

Women at the Top

- on women, sport and management

First sub-report: Mapping

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“Women at the Top” – on women, sport and management
First sub-report: Mapping Project Sports Facilities in the Municipality of Gentofte 2003
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First sub-report: Mapping

Project “Women at the Top”

The project WOMEN AT THE TOP deals with women and voluntary leadership within sport.

The aim of the project is to document and analyse reasons for women’s under-representation among voluntary leaders within sport as well as to study the possibilities of gender mainstreaming as a new strategy in this field. *This first sub-report deals with a mapping of women in sports management* (cf. point B 4 below). The organisations included in the report are the National Olympic Committee and Sports Confederation of Denmark (DIF), the Danish Gymnastics and Sports Association (DGI), the Danish Workers’ Sports Federation (DFIF), and Team Danmark (TD).

Summary of Aims, Background, Theory and Design

1.1 Project Women at the Top

A: General Aims

1. to contribute to improving the conditions of women and men in leader and coach positions within sport – i.e. to develop the potentials for leadership qualitatively and quantitatively
2. to contribute to increasing the number of women leaders within sports
3. to contribute to make better use of women's experience and resources

B: Specific Aims

1. to map the current situation with regard to women in top management positions within sports
2. to analyse the reasons for women being under-represented in these positions
3. to evaluate the effects of programmes and action plans
4. to contribute to the development of best practices in this field

1.2 Background and Theory

Through the past 20 to 30 years the relations between women and men have changed radically in political life as well as in the labour market and within the family.

Traditionally, the Nordic well-fare states have – from a point of view of employment – been characterized as “women friendly”. And there is no doubt that the gap between public life (the man's sphere) and private life (the woman's sphere) is reduced – also in Denmark, which – compared to the other Nordic countries – has a relatively weak institutionalisation of gender and equal treatment questions.

Equality between women and men is most clearly seen within politics and democracy – while the universities and the business world still lack behind.¹ Almost 40 per cent of the members of Parliament are women, 29 per cent (5 out of 17) ministers are women², and a little more than 40 per cent of the members of public councils and committees are women. When it comes to county councils and local authorities, the part of woman is considerably lower – approximately 20 per cent (Borchorst 2002).

¹ In connection with the elaboration of the Danish Democracy and Power Study, which at the moment includes more than 30 publications, gender differences in power structures have been documented. Cf. www.ps.au.dk/magtudredningen.

² The five woman ministers cover the areas education, church, food and social care – as well as law and order

At the universities, the women's share of associate professors and professors is 22 per cent – an increase of only 3 to 4 per cent over 30 years, and less than one in ten professors is a women. The same is valid for the top management of the church where only 10 per cent are women while the number of female ministers has been rising through several years, and approximately half of the livings are now held by women (Henningsen 2002).

The Danish business world counts about 5 per cent women among the CEOs or chairpersons of the board in companies of more than 50 employees. Recent research (in the USA) has shown, however, that businesses are able to increase their earnings through gender equality and that companies with female top executives simply do better than the average company in their business sector (Adler 2002). This knowledge has not yet had an effect on the practice of Danish businesses – and one of the reasons could be that antiquated ideas and opinions of female leadership still rule the companies despite explicit modern values of equality.³ Recently, former CEO of Lundbeck A/S, Erik Sprunk-Janssen said to the Danish newspaper *Berlingske Tidende* that “women are incredibly wonderful people in all aspects of life – except female business leaders” (Pol.26.05.03).

However, the relatively weak representation of women in decision-making positions cannot be explained by prejudice alone. An analysis of the reasons for the gender hierarchy in the Danish society has to include many different factors and processes – all of which are mutually dependent. Our objective is among other things to apply theories from analyses of the labour market as a tool to approach an explanation to the unequal gender relations. Such a theoretical approach may clarify that it is not a question blaming either women or men for gender inequality. On the contrary, what is to be done is to identify the social and structural background and find the logic behind individual choices and decision-making processes. For example, women's possibilities in work life (and in voluntary work) often depends on their specific family situation, which to a very high degree governs the choices women make and their possibilities of appearing “stable” – both in their work life and probably also when it comes to voluntary decision-making positions. Employers deal with this (in)stability by consciously or unconsciously limiting the possibilities for women's promotions within the organisation.

Mainstreaming

The overall political strategy for the work on equality between women and men in the public sector in Denmark is gender mainstreaming.⁴ In reality this means a

³ A recent Swedish ph.d. treatise includes the thesis that practical actions are often governed by “antiquated” attitudes even though the company has formulated a modern strategy for equality (Markus Kallifatides 2002).

⁴ The strategy was adopted through the new act on gender equality on 1 June 2000. It is the government's policy that the equality between women and men should be strengthened and in all ministries there is on-going work of gender equality strategies. In June 2002 an action plan for an inter-ministerial mainstreaming project was published. The steering committee consists of heads from all the ministries.

For further information please see “action plan for the inter-ministerial gender mainstreaming project 2002-2006” (www.lige.dk)

consistent assessment of the equality between women and men in connection with all legislative work and all other public activities, initiatives and work routines. It is about preventing inequalities instead of changing them once they have arisen. Besides, a wide general view is wanted as well as an approach to the subject which does not only imply special initiatives for the benefit of one gender – usually women. Thus, gender mainstreaming means that gender equality work is transposed into the mainstream instead of being relegated to the sidelines and that methods should be developed to integrate equality strategies into the leadership work of the organisation.

Mainstreaming is a top-down strategy based on, among other things, gender specific statistics. A crucial condition for such a strategy to be feasible is a thorough preparation via statistical data and other information which will establish the gender profile of the organisations. Without such mapping there is a risk that the equality project becomes hot air, because the knowledge which is supposed to form the basis for change does not exist.

Mainstreaming and sport

Compared to the development in society as such where Denmark and the Nordic countries are in the lead with regard to women's participation rate and where women – although this is a slow development – hold decision-making positions in the labour market and within politics, it is interesting to study the development within sports. Over the past 20-30 years, women's participation in sports has increased so that it is now almost the same as men's. However, their participation patterns still differ. For example, men and women are interested in different types of sports and they participate in sports in different contexts (Ottesen 2003) Men and boys make up a small majority of organised sports – although it seems that women are becoming members of associations to a higher extent (Larsen 2003).

Another aspect is the difference in women's and men's interest in participating in voluntary work, which has always been one of the cornerstones of the day-to-day life of associations. From former research we know that although women and men have the same motives for participating, the way they participate differ, as do the tasks they accept to do and the fields they prefer (Habermann 2001 and 2000). Men typically hold decision-making positions while women often do welfare work. Finally, there are the so-called female sports⁵ such as swimming, gymnastics, handball and equestrian where women should be – but apparently are not – over-represented in decision-making positions, particularly in regional and national boards and committees.

What are the reasons and what are the explanations to the relatively weak representation of women? To find an answer to this question we must first acquire a thorough gender specific statistical documentation of the facts. And this is the objective of this sub-report.

⁵ Female sports are defined as sports where more than 50 per cent of the participants are women

In order to further explain the complex relations of a subject such as “women, sports and management” it is necessary to have a broad theoretical basis which takes into account structural, organisational and individual conditions. There are probably many reasons why women are relatively absent when it comes to decision-making positions in sports, and at the same time the explanations must be based upon a combination of casual relations which are mutually dependent. On the one hand, there are structural and institutional conditions which define certain gender hierarchies based upon society’s values and traditions. On the other hand, there are women’s (and men’s) experiences, their goals and meaning of life, their self-understanding, resources and relations.

And the questions have to be asked if the theories on gender hierarchy in the labour market can also explain the conditions within the voluntary organisations – in this case within sports?

And what other theories – on motives, civil society and social capital – should be included?

The core element of a mainstreaming process is a specific and theoretical gender analysis. Its basis is gender as a construction, meaning that the concept of gender does not begin with what we “are” but by what we “do” in the time and culture of which we are part. Ideally speaking it would give rise to many opportunities for development for both women and men, but in reality it rarely works that way – maybe because we are governed by stereotype gender images, traditional norms and solid structures. We intend to revert to these problems in the following analyses.

1.3 Research Design

The *complete* study consists of the following parts:

1. Mapping of the current situation (based on accessible data from web pages etc). The mapping includes all the main federations, national federations and district federations. But *not* local associations.
2. Analysis of organisation structures and gender equality policies in seven sports: handball, football, tennis, athletics and gymnastics, karate and sports for the disabled. We have tried to take into account some typical female and male sports⁶ as well as “neutral” sports.
3. Survey of female and male leaders. The survey includes all female leaders and about 50 per cent of all male leaders.
4. Interviews with some female and male leaders. Besides, drop-outs have been interviewed, that is women who have chosen not to have a leader/coach career or who have not been re-elected.

⁶ Defined on the basis of the number of women and men participating, for example gymnastics with 75 per cent women is defined as “female sport” whereas football with 83 per cent men is defined as “male sport”.

Cf. point 1: Mapping

As already mentioned this sub-report only accounts for the mapping. The report is structured upon an analysis of gender specific statistics. Our base is the websites of the four main federations and associated federations within DIF (The National Olympic Committee and Sports Confederation of Denmark).

The approach has been as follows:

1. Collection of information on representative bodies has primarily been made through the federations' websites. We have been able to find statistics, overviews of boards and committees as well as lists of names. The information from the web pages have on some occasions been complemented by written information or information obtained by telephone.

The data include all boards and committees from the executive committees of the federations to committees at regional level (district federations, regional associations and districts).⁷

NB! The mapping does *not* include local associations.

The information has been collected from November 2002 through May 2003. After 31 May 2003 no further information has been added, which means that there may have been changes since then.

2. A compilation of the information with overviews of the members of the representative bodies was sent to all national and district federations under DIF, regional associations under DGI and districts under DFIF. A little over half of them responded to our letter and meant adjustments to addresses mostly. However it did not change the number of women in the representative bodies which is why we did not find it necessary to send the rest of them a reminder.
3. With a view to making the data clearer and in particular to make them comparable, we have made organisation charts in which a compilation can be made.
4. The compilation was presented to a steering committee with representatives from the federations.⁸ The result was discussed and adjustments made. We have found this steering committee very important in order to base the discussion of the mapping results on as correct data as possible. A new organisation chart was sent to the steering committee members. It is particularly important that the different levels of the federations' hierarchies are comparable. It should be noted that comparisons between the different levels in the organisations can only be made to a certain extent. The organisation chart has also been discussed with our research team at the Institute for Exercise and Sport Sciences.

⁷ However, there may be lack of certain data due to incomplete information on web pages

⁸ The steering committee consists of Hanne P. Refslund, Danish Ministry of Culture; Rosa Cedermarck, Danish Ministry of Culture; Morten Mølholm Hansen, DIF; Birgitte Nielsen, DGI; Charlotte Kaehne, DGI; Anette Hvidtfeldt, DFIF, and Susanne Hedegaard Andersen, Team Danmark.

5. We have tried to make a general picture of the situation at first – and to make certain comparisons between the federations. Because of the different structures and different ways of assessing the number of members, decision-making positions etc., we have found that the mapping - like all sociological research – can only give us a thumbnail sketch of the situation at the time of the survey. This will, however, hardly change the trends shown by the mapping and the conclusions reached.

1.4 Problems regarding mapping

The questions that arise through the information above are:

1. *What is the representation of women in decision-making positions within sports in general?*
2. *Is the participation of women in decision-making positions the same in the different sports federations?*
3. *Does the number of women participating decrease as the level becomes higher?*
4. *Do women to a higher extent hold decision-making positions within the so-called female sports?*
5. *Do women to a higher extent hold decision-making positions within fields that are usually seen as belonging to the female sphere such as sport for the elderly, sports for the disabled and sports for children/youth?*

Chapter 2

Results of the Mapping⁹

2.1 Organisation of the Federations/Associations

In Denmark we have four large federations in which sports are organised:

* *DIF (The National Olympic Committee and Sports Confederation of Denmark)*, founded in 1896 in Copenhagen – consists of Danish national federations based on different sports and has as objective to “*work for the promotion of Danish sport as well as for the expansion of sport in the Danish society*”.¹⁰ It is also the objective of DIF as umbrella organisation for a number of member associations (the national federations) to work for cooperation between the different sports. DIF originates from “the English sports” and focused during its first years on football, tennis and cricket, athletics and rowing, which were spread to the whole country.

**Danish Gymnastics and Sports Association (DGI)* – founded in 1992 – has as objective through “*sport and other cultural activities to strengthen voluntary organisational activity in order to promote popular education*”.¹¹ The association originates from the Danish Shooting Associations (1861) and the Danish Youth (Gymnastics) Associations (1903) which during the 20th century made different attempts to merge the efforts made for popular sport into one common federation. An important piece in the puzzle of the merger was the question of the rifle clubs and their place in a common federation. In 1992 an agreement of association was concluded by which the sovereignty of the rifle clubs was secured as well as a fixed share of the funds from the Danish Football Pools Company Ltd. The DDGU and the DDSG&I entered into the new association at almost equal strength. The DGI members are the regional associations whose members in turn are the local associations.

**The Danish Workers’ Sports Federation (DFIF)* – founded in 1946 – promotes sports using the work place as basis. The federation’s objective is “*through the work place, the family and other communities to strengthen people’s interest in sports, exercise and social life*”.¹²

**Team Danmark (TD)* – founded by Act passed by the Danish Parliament the Folketing in 1985. The aim of TD is to “*strengthen the development of Danish elite sports and create a basis for top results in a “socially acceptable and justifiable way*”.¹³ In cooperation with DIF, the Danish National Olympic Committee, the

⁹ Reference will be made to different tables which are found in the annexes.

¹⁰ CF. DIF’s rules and regulations.

¹¹ DGI’s rules.

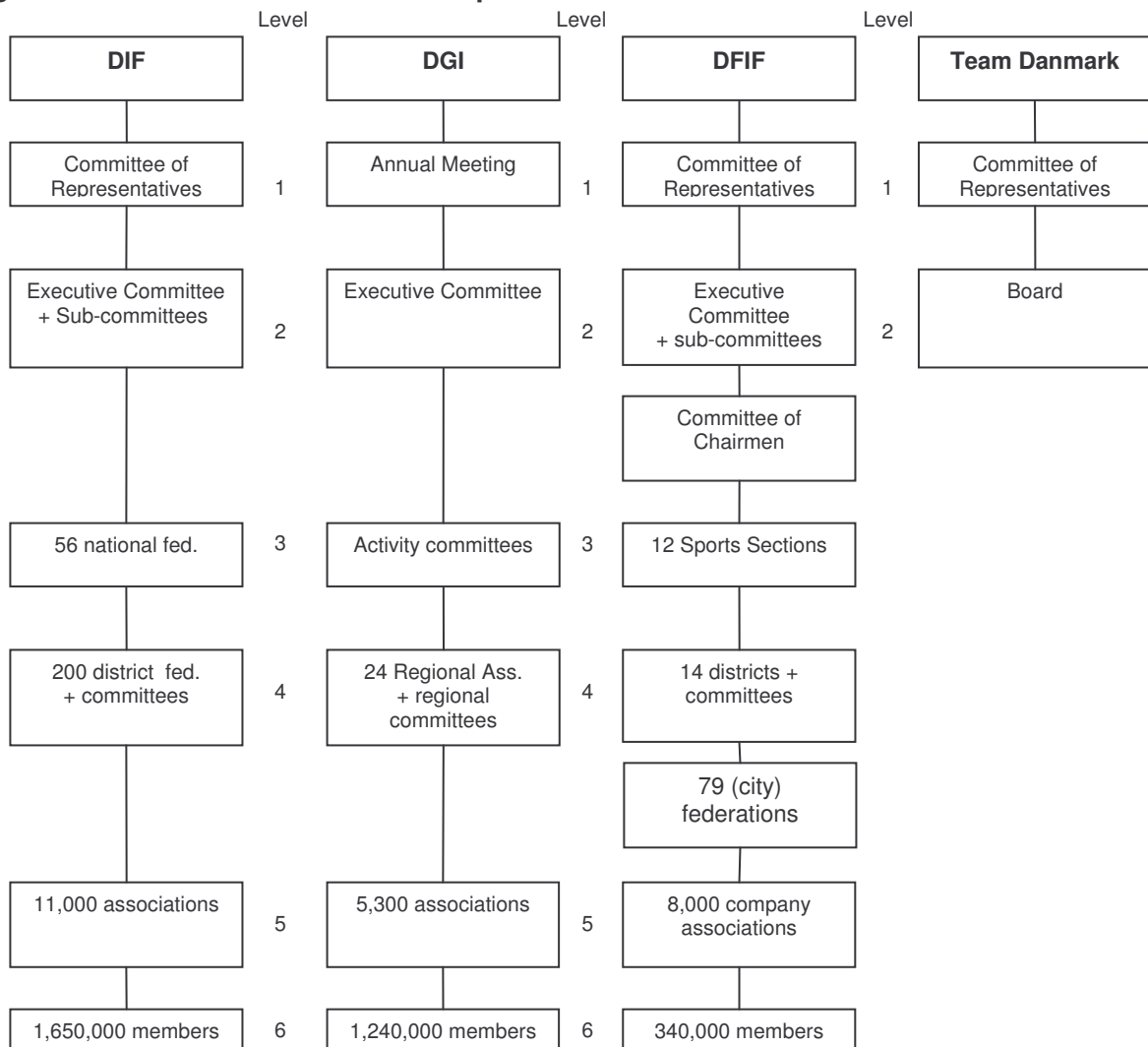
¹² DFIF web page

¹³ TD’s web page

national federations and other relevant organisations initiate, coordinate and make more efficient common provisions for elite sports in Denmark. Due to TD's specific structure it has only been included to a limited extent in this study.

In order to obtain a comparable basis for the analysis, we have made organisation charts for the four federations/associations (cf. diagram 1). Afterwards we have ensured that the different federations'/associations' "organisation hierarchies" are comparable in order to be able to make a transverse analysis. The chart below shows each of the federations' internal structure from bottom to top – and what levels of the hierarchy that correspond to each other. For example, it will be possible at level 3 to compare women's representation in the special federations (DIF), activity committees (DGI) and sports sections (DFIF). As shown, all federations have a committee of representatives (level 1), an executive committee/board (level 2) at the top and local associations (level 5) and members (level 6) at the bottom. We see generally known and democratic organisation structures. The decision-making structures between top and bottom differ, however, quite a lot depending on the practical needs of the four federations, but also depending on traditions and values of the organisations.

Diagram 1: The different levels in the sports federations



In DIF levels 1 and 2 form a kind of umbrella organisation for the 56 independent national federations based on type of sport (level 3), which each has district federations (level 4) and local associations (level 5).

DGI and DFIF are both organised geographically and not by specific types of sports. Both federations include in the central part of the federations (besides levels 1 and 2) also level 3, namely the activity committees of DGI and the sports sections of DFIF. These committees are responsible for different activity areas which are types of sports or fields of action (for example children and youth, laws and rules or the federation's history and culture).

TD only has a top management – i.e. levels 1 and 2. The committee of representatives (consisting of 24 members) is not elected but appointed by different parties within sports and the public sector. The committee appoints the board. The chairman of the board is appointed the minister for culture.

In this overview we already encounter certain problems. For example, comparisons at level 4 (district federations, regional associations and districts) are made difficult by the fact that the geographical divisions are not the same.

As this mapping is about elected or appointed leaders the chart does not include the paid secretariats and the different functions and units belonging thereto.

Sports Participation and Membership

The latest population studies by the Danish National Institute of Social Research on the Danes' participation in sports shows that 59 per cent of the adult population (16 years and above) is actively involved in at least one (an on average 1.9) sports activity. DIF has registered approximately 1.6 million, DGI 1.3 million and DFIF about 328,000 members. The large number of members covers the fact that one person is often registered by several federations. Team Danmark who is in charge of elite sports and has another focus than the other federations has neither individual members nor local associations.

Men and women are equally represented – in the population as a whole 59 per cent of the men and 58 per cent of the women are athletes. Almost as many women as men participate in sports. However, when we look at the degree of organisation for athletes in the population as a whole, only about one third is organised in sports associations and sports clubs – the rest participate in unorganised sports or go to gyms etc. (Larsen 2003).

32 per cent of the women and 36 per cent of the men are members of a sports club. Besides, there is a trend towards a higher degree of organised sports. From 1998 to 2002 the share of athletes in sports clubs has increased from 32 per cent to 34 per cent - and this (modest) raise is due *only* to a larger gain of women (Larsen 2003).

Of the one third participating in organised sports, 42 per cent are women.

However, there are large differences between the federations when looking at the share of female members. In DIF 39 per cent of members are women, in DGI it is almost half (47 per cent) and in DFIF the women's share accounts for almost one third (31 per cent). Cf. table 1 in annexes.

Considering that men and women are equally active when it comes to sports participation, it is remarkable that only DGI reflects this while the share of women in the other two federations show a clear under-representation compared to the fifty-fifty split in sports participation in the population as a whole.

The "general" concept of women participating less in *organised* sports than men is not valid for all federations and cannot alone explain the under-representation in DIF and DFIF.

The explanation of the differences between the federations should therefore be found in the current activities offered by the federations and the traditions for women's participation. DGI, which does count 47 per cent female members, has its roots in gymnastics which traditionally has a large number of women participants. Whereas DIF with almost 40 per cent female members has its roots in English sports and has always been marked by men. Add to this the fact that there are differences to women's and men's choice of sports and their involvement in leadership (Ottesen 2003).

From the sports federations' existing statistics we are able to conclude that women – although *generally speaking* equally represented as athletes – to a lesser extent take part in the decision-making processes of organised sports. What we see is that women relatively rarely hold management positions – at least when it comes to regional and national committees and sub-committees. The situation may be quite different at the local level. According to DIF's own surveys, women are represented by 45 per cent in leader/coach/committee positions.

The older people get, the less they take part in sport. But there has been an equalization over time so that more 50 – 70 year-olds now take part in sport. An explanation could be the great interest in golf by these people (Larsen 2003). Another idea is that "fitness" plays an important part.

The number of people taking part in sports as member of a sports federation drops drastically with age. While a little more than half of the members are made up by under 24 year-olds and more than one third by 25 – 29 year-olds, the group of above 60 year-olds is only about 10 per cent (cf. table 1 in annexes).

But if we look at female members over 60 in DGI, the women actually form a majority within this age group – or 60 per cent of the members of this age group. Women above 60 form a larger part than men as members of sports federations – the question is if this is mirrored in the management?

Local Associations

Even though our project does not include the local level, we have chosen to include a short passage on the local associations because these associations form the base of sports in Denmark – this is where many members belong. The members are distributed among 14,000 local associations.¹⁴ In a former survey conducted by six Danish municipalities it was found that sports associations take up much space at the local level where they make up almost 35 per cent of all registered associations (Habermann 1995). The same survey showed that there was one association registered per 150 inhabitants – and a clear tendency towards a larger association density in the rural areas (one association per 80 inhabitants) than in the towns (one association per 200 inhabitants).

Torpe and Kjeldgaard (2003) found in a survey of the city of Aalborg an association density corresponding to one association per 80 inhabitants. They find the number of associations most certainly is not on the decrease and that we can still talk about “Denmark of associations”. Many have expressed concern about a decline in the number of associations. And during the 1990s numbers did suggest such a decline, which would mean weaker – and most certainly different – possibilities for the development of local democracy. However, it seems today that this decrease has turned into a small increase. It does not appear either that the associations face a membership crisis. In the Municipality of Aalborg the gain of members is +17 per cent since 1998 – the sports associations experienced a gain of +13 per cent during the same period.

A study of how families spend their time shows that families spend more time on association work and voluntary work in 2001 than in 1987 (Bonke 2002). Also this result adds to disprove of the idea that associations are in crisis. Which is further stressed by the fact that each Dane (between 18 and 70 years) is member of 3.5 associations on average. This is an increase compared to 1979 when the average was 2.9 (Goul Andersen 1993).

A survey based on local DGI associations shows that women relatively speaking participate fully as much as men in voluntary work in the *local* associations. A survey conducted in 2000 showed that women make up 45 per cent of the members and 42 per cent of the volunteers in the local associations. It should not be taken for granted that this result also reflects the situation in DIF and DFIF.

The inevitable conclusion is that associations and local voluntary work in Denmark does not suffer any need in today’s Denmark.

Both men and women participate in organisations to a higher degree, and it is not difficult to make people help out in the associations. Still the associations complain that it is a problem recruiting voluntary leaders. *The barrier between voluntary work and voluntary leadership is apparently difficult to cross – in particular for women.*

¹⁴ The data comes from the web page of the Ministry of Culture www.kum.dk/sw644.asp

It is among other things based on such considerations a study of female leadership within sports becomes interesting. If the local associations are seen – as we do – as a kind of democracy base, it is of course decisive that women participate on equal terms as men in the democratic processes. Not least in the sports associations which count for one third of all associations the work for equality between men and women should be in focus.

Unfortunately, we have not had the resources in this survey to include leadership structures at the local level where the distribution by sex looks more equal according to the associations.

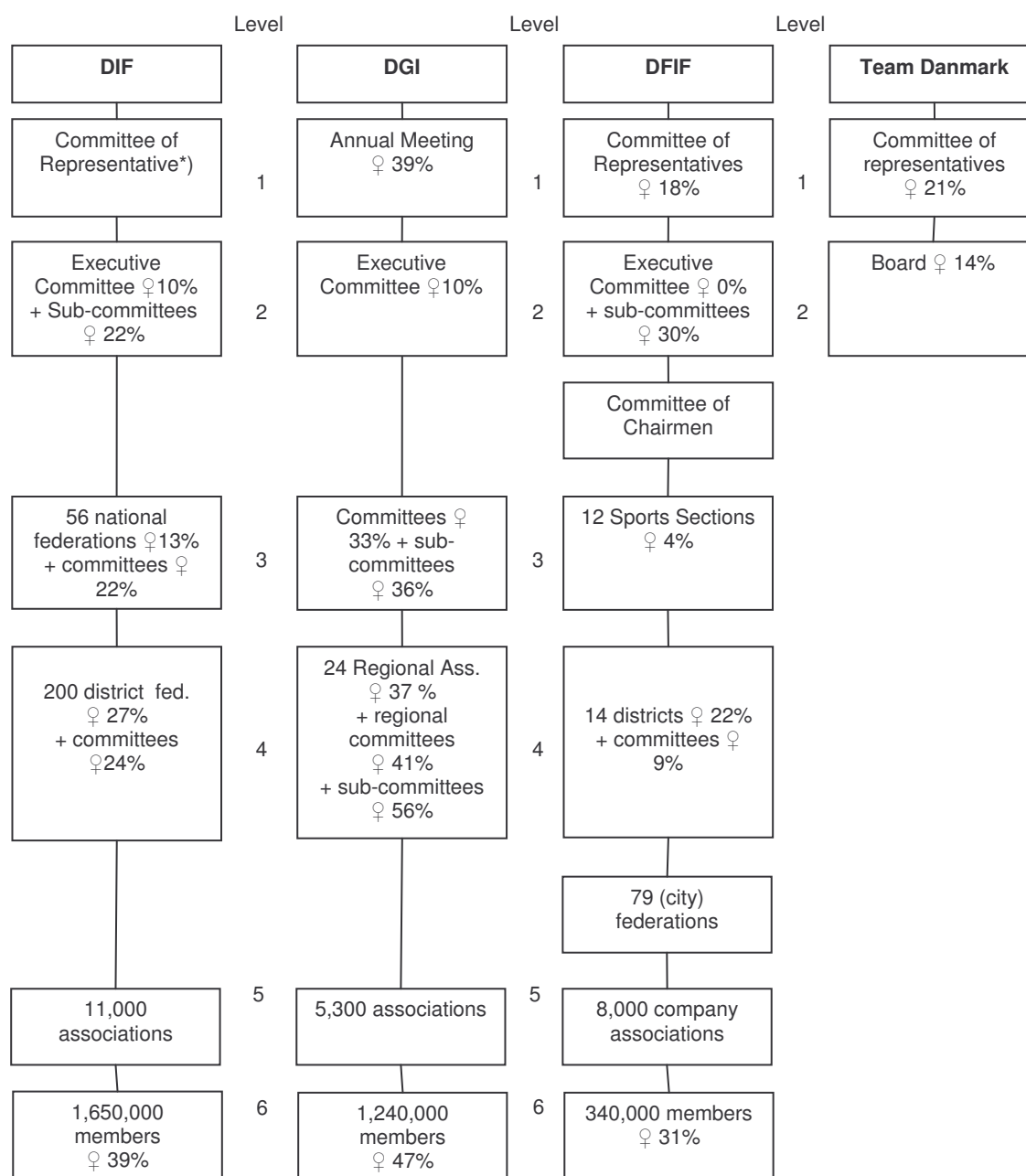
In the following we will focus on the target group of the objective of the project: “Women at the top”, i.e. female leaders at regional and national levels in the federations.

2.2 Women as Leaders

The next step in this mapping is to examine the share of women in management positions in the four federations.

When we mention “female leaders” in general in the following, we mean all women in decision-making positions at levels 2 – 4. But we also distinguish between women as presidents (of representative bodies) and as members of these representative bodies. And we look at differences between the levels – for example between the national (levels 1 and 2) and the regional parts of the federation (levels 3 and 4).

In diagram 2 below we show the share of female leaders at different levels of the federations – excluding (as already mentioned) the local level.

Diagram 2: Share of female leaders at different levels of the federations

*) The number is not available at the moment

We have registered a total of 7048 voluntary leaders at levels 1-4 in the four federations.¹⁵ 2173 or 31 per cent are women. Totally, women make up 41 per cent of all members of the federations while only 31 per cent of the leaders are women. We also find large differences between the federations. The share of female leaders

¹⁵ By voluntary leaders are meant everyone who holds a leadership position in the organisation: i.e. members elected or appointed executive committee members, committee members, presidents, vice-presidents etc.

varies from 42 per cent in DGI to 22 per cent in DIF, 19 per cent in TD and 15 per cent in DFIF (cf. table 3 in annexes).

These numbers should be seen in relation to the share of female members. As shown in table 1 the difference between membership share and leadership share for women varies between 5 and 17 per cent.

Table 1: Share of female leaders and female members

	Female leaders	Female members	Difference
DIF	22 per cent	39 per cent	-17
DGI	42 per cent	47 per cent	-5
DFIF	17 per cent	31 per cent	-14

But one thing is the difference between membership share and leadership share. It is also interesting to see *what* positions women hold when once elected to a representative body. If we take DIF as an example, we find one woman in DIF's executive committee and only three female presidents of the 56 special federations under DIF. We can therefore presume that women in general hold lower positions in representative bodies – also in the other sports federations. And a count confirms by and large this presumption.

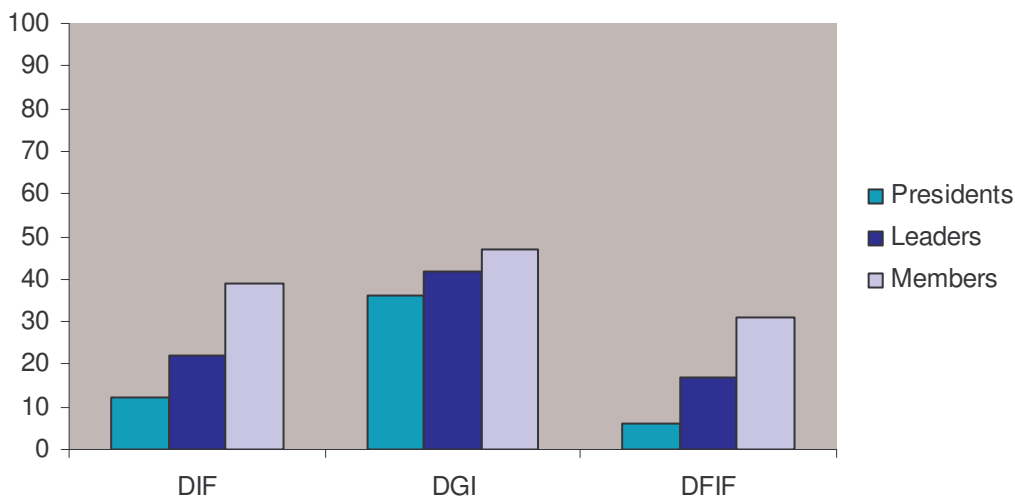
As shown in table 3 in annexes, only about one fourth of the chair persons are women – however there are large differences between the federations. DGI holds the fort quite well and has 36 per cent female chairs and vice-chairs in their representative bodies. In DIF the share is only 10 per cent and in DFIF 6 per cent. If we look at the share of female members and female chairs the difference becomes even greater – and this goes for all federations (cf. table 2).

Table 2: Share of female presidents of executive committees/committees and female members

	Female presidents	Female members	Difference
DIF	12 per cent	39 per cent	-27
DGI	36 per cent	47 per cent	-11
DFIF	6 per cent	31 per cent	-25

If finally we look at women as chairs of executive committees, we can only note that the difference is *complete* – there are *no* women in these positions.

Diagram 3 gives a graphic picture of the differences in the share of women as members, leaders and chairs in the different federations.

Diagram 3: Share of female presidents, leaders and members

It is also interesting to see how the women's hold on decision-making positions develops when we go further up the organisation hierarchies. We expected less women the higher we got, an expectation that was met when we look at chairs of executive committees where the women's representation as mentioned is 0 per cent. Add to this that women show a tendency to find a chair at a low level. In DGI 29 per cent of the chairs at the national level are held by women – at regional level the share is 37 per cent. But this tendency does not show the same way in DIF and DFIF where the differences between the levels are minor (cf. table 3 in the annex).

Unfortunately we do not have the possibility of including the same data at the local level in this report. It is possible that the large gap – from high to low female representation in leadership positions – is to be found in the difference between local and regional/central level. But it is also possible that the central levels in the organisations pay more attention to policies in this field and thus pay more attention to electing or appointing women.

Women leaders in “female sports”

We have also asked the question whether women have a higher degree of representation in management positions within the so-called female sports. That is if the share of women in such positions within for example gymnastics, handball, swimming and equestrian is higher than within sports in general? These four sports all have more than 50 per cent female athletes: gymnastics 75 per cent, handball 55 per cent, swimming 56 per cent and equestrian 84 per cent. For comparison there are 17 per cent women playing football (*in the following we refer only to data provided by DIF and DGI*).

Within **gymnastics, handball, swimming and equestrian**, which must be considered the most typical female sports, the situation is the following (information collected from web pages in May 2003) (cf. tables 3 and 4 in the annex).

Executive committees and sub-committees

Neither DIF nor DGI has women chairs or vice-chairs in the executive committees or activity committees in these sports.¹⁶

In DIF 50 per cent of the members of the executive committee within gymnastics are women. In the other federations there are no female committee members.

In DGI there are 57 per cent women committee members within gymnastics. In handball and swimming the share is 40 per cent.

Sub-committees

In DIF we find 20 per cent female presidents (60 per cent for gymnastics, 53 per cent for equestrian, 15 per cent for swimming and none for handball) and 25 per cent of the sub-committee members are women.

Concerning positions as members of committees, women make up 43 per cent in gymnastics, 52 per cent in equestrian, 22 per cent in swimming and 2 per cent in handball in DIF.

In DGI the women's share in sub-committees is 38 per cent. In DGI's sub-committees women make up 52 per cent of the members in gymnastics and 30 per cent in handball and swimming.

A summary of the results are shown in table 3:

Table 3: Share of all women in the management of typical "female sports" as well as some "male sports" compared to the share of female athletes (percentage)*

	Women in the management		Women's share of athletes
	DIF	DGI	
Gymnastics	45	52	75
Handball	2	29	55
Swimming	22	33	56
Equestrian	42	-	84
Football	2	0	17
Tennis	0	24	34
Badminton	0	35	36
Basketball	2	44	29

* Summary of tables 4 and 5 in annexes

All in all, the share of women in the management of the four female sports in DIF and DGI shows a clear under-representation of women. The conclusion has to be that *none of the female sports has a management where women are represented in*

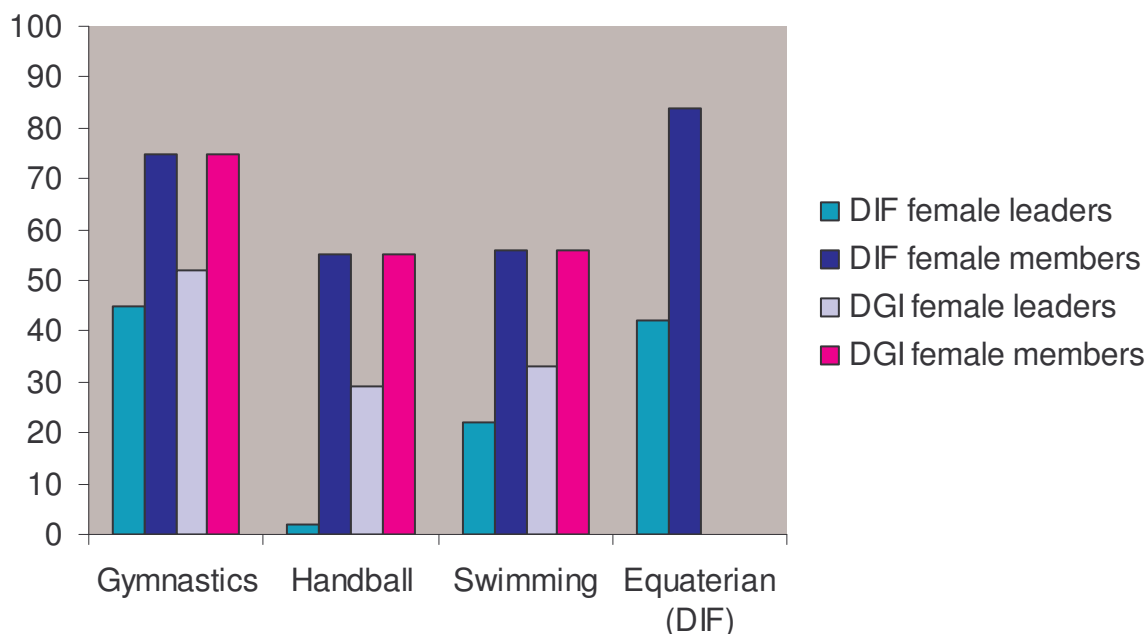
¹⁶ Since deadline for the collection of data, women have been elected vice-presidents in DGI gymnastics and DGI handball.

the management in a number corresponding slightly to their participation. (cf. diagram 4).

In equestrian which is the “largest” female sport (84 per cent women) the share of woman leaders is only half (42 per cent). In gymnastics – with 75 per cent female athletes – the conditions are not any better. The share of female leaders is in DGI 45 per cent and in DIF 52 per cent. It is, however, important to note that there are large differences between the four sports and between the two federations. For example, the situation in the Danish Handball Federation (DIF) is almost incredibly glaring: only 2 per cent of the leaders are women – in DGI the share is 29 per cent. In both cases the share of female athletes is 55 per cent and in both federations this share is 130,000 women.

Also within swimming we see this difference. In DIF 22 per cent of the leaders are women, in DGI the share is considerably higher: 43 per cent. In both federations the share of athletes is 56 per cent.

Diagram 4: Share of female leaders within “female sports”



If we compare with some typical male sports, we find the surprising result that *women in several cases are well represented in the committees of typical male sports as seen in relation to their participation percentage* – sometimes even better than within female sports. This trend, however, is only found in DGI. Within tennis 34 per cent of the athletes are women, who are represented by 24 per cent in the management in DGI and in DIF by 0 per cent. In badminton we find a similar distribution – in DIF no women in the committees while the women’s share in decision-making bodies in DGI/badminton is 35 per cent – seen in relation to 36 per cent of the athletes being women. Finally, within basketball, which has 29 per cent

female athletes, there is a female representation of 2 per cent in DIF and 44 per cent in DGI. Within football the female representation in the management in DGI is, however, zero – and in DIF only 2 per cent. Women’s participation is 16-17 per cent, so football must be characterized as a hard nut to crack when it comes to female representation – in participation as well as leadership. (cf. table 3).

It has to be stressed once again that we talk about women in “top management”. At *the local level* in the local associations the women hold a larger share of leadership positions. From DGI, which has the highest share of women, we have information¹⁷ showing that locally women hold 58 per cent of the decision-making positions within swimming. Within gymnastics the share is 78 per cent and handball 49 per cent.

Female Leaders within “Traditional Female Areas”

Finally, we have asked to what extent women hold decision-making position within **sports for children, the elderly and the disabled**.

The reason for this question is that women and men – even though they participate equally in voluntary work – tend to chose different tasks and fields for participation. Voluntary work within sports associations is mainly carried out by men, whereas for example voluntary social work is dominated by women. But even within social work women tend to chose “care work” while men take on leadership positions. Is it that way too within voluntary work in sports that women take on “welfare” by choosing areas that can be connected to the women’s traditional welfare role?

Within the area **children/youth and elderly** the numbers are solely based on data from DGI which has activity committees in these two areas. The situation is as follows:

1. One of the two committee presidents is a woman (50 per cent)
2. 5 out of 8 committee members are women (63 per cent)
3. Among sub-committee members 5 out of 8 are women (63 per cent)
4. The total female share in these committees is 63 per cent

If we look closer at the distribution, we see that men are well-represented in the children’s field, where the female representation is actually only 33 per cent.

On the contrary, sports for the elderly attract women. 63 per cent of the decision-making positions are held by women, which corresponds well with the women’s share of participants in this age group which is – as mentioned earlier – 60 per cent. The question is if elderly women are more active than young women when it comes to accepting decision-making positions – or if it is the daughter generation that cares for the elderly. Unfortunately we have not been able to establish the age of the members of the activity committee for the elderly in this mapping.¹⁸

¹⁷ Letter of 1 October 2003.

¹⁸ The data on the web pages do not contain information on age.

Within **sports for the disabled** which is an independent federation within DIF the situation is that 50 per cent of the participants are women – while 29 per cent of the decision-making positions are held by women. There is no tendency towards women being better represented here – quite on the contrary. The explanation to this is probably that the Danish Association of Sports for the Disabled – along with other federations – focus on sports competitions for the disabled and not on “care”. Sports for the disabled focus on making the participants independent and developing their potentials and sports resources – in a broad sense as well as at elite level. The social aspect does appear in the objects clause which states that the members’ rehabilitation and integration is part of the associations’ objective.¹⁹

On the basis of the above results, the next question would be what are the reasons for the differences between the federations?

Is it about tradition? Or about the federation’s image and values and structure? Or is it about individual motives and interests as well as the competences, qualifications and life conditions of the individual?

One of the things mentioned by the steering committee is for example that the difference in the women’s representation may depend on whether it is a question of election (usually for a committee) or an appointment (usually for a sub-committee). Often there is more focus on the equality between women and men when appointing people. And maybe women are less prone to run for election.

We will revert to all of these questions in future publications related to this study.

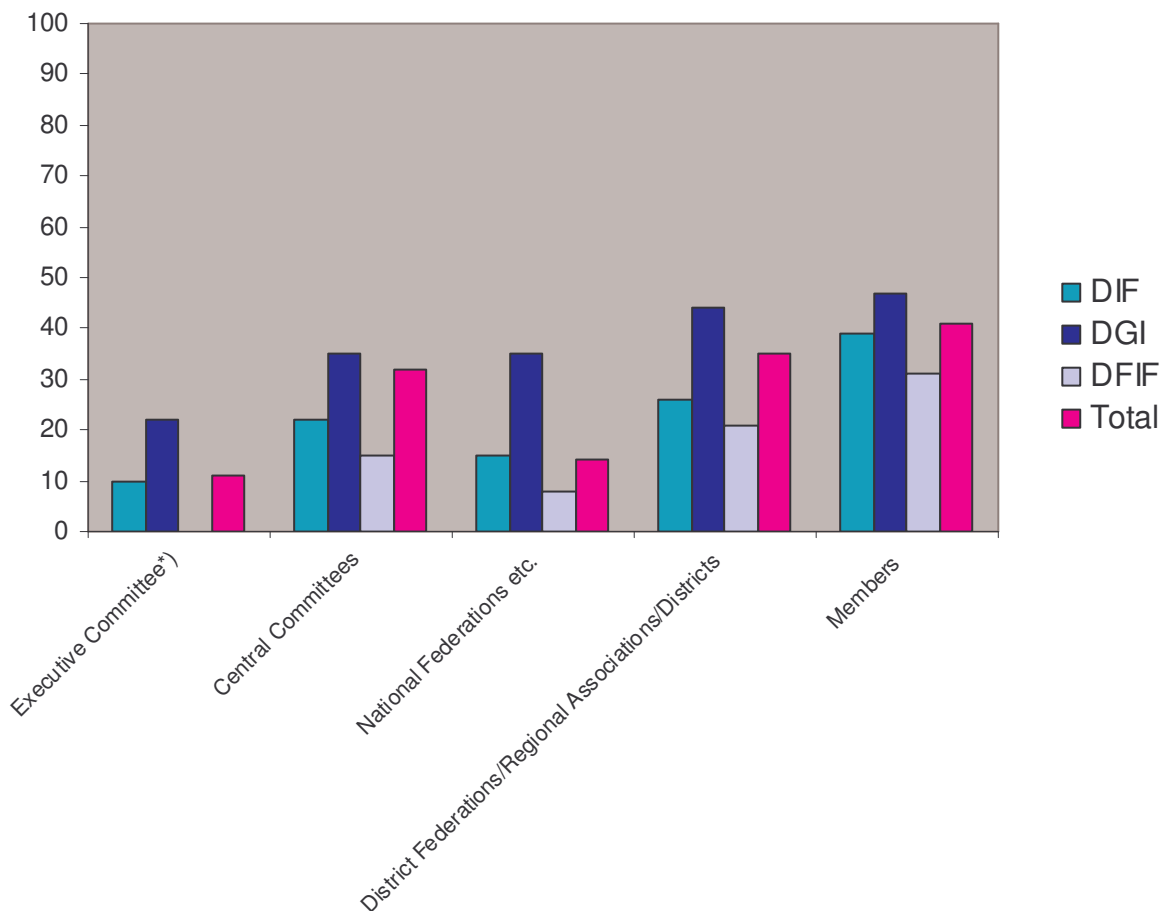
¹⁹ Cf. www.dif.dk

Final summary

Short on “Women at the Top”

1. In the top positions of sports federations women are clearly a minority compared to women’s membership share. Totally (in the three main federations DIF, DGI and DFIF) the member share is 41 per cent and the share of female leaders is 31 per cent.

Diagram 5: Share of female leaders



*) DFIF has no female executive committee members

2. At the very top of sports – that is the federations’ executive committees – women are extremely under-represented compared to their member share. They account for 13 per cent of all executive committee members which should be compared to 41 per cent of the federations’ members being women. There are quite a few differences between the federations: DIF has 10 per cent women in its executive committee, DGI has 22 per cent, DFIF has 0 per cent and TD has 17 per cent.
3. None of the federations has a female president of the executive committee.

4. In the central committees the share of women is 32 per cent. Again we find differences between the federations: DIF 22 per cent, DGI 35 per cent and DFIF 15 per cent.
5. At the next level (special federations etc.²⁰) the situation is the same as for the executive committees. Approximately 14 per cent of the members of committees and sub-committees are women. The differences are: DIF 15 per cent, DGI 35 per cent and DFIF 8 per cent.
6. At the regional level (counties, districts), we find that totally speaking, 35 per cent of decision-making positions are held by women (DIF 26 per cent, DGI 44 per cent and DFIF 21 per cent).
7. Female representation in sports management is highest in the central committees/sub-committees and in regional management. There is, however – except for the executive committees – no unambiguous tendency for women to be elected or appointed to seats in sub-committees more often than committees. But the probability for a woman becoming president is less than for a man.
8. Within “female sports”²¹ a larger share of female leaders would be expected. This expectation is not fulfilled. None of the “female sports” has a management where women are represented even closely according to their participation. It is even a fact that women often are at least as well represented in the management of typical male sports compared to their participation rate as they are within female sports.
9. If, for example, we look at equestrian, we see that 84 per cent of the members are women, but there are only 43 per cent women in the management. And they are all members of the sub-committees where half of the presidents are women. There are no women in the executive committee.
10. The situation is also glaring within handball (DIF) which has 54 per cent female participants – and only 2 per cent women in decision-making positions in the Danish Handball Association. It is a very big difference compared to DGI/handball which has 43 per cent female leaders.
11. Gymnastics, which is seen as the most traditional female sport, has neither within DIF nor DGI a female chair. And even though 75 per cent of the athletes are women, there are only 50 per cent women within the management. In DGI, gymnasts count for one fifth of all members – in DIF for only 8 per cent.
12. Finally, there is a clear tendency that women take on work related to children and the elderly. These areas have traditionally been associated with women’s traditional welfare work. However, it is in particular sports for the elderly that

²⁰ Executive committees and sub-committees in national federations, activity committees, and sports sections.

²¹ Sports with more than 50 per cent female athletes: equestrian 84 per cent, gymnastics 75 per cent, swimming 56 per cent and handball 54 per cent.

attracts women – about 67 per cent of decision-making positions are held by women.

13. This mapping has focused on women at the top – that is decision-making positions at the national and regional levels. If, however, we look at local associations, the situation looks much better – in many cases (cf. the federations' own information) women hold a large share of the decision-making positions in the local associations.
14. A conclusion could be that there is a qualitative gap from participating in voluntary work to taking on a leadership position. This barrier is apparently difficult to cross – especially for women – and it becomes more difficult to cross the higher we are in the federations' hierarchies.

Table 4: Women in top management in the sports federations (per cent)

Executive Committee seats	Executive Committee	0 per cent
	National Federations Regional Associations	14 per cent
Sub-committee seats	Central	32 per cent
	Regional	35 per cent

Annexes

Table 1: Members of the main sports federations as well as athletes in general by gender and age (per cent)

	DIF members N= 1,652,960	DGI members N= 1,244,323	DFIF members N= 328,128	Athletes in the population
<i>Female share Total:</i>	39	47	31	58 per cent of all women participate in sport
<i>Women by age groups:</i>				
0-24 years	64	54	15	No gender specific statistics
24-59 years	36	37	85	
60-< years		9		
N=100 per cent	647,208	581,883	100,593	
<i>Men by age groups:</i>				
0-24 years	49	57	12	No gender specific statistics
24-59 years	51	37	88	
60-< years		6		
N=100 per cent	1,005,752	662,440	227,535	

Table 2: Distribution of women and men in top management of sport (per cent)

Federation:	Level:	Number of women	Per cent	Number of men	Per cent	Female members per cent
DIF	Executive committee	1	10	9	90	
	Committees	16	22	58	78	
DIF National federations	Boards	49	13	323	87	
	Committees	171	16	865	84	
DIF District Federations	Boards	225	28	588	72	
	Committees	315	24	980	76	
<i>N=3600</i>		<i>777</i>	22	<i>2823</i>	<i>78</i>	39
DGI	Executive committee	2	22	7	78	
	Interdisciplinary committees	7	35	13	65	
	Activity committees	20	29	50	71	
	Other committees	35	36	63	64	
	Sub-committees	95	36	166	64	
DGI Regional Associat.	Boards	92	37	159	63	
	Committees	629	41	894	59	
	Sub-committees	317	56	248	44	
<i>N=3207</i>		<i>1358</i>	42	<i>1849</i>	<i>58</i>	47
DFIF	Executive committee	0	0	6	100	
	Committees	7	30	18	70	
DFIF sports sections	Boards	1	4	23	96	
DFIF districts	Boards	19	22	67	78	
	Committees	5	9	50	91	
<i>N=210</i>		<i>32</i>	15	<i>178</i>	<i>85</i>	31
TEAM DANMARK	Committee of Rep.	5	21	19	79	
	Executive committee	1	14	6	86	
<i>N=31</i>		<i>6</i>	<i>19</i>	<i>25</i>	<i>81</i>	
<i>Total: 7048</i>	All	2173	31	4875	69	41

Table 3: Women as presidents and vice-presidents of decision-making bodies in the top management of sport (per cent) (N = 923 leaders in total)

	DIF	DGI	DFIF	All
Executive committee	0 (0 of 2)	0 (0 of 1)	0 (0 of 1)	0 (0 of 4)
National committees	10 per cent (1 of 10)	29 per cent (10 of 34)	0 (0 of 9)	21 per cent (11 of 53)
Other committees/boards National federations, regional associations and districts	7 per cent (7 of 106)	35 per cent (16 of 46)	9 per cent (2 of 22)	14 per cent (25 of 174)
Committees/sub-committees	13 per cent (49 of 365)	37 per cent (120 of 325)	0 (0 of 2)	24 per cent (169 of 692)
All	12 per cent (57 of 483)	36 per cent (146 of 406)	6 per cent (2 of 34)	22 per cent (205 of 923)
Total share of women in management (cf. table 2)	22	42	15	31

Table 4: Share of female members and female top managers in selected national federations under DIF

DIF	Members	President + vice-pres.	Committee presidents	Committee members ¹	Sub-committee members ²	Total
Athletics % N=	37 -23,235	0 -2	0 -9	29 -7	0 -9	13 -17
Football % N=	17 -292,973	0 -2	0 -15	0 -16	2 -98	2 -114
Gymnastics % N=	75 -148,384	0 -2	60 -5	50 -8	43 -30	45 -38
Handball % N=	54 -134,782	0 -2	0 -10	0 -12	2 -41	2 -53
Karate % N=	30 -2,961	0 -1	50 -4	17 -6	8 -13	11 -19
Equestrian % N=	84 -73,268	0 -2	53 -15	0 -7	46 -67	42 -74
Swimming % N=	56 -122,924	0 -2	15 -34	0 -8	23 -186	22 -194
Tennis % N=	34 -73,268	0 -2	No committees	0 -8	No committees	0 -8
Sports for the disabled % N=	50 -28,786	0 -2	34 -38	14 -7	29 -242	29 -249
Total % N=		0 -17	24 -130	10 -79	23 -686	22 -765
All federations % In DIF N=	39 -647,208	7 -106	13 -369	13 -378	19 -1487	17 -1865

¹ Includes president and vice-president

² Includes chairman of sub-committee

Table 4A: Women as members by age group in selected national federations under DIF (per cent)

DIF	Members	< 18 years	18-25 years	> 25 years
Athletics	37	44	38	32
Football	17	18	17	9
Gymnastics	75	71	76	79
Sports for the disabled	50	56	48	51
Handball	54	59	51	50
Karate	30	31	34	29
Equestrian	84	90	90	72
Swimming	56	52	57	65
Tennis	34	34	29	33
All federations	39	43	36	36

Table 5: Share of women among members and in top management in selected activity committees and sub-committees under DGI (including ad hoc committees)

	Members	Committee president	Committee members	Sub-committee members	Total
Athletics and exercise % N=	40 -18,003	100 -1	20 -5	(No sub-committees)	20 -5
Football % N=	16 -241,070	0 -1	0 -7	0 -21	0 -28
Gymnastics % N=	74 -288,913	0 -1	57 -7	52 -64	52 -71
Handball % N=	55 -130,925	0 -1	29 -7	30 -10	29 -17
Swimming % N=	56 -153,507	0 -1	40 -5	30 -10	33 -15
Tennis % N=	34 -60,250	0 -1	20 -5	25 -12	24 -17
Sports for children % N=	57 -7,494	100 -1	33 -3	(No sub-committees)	33 -3
Sports for the elderly % N=	64 -16,560	0 -1	80 -5	63 -8	69 -13
Total % N=		25 -8	34 -44	38 -125	37 -169
All activity areas % N=	47 1,313,714				

Table 5A: Women as members by age in selected activity areas under DGI (per cent)

DIF	Members	< 18 years	18-25 years	> 25 years
Athletics	40	43	40	35
Football	16	18	10	11
Gymnastics	74	69	82	76
Sports for the disabled				
Handball	55	57	51	44
Swimming	56	52	64	66
Tennis	34	34	35	32
All federations	47	45	47	58

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The project WOMEN AT THE TOP deals with women and voluntary leadership within sport.

The aim of the project is to document and analyse reasons for women's under-representation among voluntary leaders within sport as well as to study the possibilities of gender mainstreaming as a new strategy in this field. *This first sub-report deals with a mapping of women in sports management.* The organisations included in the study are the National Olympic Committee and Sports Confederation of Denmark (DIF), the Danish Gymnastics and Sports Association (DGI), the Danish Workers' Sports Federation (DFIF), and Team Danmark (TD).

Problems dealt with in the mapping

The questions that arise through the information above are:

1. *What is the representation of women in decision-making positions within sports in general?*
2. *Is the participation of women in decision-making positions the same in the different sports federations?*
3. *Does the number of women participating decrease as the level becomes higher?*
4. *Do women to a higher extent hold decision-making positions within the so-called female sports?*
5. *Do women to a higher extent hold decision-making positions within fields that are usually seen as belonging to the female sphere such as sport for the elderly, sports for the disabled and sports for children/youth?*