The one thing that seems to go un-noticed is to tackle the principle of leadership, encouraging women to take the lead, and further facilitating their way to make their opinion count and their viewpoint worthwhile, not at least for the sake of the female athletes and participants.

The reason, in the current times, where there seems to be no shortage of knowledgeable and skilful women, can be sought in either negligence of the issue, resistance to the issue, or perhaps even in the uninviting system or environment in place that does not attract women themselves to reach out for the leadership positions. These, of course, constitute the institutional barriers to women's success. As mentioned previously, there are additional cultural or internal barriers in play, as well. And this gives an idea how thick or how hard-to-break the so-called glass-ceiling for women in the workforce can be.

Having all the knowledge and the facts, how do we go about addressing the dearth of women in leadership positions from here? Sheryl Sandberg makes an admission in her book: "It has been more than two decades since I entered the workforce, and so much is still the same. It is time for us to face the fact that our revolution has stalled. The promise of equality is not the same as true equality." (Sheryl Sandberg 2013, 7)

Perhaps facing the facts and then admitting that there exists a persistent problem are the first steps toward achieving the true equity.

The single most important course of action to address this problem is probably to change the hearts and minds of all individuals, whether male or female, toward the idea of having more women in leading positions. This is a fundamental way to ensure the gradual change in the collective culture. There has to be recognition that gender-related issues are not exclusively women's issues. Men and women have worked together throughout the ages and have each played their parts to create the present culture and

the not-so-desirable system in place. Now, too, they have to work together to break the mould and to bring about the necessary change for the benefit of all. In the last two chapters of her book, Sandberg invites everybody, men and women, to first openly talk about these issues to raise awareness, and then work together to tackle them and to push for change.

Parallel to addressing the cultural barriers at the individual level, institutions should join the conversation at the highest leadership level. They should ask the questions, follow the facts and set concrete goals and devise strategies towards achieving gender balance at work. In the case of the entities endorsing the gender-equity principles by signing the Brighton Declaration, for example, it seems only logical that those signatories be role models and pave the way for changing the disappointing figures in this regard. However, as has been showcased in the findings of this thesis, this is sadly not the case. Therefore, it is crucial that the leadership at the highest level embrace the importance of the issue, get consciously engaged in setting up a process to address it and then dynamically follow the outcome.

To narrow the gap between policy and practice, the institutions could actively identify the motivated individuals, invest in them and propose them for promotion. Furthermore, they can share their diversity numbers. Or better, they can have mutual agreements to report to each other annually and by doing so increase the motivation or even a sense of healthy competition.

The lack of women in leadership positions has been well documented by now. Whatever individuals and institutions will do, there has to be a conscious and calculated effort behind the solution to tackle the issue. After all, this particular problem does not seem to either go away with time or solve itself.

I will conclude this thesis with some of the closing remarks from Lean In:

“The march toward true equality continues. It continues down the halls of governments, corporations, academia, hospitals, law firms, nonprofits, research labs, and every organization, large and small. We owe it to the generations that came before us and the generations that will come after to keep fighting.

The hard work of generations before us means that equality is within our reach. We can close the leadership gap *now*. Each individual's success can make success a little easier for the next. We can do this—for ourselves, for one another, for our daughters, and for our sons.

I believe women can lead more in the workplace. I believe men can contribute more in the home. And I believe that this will create a better world, one where half our institutions are run by women and half our homes are run by men.

If we push hard now, this next wave can be the last wave. In the future, there will be no female leaders. There will just be *leaders*.” (Sheryl Sandberg 2013, 173-174)

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