



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# IOC Gender Equality Review Project

IOC GENDER EQUALITY REPORT



## Message from the IOC President, Thomas Bach

I firmly believe that sport is one of the most powerful platforms for promoting gender equality and empowering women and girls.



As the leader of the Olympic Movement, the IOC has an important responsibility to take action when it comes to gender equality – a basic human right of profound importance and a Fundamental Principle of the Olympic Charter.

We all have a role to play. I was proud to become a champion for UN Women's #HeForShe campaign, through which I pledged that the IOC remains committed to using sport to advance the rights and well-being of women and girls around the world.

Olympic Agenda 2020, the strategic roadmap for the Olympic Movement, commits everyone in the Olympic family to gender balance; and the IOC Gender Equality Review Project is a tangible outcome of this commitment.

This Project is a joint initiative of the IOC Women in Sport and Athletes' Commissions. The IOC Gender Equality Working Group, chaired by Marisol Casado, in extensive collaboration with Olympic Movement stakeholders, conducted a comprehensive review of gender equality across the Olympic Movement. The aim of this was to provide a solutions-based approach to achieving gender equality on and off the field of play – a goal that everyone in the Olympic Movement can support.

The IOC Gender Equality Review Project was fully endorsed by the IOC Executive Board in February 2018. I would like to take this opportunity to congratulate the IOC Gender Equality Working Group for the development of the IOC Gender Equality Report, and the Olympic Movement stakeholders who provided their invaluable feedback in producing this Report.

The IOC and many Olympic Movement stakeholders have already taken great steps; we are closing the gender gap in many aspects of sport, and we congratulate the International Federations and National Olympic Committees that have already taken effective action.

However, there is always more that can be done, and we can make progress only if we work together, in partnership.

We are certain that, through the implementation of the 25 IOC Gender Equality Recommendations detailed here, we as an Olympic Movement – athletes, officials, commissions, federations and executives – can take real steps to enact effective change together. It is not just the right thing to do. It is in the interest of us all – the fans, the families, and every girl and woman who has been able to fully realise her dreams through athletic participation.

The time is now. Advancing women in leadership roles in sport is truly a team effort, so for this we thank you for your continued support, commitment and inspiration.

**Thomas Bach**

IOC President, Olympic Champion,  
HeForShe Champion

## Contents

Executive Summary	4
The IOC Gender Equality Review Project in Numbers	5
The IOC Gender Equality Working Group	6
IOC Gender Equality Five Themes	7
IOC Gender Equality Recommendations	8
Recommendations related to Sport	9
Recommendations related to Portrayal	16
Recommendations related to Funding	19
Recommendations related to Governance	22
Recommendations related to HR, Monitoring and Communication	25
Appendices	28
Six Factors Required for Gender Equality	29
Research Sources	30

## Executive Summary

The International Olympic Committee (IOC) has made great progress in promoting gender equality in terms of balancing the total number of athletes participating at the Games, offering leadership development, advocacy and awareness campaigns, and more recently appointing more women to leadership roles within the administration and governance. The priority of gender equality is reaffirmed in Olympic Agenda 2020, Recommendation 11.

Meanwhile, many Olympic Movement stakeholders have also implemented significant gender equality initiatives so that girls and women are being given greater access and the opportunity to participate in sport.

However, there are still many challenges which need to be addressed, and the pace of progress is slow, particularly in this fast-paced environment.

To address those challenges, the IOC Executive Board (EB) launched the IOC Gender Equality Review Project on 16 March 2017 with a mandate to “push gender equality globally” with “action-oriented recommendations for change.”

The adoption and implementation of these project recommendations will fulfil the IOC’s obligation under the Olympic Charter “to encourage and support the promotion of women in sport at all levels and in all structures.” It would also significantly contribute to the gender equality objectives of Goal 5 of the United Nations Sustainable Development Goals.

Promoting gender equality not only enhances the positive reputation of the IOC, it also demonstrates corporate social responsibility to our commercial partners and it utilises the influence of the IOC to benefit society at large. The positive impact of gender equality is well documented by social science research and business management studies.

Gender equality within the Olympic Movement creates opportunities for women to participate in public society and allows for women to contribute in roles of influence and decision-making responsibilities. It encourages physical activity and healthy lifestyles for women and girls. It encourages diversity of opinion, a key component of good governance and risk management.

This project review represents the full range of IOC and Olympic Movement activities that incorporate gender equality.

The Project findings emphasise that if gender equality initiatives are to be successfully implemented and sustained, all recommendations should be fulfilled. Achieving across-the-board gender equality in sport also requires clear timelines for action, with identified responsibilities, and follow-up monitoring and evaluation.

The Working Group underscores the importance of all the recommendations being implemented in order to truly achieve equal access and participation for women in all areas of sport.

This Report encompasses the findings of the Working Group with consultation from the IOC administration. We also base these recommendations on advice offered from NOC and IF colleagues, former athletes, sports media professionals, academics specialising in sports studies and business leaders from the private sector as well as publications, reports and management studies. Further details are provided in the Research Sources section.

We are very pleased with the outcomes presented in this Report, and we believe they meet the Project mandate to “push gender equality globally and effect real change” with “action-oriented recommendations”.

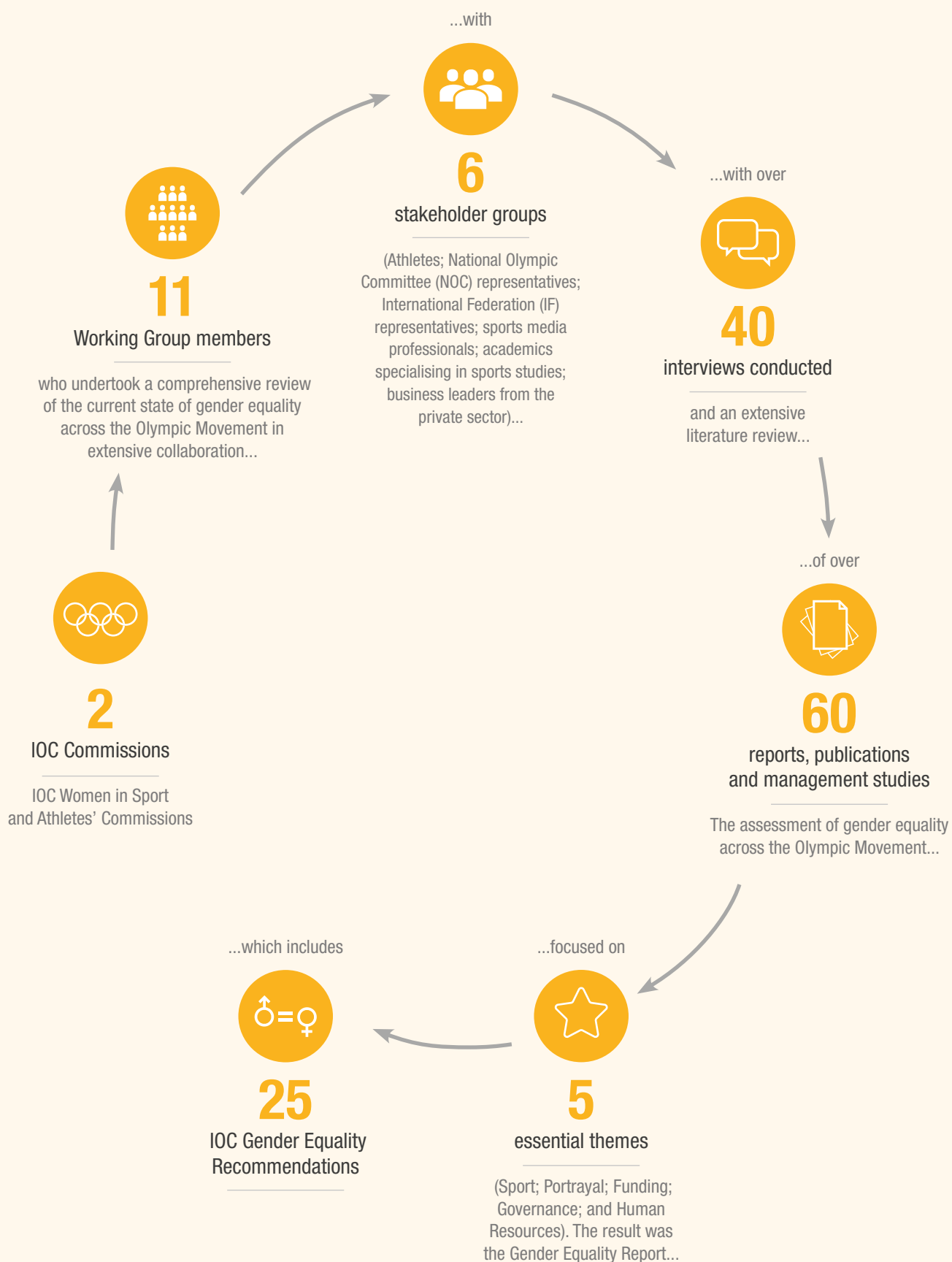
On behalf of the Working Group members, we are very appreciative of having had the opportunity to contribute and lend our support for the successful implementation of the Project Recommendations.

**Marisol Casado**

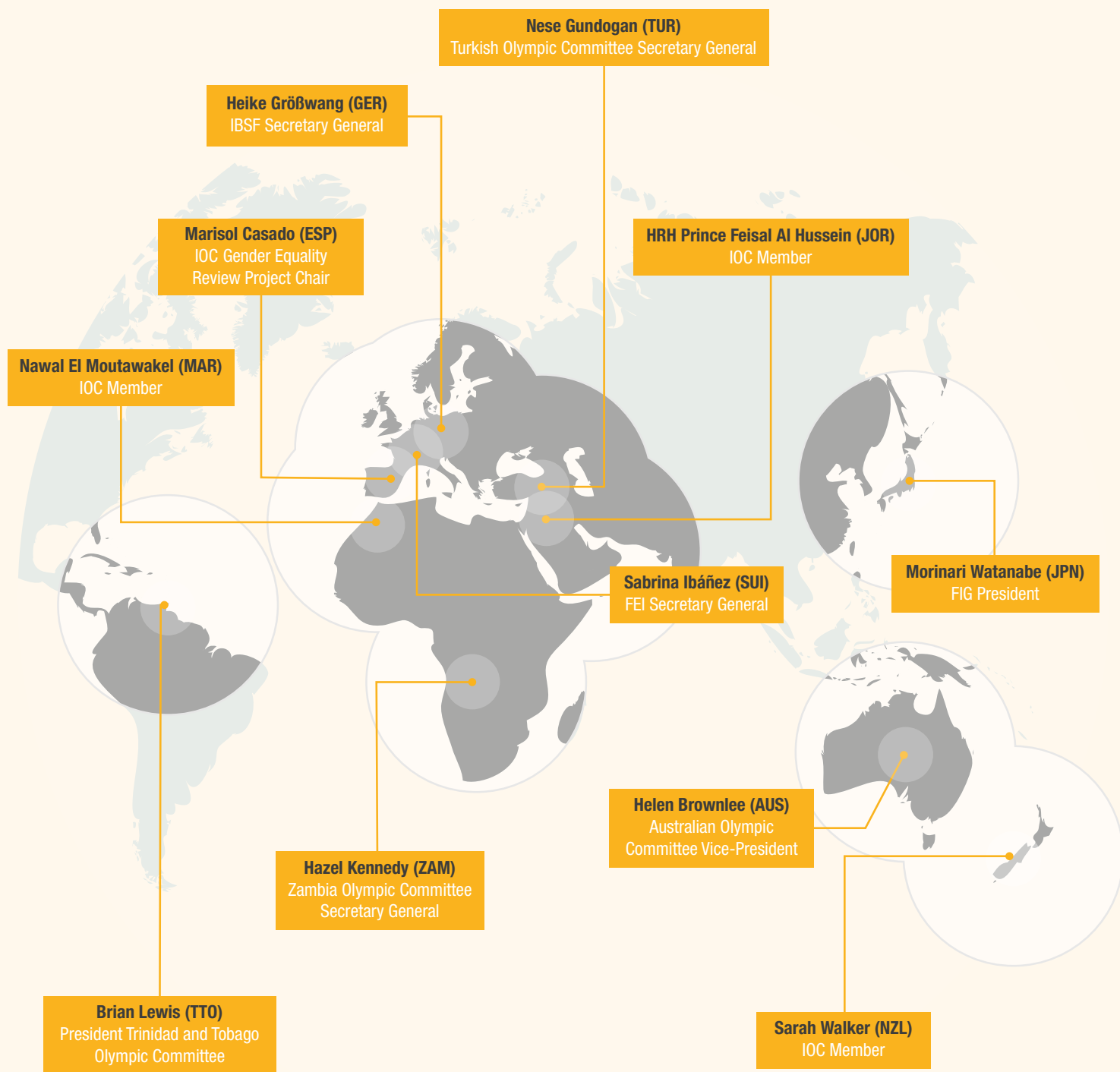
Chair, IOC Gender Equality Review Project



# The IOC Gender Equality Review Project in Numbers

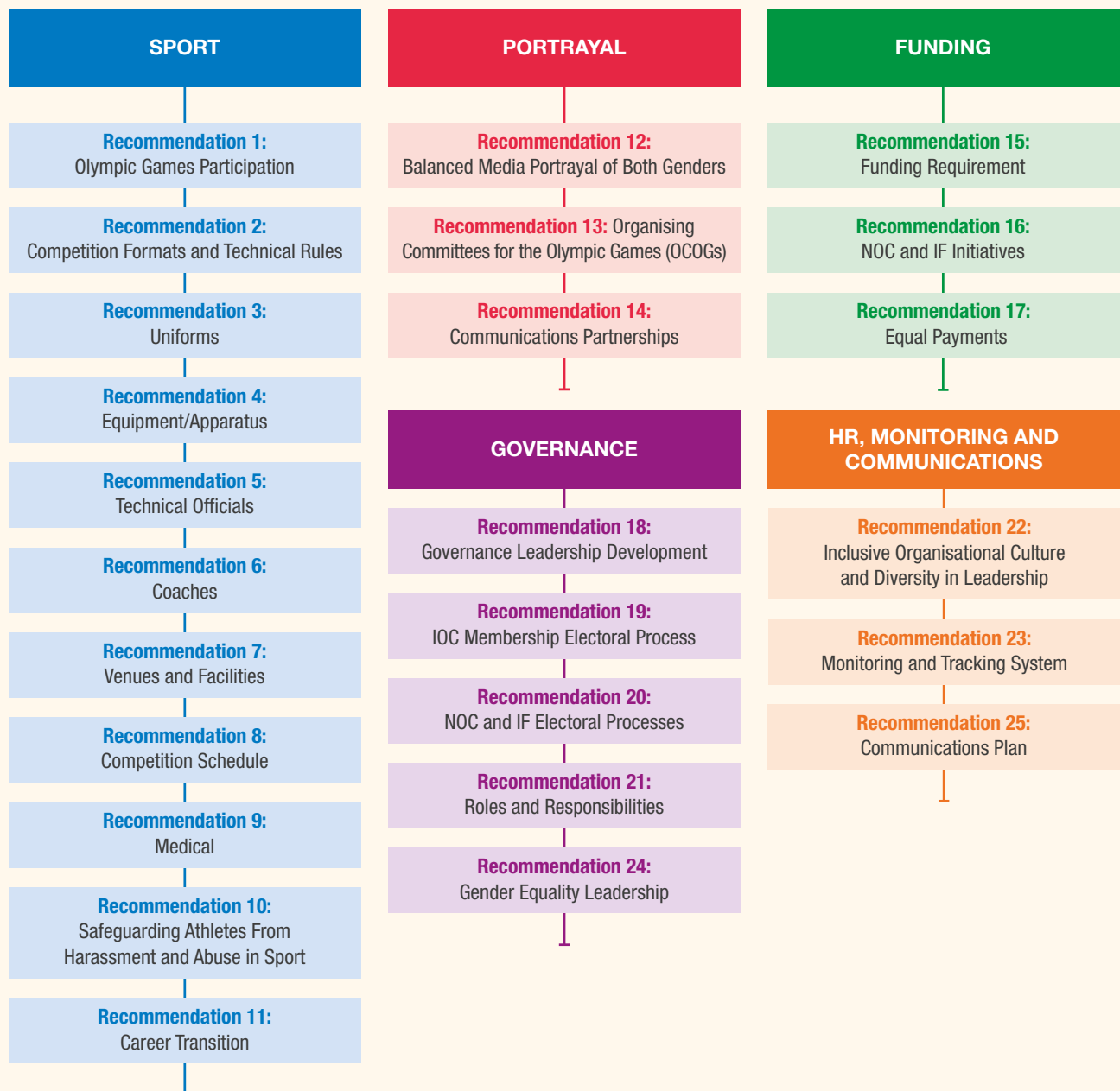


## The IOC Gender Equality Working Group



## IOC Gender Equality Five Themes

There are 25 IOC Gender Equality Recommendations, covering five key themes:







## Recommendations related to Sport

### 1. Olympic Games Participation

- **Ensure there is full gender equality in athlete quotas and medal events for both genders from the Olympic Games 2024 and the Olympic Winter Games 2026 onwards.**
- **For all team sports/disciplines/events, ensure an equal number of teams and, where appropriate, an equal number of athletes for both genders.**
- **For all individual events, the number of female and male participants should be equal per event and/or per discipline.**

#### Actions:

- a. The IOC Sports Department to engage the IFs where gender balance has not been achieved and determine how it will be implemented. All proposals to be reviewed by the IOC Programme Commission and IOC EB.

*Timeline: Plan developed by December 2018.*

- b. The Working Group supports the IOC objective to include mixed-gender team events in the Olympic programme.

*Timeline: Ongoing.*

- c. Recognising there are technical sports differences in certain events, the Working Group requests the IOC Sports Department to identify the variances and report to the Programme Commission for review.

*Timeline: By December 2018.*



## Recommendations related to Sport

Table 1: PyeongChang 2018 Athlete Participation Data by Sport

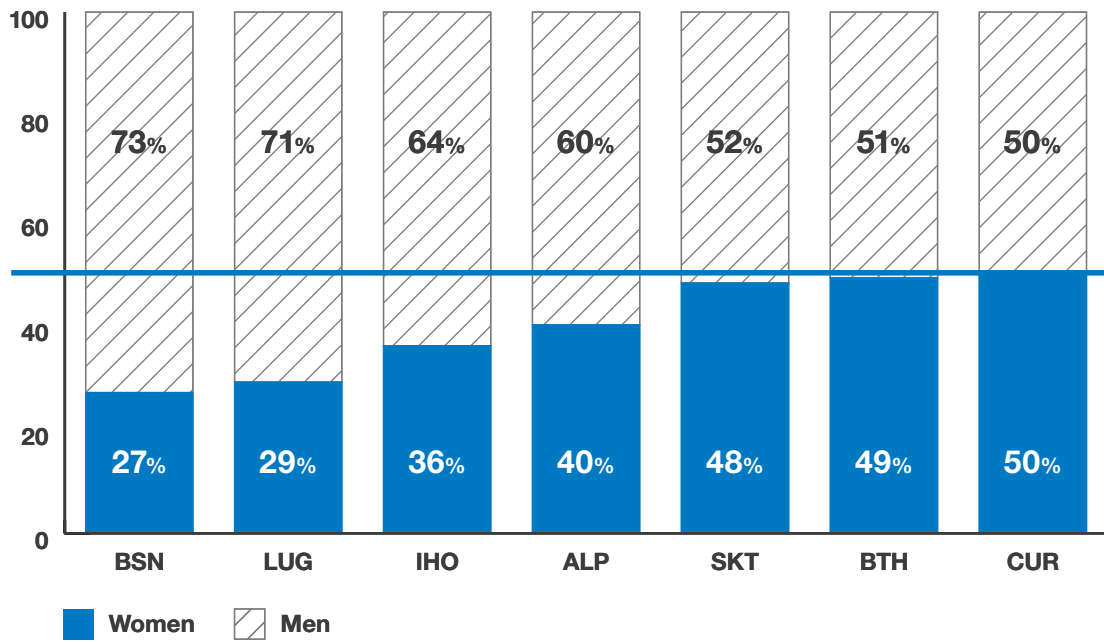
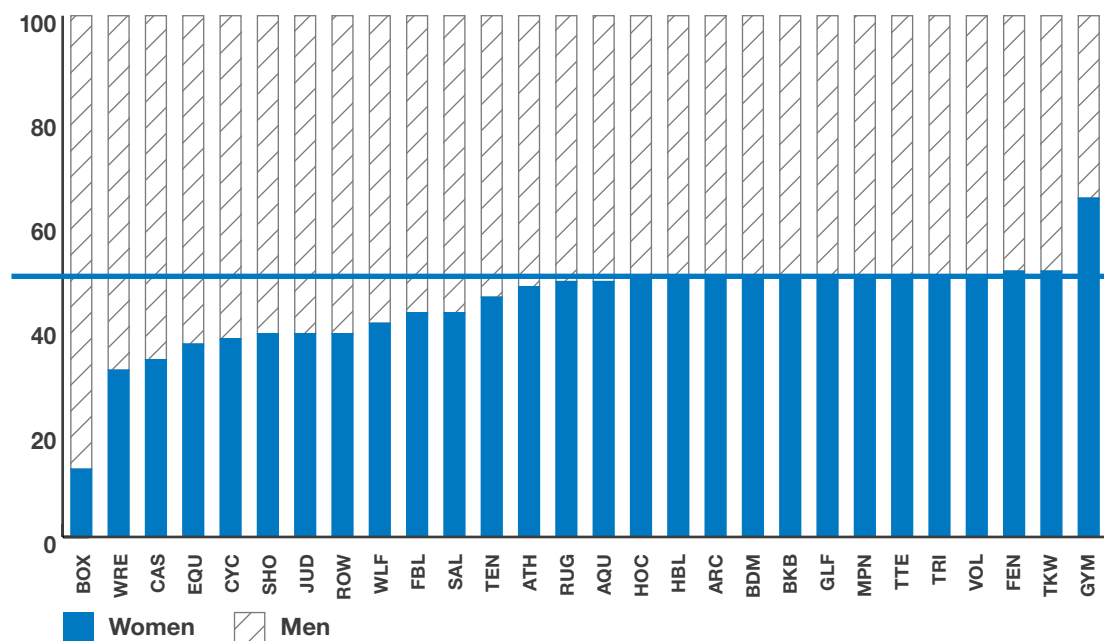


Table 2: Rio 2016 Athlete Participation Data by Sport



## Recommendations related to Sport

### 2. Competition Formats and Technical Rules

- Ensure the competition format related to distances, duration of competition segments, number of rounds, etc. between women and men are as equal as possible.

#### Action:

- a. The IOC Sports Department to survey the IFs to identify any differences in the competition formats for women and men, as well as the rationale for the variances. Work should involve the Federations' Women in Sport and Athletes' Commissions.

*Timeline:* IOC Sports Department to present recommendations to IOC Olympic Programme Commission by December 2018.

### 3. Uniforms

- Ensure that competition uniforms reflect the technical requirements of the sport and do not have any unjustifiable differences.

#### Actions:

- a. The IOC Sports and NOC Relations Departments to survey NOCs and IFs to identify differences in the competition uniforms (sports competition, podium and ceremony uniforms) between women and men, to define the approach related to uniforms for the Olympic Games. Consultation should include review by IOC, NOC and IF Women in Sport and Athletes' Commissions, in collaboration with the Global Association of International Sports Federations (GAISF).

*Timeline:* Data collected by December 2018.

- b. The IOC Athletes' Commission will identify appropriate oversight mechanisms so that gender-based apparel is addressed, and options for uniform styles are based on athlete input and sport technical rules.

*Timeline:* Oversight mechanisms identified by December 2018.



## Recommendations related to Sport

### 4. Equipment/Apparatus

- Wherever possible, the sport-specific equipment and apparatus between men and women should be the same.

**Action:**

- The IOC Sports Department to set out a survey with the IFs to determine the discrepancies in the sport-specific equipment and apparatus between women and men, review the differences critically and work with each relevant IF and their respective Women in Sport, Technical and Athletes' Commissions to suggest corrections where possible (if not possible, discrepancies should be explained by medical/scientific/health and safety related rationale).

*Timeline: IOC Sports Department to report findings and recommendations to the Working Group by December 2018.*

### 5. Technical Officials

- Balanced gender representation of participating Technical Officials.

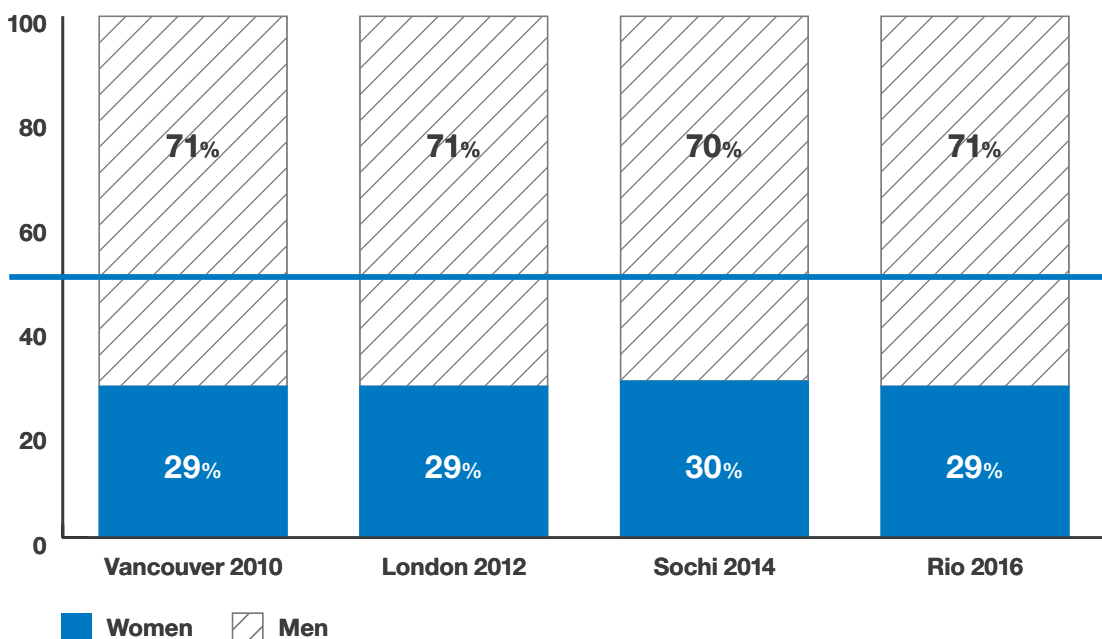
**Actions:**

- The Working Group suggests IFs and OCOGs apply gender equality principles when selecting International Technical Officials (ITOs) and National Technical Officials (NTOs) participating at the Olympic Games. The IOC Sports Department to coordinate with the IFs to identify barriers and outline plans for meeting gender equality participation, including timelines.

*Timeline: Development of plan by September 2018. Plan to include first phase increase in female ITOs and NTOs for Olympic Winter Games Beijing 2022 and Olympic Games Paris 2024.*

- The Working Group recommends the IOC Sports Department discuss joint development efforts with the Commonwealth Games Federation, which has commenced work in this area.

Table 3: Accredited ITOs at Olympic Games





## Recommendations related to Sport

### 6. Coaches

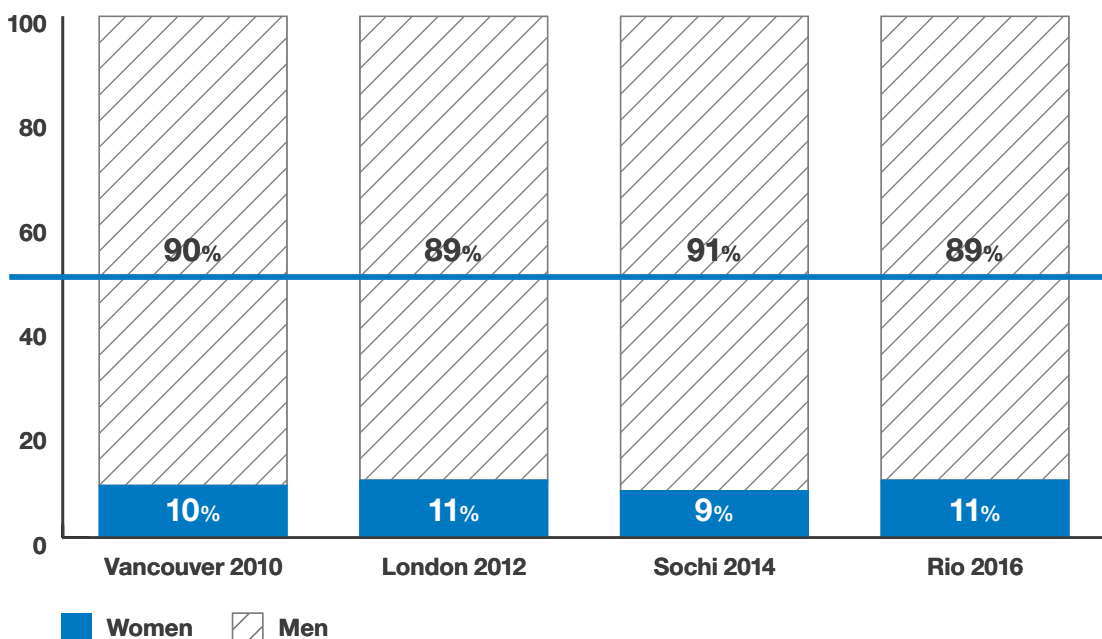
- **Balanced gender representation for coaches selected to participate at the Games.**

**Action:**

- The Working Group recognises the importance of supporting the participation of more female coaches at the Games. The Working Group recommends the IOC coordinates the development of an action plan in collaboration with Olympic Movement stakeholders for more women to be eligible and selected to participate at Olympic Games level. It is also recommended that a baseline for female entourage members at the Olympic Games is established.

*Timeline: Project Lead to work with Olympic Solidarity and Sport (Entourage) on an action plan. Initial findings and action recommendations reported to IOC Athletes' Entourage, Olympic Solidarity and Women in Sport Commissions by December 2018.*

Table 4: Accredited Coaches at Olympic Games



## Recommendations related to Sport

### 7. Venues and Facilities

- **That women and men use the same venues and fields of play where possible.**

#### Action:

- a. When there is more than one venue for women's and men's events, the Working Group recommends the IOC and the OCOG give serious consideration to ensuring there is equal access to the women's and men's events at both venues.

*Timeline: Starts within the planning phase for the Olympic Winter Games Beijing 2022.*

### 8. Competition Schedule

- **Equal representation of women's and men's events in the competition schedule.**

#### Actions:

- a. The Working Group endorses the current work by the IOC Sports and Olympic Games Departments and OBS to ensure the Games competition schedules are balanced for women's and men's events, per day and per session.

*Timeline: Ongoing.*

- b. The Working Group supports the goal of achieving balance in the competition schedule by the Olympic Winter Games Beijing 2022 and the Olympic Games Paris 2024.

### 9. Medical

- **To ensure equal treatment of female and male athletes, medical testing and/or studies should be conducted on both genders when exploring such matters as health and safety issues, equipment and apparatus changes.**

#### Actions:

- a. In circumstances requiring medical testing or research, the Working Group recommends that gender-appropriate testing be completed for women as well as men.

*Timeline: Ongoing.*

- b. The Working Group recommends that any medical or research issues under review by the IOC Medical and Scientific Commission, pertaining to women, be reviewed by the Women in Sport Commission and the Athletes' Commission, with updates being provided to the Commissions.

*Timeline: Ongoing.*

- c. The Working Group recommends a representative from the Women in Sport Commission be included as a member of the IOC Medical and Scientific Commission, and to explore the further exchange of members as appropriate.

*Timeline: September 2018.*

## Recommendations related to Sport

### 10. Safeguarding athletes from harassment and abuse in sport

- **Prevention of Harassment and Abuse in Sport (PHAS), which includes prevention of gender discrimination, to be considered for inclusion in the IOC Basic Principles of Good Governance.**

#### Actions:

- a. The IOC Sports, Medical and Scientific Departments, and Public Affairs and Social Development Unit, in collaboration with the IOC Athletes', Athletes' Entourage, Medical and Scientific and Women in Sport Commissions, to discuss the feasibility of this initiative with the IOC NOC Relations Department.

*Timeline: Discussions to begin by September 2018.*

The IOC Sports, Medical and Scientific Departments, and Public Affairs and Social Development Unit, in collaboration with the IOC Athletes', Athletes' Entourage, Medical and Scientific and Women in Sport Commissions, to also further investigate how to drive the uptake by Olympic Movement stakeholders of athlete-safeguarding policies and procedures, following the launch of the *IOC Toolkit for IFs and NOCs related to creating and implementing policies and procedures to safeguard athletes from harassment and abuse in sport*, in November 2017.

### 11. Career Transition

- **Develop a strategic plan focused on the transition of female Olympians into their post-competition career and maximise the use of existing programmes.**

#### Actions:

- a. The IOC Women in Sport Commission to identify current or new initiatives to help female athletes in career transition. The plan needs to address geographic, jurisdictional and cultural variations.

*Timeline: September 2018.*

- b. The IOC Women in Sport Commission to review the plan with IOC Athletes' Commission.

*Timeline: December 2018.*

- c. The IOC Women in Sport Commission to coordinate efforts with Regional and Continental Organisations to develop pilot programmes.

*Timeline: Plan developed by December 2018. Pilot programmes initiated by June 2019.*

- d. The IOC Women in Sport Commission to disseminate programme content and key learnings to IFs and NOCs.

*Timeline: June 2019 onwards.*

# PyeongChang 2018



## Recommendations related to Portrayal

### 12. Balanced media portrayal of both genders

- **The IOC requires its administration to establish principles and guidelines for fair and balanced portrayal in all its forms of communication.**

#### Actions:

- a. The IOC Strategic Communications Department, IOC Media Operations, Olympic Broadcasting Services (OBS) and the Olympic Channel will contribute to the development of gender-specific terminology as part of the current IOC style guide.  
*Timeline: Completion by June 2018.*
- b. IOC Communications, along with IOC Media Operations, OBS and the Olympic Channel, will develop a gender portrayal communications toolkit that promotes awareness of portrayal issues, establishes principles and includes portrayal guidelines. The IOC to invite representatives from the IOC Press Committee and Rights-holding Broadcasters (RHBs) to assist in its development.  
*Timeline: Completion by June 2018.*
- c. The IOC will encourage all Olympic Movement stakeholders to utilise the portrayal communications toolkit and adopt the portrayal guidelines.  
*Timeline: The IOC will make the toolkit available by September 2018.*
- d. IOC media departments and units will use monitoring metrics to measure the quantity of material published on women's sports, as well as quarterly monitoring of the quality of communication and coverage. IOC Strategic Communications, OBS and the Olympic Channel will continue to report results annually to respective Commissions while adding reporting to the Women in Sport Commission and Athletes' Commission.  
*Timeline: Monitoring is ongoing for OBS and the Olympic Channel. IOC Strategic Communications to report by November 2018 to Women in Sport and Athletes' Commissions on measurement monitoring plan. OBS and Olympic Channel to begin per Games (OBS) and annually (Olympic Channel) to report results to Women in Sport and Athletes' Commissions beginning November 2018.*
- e. Encourage OBS and the Olympic Channel to continue efforts to promote mixed-gender sports and competitions.
- f. OBS and the Olympic Channel to continue with their recruitment and hiring plan to balance the full-time and Games-time staff with particular attention to on-air staff, senior leadership in production and engineering and executive management. OBS and OC to continue annual reporting to relative Commissions.  
*Timeline: Ongoing.*
- g. IOC Press Operations to continue with its Games-time recruitment and hiring plan to increase the participation of female sports media representatives at the Games.  
*Timeline: Ongoing.*



## Recommendations related to Portrayal

### 13. Organising Committees for the Olympic Games (OCOGs)

- **As part of the commitment to respect the Olympic Charter and to protect the Olympic brand, OCOGs will provide fair and equal portrayal of women and men in all aspects of the Olympic Games.**

#### Actions:

- a. The IOC should include specific reference for fair and equal gender portrayal in the Host City Contracts going forward, beginning with the Olympic Games Paris 2024. This should be tracked in the Master Plan Milestones and should be a standing agenda item on all IOC Coordination Commission meetings.
- b. This is to include a fair and equal portrayal of women in OCOG-produced materials promoting the Games and during Games-time events.
- c. OCOGs should include gender equality in the decision-making criteria in the development of the Games competition schedule.

*Timeline: Beginning with the 2020 Olympic Games.*

- d. OCOGs should use the IOC gender portrayal toolkit to ensure consistency in the portrayal of all Games participants.

*Timeline: Beginning with the Olympic Games Tokyo 2020.*



## Recommendations related to Portrayal

### 14. Communications Partnerships

- **The Working Group endorses the need for all media to offer fair and equal portrayal of sportswomen. The IOC should implement mechanisms to address and monitor this objective with Olympic Movement stakeholders and partners.**

#### Actions:

- a. The Working Group recommends the IOC co-fund up to 10 NOC pilot projects, adapting the media content analysis model created by the New Zealand NOC. Pilots to occur 2018 through 2020, capturing two Olympic Games. Findings to be reported to the Women in Sport and Athletes' Commissions for each respective NOC and the IOC and to the IOC Media Operations and IOC Communications Commissions no later than December 2020. Participating NOCs to report findings and knowledge-share at ANOC working sessions 2018-2020.
- b. IOC Television and Marketing Services (ITMS) should determine how the coverage of women's competitions and the portrayal of female participants can be fostered as part of future media rights agreements.  
*Timeline: ITMS report findings to IOC Marketing Commission and IOC Women in Sport Commission, February 2019.*
- c. ITMS should include gender audience data in the post-Games analysis provided by The Rights-Holding Broadcasters (RHBs).  
*Timeline: ITMS to advise Project Lead by June 2018 at which Games this data can start being collected.*

- d. The Olympic Channel should continue ensuring gender equality balance in its commissioning and programming production. The Olympic Channel will report monitoring results to the Olympic Channel Commission and IOC Women in Sport Commission.  
*Timeline: Starting February 2019.*

- e. The IOC should support the gender equality commissioning principle for the Olympic Channel by requiring IFs and NOCs to provide equal gender balance in programming provided to the Olympic Channel. Action to be reported as part of the new IOC Gender Equality Tracking Report.  
*Timeline: Ongoing.*

- f. Portrayal metrics and monitoring systems should be included in new IOC Gender Equality Tracking Report.  
*Timeline: Beginning September 2018.*

- g. The IOC should ensure that the Olympic Multi Media Library (TOML) has a fair and equal representation of women's sports and athletes in its library.  
*Timeline: Report findings to Project Lead by February 2019.*



## Recommendations related to Funding

### 15. Funding Requirement

- **The Olympic Movement allocates a portion of its operations budget to achieve its goals for gender equality on the field of play, in governance and in its own administration.**

#### Actions:

- a. The IOC should require its departments to recommend, for implementation in the 2021-2024 Olympiad, an allocation of the Olympic Movement operating budget for specific projects focused on gender balance. The recommendations should specify budgets and specific projects.

*Timeline: 2021-2024 Olympiad planning period.*

- b. In addition to the review by the appropriate IOC Commissions, these departmental recommendations should be reviewed by the IOC Women in Sport Commission and the Athletes' Commission.

*Timeline: 2021-2024 Olympiad planning period.*

- c. This allocation of the Olympic Movement revenue should be monitored and measured so that outcomes are tracked and quantitatively evaluated against meeting the IOC's goals for gender equality. The Working Group suggests IOC Finance provide reporting support.

*Timeline: Ongoing.*

- d. While the full scope of funding allocation for women's initiatives will be implemented in the 2021-2024 Olympiad, the Working Group recommends the IOC use the current 2017-2020 Olympiad to implement initiatives that result in more women participating as sports technical officials and coaches starting at the Olympic Winter Games Beijing 2022. Initiatives should include transitioning targets, tracking and evaluation measurements.

*Timeline: Olympic Solidarity to report on proposed initiative to the Working Group by November 2017. Implementation dates for these initiatives will be included in Project Implementation update at the December 2017 IOC EB.*

- e. The Working Group strongly encourages the IOC to initiate spending on gender balance initiatives in the current 2017-2020 Olympiad based on the Project's Recommendations.



## Recommendations related to Funding

### 16. NOC and IF initiatives

- **Recognising that some NOCs and IFs already allocate specific funding to women's programmes, the Working Group strongly recommends that other organisations initiate this same practice.**

#### Actions:

- a. The NOCs receiving IOC funding should determine an allocation towards the implementation of the IOC Gender Equality Project Recommendations or any additional initiatives to achieve gender balance in their organisation.  
*Timeline: 2021-2024 Olympiad.*
- b. The NOCs are encouraged to allocate funds received from their own revenue sources to initiatives focused on achieving gender balance in their organisation.  
*Timeline: Begin reporting allocations in the new IOC Gender Equality Tracking Report as of June 2018.*
- c. NOCs are encouraged to review these allocation reports with their Women in Sport and Athletes' Commissions prior to reporting in the new IOC Gender Equality Tracking Report.  
*Timeline: June 2018.*
- d. The IFs receiving IOC funding should determine an allocation towards implementation of the IOC Gender Equality Project Recommendations or any additional initiatives to achieve gender balance in their organisation.  
*Timeline: 2021-2024 Olympiad.*
- e. The IFs are encouraged to allocate funds received from their own revenue sources to initiatives focused on achieving gender balance in their organisation.  
*Timeline: Begin reporting allocations in the new IOC Gender Equality Tracking Report as of June 2018.*
- f. The IFs are encouraged to review these allocation reports with their Women in Sport and Athletes' Commissions prior to reporting in the new IOC Gender Equality Tracking Report.  
*Timeline: June 2018.*
- g. NOCs and IFs are encouraged to spend on gender balance initiatives in the current 2017-2020 Olympiad based on the Project's Recommendations. These initiatives and spending allocations to be reported in the newly created IOC Gender Equality Tracking Report.  
*Timeline: Starting June 2018.*
- h. Suggestion to include working sessions on funding allocation and gender balance initiatives as part of Regional and Continental Sports Organisation sessions with the collaboration of the IOC.  
*Timeline: Starting in 2018.*



## Recommendations related to Funding

### 17. Equal Payments

- **NOCs and IFs to establish mechanisms to address inequalities between genders in prize money or other athlete payments.**

#### Actions:

- a. The Working Group recommends the IOC undertake a survey with the NOCs and the IFs to identify discrepancies in prize money or other payments provided to athletes.

*Timeline: Findings reported by February 2019.*

- b. The Working Group recommends prize money allocations be tracked in the new IOC Gender Equality Tracking Report.

*Timeline: September 2018.*

- c. The Working Group recommends the NOCs and the IFs develop transition plans to close the gender pay gap.

*Timeline: December 2020.*



## Recommendations related to Governance

### 18. Governance Leadership Development

- **The IOC to establish strategic mechanisms to increase the pipeline of female candidates for governance roles in general as well as for executive board positions.**

#### Actions:

- a. The Working Group recommends the IOC work with Olympic Movement stakeholders to establish Sports Registries for potential governance board and commission candidates.  
*Timeline: Pilot developed by September 2018.*
- b. The Working Group recommends the IOC coordinate the creation of unique senior executive-level roundtable for the top female sports leaders in the world.  
*Timeline: June 2019.*
- c. The Working Group recommends the IOC introduce a co-mentoring programme for women, partnering potential governance candidates with senior-level board members. This should include mentoring, networking and training related to succession planning.  
*Timeline: Co-mentoring programme developed and implemented by June 2019.*

#### Background information

A longstanding challenge for organisations is identifying and recruiting women who are interested in taking on governance roles. The IOC and some Olympic Movement partners host leadership workshops and conferences for women. These initiatives have proven very useful to the individual participants. However, from the feedback, there is a need for additional mechanisms which establish a more strategic pathway for women into leadership roles in governance, particularly for the senior positions of executive board members, vice-presidents and presidents.

In many countries, registries exist of candidates who wish to become corporate or not-for-profit board directors. Many of the registries are affiliated with post-graduate academic institutions. There is one such registry for sport, created by the Australian Sports Commission.

Action (a) of this Recommendation suggests that the IOC and Olympic Movement partners develop similar sports registries – likely regionally based – which could begin with the inclusion of “graduates” from the IOC’s Women in Sport leadership programmes.

To address the lack of women vice-presidents and presidents, Action (b) calls for an executive-level roundtable for the top female sports leaders in the world. The roundtable would formalise a network of the key international sportswomen, create formal access for them to the major influencers in the world of sport and business and include collaboration on concrete work tasks.

Mentoring programmes have proven successful in some jurisdictions. Action (c) suggests that the IOC work with organisational experts to develop a co-mentoring programme. The co-mentoring would initially focus on the top female sports leaders in the world, linking in to the participants of the roundtable initiative. Consideration could be given to involving current executive board members as co-mentors. Co-mentoring programmes set up in the corporate sector suggest matching individuals with a mentor from dissimilar jurisdictions to broaden networks and learning.

## Recommendations related to Governance

### 19. IOC Membership Electoral Process

- **The IOC to ensure its electoral process reflects its commitment to a diverse and balanced membership.**

#### Actions:

- a. A representative from the IOC Women in Sport Commission should be included as a member of the IOC Members Election Commission.  
*Timeline: Date of next Commission appointment process.*
- b. Include as a consideration for election to the IOC Executive Board whether a candidate's respective constituency has an equal number of women and men on its executive board.  
*Timeline: To be announced.*
- c. 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.*
- d. As a result of the research and findings from the IOC Gender Equality Review Project, the Working Group recommends the target of 30 per cent in decision-making positions approved in November 2016, be revised as per Action c.
- e. The NOCs and the IFs to be required to submit one female candidate for every male candidate nominated to fill one of the 15 NOC and 15 IF member positions up for election.  
*Timeline: By 2020.*
- f. The IOC Members Election Commission should undertake a review of other Olympic Movement partners that have introduced term limits for their members.  
*Timeline: Report to Women in Sport Commission and Athletes' Commission by November 2018.*

### 20. NOC and IF Electoral Processes

- **The Olympic Movement partners should review their electoral processes with a view to developing strategies for gender-balanced representation in their governance bodies.**

#### Actions:

- a. The IOC should request working sessions on governance re-structuring be part of future Regional and Continental sessions.  
*Timeline: Beginning in 2018.*
- b. NOCs and IFs should report on their electoral process decisions as part of the IOC's Gender Equality Report and the gender equality self-assessment of the IOC Good Governance Toolkit.  
*Timeline: Beginning September 2018.*

#### Examples of best practice

Drawing from the interviews and the research, there was a common observation that entrenching gender equality into policies and statutes is needed if it is to be sustained within an organisation.

In addition, during the project research, representatives from IFs and NOCs asked for best practice examples on how this could work for the election process.

Examples include the constitutions of the International Triathlon Union (ITU) and the International Association of Athletics Federations (IAAF). Each federation uses its electoral process to establish gender balance in the executive boards.

**ITU** and **IAAF**

## Recommendations related to Governance

### 21. Roles and Responsibilities

- **The IOC and Olympic Movement stakeholders should address the issue of marginalisation by women and men sharing responsibility for the implementation and sustainability of gender equality in their organisations and ensuring women have roles of influence and decision-making responsibilities in the organisation's administration and governance.**

#### Actions:

- a. Women in Sport Commissions/Committees within the IOC, the NOCs and the IFs should be given an oversight role for the implementation of IOC Gender Equality Review Project Recommendations for Portrayal, Funding, Human Resources and Governance themes.  
*Timeline: Beginning 2018.*
- b. Athletes' Commissions within the IOC, the NOCs and the IFs should be given the oversight role for the implementation of IOC Gender Equality Review Project Recommendations related to Sport, Portrayal and Funding.  
*Timeline: Beginning 2018.*
- c. Olympic Movement stakeholders should include male members in their Women in Sport Commission/Committees. Male members of an executive board be appointed to Women in Sport Commissions.  
*Timeline: Beginning 2018.*
- d. IOC and Olympic Movement stakeholders should assign men as well as women to address gender and diversity matters within executive boards and other governance bodies.  
*Timeline: January 2018 onwards.*

### 24. Gender Equality Leadership

- **To ensure that a senior IOC executive coordinates all gender equality activity impacting the IOC administration and impacting Olympic Movement stakeholders.**

#### Actions:

- a. The IOC to appoint a gender equality programme manager in 2018. The IOC to further adopt best practice of major commercial companies and appoint a Diversity Officer, reporting directly to the President (or the Director General). The Diversity Officer should be responsible for the implementation of the Gender Equality Review Project and provide direction and oversight of gender equality and diversity within the IOC administration and externally to the Olympic Movement.  
*Timeline: Diversity Officer appointment to coincide with the People Development 2020 strategy.*
- b. Establish IOC managerial working group to coordinate gender equality activity.  
*Timeline: Beginning March 2018.*



Recommendations related to **HR, Monitoring and Communication**

## 22. Inclusive Organisational Culture and Diversity Leadership

- **IOC Human Resources Committee to incorporate actions as appropriate into the Sustainability Action Plan and the People Development 2020 strategic plan for the 2017-2020 Olympiad.**

### Actions:

- a. IOC Human Resources Department should review and revise policies and practices to ensure gender equality as related to staff recruitment, hiring practices, pay equity, training, career development and succession planning.
- b. IOC Human Resources Department should review and revise, if necessary, the staff code of conduct and harassment policy.
- c. IOC Human Resources Department should communicate with the staff about the HR objectives and action plan to foster gender equality within the organisation.
- d. The IOC should include gender equality objectives in leadership performance evaluations.
- e. The IOC should foster an inclusive culture in the organisation.

*Timeline for all action: Coincide with the People Development 2020 strategy.*





## Recommendations related to HR, Monitoring and Communication

### 23. Monitoring and Tracking System

- **Implement a tangible reporting system to monitor, measure and evaluate gender equality activity and results on an ongoing basis. This monitoring and reporting mechanism needs to be straightforward, user-friendly and efficiently coordinated across function areas and organisations.**

#### Actions:

- a. The IOC to adapt the World Economic Forum Gender Equality Gap Report and create the IOC Gender Equality Tracking Report. This newly created Tracking Report will replace the various surveys and questionnaires currently administered by the IOC and completed by the IFs and NOCs.

*Timeline: Development by September 2018 for review by IOC Sports and NOC Relations Departments. Implementation to begin by December 2018.*

- b. The Project Lead should work with the IOC administration to develop this new report. The report should contain the outcomes from this project as criteria for evaluation plus weighting metrics and calculations to determine the ranking system.

*Timeline: Start work February 2018 for September 2018 deadline.*

- c. Project Lead to report results of IOC Gender Equality Tracking Report to Women in Sport Commission and Athletes' Commission.

*Timeline: Beginning 2019.*

#### Background information

One of the key factors cited in the project research for ensuring that gender equality is implemented and sustained is the need for consistent monitoring, measuring and evaluation.

This recommendation suggests the creation of a reporting system that would act as an ongoing survey and tracking mechanism for gender equality in the Olympic Movement. In addition to being a valuable tracking tool, having a single form for reporting should be more efficient for the IOC, the IFs and the NOCs.

The name given to it is the IOC Gender Equality Tracking Report and it is based on the World Economic Forum's Gender Equality Gap Report.

This recommendation suggests that the reporting results should be made public, underscoring the principles of transparency and accountability and serving as an example of good governance.

The aim is to adapt the framework of the World Economic Forum document to fit the gender equality criteria and mechanisms presented in this project report.



## Recommendations related to HR, Monitoring and Communication

### 25. Communications Plan

- **The Working Group underscores the need for a comprehensive communications plan to widely disseminate the Project outcomes on an ongoing basis. A communications plan, comprised of multiple activations, is required to create awareness of the Project's gender equality initiatives as well as to empower administrators, athletes, Games officials and decision-makers.**

#### Actions:

- a. The Project Lead should work with IOC Communications to create the Project Communications Plan.  
*Timeline: By June 2018.*
- b. The Project Communications Plan should include mechanisms such as the IOC's Gender Equality E-Platform and working sessions at ANOC, ASOIF, AIOWF and Continental General Sessions.  
*Timeline: By June 2018.*
- c. The Project Lead and new Diversity Officer should work with IOC Communications to ensure ongoing updates given specifically to the IOC administration.  
*Timeline: By December 2018.*







## Six Factors Required for Gender Equality

As part of the research for the IOC Gender Equality Review Project, over 40 interviews were conducted. These included interviews with the Working Group members as well as individuals from the IOC, International Sports Federations and National Olympic Committees. Experts in the field of gender equality, sports leadership and sports media participated. We also spoke with academics, advocates, athletes and business leaders.

In addition, the project research included reviewing a vast amount of literature related to gender equality in sport and the private sector, and a review of many sports organisations' constitutions and statutes. These documents are listed in the Research Sources section.

Drawing from the interviews and the research, we discovered a consensus of opinion identifying a list of factors necessary for the values and practice of gender equality to take hold throughout an organisation. The six top factors are:

1. The leader and the leadership of gender equality.
2. Allocating funds specifically for sportswomen and employing funding as an incentive for organisations to implement gender equality.

3. Sustain (or in some cases introduce) an inclusive organisational culture.
4. Ensure that women who are involved in senior governance positions are assigned roles of influence with decision-making responsibilities.
5. Use statutes, policies and the electoral process to entrench gender equality in the organisation.
6. Monitor progress, measure and evaluate outcomes, and instil accountability.

These six factors formed the basis of the recommendations. Combined with the research, and incorporating best practice mechanisms from the sports community and the corporate sector, the 25 recommendations reflect the project mandate for action-oriented recommendations to galvanise change and push gender equality globally.





## Research Sources

There is an abundance of literature related to gender equality and a great deal which focuses on gender equality in sport. The literature reviewed as part of the research for the Project is listed here in sections according to how it relates to the Project Recommendations.

### Sports Recommendations

1. Askren, H. (2015). Muslim Women's Football: A Contested Frontier for Gender Politics, *in* Hoodfar, H. (Ed.) Women's Sport as Politics in Muslim Contexts. London, UK. Women Living Under Muslim Laws. pp.136-160.
2. Canadian Journal for Women in Coaching. Sourced online: <https://www.coach.ca/canadian-journal-for-women-in-coaching-p154726> (accessed 4 April 2017).
3. Robertson, S. Hear Their Voices: Developing and Supporting Women Coaches Around the World, *in* La Voi, N. (Ed.) Women in Sports Coaching, Routledge. Sourced online: [www.routledge.com](http://www.routledge.com) (accessed 15 April 2017).
6. 2012 UNESCO. Gender Sensitivity Indicators in the Media. Sourced online: <http://www.unesco.org/new/en/communication-and-information/resources/publications-and-communication-materials/publications/full-list/gender-sensitive-indicators-for-media-framework-of-indicators-to-gauge-gender-sensitivity-in-media-operations-and-content> (accessed 2 March 2017).

**Note:** in its report, UNESCO defined some language terms:

**Gender Equality:** Balanced presence and participation of women and men in order to bring about equality in a specific environment. It is a process of being fair to women and men. To ensure fairness, measures are often needed to compensate for historical and social disadvantages that prevent women and men from otherwise operating as equals.

**Gender Parity:** A numeric concept for representation and participation. Gender parity is necessary but not sufficient. It is a step on the road to gender equality.

**Gender Mainstreaming:** It is a methodology, a process of integrating a gender perspective into all activities carried out by an organisation with the main aim being to achieve gender equality.

7. European Commission: Sport. (2014). Gender Equality in Sport: Proposal for Strategic Actions 2014-2020, p.40.

**Note:** the authors noted that raising awareness via campaigns and conferences can be useful, but often these activities do not lead to substantial change and concrete measures, and that there is a need to institutionalise specific areas actions throughout any organisation.

### Portrayal Recommendations

1. Shephard, S. (2016). Who's that Girl, *in* Kicking Off: How women in sport are changing the game. Bloomsbury Publishing.
2. Women's Sports Foundation: Q&A Media Coverage of Women's Sports. (23 August 2011). Sourced online: <https://www.womenssportsfoundation.org/advocate/foundation> (accessed 29 April 2017).
3. European Broadcasting Union. (1995). Charter for Equal Opportunities for Women in Broadcasting, *in* European Commission: Sport. Proposal for Strategic Actions 2014-2020. (18 February 2014). Brussels. Sourced online: <https://www.ebu.ch> (accessed 26 February 2017).
4. Robertson, S. (1998). Making the Most of Your Opportunities: a media guide for athletes and their coaches. Canadian Association for the Advancement of Women in Sport.
5. Heldman, C. If she can see it, she can be it, *in* Why Get Involved in Archery Report. Geena Davis Institute on Gender in Media. Sourced online: <https://seejane.org/wp-content/uploads/hitting-the-bullseye-reel-girl-archers-inspire-real-girl-archers-short.pdf> (accessed 16 March 2017).



## Research Sources

### Funding Recommendations

1. Australian Sports Commission. (2015). Mandatory Sports Governance Principles, as part of Australia's Winning Edge (2012-22). Sourced online: [https://www.ausport.gov.au/ais/about/history/sports\\_tally/2017/governance](https://www.ausport.gov.au/ais/about/history/sports_tally/2017/governance) (accessed 25 March 2017).  
**Note:** aligns funding to national sports organisations meeting 40 per cent board representation.
2. Code for Sports Governance, United Kingdom. (2016). Sourced online: <http://www.uk sport.gov.uk/resources/governance-code> (accessed 25 March 2017).  
**Note:** set of requirements for gender balance on governance bodies for UK sports organisations. Tied funding to achieving 30 per cent minimum female representation on governance bodies.
3. Bitel, N. Sport England Chair. (2016). Code for Sports Governance. "(...) diversity in sports sector boardrooms is still an issue and requires a mandatory call to achieve sustainable change". Sourced online: [https://www.sportengland.org/media/11193/a\\_code\\_for\\_sports\\_governance.pdf](https://www.sportengland.org/media/11193/a_code_for_sports_governance.pdf) (accessed 26 March 2017).
4. Canadian Media Producers Association. (January 2017). Women & Leadership: A study of gender parity and diversity in Canada's screen industries, p.27. Sourced online: [www.cmpa.ca](http://www.cmpa.ca) (accessed 16 March 2017) "(...) the majority of stakeholders surveyed express frustration that voluntary targets have simply not worked and that it is time for incentives to be linked to financial benefit."
5. European Commission: Sport. (2014). Gender Equality in Sport Proposal for Strategic Actions (2014-2020), p.40.  
**Note:** outlines how gender budgeting is an effective tool for implementing gender equality in an organisation. Suggests to "institutionalise specific actions". And warns to watch out for internal arguments such as "administrative burden, lack of management skills or processes" as they can be used as objections for implementing the specific actions.



## Research Sources

### Governance Recommendations

1. Olympic Charter. (2016). Rules 16. Elections Process. Sourced online: [www.olympic.org](http://www.olympic.org) (accessed 25 April 17).
  2. How Advancing Women's Equality Can Add \$12trillion to Global Growth. (September 2015). Sourced online: [www.mckinsey.com/global-themes/employment-and-growth.pdf](http://www.mckinsey.com/global-themes/employment-and-growth.pdf) (accessed 23 February 2017).
  3. Catalyst Research Series. The Bottom Line. Sourced online: [www.catalyst.org](http://www.catalyst.org) (accessed 23 February 2017).
  4. Corporate Governance. Sourced online: [www.catalyst.org](http://www.catalyst.org) (accessed 23 February 2015).
  5. Nicholl, L. (2006). Gender Balance in Global Sports Report. Women on Boards. Sourced online: [www.womenonboards.net](http://www.womenonboards.net) (accessed 18 March 2017).
  6. Lapchik, R., Davison, E., Grant, C., Quirarle, R. (2016). International Sports Report Card on Women in Leadership Roles. Institute for Diversity and Ethics in Sport. Sourced online: [www.tidesport.org](http://www.tidesport.org) (accessed 30 April 2017).
  7. Henry, I., Radzi, W., Rich E., Shelton, C., Theodoraki, E., & White, A. (2004). Women, Leadership and the Olympic Movement. Loughborough: Institute of Sport and Leisure, Loughborough University and IOC.
  8. Henry, I., Robinson, L. (2010). Gender Equality and Leadership in Olympic Bodies. Loughborough: Institute of Sport & Leisure Policy. Loughborough University and IOC.
- Note:** the Loughborough report presents eight recommendations for addressing the barriers of underrepresentation of women in roles of influence and decision-making responsibilities:
- Develop list of candidates.
  - Seminar leadership, election preparation, shared responsibility with men.
  - Utilise delegate numbers at general assemblies as incentive.
  - Limit terms of office.
  - Utilise nomination commissions to identify candidates.
  - Set progressive stretch targets for gender representation.
  - Include equity policy in statutes.
  - Re-brand women in sport committees to equity committees and include male members to offset marginalisation of gender balance.
9. IAAF Constitution 2019. Sourced online: <https://www.iaaf.org/about-iaaf/documents/constitution> (accessed 6 April 2017).
  10. IAAF Reform: Time for Change. (September 2016). Sourced online: <https://www.iaaf.org/about-iaaf/documents/> (accessed 26 March 2017).
  11. CGF Constitution. Sourced online: [www.thecgf.com/about/constitution.pdf](http://www.thecgf.com/about/constitution.pdf) (accessed 4 April 2017).
  12. CGF Transformation 2022. Sourced online: [www.thecgf.com/about/transformation2022.pdf](http://www.thecgf.com/about/transformation2022.pdf) (accessed 28 March 2017).

## Research Sources

13. ITU 2015 Constitution. Sourced online: [https://www.triathlon.org/uploads/docs/constitution\\_with\\_changes\\_2017.pdf](https://www.triathlon.org/uploads/docs/constitution_with_changes_2017.pdf) (accessed 6 April 2017).
14. NZ NOC Constitution. (May 2015). Sourced online: <http://www.olympic.org.nz/assets/Uploads/NZOC-Constitution-Draft-May-2015-final.pdf> (accessed 6 April 2017).
15. FIH General Regulations. (August 2016). Sourced online: [www.fih.ch](http://www.fih.ch) (accessed 6 April 2017).
16. Trinidad and Tobago, Constitution and Governing Rules. (2013). Sourced online: <http://www.ttoc.org/index.php/documentation-centre/ttoc-1> (accessed 14 May 2017).
17. IOC: Basic Universal Principles of Good Governance of the Olympic Movement (2008). Sourced online: [https://stillmed.olympic.org/Documents/Conferences\\_Forums\\_and\\_Events/2008\\_seminar\\_autonomy/Basic\\_Universal\\_Principles\\_of\\_Good\\_Governance.pdf](https://stillmed.olympic.org/Documents/Conferences_Forums_and_Events/2008_seminar_autonomy/Basic_Universal_Principles_of_Good_Governance.pdf) (accessed 10 April 2017).
18. ASOIF Governance survey. Sourced online: [http://www.asoif.com/sites/default/files/basic\\_page/if\\_governance\\_questionnaire.pdf](http://www.asoif.com/sites/default/files/basic_page/if_governance_questionnaire.pdf) (accessed 24 March 2017).
19. Fasting, K. (2004). Strategies for Developing Gender Equity in Sport Leadership. Congress Proceedings. Berlin.
20. White, A. (2004). Women, Leadership and the Olympic Movement. Congress Proceedings. Berlin.
21. Wittenberg-Cox, A. How CEOs can put gender balance on the agenda at their companies, *in* Harvard Business Review. Sourced online: <https://hbr.org/2016/11/how-ceos-can-put-gender-balance-on-the-agenda-at-their-companies> (accessed 17 April 2017).
22. (UK) Women in Sport. Beyond 30%. Sourced online: <https://www.womeninsport.org/wp-content/uploads/2017/03/Women-in-Sport-Beyond-3025-1-1.pdf?x99836> (accessed 24 March 2017).  
**Note:** the report identifies barriers and presents concrete solutions to increase female representation on governance boards in conjunction with making wholesale cultural changes.
23. Professor Anita White. Consultant. "Increasing the number of women in governance began with targeting 10 per cent, 20 per cent, etc. Early on it helped to have targets, but without enforcements there was no teeth. And organisations got stuck at 30 per cent. It was only meant to be a benchmark. Governance boards should have equal, 50-50 gender representation." Interview. 29 September 2017.
24. The Australian Sports Commission has a registry for female sports leadership candidates. Women in Sport Leadership Registry. Sourced online: [www.ausport.gov.au/](http://www.ausport.gov.au/) (accessed 26 March 2017).
25. Melcher, D., Procopio, J. (December 2014). Board Members Benefit from Becoming Mentors, *in* Harvard Business Review. Sourced online: <https://hbr.org/2014/12/board-members-benefit-from-becoming-mentors> (accessed 10 May 2017).  
**Note:** Exelis, a global aerospace company, found that the mentees and the mentors each benefit from participating in the programme.

## Research Sources

### Human Resources Recommendations

1. The Corporate Executive Board Company. Creating Competitive Advantage Through Workforce Diversity.

**Note:** in conducting interviews with over 80 human resource administrators worldwide, CEB found “diverse and inclusive workforces drive employee productivity, retention and also team collaboration and commitment”.

2. Wittenberg-Cox, A. (November 2016). How CEOs can Put Gender Balance on the Agenda at their Companies, *in Harvard Business Review*. Sourced online: [www.hbr.com](http://www.hbr.com) (accessed 6 April 2017).

“Human beings are deeply wired to recruit, promote and even marry people who are as much like them as possible. Familiarity doesn’t breed contempt; it breeds comfort.”

3. McKinsey & Company. (September 2015). How Advancing Women’s Equality Can Add \$12 trillion to Global Growth. Sourced online: <https://www.mckinsey.com/global-themes/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth> (accessed 28 March 2017).

“(..) Even after decades of progress toward making women equal partners with men in the economy and society, the gap between them remains large. We acknowledge that gender parity in economic outcomes (such as participation in the workforce or presence in leadership positions) is not necessarily a normative ideal as it involved human beings making personal choices about the lives they lead; we also recognise that men can be disadvantaged relative to women in some instances. However, we believe that the world, including the private sector, would benefit by focusing on the large economic opportunity of improving parity between men and women.”

4. Burrell, L. (July-August 2016). We Just Can’t Handle Diversity, *in Harvard Business Review*, pp.70-74.

5. Women’s Sport Leadership Academy. Located at the University of Chichester (England), and New Zealand.

6. European Commission: Sport. (2014). Gender Equality in Sport: Proposal for Strategic Actions (2014-2020), p.17.

“Increasing the number of women among sports professionals in decision-making positions can be achieved as in other sectors of the labour market. Gender sensitive and transparent selection, recruitment, succession planning, appointment procedures and practices plus human resource policies should include gender equality indicators.”

7. New Zealand Olympic Committee Inclusion Position Statement. Sourced online: <http://www.olympic.org.nz/assets/Uploads/Inclusion-Position-Statement-Final-Feb-2017.pdf> (accessed 27 April 2017).





## Research Sources

### General Research and Notes

1. Olympic Agenda 2020. Sourced online: <https://www.olympic.org/olympic-agenda-2020> (accessed 26 February 2017).
2. 2016 Olympic Charter. Sourced online: <https://www.olympic.org/documents/olympic-charter> (accessed 2 April 2017).
3. United Nations 2030 Agenda for Sustainable Development. Goal 5. Gender Equality. Sourced online: [www.un.org/sustainabledevelopment/genderequality/](http://www.un.org/sustainabledevelopment/genderequality/) (accessed 28 March 2017).
4. Australia's Winning Edge (2012-2022). Sourced online: [https://www.ausport.gov.au/ais/about/history/sports\\_tally/2017/governance](https://www.ausport.gov.au/ais/about/history/sports_tally/2017/governance) (accessed 24 March 2017).
5. Global Economic Forum, Gender Gap Index. (2016). Sourced online: <http://reports.weforum.org/global-gender-gap-report-2016/> (accessed 15 April 2017).
6. 2015 IOC Annual Report: Credibility, Sustainability, Youth. Sourced online: <https://www.olympic.org/documents/ioc-annual-report> (accessed 26 April 2017).
7. Olympic Solidarity Activity Report (2013-16), *in* Women and Sport Programme, presented to the IOC Women in Sport Commission, November 2016.
8. European Commission: Sport. Gender Equality in Sport: Proposal for Strategic Actions 2014-2020. (18 February 2014). Brussels. Sourced online: [http://ec.europa.eu/assets/eac/sport/events/2013/documents/20131203-gender/final-proposal-1802\\_en.pdf](http://ec.europa.eu/assets/eac/sport/events/2013/documents/20131203-gender/final-proposal-1802_en.pdf) (accessed 21 February 2017).
9. Huffington Post. (23 February 2015). Christine Lagarde, Managing Director, International Monetary Fund: Gender equality is not just a concept of female empowerment, it is also an economic principle. "Gender equality is change. And change is painful. It's much more comfortable to stay within your comfort zone, to do things the way they were always done."
10. Beth Brooke, Global Vice-Chair Public Policy, Ernst & Young: Key factors needed for gender equity to take hold in a company are tone at the top with action, not just words. Goals and measures. Address the unconscious bias. Hold leaders accountable throughout the organisations. Interview. 19 April 2017.
11. Hoodfar, H. (2015). Women's Sport as Politics in Muslim Contexts. Women Living Under Muslim Laws. London, UK: Women Living Under Muslim Laws.
12. Doll-Tepper G. et al. (2004). Sport, Women and Leadership: Congress Proceedings. Berlin, GER: Sport & Buch Strauß.
13. Canadian Media Producers Association. (2017). Women and Leadership: a study of gender parity and diversity in Canada's screen industries. Sourced online: <http://www.omdc.on.ca/Assets/Research/Research+Reports/CMPA+Women+and+Leadership+English.pdf> (accessed 16 March 2017).
14. Catalyst. (July 2013). Sourced online: <http://www.catalyst.org/gender-diversity-boards-canada-recommendations-accelerating-progress> (accessed 6 March 2017).
15. Dobbin, F., Kalev, A. (2016). Why Diversity Programmes Fail, *in* Harvard Business Review, pp. 52-60.

International Olympic Committee, Château de Vidy,  
1007 Lausanne, Switzerland Tel +41 (0)21 621 6111  
[www.olympic.org](http://www.olympic.org)

©This publication may not be reproduced, even in part, in any form, without the written permission of the IOC. All reproduction, translation and adaptation rights are reserved for all countries.

Designed and produced by Thomas & Trotman Design

Photography by IOC and Getty Images®. Cover Xinhua News Agency/ Ding Xu; page 2 IOC/David Burnett; page 8 FEI/Richard Juillart; pages 9, 18, 21 and back cover IOC/John Huet; pages 11, 28, 29, 31 and 34 IOC/Jason Evans; page 15 IOC/Dan Mullan; page 17 Getty Images®/ Al Bello; page 19 Getty Images®/David Ramos; page 25 Reuters/Vasily Fedosenko; page 26 Getty Images®/Richard Heathcote; page 27 IOC/ Mine Kasapoglu.

©All trademarks acknowledged





INTERNATIONAL  
OLYMPIC  
COMMITTEE

**INTERNATIONAL OLYMPIC COMMITTEE**  
CHÂTEAU DE VIDY, 1007 LAUSANNE, SWITZERLAND

[www.olympic.org](http://www.olympic.org)

