

# **The under-representation of women and institutional discrimination in leadership in football:**

## **Key research findings**

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## **The study and methods**

### **Phase-one research (2010/11)**

- Identify levels of – and structural barriers impacting on – the representation of minorities and women in football in Europe: playing, coaching, and leadership
- Review of academic/policy literature, and interviews with 20 key stakeholders
- January 2011: UEFA/FARE conference on institutional discrimination in Amsterdam

### **Phase-two research (2012/13)**

- Representation in coaching and leadership positions in football in Europe
- Experiences of elite level minority coaches in the UK, France and the Netherlands

## **Levels of representation of women in leadership positions**

### **Headline findings**

- General under-representation of women in leadership in social, economic, political life
- Significant under-representation of women in leadership in sports
- Virtual absence of women in leadership in football
- Some regional variation: 'the North West and the rest'
- Differences: national political and cultural approaches to gender equity
- Commonalities: link between under-representation and institutional discrimination

# Institutional discrimination in leadership in football

## A definition

- The collective failure of an organisation to provide an appropriate service to people because of their ethnic, cultural, religious background or their gender
- It can occur intentionally or through a lack of understanding and ignorance
- It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, thoughtlessness and stereotyping
- It can also be evident in an apparently neutral provision, criterion or practice that limits equality of opportunities and equality of outcomes for marginalised groups
- It occurs at all levels of an industry or organisation

# **Institutional discrimination in leadership and football**

## **Processes and practices of institutional discrimination**

- Closed recruitment practices, patronage and sponsored mobility
- Dominant (male) networks, shared norms, values and backgrounds
- Masculine space, gender stereotypes, and competence (the male expert)
- Power, hegemony, and cultures of resistance

# **Institutional discrimination in leadership and football**

## **Challenging institutional discrimination**

- From equality of opportunities to equality of outcomes
- Towards positive action, targets, and quota's, and gender mainstreaming
- Benefits of gender diversity in leadership in football
- Improved functioning and legitimacy of football governance

## Institutional discrimination in leadership in football

### Moving forward?

- *'No organisation in 2010 can address the society or the political bodies, the parliament or whatever, by just involving one sex, it's impossible. You don't have any legitimacy if you don't prove you are inclusive to both sexes. There are all sorts of movements from outside of the sport, the EU, the COE, gender equality acts, and so on. UEFA, national federations, league associations, professional clubs, they have to be attentive to these developments. They cannot be stagnant. This has to change'*