# The governance index report

Levels of gender and ethnic/racial representation
in leadership positions in European football

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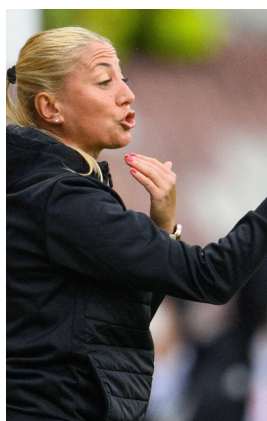
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# Content

# 1 Introduction, methods and key findings

In many European countries football is one of the most popular sports among young people to participate in and among the most favourite media sports to watch, read and talk about. Especially male and increasingly also female football players from grassroots level to professional leagues reflect the large ethnic diversity of the populations of most (western) European countries. Moreover, partly due to global player migration, the representation of ethnic minority players in many national professional football leagues is larger than the ethnic diversity in the respective societies at large. However, previous research also showed that regardless of the ethnic diversity amongst male professional football players and the enormous growth in women's (professional) football, positions of leadership in European football are largely dominated by ethnic majority/white men.[1] In the current study, levels of representation of minority ethnic groups and women in different leadership positions (governance, operations and coaching) in European football have been investigated once more to monitor whether policies and actions undertaken at different levels (professional clubs, national leagues, UEFA) to stimulate ethnic and gender diversity have resulted in enlarged diversity in football leadership.

1  Bradbury, S. Van Sterkenburg, J. & Mignon, P. (2014) The glass ceiling in football in Europe. London: FARE/UEFA.

2  Because the datafile of Portugal was not entirely complete, the Portuguese data concerning operations positions is excluded from this overview.

3  Organisation of the highest national football league. Because of the absence of a national elite league organisation, Malta is excluded.

4  Data for UEFA have been collected for 2020 only.

### Research methods

The findings are based on two rounds of documentary and web-based analysis of ethnic and gender diversity in senior leadership and coaching positions (governance, operations and coaching) in 2020 and 2022 in 14 countries: Austria, Belgium, Denmark, England, France, Germany, Italy, Malta, Poland, Portugal[2], Spain, Sweden, Switzerland and The Netherlands. Senior Governance Positions includes e.g. president, vice-president, board members. Senior Operations Positions includes e.g. CEO, head of units such as head of media, finance, directors. Senior coaching positions includes head coach and assistant head coaches (that means e.g. not the goalkeeper coach or striker's coach). We included senior coaching positions in men's club football teams, the women's national team and the men's national team in both years. Moreover, we included women's club team coaches in 2022. As a result of this last addition, the number of coaches, and especially the number of *female* coaches, will be higher in 2022 compared to 2020. For each country, the data was collected by a national data collector who had sufficient knowledge about the football system at the country in question.

The analysis concerned leadership and coaching positions at *14* national football federations, 13 national elite league associations[3], 344 elite level professional clubs and UEFA[4]. The professional clubs analysed all operated in the highest national football league during either the 2019-2020 or 2021-2022 season. The data

collection ideally occurred between 16 June and 16 July 2020, and 14 February and 7 March 2022[5] and concerned a total number of *3,955* positions of leadership (senior governance, N=*1,955*; senior operations, N=*1,275*; and senior coaching positions, N=*730*) in 2020 and *4,439* in 2022 (senior governance, N=*1,828*; senior operations, N=*1,685*; and senior coaching positions, N=*926*).

### Ethnic minorities

The term *ethnic minority* is used as a broad descriptive marker to refer to *visible ethnically distinct populations* drawn from *non-European heritage* who reside in countries in Europe. These 'visible' minorities include generationally settled and new migrant populations drawn from Asia, Africa, the Caribbean, and the Middle East. They also include Europe's largest indigenous ethnic minority grouping - the Roma population (which include e.g. the 'Oriental' Roma, the Sinti, 'Travellers/Gypsies') - and migrant Turkish populations whose ethnic, cultural and religious visibility is heightened in many countries of settlement in Europe. Some Latin American minorities cannot be classified as 'visible' minority, since they look similar to, for example, 'white' Spanish inhabitants. Hence, and quite similar to everyday discourse in many European countries, skin colour was an important marker with 'white' Latin American migrants being classified as majority and 'black' Latin American migrants as 'visible' minority.

5  Some national data collectors were not able to finish the data collection within this time frame. They finished the data collection later, still focusing on the '19-'20 and '21-'22 season.

6  The finding that white men were less dominant in coaching positions in the 2022 data can probably be explained by the fact that we included women's club teams for the first time in 2022, Including women's club teams results in a higher percentage of (white) female coaches.

The term 'visible' minority has been utilised to explore the levels of representation of ethnic minorities in leadership positions in football before (Bradbury, Van Sterkenburg & Mignon, 2014). The definition used in this report corresponds to a large extent to the definition used by Bradbury et al., with the exception of the classification of the Roma population as a 'visible' minority instead of majority and the more specific classification of Latin American minorities. Nonetheless, discussion may remain about specific individuals who are not clearly visibly distinctive as from non-European descent. Ambiguity about categorisation of someone as belonging to a visible ethnic minority may especially relate to individuals from 'mixed' ethnic descent or from those who are white but experience discrimination based on their minority status in a country (e.g. those of the Albanese minority in Italy). We based our classification on the definition of 'visible' ethnic minority' described above and on country specific data collectors' use and interpretation of that definition.

### Key findings

Overall, all leadership positions in European football are dominated by white men: in senior governance (89% in 2020; 87% in 2022), senior operations (87% in both years) and senior coaching (94% in 2020; 90% in 2022 ) positions. Among all studied senior governance positions, UEFA's senior governance is least dominated by the most privileged group of white men (84% in 2020). In national league associations, governance is most over-represented by white men (95% in 2020; 94% in 2022,

see figure 1.1.1 and 1.1.2). Regarding senior operating positions, white men are most over-represented at UEFA (93% in 2020) and least at national federations (80% in 2020; 77% in 2022, see figure 1.3). Coaching of the national women's team is least dominated by white men (59% in 2020; 58% in 2022) while men's professional club coaching is most dominated by white men (95% in 2020; 96% in 2022, see figure 1.4).

**Figure 1.1** Representation in **senior governance, operations and coaching positions** in Europe (%)

**2020**

| Position | White men | White women | Ethnic minority men |
|---|---|---|---|
| Senior Governance (N=1,950) | 89 | 8 | |
| Senior Operations (N=1,275) | 87 | 11 | |
| Senior Coaching (N=730) | 94 | | |

**2022**

| Position | White men | White women | Ethnic minority men |
|---|---|---|---|
| Senior Governance (N=1,828) | 87 | 9 | |
| Senior Operations (N=1,685) | 87 | 11 | |
| Senior Coaching (N=926) | 90 | 6 | |
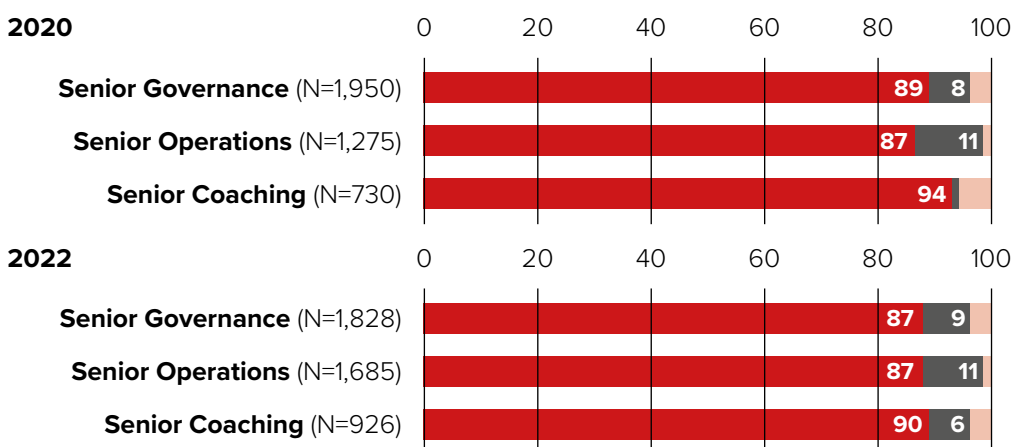
**Figure 1.2** Representation in **senior governance positions** in Europe; **overall and per organisation** (%)

| Organisation | White men | White women | Ethnic minority men |
|---|---|---|---|
| Overall 2020 (N=1,950) | 89 | 8 | 3 |
| 2022 (N=1,828) | 87 | 9 | 4 |
| Elite professional clubs 2020 (N=1,533) | 89 | 8 | 3 |
| 2022 (N=1,469) | 87 | 9 | 4 |
| National league associations 2020 (N=115) | 95 | 4 | |
| 2022 (N=111) | 94 | 5 | |
| National federations 2020 (N=288) | 88 | 10 | |
| 2022 (N=248) | 85 | 12 | |
| UEFA 2020 (N=19) | 84 | 5 | 11 |
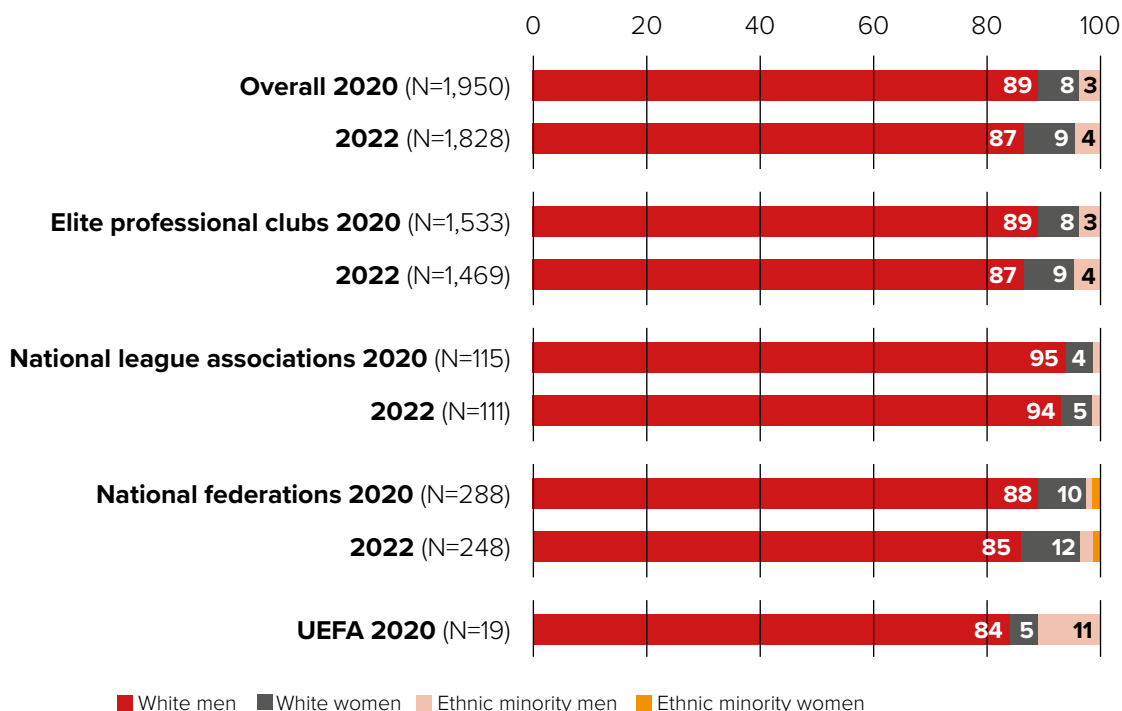
■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

**Figure 1.3** Representation in **senior operations** in Europe;
**overall and per organisation** (%)

| Organisation | White men | White women | Ethnic minority men | Ethnic minority women |
|---|---|---|---|---|
| **Overall 2020** (N=1,275) | 87 | 11 | 2 | |
| **2022** (N=1,685) | 87 | 11 | 2 | |
| **Elite professional clubs 2020** (N=1,018) | 88 | 10 | 2 | |
| **2022** (N=1,447) | 88 | 10 | 2 | |
| **National league associations 2020** (N=89) | 89 | 10 | | |
| **2022** (N=83) | 84 | 16 | | |
| **National federations 2020** (N=154) | 80 | 19 | | |
| **2022** (N=155) | 77 | | 21 | |
| **UEFA 2020** (N=14) | 93 | | 7 | |
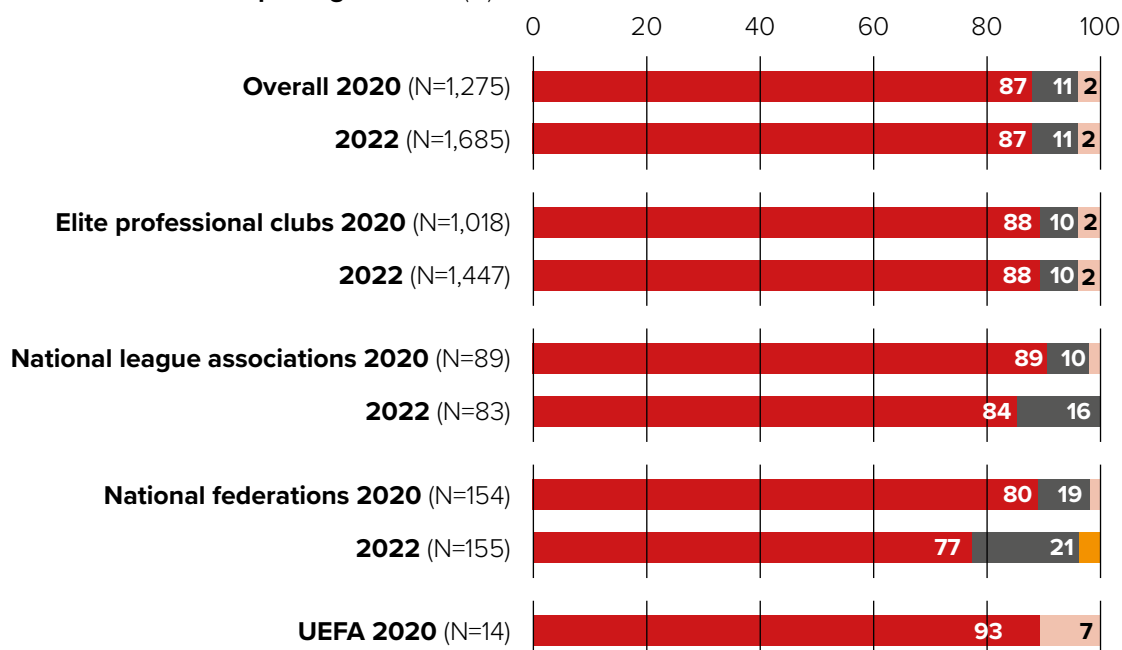
**Figure 1.4** Representation in **senior coaching positions** in Europe;
**overall and per organisation** (%)

| Organisation | White men | White women | Ethnic minority men | Ethnic minority women |
|---|---|---|---|---|
| **Overall 2020** (N=730) | 94 | 2 | 4 | |
| **2022** (N=926) | 90 | 6 | 4 | |
| **Professional clubs coaches men 2020** (N=659) | 95 | | 5 | |
| **2022** (N=668) | 96 | | 4 | |
| **Professional clubs coaches women 2020** (N=177) | 74 | 23 | 2 | |
| **National team senior coaches men 2020** (N=37) | 100 | | | |
| **2022** (N=45) | 89 | | 11 | |
| **National team senior coaches women 2020** (N=34) | 59 | | 41 | |
| **2022** (N=36) | 58 | | 42 | |

■ White men   ■ White women   ■ Ethnic minority men   ■ Ethnic minority women
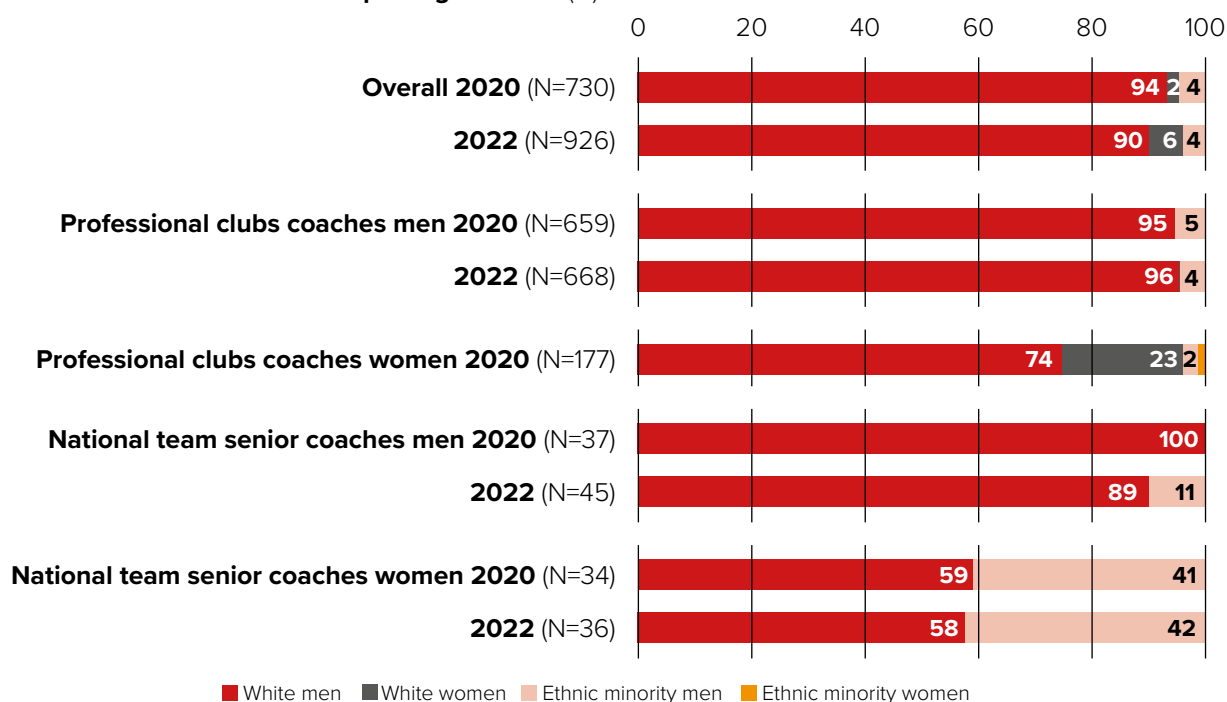
In both 2020 and 2022, the representation of 'visible' minorities is below 5 percent in all investigated positions of leadership, with a slightly higher representation in senior coaching positions (4% in both years) compared to senior governance- (3% in 2020; 4% in 2022) and -operations positions (2% in both years). These numbers are almost completely determined by ethnic minority men, since ethnic minority women are almost completely absent in all three types of positions. In total, in 2020 only 10 ethnic minority women (0,3%) were active in all 3,955 studied positions of leadership, in 2022 14 ethnic minority women were active in the 3,832 studied positions of leadership (0,4%).

Ethnic minority women are practically completely absent in senior coaching positions, except for 2 ethnic minority women head coaches in women's club football in 2022. In 2020, minority men are not represented at national teams coaching staff, this applies both to men's and women's teams. In the 2022 data, 11% of national coaching staff roles in men's football were occupied by ethnic minority men. Future research should confirm whether this increase in the number of ethnic minority men in national coaching staff roles continues or not. At professional men's clubs, ethnic minority men are more often represented in assistant coach positions (5% in both years) compared to head coach positions (4% in 2020; 3% in 2022).

The representation of white women is highest in senior operations (11% in both years) followed by senior governance positions (8% in 2020; 9% in 2022) and senior coaching positions (2% in 2020; 6% in 2022). The representation of white women in coaching positions can be fully explained by their relative high representation in assistant- (55% in 2020; 41% in 2022) and head coaching positions (21% in 2020; 43% in 2022) at women's national teams. Not a single (white) woman was part of a senior men's coaching staff. At the level of senior governance positions, the representation of white women is somewhat higher in national football associations (10% in 2020; 12% in 2022) compared to national league associations (4% in 2020; 5% in 2022) and professional clubs (8% in 2020; 9% in 2022). This also applies to senior operations positions where the share of white women is somewhat higher in national football associations (19% in 2020; 21% in 2022) than in national league associations (10%; 16%) and professional clubs (10% in both years).

# 2 European overview (14 countries)

## 2.1 Senior governance positions

**Table 2.1** **Senior governance positions** in European football by gender and ethnicity (%)

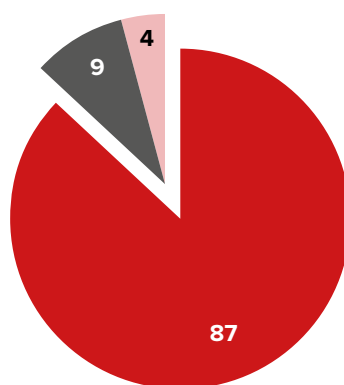| Senior Governance (%) | N | | White men | | White women | | Ethnic minority men | | Ethnic minority women | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **2020** | **2022** | **2020** | **2022** | **2020** | **2022** | **2020** | **2022** | **2020** | **2022** |
| Elite level professional clubs | 1,533 | 1,469 | 89.1 | 86.8 | 7.5 | 8.6 | 3.2 | 4.0 | 0.2 | 0.5 |
| National league associations | 115 | 111 | 94.8 | 93.7 | 4.3 | 4.5 | 0.9 | 1.8 | 0.0 | 0.0 |
| National federations | 288 | 248 | 88.0 | 85.1 | 9.5 | 12.1 | 1.4 | 2.0 | 1.1 | 0.8 |
| UEFA 19 | - | 84.2 | - | 5.3 | - | 10.5 | - | 0.0 | - | |
| **Overall** | **1,955** | **1,828** | **89.2** | **87.0** | **7.6** | **8.9** | **2.9** | **3.6** | **0.3** | **0.5** |

7  Because of rounding the percentages, in some cases, the sum total deviates from 100%. This also applies to other tables.

**Figure 2.1** Representation levels in **senior governance positions** in European football; overall (%)

**2020** (N=1,955)
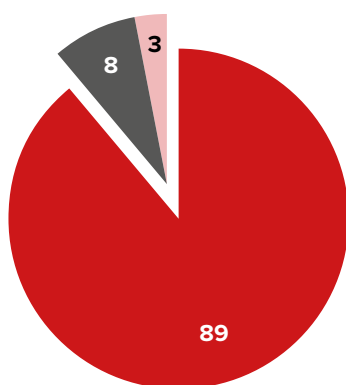
**2022** (N=1,828)



■ White men   ■ White women   ■ Ethnic minority men   ■ Ethnic minority women

**Belgium and Spain** have a relatively high percentage of ethnic minority men in senior governance positions at professional clubs in both 2020 and 2022.

**Belgium**
**11%** **15%**
in 2020   in 2022

**Spain**
**9%** **8%**
in 2020   in 2022

In 2022 **England** has 15 ethnic minority men in senior governance positions in clubs (11%). In **Malta** and **Poland**, ethnic minority men and women are completely absent in senior governance positions at football clubs.

**'Investor billionaires'** who (co)govern clubs, from countries like **China**, **Singapore**, and **Qatar** more often represent the current ethnic minority men and women in senior governance and **not** the main ethnic minority groups in the country.

**About a quarter of all people** working in senior governance positions at professional **Swedish clubs** are white women. Furthermore, the representation of white women in senior governance of clubs is relatively high in **Italy** and **Spain**.

**Italy**
**13%** **11%**
in 2020   in 2022

**Spain**
**10%** **8%**
in 2020   in 2022

At **French football clubs**, women are completely absent in senior governance positions.

In **Austria, France, Poland, and Sweden**, 'visible' minorities are completely absent in senior governance functions at national league associations. In Belgium, there are no women present in senior governance functions at national league associations.

In **Malta and Switzerland**, only white men are represented in senior governance positions at the national federation. There are no ethnic minorities in a senior governance position at the national federation in **Austria, Denmark, Germany, Poland**, and **Spain**.

**Ethnic minority women** are almost completely absent in senior governance positions at professional football clubs (n=3 in 2020, n=8 in 2022) and national federations (n=3 in 2020; n=2 in 2022) and are not represented at national league associations and **UEFA** (UEFA data are about 2020).
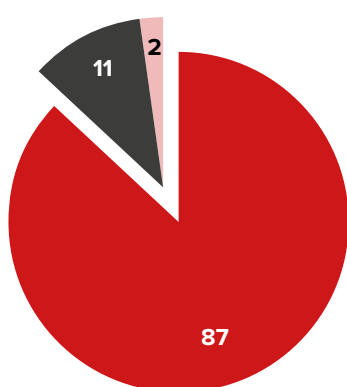
## 2.2 Senior operations positions

**Table 2.2.1 Senior operations positions** in European football by gender and ethnicity (%)[8]

| Senior operations (%) | N | | White men | | White women | | Ethnic minority men | | Ethnic minority women | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 |
| Elite professional clubs | 1,018 | 1,447 | 87.6 | 88.4 | 9.6 | 9.7 | 2.5 | 1.8 | 0.3 | 0.1 |
| National league associations | 89 | 83 | 88.8 | 84.3 | 10.1 | 15.7 | 1.1 | 0.0 | 0.0 | 0.0 |
| National federations | 154 | 155 | 79.9 | 77.4 | 19.5 | 21.3 | 0.6 | 0.0 | 0.0 | 1.3 |
| UEFA | 14 | - | 92.9 | - | 0.0 | - | 0.0 | - | 7.1 | - |
| **Overall** | **1,275** | **1,685** | **86.8** | **87.2** | **10.7** | **11.0** | **2.1** | **1.5** | **0.3** | **0.2** |

8 The Maltese data concerning operations positions was incomplete for the 2020 data collecting round and is therefore left out from analyses concerning operations positions regarding the 2020 data. The Portuguese data concerning operations positions was incomplete for both the 2020 and 2022 data collecting rounds. For that reason, we excluded Portugal from the analyses concerning operations positions.

**Figure 2.2.1** Representation levels in **senior operations positions** in European football; overall (%)

**2020** (N=1,275)

**2022** (N=1,685)
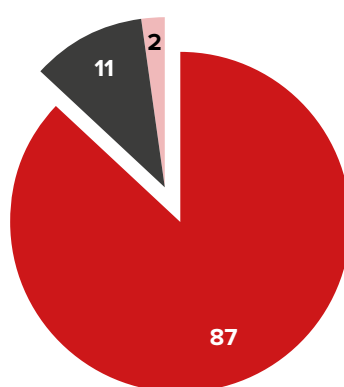


■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

In **Italy**, there are no ethnic minorities working at clubs in senior operations positions in 2020 and 2022.

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In **England**, **50%** of senior operations positions within the national football association in 2020, and more than half of the senior operations positions in 2022 are fulfilled by women.

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**Ethnic minority women** are almost completely absent in senior operations positions at professional football clubs (n=3 in 2020, n=2 in 2022), national federations (n=0 in 2020; n=2 in 2022) and **UEFA** (n=1 in 2020) and are not represented in senior operations functions at national league associations.

## 2.3 Senior coaching positions

**Table 2.3.1 Senior coaching positions** in European football by gender and ethnicity (%)

| Senior coaching (%) | N | | White men | | White women | | Ethnic minority men | | Ethnic minority women | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 |
| Professional clubs coaches men | 660 | 668 | 95.3 | 95.7 | 0.0 | 0.0 | 4.7 | 4.3 | 0.0 | 0.0 |
| Professional clubs coaches women | - | 177 | - | 74.0 | - | 22.6 | - | 2.3 | - | 1.1 |
| National team senior coaches men | 37 | 45 | 100.0 | 88.9 | 0.0 | 0.0 | 0.0 | 11.1 | 0.0 | 0.0 |
| National team senior coaches women | 34 | 36 | 58.8 | 58.3 | 41.2 | 41.7 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Overall** | **730** | **926** | **93.8** | **89.7** | **1.9** | **5.9** | **4.2** | **4.1** | **0.0** | **0.2** |

**Figure 2.3.1** Representation levels in **senior coaching positions** in European football; overall (%) [9]

**2020** (N=731)
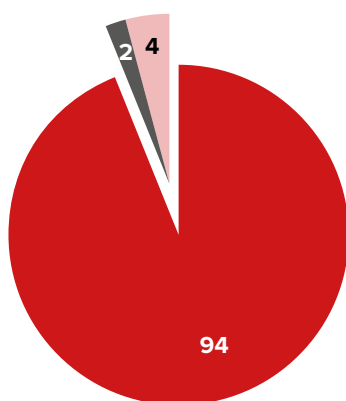


**2022** (N=926)
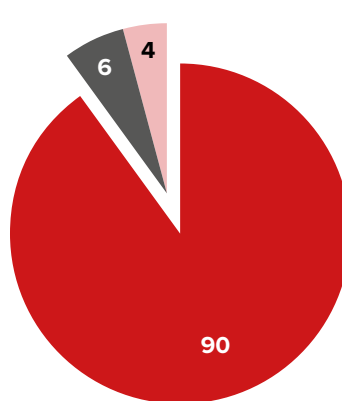


9 The 2022 data include senior coaching positions in women's club football, whereas the data from 2020 do not, which probably explains the increase in the percentage of White women in senior coaching positions in 2022 compared to 2020.

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

**2.4** **First team head coach and assistant head coach positions**

**Table 2.4.1 First team coach and assistant coach positions** in European football by gender and ethnicity (%)

| Senior coaching (%) | N | | White men | | White women | | Ethnic minority men | | Ethnic minority women | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 | 2020 | 2022 |
| **Men's first team** | | | | | | | | | | |
| Head coach | 232 | 238 | 96.1 | 96.6 | 0.0 | 0.0 | 3.9 | 3.4 | 0.0 | 0.0 |
| Assistant | 428 | 430 | 94.9 | 95.1 | 0.0 | 0.0 | 5.1 | 4.9 | 0.0 | 0.0 |
| **Women's first team** | | | | | | | | | | |
| Head coach | - | 177 | - | 74.0 | - | 22.6 | - | 2.3 | - | 1.1 |
| **Men's national team** | | | | | | | | | | |
| Head coach | 14 | 14 | 100.0 | 92.9 | 0.0 | 0.0 | 0.0 | 7.1 | 0.0 | 0.0 |
| Assistant | 23 | 31 | 100.0 | 87.1 | 0.0 | 0.0 | 0.0 | 12.9 | 0.0 | 0.0 |
| **Women's national team** | | | | | | | | | | |
| Head coach | 14 | 14 | 78.6 | 57.1 | 21.4 | 42.9 | 0.0 | 0.0 | 0.0 | 0.0 |
| Assistant | 20 | 22 | 45.0 | 59.1 | 55.0 | 40.9 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Overall** | | | | | | | | | | |
| Head coach | 260 | 443 | 95.4 | 86.2 | 1.2 | 10.4 | 3.5 | 2.9 | 0.0 | 0.5 |
| Assistant | 471 | 483 | 93.0 | 93.0 | 2.3 | 1.9 | 4.7 | 5.2 | 0.0 | 0.0 |

**Figure 2.4.1** Representation levels in **first team coach and assistant coach positions** in European football; overall (%)
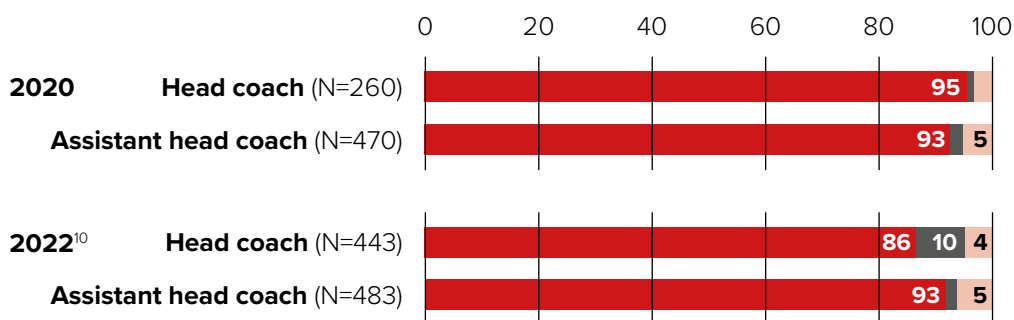


10This graph includes head coaches of women's club football, whereas the graph for 2020 does not.

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

**Table 2.5.1 First team coach and assistant coach positions** in European football by gender and ethnicity; organisations (%)

**2020** (N=730)

**Professional club coaches**

**Head coach** (N=232)  96 | 4

**Assistant head coach** (N=427)  95 | 5

**Men's national team**

**Head coach** (N=14)  100

**Assistant head coach** (N=23)  100

**Women's national team**

**Head coach** (N=14)  79 | 21

**Assistant head coach** (N=20)  45 | 55
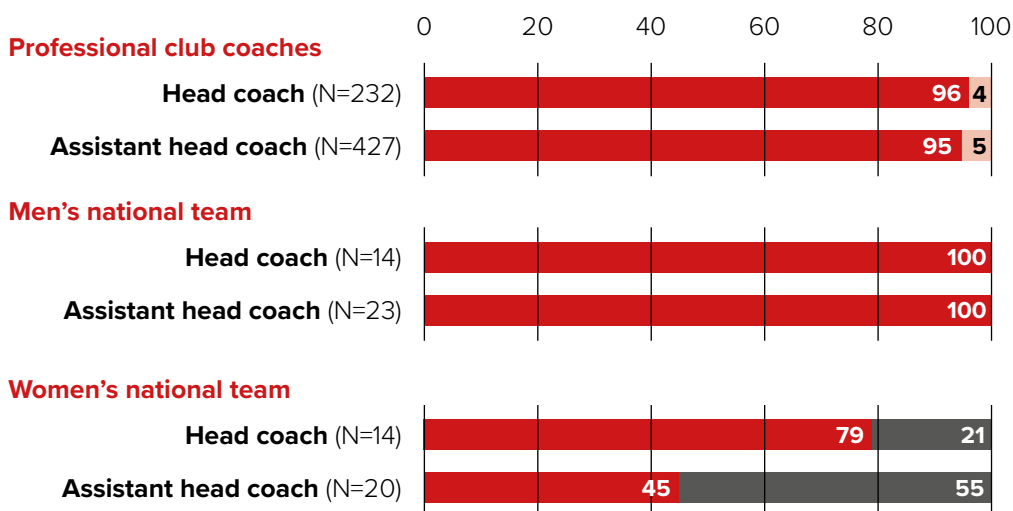
**Table 2.5.2 First team coach and assistant coach positions** in European football by gender and ethnicity; organisations (%)

**2022** (N=926)

**Club men's**

**Head coach** (N=238)  97 | 3

**Assistant head coach** (N=430)  95 | 5

**Club women's**

**Head coach** (N=177)  74 | 23

**Men's national team**

**Head coach** (N=14)  93 | 7

**Assistant head coach** (N=31)  87 | 13

**Women's national team**

**Head coach** (N=14)  57 | 43

**Assistant head coach** (N=22)  59 | 41
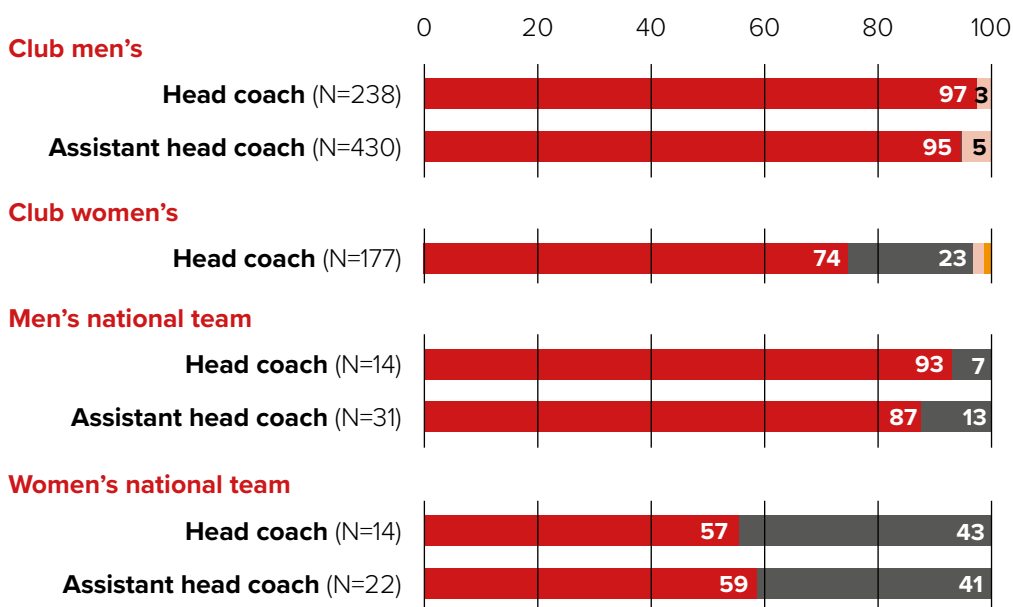
■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women

In **Germany, Poland, and Portugal**, there are no ethnic minority men in the function of head coach. In Malta all head- and assistant head coaches are white men.

In **2** of the studied 14 countries, **France and Germany**, the women's national team head coach is a woman in both years (2020 and 2022).

In not a single country, the coaching staff of the women's national team consists entirely of women, while the

**Swedish coaching staff**

consists entirely of men (both years)

**Ethnic minority women** are completely absent in senior coaching positions.

# 3 Explanatory mechanisms of social in- and exclusion

In previous research, several mechanisms were identified to explain the underrepresentation of women and ethnic minorities in leadership positions in sport, including football. Many of these studies are theoretically grounded in feminist and/or Critical Race Theory and empirically substantiated by qualitative data based on the opinions and experiences of people in leadership positions in sport, both from dominant social status positions (white men) and from underrepresented groups (women and minority ethnic people). In this section, we list the main mechanisms that help make sense of the limited diversity in football leadership and coaching in football[11].

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11 This chapter is based on a number of academic sources and reference works. In order to make the report more readable and accessible for non-academics, we will not use the academic system of citation consistently. All sources consulted can be found here and in the literature section at the end of the report: Acker, 2006; (different chapters in) Bradbury, Lusted & Van Sterkenburg, 2020; Bradbury, Van Sterkenburg & Mignon 2014; Claringbould & Knoppers, 2008; Dunn & Welford, 2015; (different chapters in) Elling, Hovden & Knoppers, 2018; European Institute for Gender Equality, 2017; Hylton, 2009; Magee, Caudwell, Liston & Scraton, 2007; Olushola-Ogunrinde & Carter-Francique, 2020; Van Sterkenburg, 2020).

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**(i)  Country specific historical and socio-political context**

*   Scholars have shown how racial exclusion and the limited racial/ethnic diversity within the domain of elite sport, including professional football, cannot be separated from the wider country specific historical and socio-political context. Explicit forms of racism (and sexism) are not as prevalent in all European countries. Research showed how overt forms of racism and explicit opposition to the recruitment of Black and minority coaches is especially evident in some East and Central European countries, with more racial/ethnic homogenous populations and more nationalist political ideologies and where explicit forms of racism are more common for minority ethnic players. West European and North European nations rely more often on subtle and implicit forms of racial exclusion and prejudice, though these serve just as well to accord less value, 'quality' and status to minority ethnic coaches and leaders (Bradbury, Lusted & Van Sterkenburg, 2020). Overall, discussions about ethnic and racial diversity in football leadership is still largely absent in many European countries.

*   Regarding gender equity, the Nordic countries Norway and Sweden rank high as gender-equalized nation states. These countries have a long tradition of public policy on gender equality, including gender quota (Elling, Hovden & Knoppers, 2018; European Institute for Gender Equality, 2017). Different than in other European countries, both women and men comprise of at least 40 percent in governance of all national federations in Norway and Sweden, including male dominated sports like football.

**(ii) Prevailing sexist and racist stereotyping**

- Research shows how racial stereotypes are still widespread in the football industry, in particular associating 'Black people' with notions of natural physicality and strength/speed, while associating 'White people' with notions of leadership and organizational skills and 'thinking' positions on and off the field (Hylton, 2009; Van Sterkenburg, 2020). Minority and Black football players are often seen as less capable coaches and leaders and are stereotyped as 'fit for playing but not for managing sport'. This already becomes evident in the positioning of players on the playing field - a phenomenon referred to as 'stacking' – with Black players mainly into more peripheral positions requiring speed and White players more often in central or leadership positions. The lack of appointment of 'visible' minorities as team captains further limits their opportunities to show qualities of leadership, disadvantaging them in career trajectories from 'captain to coach' in the game (Bradbury, Lusted & Van Sterkenburg, 2020). Some minority ethnic leaders and coaches report they are often judged in relation to perceived ethnic and cultural traits rather than in terms of their qualifications and certificates.

- The underrepresentation of women in leadership positions (in sport and football) is often attributed to a natural lack of independence, ambition and/or leadership skills, compared to men, who are generally regarded as more decisive and better problem-solving leaders (e.g. Claringbould & Knoppers, 2008; Elling, Hovden & Knoppers, 2018). Such essentialist discourses on gender differences are perpetuated by continuing gender inequalities in care responsibilities for children and the elderly that still dominate in many European countries. This may further complicate and limit women's ability to pursue double-career positions in paid and voluntary work such as in sport governance. Moreover, essentialist discourses on men's innate leadership qualities and women's lack thereof tend to be more prevalent in a traditional male defined sport like football. Mainstream football organizations like UEFA and national football federations only allowed girls and women to play since 1971 (Dunn & Welford, 2015; Magee, Caudwell, Liston & Scraton, 2007). Women's competences in and knowledge of football are generally questioned, both on and off the field. Moreover, women athletes may be 'complicit' in reproducing essentialist notions on men as having more natural football knowledge and leadership.

- The sports media play a role in reproducing racial/ethnic and gender stereotypes (Van Sterkenburg, 2020). Racialized sport media discourses that associate Black and minority ethnic athletes with natural athleticism and White athletes with leadership capacities may linger on in the domain of football coaching. Minoritized ethnic coaches themselves mention how sports journalists focus on the assumed merits and suitability of White (ex-)players to become good coaches, while neglecting 'visible' minorities from these media narratives.

- Ethnic minority women experience a double burden of intersecting exclusionary mechanisms and tend to be seen as lacking the necessary knowledge and capabilities and/or even may be attributed undesirable traits for coaching and leadership (Olushola-Ogunrinde & Carter-Francique, 2020). They, in particular, are severely under-represented in leadership and coaching positions in football.

**(iii) Closed and selective processes of recruitment and selection**

- The definitional power of racial and sexist stereotyping may influence recruitment and selection processes (Acker, 2006). For example, since hiring a minority ethnic coach may be associated with 'risk and 'insecurity' (Bradbury et al., 2014), minority coaches may be overlooked in the process of recruitment and selection while favoring coaches who are perceived as more culturally and racially similar to the people in key positions in European football.

- There is a tendency in football organizations, across countries, to apply institutionally closed mechanisms of recruitment based on personal networks and recommendation and recruitment from dominant (white, male) social and cultural networks. This results in the reproduction of homogeneous (White, male) leadership in football and in restricting opportunities for minority ethnic coaches to access leadership and coaching positions (Bradbury, Lusted & Van Sterkenburg, 2020).

- Earlier research shows how 'visible' ethnic minorities feel they have to work twice as hard for fewer and less high profile opportunities compared to majority White coaches and are less likely to be offered second chances to become coaches at other professional clubs (Bradbury, Lusted & Van Sterkenburg, 2020). When women and minority ethnic leaders do reach leadership or coaching positions, they are relatively often regarded as representing their wider group ('women', ethnic minorities'), especially regarding attributed failures.

**(iv) A lack of women and ethnic minority role models**

- The gendered male and racial/ethnic homogeneity of football coaching and leadership results in a lack of women and minority ethnic role models in positions of leadership, that may also negatively influence experienced competence and ambitions of potential female and ethnic minority leaders inside and outside of football. Whereas white males may be much more socialized and supported in career paths that lead to senior coaching, management or governance positions.

- Previous research shows how the low numbers of 'visible' minorities achieving high level coaching positions complicates the situation for ambitious minority coaches; on the one hand they are seen as lacking the relevant experience for consideration for coaching posts whilst simultaneously they are being denied opportunities to gain such required experience.

**(v) Continued lack of problem awareness and resistance to targeted policy and action**

- Gender equality in football leadership (and other traditional male dominated sports) in most countries lag behind compared to other types of sport and to gender equality in society at large (Elling, Hovden & Knoppers, 2018). Despite the increase of girls and women in playing football, in all European countries, boys and men still largely dominate and often comprise at least 75 percent of all members of national football federations. Such male dominance among players is often accompanied by a lack of recognition or acknowledgement of the need for more gender balance. Moreover, leadership positions in football are often regarded as positions that hold high societal status among men. These two factors lead to more conservative, masculine organizational cultures that resist change and that resist gendered redistribution of power. Furthermore, since football may be regarded as one of the few bastions where 'men can be men', preserving sexist cultures and disqualifying women as 'real' football players and leaders in football may be beneficial for the reproduction of essentialist discourses that associate men with 'natural (football) leaders'.

- Key stakeholders in the football industry are often convinced of their recruitment and selection processes being non-discriminatory and based on assumptions of meritocracy, like suitability and ability despite the operation of institutionally closed mechanisms of recruitment within homogeneous social and cultural networks (white, male) at national and European levels (Bradbury, Lusted & Van Sterkenburg, 2020).

- The widely held conviction of neutral, non-discriminatory mechanisms among people in key positions (gatekeepers) in football to recruit, select and appoint other people in leadership positions serves to reproduce a lack of problem awareness or non-acknowledgement of institutional discrimination. Such a negation of institutional discrimination is often combined with a strong resistance towards targeted structural actions and measurements to 'open-up' access to leadership positions for women and ethnic minorities like target setting and quotas. Instead policy approaches and actions mainly remain targeted towards stimulating and educating individuals from underrepresented groups. Such 'fixing' the women/ethnic minorities' approaches may result in slow and slight changes in diminishing existing skewness. However, a growing body of research into the development of changing gender diversity in European sport governance clearly showed that the implementation of structural means in redistributing power are most effective over time in achieving sustainable gender equality in sport leadership (Elling, Hovden & Knoppers, 2018).

**Recommendations for action**

Some key recommendations for future action can be identified based on recent research on diversity and inclusion in football and sport leadership (e.g. Bradbury et al., 2014; 2020; Elling, Hovden & Knoppers, 2018). Five broad areas of key recommendation are listed below.

- Given football organizations' tendency to adhere to notions of meritocracy and not 'see' or acknowledge subtle or institutionalized forms of racial and gender exclusion, it is important to collect 'hard' baseline data on (lack of) diversity in football leadership. It would be relevant to repeat such data collection on a regular basis to monitor progress over the years. Furthermore, quantitative data collection should be supplemented with qualitative data based on interviews with people working in football governance and coaching in Europe. This will provide insights into the main obstacles to a more diverse and inclusive leadership. It will lead to recommendations that can be implemented in football policy making on a European scale and will enhance accessibility to leadership positions for those women and ethnic minorities who have the ambition and the capacities.

- Scholars such as Olushola-Ogunrinde & Carter-Francique (2020) advise more culturally and gender diverse recruitment panels within sport organizations, as well as providing proper feedback for women and ethnic minority candidates who get rejected so that they know what to improve in future applications. When designing positive action measures, consultation with the target group is important to ensure their experiences and input is incorporated by those with direct influence on and responsibility for their implementation.  Moreover, organizations should attend to how gender and race-based exclusions are impacted by additional axes of discrimination along the lines of e.g. (dis)ability, sexual orientation, social class.

- Given the importance of networking to obtain leadership positions, football organizations need to invest time and energy in developing and strengthening networks available to (future) women and ethnic minority leaders in football. This should be supplemented with mentoring - and on-the-board programs where football organizations offer opportunities for future women and those of an ethnic minority background to develop themselves in (temporary) coaching or boardroom positions.  It would be worthwhile to create a database for football organizations that includes names of certified and talented women and ethnic minority coaches and leaders. This enables organizations to pro-actively contact such potential leaders in case of a vacancy in the organization.

- The delivery of educational programs targeting influential stakeholders is key to breaking the 'glass ceiling' for women and ethnic minorities in football leadership. Educational activities should address, in particular, the conscious and unconscious forms of racism and sexism and institutionalized forms of

discrimination that often remain unacknowledged but that limit opportunities and engender negative experiences on the part of women and ethnic minority leaders. This includes the discourses that associate Black and minority ethnic leaders with natural playing capacities but not management capacities, or the association of women leaders with lack of ambition and leadership. it would also include awareness of how different dimensions of disadvantage intersect (Hylton, 2009).

• We recommend an interventionist approach in recruitment procedures and organizational culture through positive action and structural measures like gender/ethnicity quota and/or the *Rooney Rule*. The Rooney Rule aims for (football) organizations to invite at least one suitable minority ethnic candidate to the interview round for a vacancy for a management or coaching position, or otherwise receive a financial penalty. Proper implementation of the Rooney rule and quota, including financial penalties for non-compliance will increase hiring opportunities on the part of women and ethnic minorities. Moreover, having more women and ethnic minority candidates in the (face-to-face) interviews may challenge some of the deeply engrained and persistent racial stereotypes from – usually White - club owners about women and minority ethnic coaches and leaders as incompetent. The English Football Association has introduced a version of the Rooney Rule (Bradbury, Lusted & Van Sterkenburg, 2020) and the Dutch football federation KNVB has set some qualitative and quantitative goals for 2030 regarding the realization of more gender and ethnic diversity in the organization, including highest direction management.

# 4 Country-by-country overview

## 4.1 Austria

**Table 4.1.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=227)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 103 | 9 | 0 | 1 | **113** |
| Senior operations | 62 | 9 | 1 | 0 | **72** |
| Head coach (men) | 12 | 0 | 1 | 0 | **13** |
| Assistant head coach (men) | 24 | 0 | 2 | 0 | **26** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 0 | 2 | 0 | 0 | **2** |
| **Overall** | **202** | **20** | **4** | **1** | **227** |

**Table 4.1.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

| | 0 | 20 | 40 | 60 | 80 | 100 |

**Senior governance** (N=113) — 91 | 8

**Senior operations** (N=72) — 86 | 13

**Senior coaching** (N=42) — 88 | 5 | 7

**Overall** (N=227) — 89 | 9

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Austria

**Table 4.1.2** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2022** (N=242)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 99 | 8 | 0 | 1 | **108** |
| Senior operations | 68 | 10 | 1 | 0 | **79** |
| Head coach (men) | 13 | 0 | 0 | 0 | **13** |
| Assistant head coach (men) | 27 | 0 | 2 | 0 | **29** |
| Head coach (women) | 8 | 2 | 0 | 1 | **11** |
| Assistant head coach (women) | 2 | 2 | 0 | 0 | **2** |
| **Overall** | **217** | **20** | **3** | **2** | **242** |

**Table 4.1.2** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2022**

| | White men | White women | Ethnic minority men | Ethnic minority women |
|---|---|---|---|---|
| **Senior governance** (N=108) | 92 | 7 | | |
| **Senior operations** (N=79) | 86 | 13 | | |
| **Senior coaching** (N=55) | 91 | 4 | 4 | |
| **Overall** (N=242) | 90 | 8 | | |

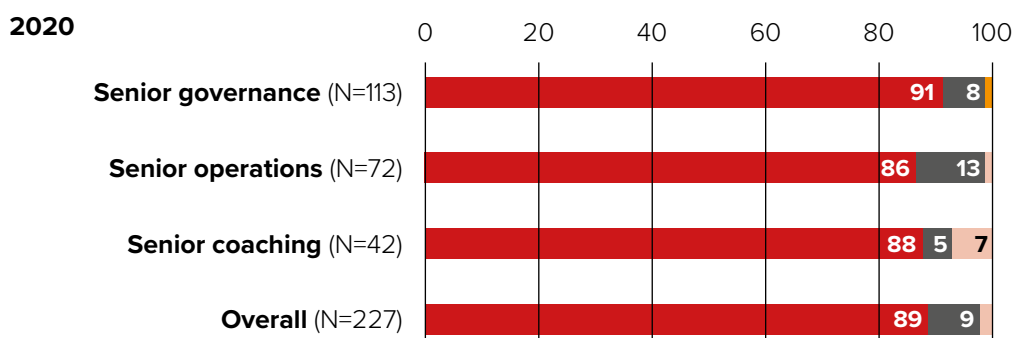■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# 4.2 Belgium

**Table 4.2.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=325)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 115 | 4 | 14 | 0 | **133** |
| Senior operations | 124 | 15 | 9 | 0 | **148** |
| Head coach (men) | 16 | 0 | 1 | 0 | **17** |
| Assistant head coach (men) | 21 | 0 | 3 | 0 | **24** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 1 | 1 | 0 | 0 | **2** |
| **Overall** | **278** | **20** | **27** | **0** | **325** |

**Table 4.2.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

Senior governance (N=113): 86 | 3 | 11
Senior operations (N=72): 82 | 10 | 6
Senior coaching (N=42): 89 | 9
Overall (N=227): 86 | 6 | 8

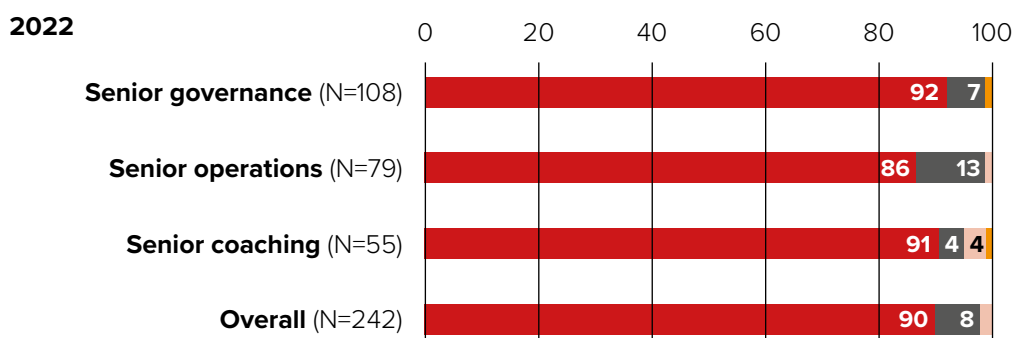■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Belgium

**Table 4.2.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=377)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 106 | 5 | 19 | 1 | **131** |
| Senior operations | 160 | 14 | 7 | 0 | **181** |
| Head coach (men) | 17 | 0 | 2 | 0 | **19** |
| Assistant head coach (men) | 27 | 0 | 6 | 0 | **33** |
| Head coach (women) | 10 | 1 | 0 | 0 | **11** |
| Assistant head coach (women) | 1 | 1 | 0 | 0 | **2** |
| **Overall** | **321** | **21** | **34** | **1** | **377** |

**Table 4.2.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| | 0 | 20 | 40 | 60 | 80 | 100 |
|---|---|---|---|---|---|---|

**Senior governance** (N=131): 81 | 4 | 15

**Senior operations** (N=181): 88 | 8 | 4

**Senior coaching** (N=65): 85 | 3 | 12

**Overall** (N=377): 85 | 6 | 9

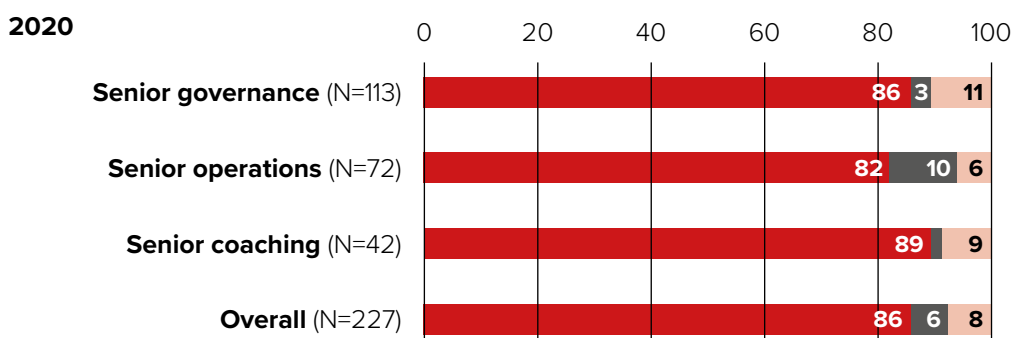■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# 4.3 Denmark

**Table 4.3.1** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2020**

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 112 | 5 | 1 | 0 | **118** |
| Senior operations | 55 | 6 | 1 | 0 | **62** |
| Head coach (men) | 14 | 0 | 1 | 0 | **15** |
| Assistant head coach (men) | 19 | 0 | 1 | 0 | **20** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **201** | **12** | **4** | **0** | **217** |

**Table 4.3.1** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2020**

| | | | | | | |
|---|---|---|---|---|---|---|
| | 0 | 20 | 40 | 60 | 80 | 100 |

Senior governance (N=118): 95, 4

Senior operations (N=62): 89, 10

Senior coaching (N=37): 92, 3, 5

Overall (N=217): 93, 6

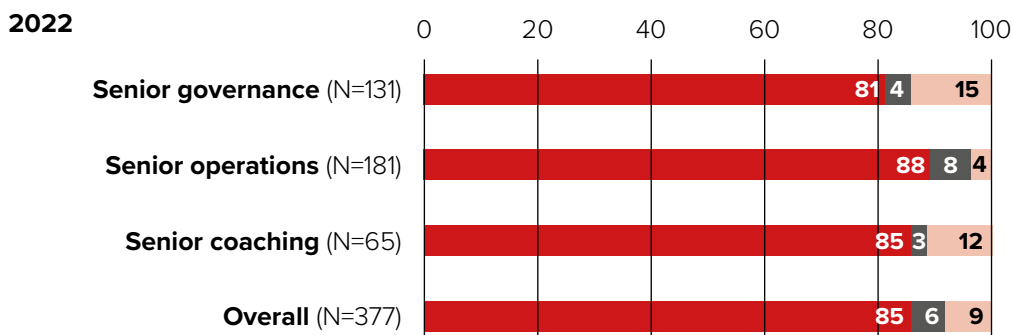■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Denmark

**Table 4.3.2** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2022** (N=226)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 105 | 5 | 1 | 0 | **111** |
| Senior operations | 63 | 6 | 0 | 0 | **69** |
| Head coach (men) | 13 | 0 | 1 | 0 | **14** |
| Assistant head coach (men) | 14 | 0 | 0 | 0 | **14** |
| Head coach (women) | 14 | 3 | 0 | 0 | **17** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **209** | **15** | **2** | **0** | **226** |

**Table 4.3.2** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2022**

| Position | White men | White women | Ethnic minority men | Ethnic minority women |
|---|---|---|---|---|
| Senior governance (N=111) | 95 | 5 | | |
| Senior operations (N=69) | 91 | 9 | | |
| Senior coaching (N=46) | 89 | 9 | | |
| Overall (N=226) | 92 | 7 | | |

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women
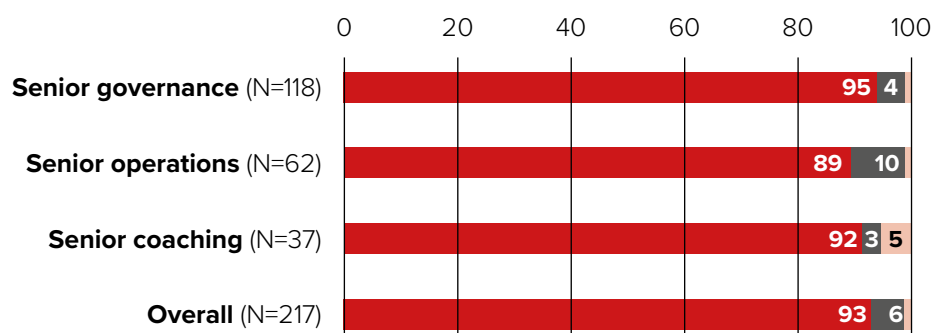
## 4.4 England

**Table 4.4.1** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2020** (N=267)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 113 | 4 | 4 | 1 | **122** |
| Senior operations | 54 | 10 | 1 | 0 | **65** |
| Head coach (men) | 19 | 0 | 2 | 0 | **21** |
| Assistant head coach (men) | 55 | 0 | 2 | 0 | **57** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **242** | **15** | **9** | **1** | **267** |

**Table 4.4.1** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2020**

| | |
|---|---|
| Senior governance (N=122) | 93 3 3 |
| Senior operations (N=65) | 83 15 |
| Senior coaching (N=80) | 94 5 |
| Overall (N=267) | 91 6 3 |

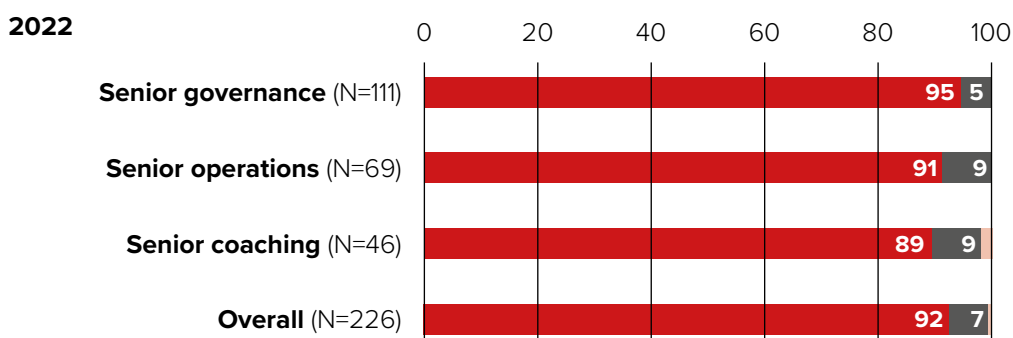■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# England

**Table 4.4.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=342)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 116 | 15 | 18 | 3 | **152** |
| Senior operations | 83 | 25 | 5 | 1 | **114** |
| Head coach (men) | 22 | 0 | 2 | 0 | **24** |
| Assistant head coach (men) | 30 | 0 | 1 | 0 | **31** |
| Head coach (women) | 8 | 11 | 0 | 1 | **20** |
| Assistant head coach (women) | 1 | 0 | 0 | 0 | **1** |
| **Overall** | **260** | **51** | **26** | **5** | **342** |

**Table 4.4.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| | 0 | 20 | 40 | 60 | 80 | 100 |

Senior governance (N=152): 76, 10, 12

Senior operations (N=114): 73, 22, 4

Senior coaching (N=76): 80, 14, 4

Overall (N=342): 76, 15, 8

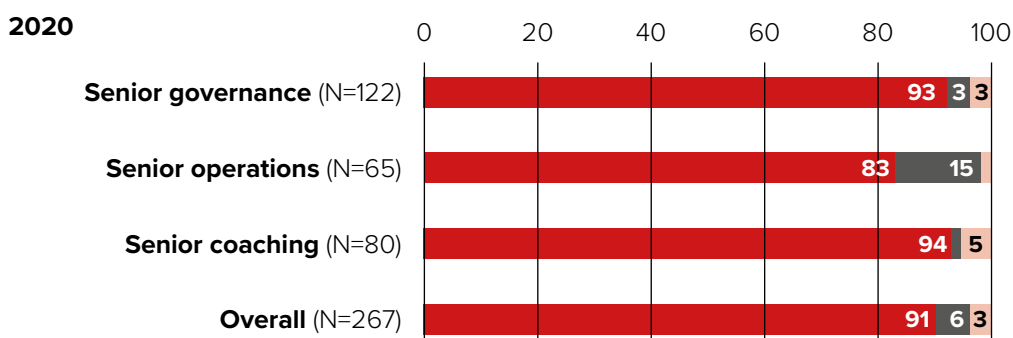■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women

## 4.5 France

**Table 4.5.1** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2020** (N=331)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 87 | 9 | 3 | 1 | **100** |
| Senior operations | 137 | 18 | 7 | 2 | **164** |
| Head coach (men) | 20 | 0 | 1 | 0 | **21** |
| Assistant head coach (men) | 42 | 0 | 2 | 0 | **44** |
| Head coach (women) | 0 | 1 | 0 | 0 | **1** |
| Assistant head coach (women) | 1 | 0 | 0 | 0 | **1** |
| **Overall** | **287** | **28** | **13** | **3** | **331** |

**Table 4.5.1** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2020**

| | | |
|---|---|---|
| Senior governance (N=100) | 87 | 9 | 3 |
| Senior operations (N=164) | 84 | 11 | 4 |
| Senior coaching (N=67) | 94 | 4 |
| Overall (N=331) | 87 | 8 | 4 |

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# France
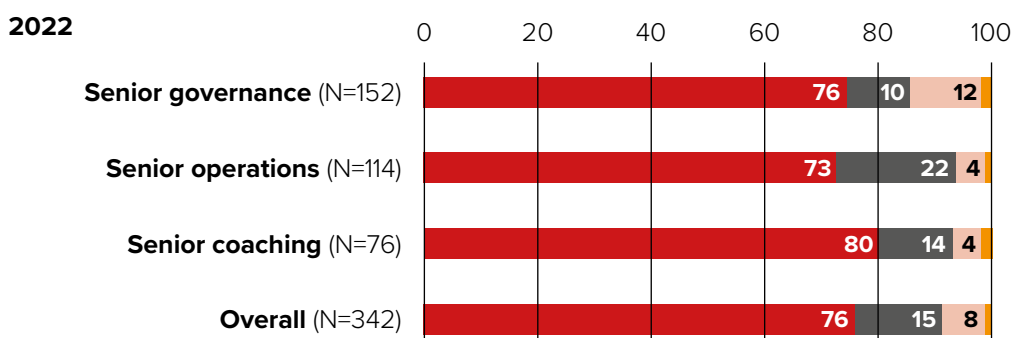
**Table 4.5.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=357)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 78 | 9 | 4 | 1 | **92** |
| Senior operations | 169 | 18 | 2 | 2 | **191** |
| Head coach (men) | 20 | 0 | 1 | 0 | **21** |
| Assistant head coach (men) | 37 | 0 | 3 | 0 | **40** |
| Head coach (women) | 8 | 4 | 1 | 0 | **13** |
| Assistant head coach (women) | 0 | 0 | 0 | 0 | **0** |
| **Overall** | **312** | **31** | **11** | **3** | **357** |

**Table 4.5.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| | | |
|---|---|---|
| Senior governance (N=92) | 85 | 10 | 4 |
| Senior operations (N=191) | 88 | 9 | |
| Senior coaching (N=74) | 88 | 5 | 7 |
| Overall (N=357) | 87 | 9 | 3 |

■ White men   ■ White women   ■ Ethnic minority men   ■ Ethnic minority women

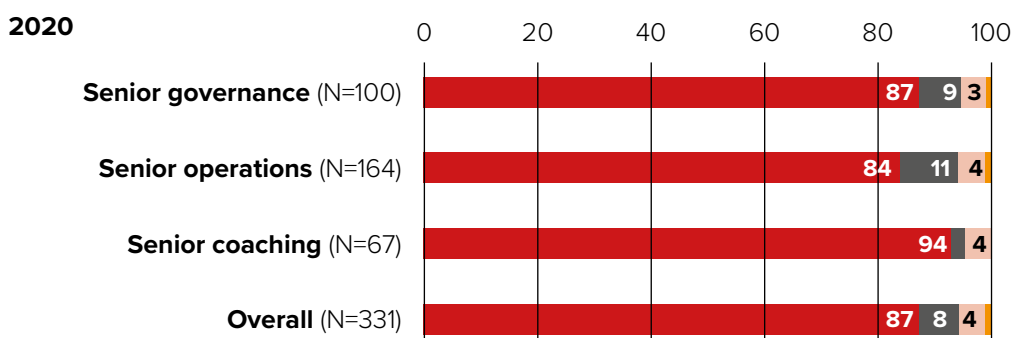# 4.6 Germany

**Table 4.6.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020**

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 297 | 17 | 2 | 0 | **316** |
| Senior operations | 130 | 0 | 1 | 0 | **131** |
| Head coach (men) | 19 | 0 | 0 | 0 | **19** |
| Assistant head coach (men) | 43 | 0 | 3 | 0 | **46** |
| Head coach (women) | 0 | 1 | 0 | 0 | **1** |
| Assistant head coach (women) | 2 | 1 | 0 | 0 | **3** |
| **Overall** | **491** | **19** | **6** | **0** | **516** |

**Table 4.6.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

Senior governance (N=316): 94, 5
Senior operations (N=131): 99
Senior coaching (N=69): 93, 4
Overall (N=516): 95, 4

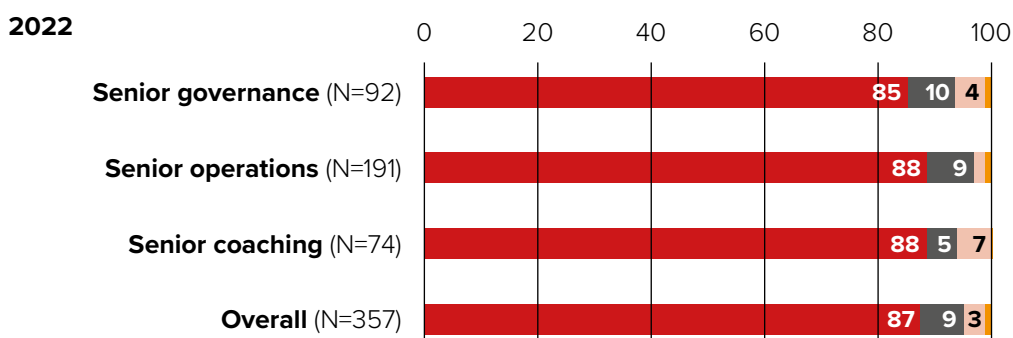■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women

# Germany

**Table 4.6.2** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2022** (N=357)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 179 | 15 | 1 | 0 | **195** |
| Senior operations | 243 | 20 | 4 | 1 | **268** |
| Head coach (men) | 18 | 0 | 0 | 0 | **18** |
| Assistant head coach (men) | 41 | 0 | 1 | 0 | **42** |
| Head coach (women) | 10 | 2 | 1 | 0 | **13** |
| Assistant head coach (women) | 3 | 1 | 0 | 0 | **4** |
| **Overall** | **494** | **38** | **7** | **1** | **540** |

**Table 4.6.2** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2022**

| | | |
|---|---|---|
| Senior governance (N=195) | 92 | 8 |
| Senior operations (N=268) | 91 | 7 |
| Senior coaching (N=77) | 94 | 4 |
| Overall (N=540) | 91 | 7 |

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# 4.7 Italy

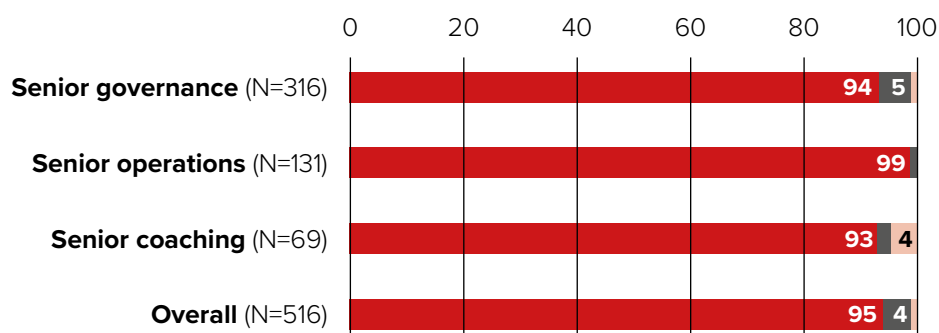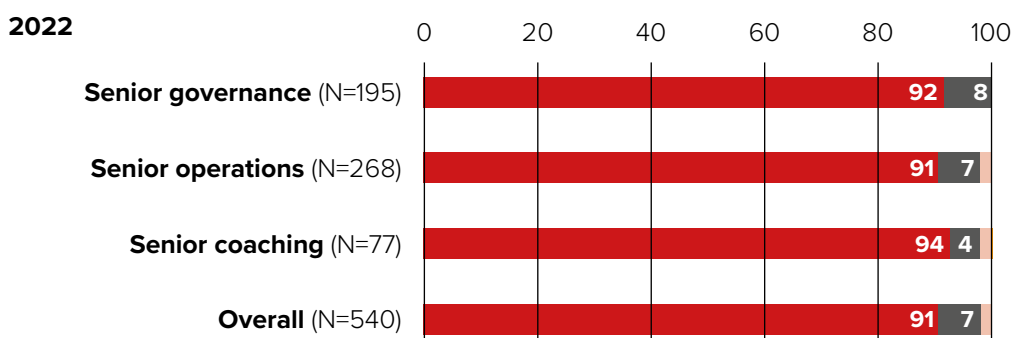**Table 4.7.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=294)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 129 | 20 | 5 | 1 | **155** |
| Senior operations | 84 | 8 | 0 | 0 | **92** |
| Head coach (men) | 20 | 0 | 1 | 0 | **21** |
| Assistant head coach (men) | 24 | 0 | 0 | 0 | **24** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **258** | **29** | **6** | **1** | **294** |

**Table 4.7.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

| | 0 | 20 | 40 | 60 | 80 | 100 |
|---|---|---|---|---|---|---|
| **Senior governance** (N=155) | | | | | 83 | 13 |
| **Senior operations** (N=92) | | | | | 91 | 9 |
| **Senior coaching** (N=47) | | | | | 96 | |
| **Overall** (N=294) | | | | | 88 | 10 |

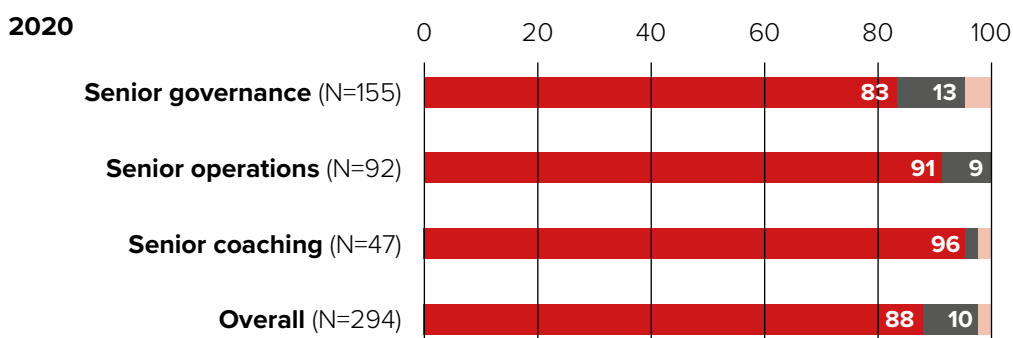■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Italy

**Table 4.7.2** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2022** (N=403)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 108 | 12 | 1 | 0 | **121** |
| Senior operations | 173 | 24 | 0 | 0 | **197** |
| Head coach (men) | 21 | 0 | 0 | 0 | **21** |
| Assistant head coach (men) | 50 | 0 | 0 | 0 | **50** |
| Head coach (women) | 8 | 5 | 0 | 0 | **13** |
| Assistant head coach (women) | 1 | 0 | 0 | 0 | **1** |
| **Overall** | **361** | **41** | **1** | **0** | **403** |

**Table 4.7.2** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2022**

| Position | White men | White women |
|---|---|---|
| Senior governance (N=121) | 89 | 10 |
| Senior operations (N=197) | 88 | 12 |
| Senior coaching (N=85) | 94 | 6 |
| Overall (N=403) | 90 | 10 |

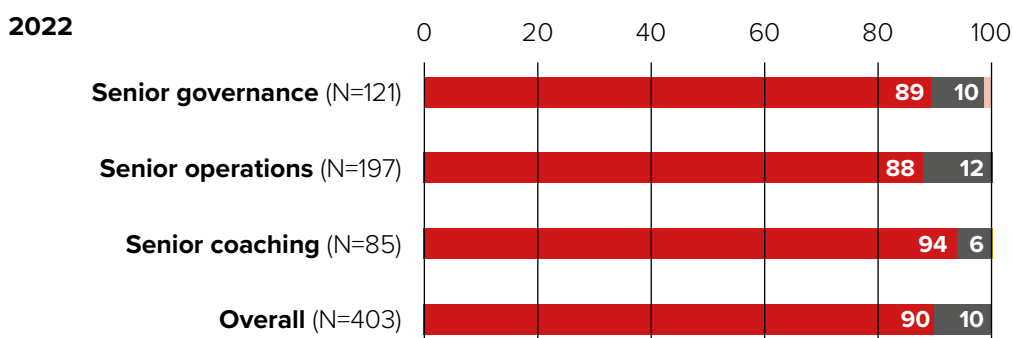■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# 4.8 Malta

**Table 4.8.1** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2020** (N=220)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 185 | 5 | 0 | 0 | **190** |
| Senior operations | 0 | 0 | 0 | 0 | **0** |
| Head coach (men) | 15 | 0 | 0 | 0 | **15** |
| Assistant head coach (men) | 13 | 0 | 0 | 0 | **13** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 1 | 0 | 0 | 0 | **1** |
| **Overall** | **215** | **5** | **0** | **0** | **220** |

**Table 4.8.1** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2020**

| | 0 | 20 | 40 | 60 | 80 | 100 |
|---|---|---|---|---|---|---|
| **Senior governance** (N=190) | | | | | | 97 · 3 |
| **Senior operations** (N=0) | | | | | | |
| **Senior coaching** (N=30) | | | | | | 100 |
| **Overall** (N=220) | | | | | | 98 |

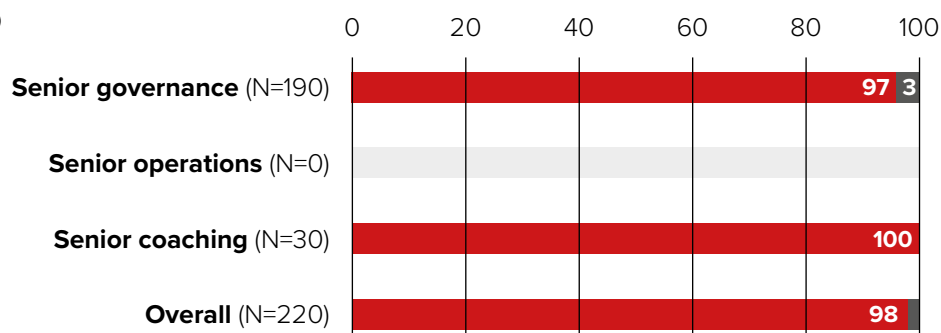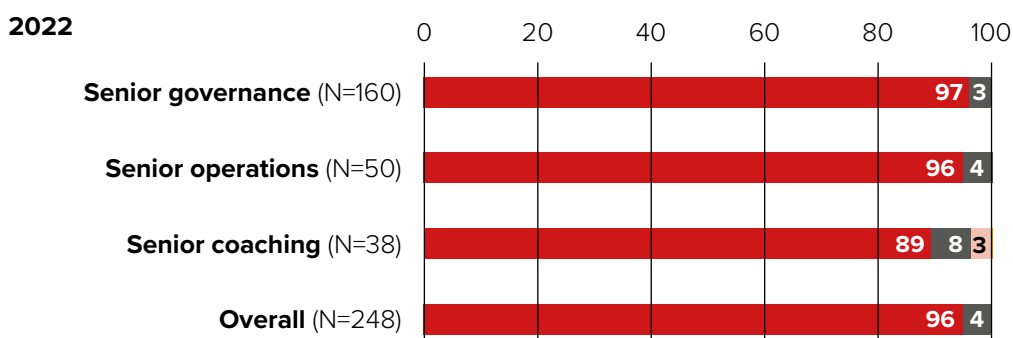■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Malta

**Table 4.8.2** Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions

**2022** (N=248)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 155 | 5 | 0 | 0 | **160** |
| Senior operations | 48 | 2 | 0 | 0 | **50** |
| Head coach (men) | 15 | 0 | 0 | 0 | **15** |
| Assistant head coach (men) | 12 | 0 | 1 | 0 | **13** |
| Head coach (women) | 7 | 1 | 0 | 0 | **8** |
| Assistant head coach (women) | 0 | 2 | 0 | 0 | **2** |
| **Overall** | **237** | **10** | **1** | **0** | **248** |

**Table 4.8.2** Demographic background of staff in senior governance-, senior operations- and senior coaching positions

**2022**

Senior governance (N=160): 97, 3
Senior operations (N=50): 96, 4
Senior coaching (N=38): 89, 8, 3
Overall (N=248): 96, 4

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# 4.9 Poland

**Table 4.9.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=252)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 92 | 8 | 0 | 0 | **100** |
| Senior operations | 73 | 27 | 1 | 0 | **101** |
| Head coach (men) | 16 | 0 | 0 | 0 | **16** |
| Assistant head coach (men) | 32 | 0 | 1 | 0 | **33** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **214** | **36** | **2** | **0** | **252** |

**Table 4.9.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

Senior governance (N=100): White men 92, White women 8

Senior operations (N=101): White men 72, White women 27

Senior coaching (N=51): White men 96

Overall (N=252): White men 85, White women 14

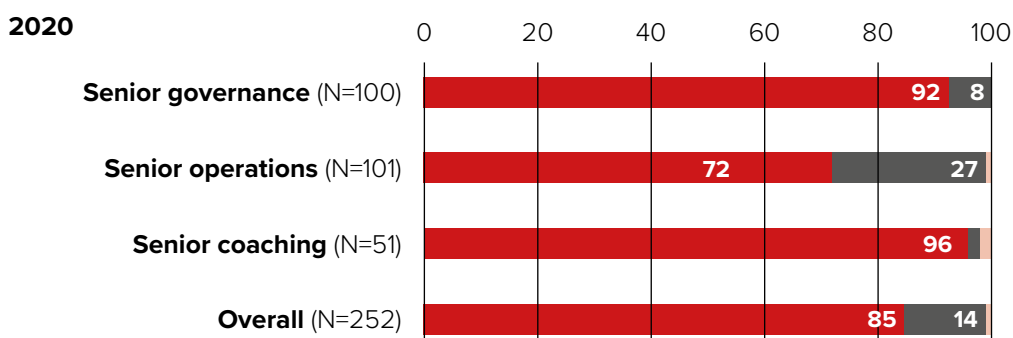■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Poland

**Table 4.9.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=305)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 109 | 8 | 0 | 0 | **117** |
| Senior operations | 96 | 20 | 0 | 0 | **116** |
| Head coach (men) | 18 | 0 | 0 | 0 | **18** |
| Assistant head coach (men) | 40 | 0 | 0 | 0 | **40** |
| Head coach (women) | 12 | 1 | 0 | 0 | **13** |
| Assistant head coach (women) | 1 | 0 | 0 | 0 | **1** |
| **Overall** | **276** | **29** | **0** | **0** | **305** |

**Table 4.9.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| | 0 | 20 | 40 | 60 | 80 | 100 |
|---|---|---|---|---|---|---|

Senior governance (N=117): 93 | 7

Senior operations (N=116): 83 | 17

Senior coaching (N=72): 99

Overall (N=305): 90 | 10

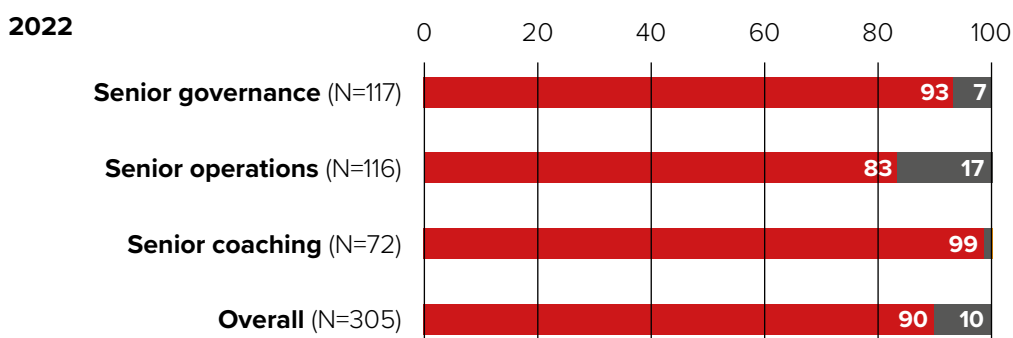■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# 4.10 Portugal

**Table 4.10.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=153)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 72 | 3 | 3 | 1 | **79** |
| Senior operations | 0 | 0 | 0 | 0 | **0** |
| Head coach (men) | 19 | 0 | 0 | 0 | **19** |
| Assistant head coach (men) | 51 | 0 | 1 | 0 | **52** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 1 | 1 | 0 | 0 | **2** |
| **Overall** | **144** | **4** | **4** | **1** | **153** |

**Table 4.10.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

| | 0 | 20 | 40 | 60 | 80 | 100 |
|---|---|---|---|---|---|---|
| **Senior governance** (N=79) | | | | | | 91 4 |
| **Senior operations** (N=0) | | | | | | |
| **Senior coaching** (N=74) | | | | | | 97 |
| **Overall** (N=153) | | | | | | 94 3 |

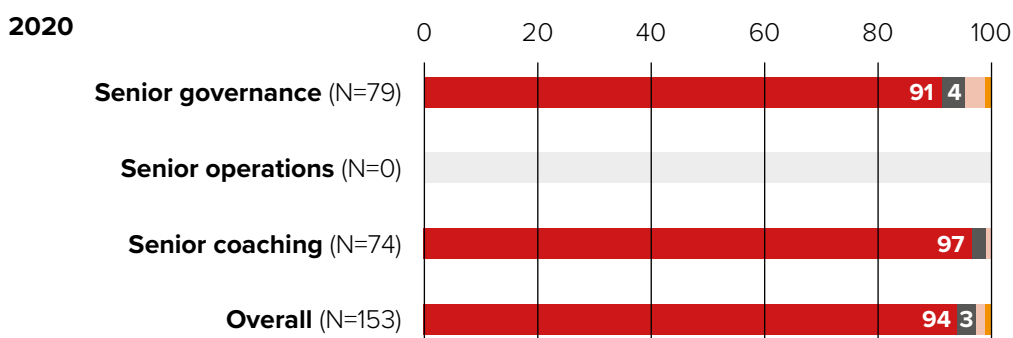■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Portugal

**Table 4.10.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=178)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 74 | 4 | 1 | 0 | **79** |
| Senior operations | 0 | 0 | 0 | 0 | **0** |
| Head coach (men) | 19 | 0 | 0 | 0 | **19** |
| Assistant head coach (men) | 58 | 0 | 1 | 0 | **59** |
| Head coach (women) | 14 | 4 | 0 | 0 | **18** |
| Assistant head coach (women) | 2 | 1 | 0 | 0 | **3** |
| **Overall** | **167** | **9** | **2** | **0** | **178** |

**Table 4.10.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**



- Senior governance (N=79): 94, 5
- Senior operations (N=0)
- Senior coaching (N=99): 94
- Overall (N=178): 94, 5

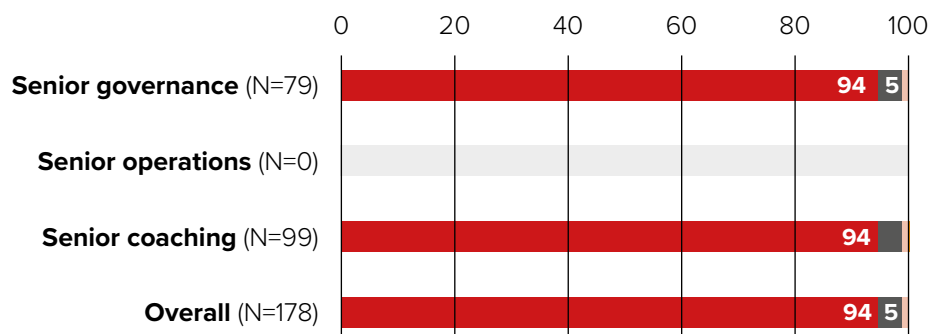■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women

# 4.11 Spain

**Table 4.11.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=452)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 165 | 22 | 18 | 0 | **205** |
| Senior operations | 177 | 23 | 2 | 1 | **203** |
| Head coach (men) | 20 | 0 | 1 | 0 | **21** |
| Assistant head coach (men) | 20 | 0 | 1 | 0 | **21** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **383** | **46** | **22** | **1** | **452** |

**Table 4.11.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**



Senior governance (N=113): White men 80, White women 11
Senior operations (N=72): White men 87, White women 11
Senior coaching (N=42): White men 93, White women 5
Overall (N=227): White men 85, White women 10, 5

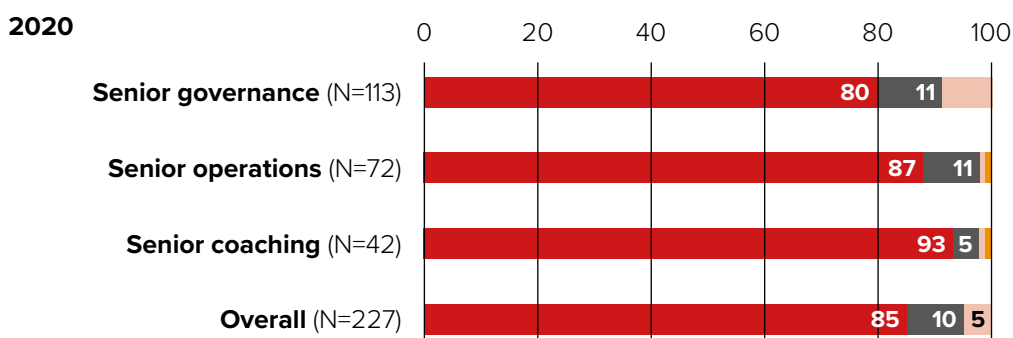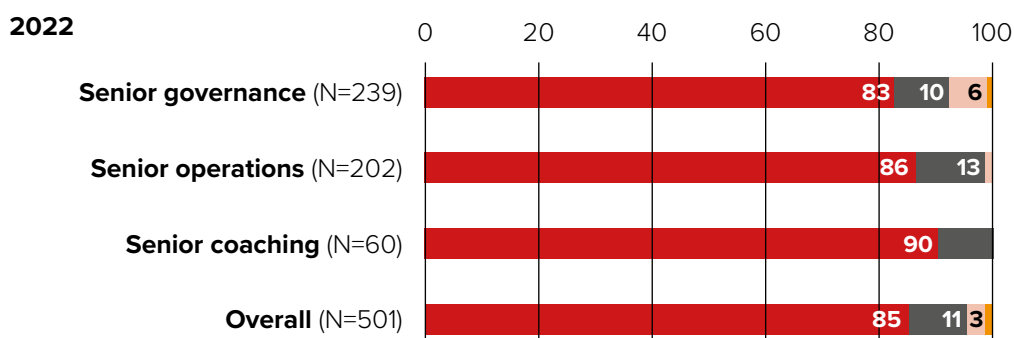■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Spain

**Table 4.11.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=501)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 198 | 23 | 15 | 3 | **239** |
| Senior operations | 173 | 27 | 2 | 0 | **202** |
| Head coach (men) | 21 | 0 | 0 | 0 | **21** |
| Assistant head coach (men) | 21 | 0 | 0 | 0 | **21** |
| Head coach (women) | 12 | 5 | 0 | 0 | **17** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **425** | **56** | **17** | **3** | **501** |

**Table 4.11.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| | | | | |
|---|---|---|---|---|
| | 0 | 20 | 40 | 60 | 80 | 100 |

Senior governance (N=239): 83 | 10 | 6

Senior operations (N=202): 86 | 13

Senior coaching (N=60): 90

Overall (N=501): 85 | 11 | 3

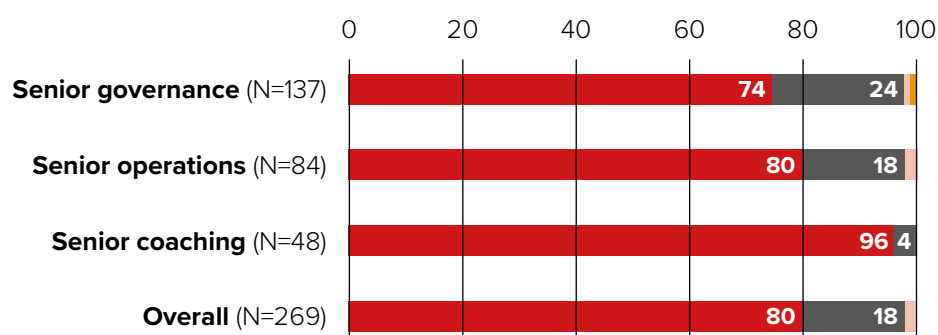■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women

# 4.12 Sweden

**Table 4.12.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=269)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 101 | 33 | 2 | 1 | **137** |
| Senior operations | 67 | 15 | 2 | 0 | **84** |
| Head coach (men) | 17 | 0 | 1 | 0 | **18** |
| Assistant head coach (men) | 27 | 0 | 1 | 0 | **28** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 1 | 0 | 0 | 0 | **1** |
| **Overall** | **214** | **48** | **6** | **1** | **269** |

**Table 4.12.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

| Position | White men | White women | Ethnic minority men | Ethnic minority women |
|---|---|---|---|---|
| Senior governance (N=137) | 74 | 24 | | |
| Senior operations (N=84) | 80 | 18 | | |
| Senior coaching (N=48) | 96 | 4 | | |
| Overall (N=269) | 80 | 18 | | |

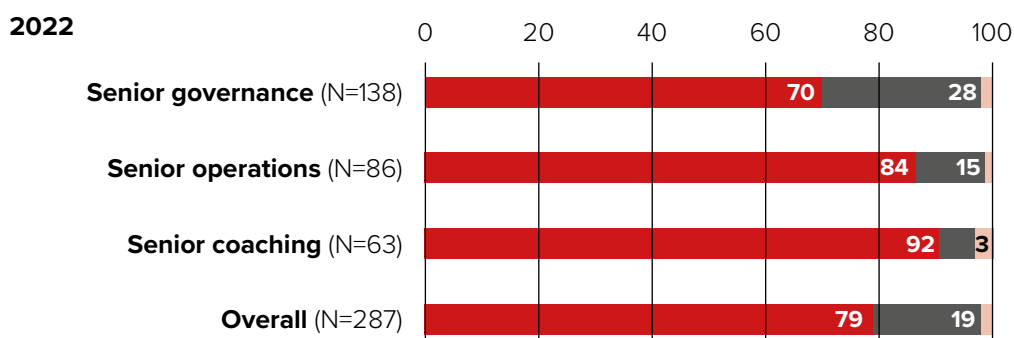■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women

# Sweden

**Table 4.12.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=287)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 97 | 38 | 3 | 0 | **138** |
| Senior operations | 72 | 13 | 1 | 0 | **86** |
| Head coach (men) | 19 | 0 | 0 | 0 | **19** |
| Assistant head coach (men) | 26 | 0 | 1 | 0 | **27** |
| Head coach (women) | 12 | 3 | 1 | 0 | **16** |
| Assistant head coach (women) | 1 | 0 | 0 | 0 | **1** |
| **Overall** | **227** | **54** | **6** | **0** | **287** |

**Table 4.12.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| | | |
|---|---|---|
| **Senior governance** (N=138) | 70 | 28 |
| **Senior operations** (N=86) | 84 | 15 |
| **Senior coaching** (N=63) | 92 | 3 |
| **Overall** (N=287) | 79 | 19 |

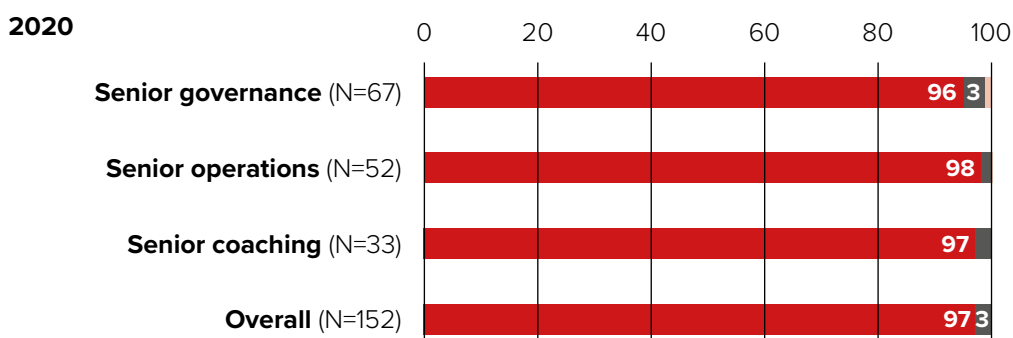■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# 4.13 Switzerland

**Table 4.13.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=152)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 64 | 2 | 1 | 0 | **67** |
| Senior operations | 51 | 1 | 0 | 0 | **52** |
| Head coach (men) | 11 | 0 | 0 | 0 | **11** |
| Assistant head coach (men) | 20 | 0 | 0 | 0 | **20** |
| Head coach (women) | 1 | 0 | 0 | 0 | **1** |
| Assistant head coach (women) | 0 | 1 | 0 | 0 | **1** |
| **Overall** | **147** | **4** | **1** | **0** | **152** |

**Table 4.13.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**

| | 0 | 20 | 40 | 60 | 80 | 100 |
|---|---|---|---|---|---|---|
| **Senior governance** (N=67) | | | | | 96 | 3 |
| **Senior operations** (N=52) | | | | | 98 | |
| **Senior coaching** (N=33) | | | | | 97 | |
| **Overall** (N=152) | | | | | 97 | 3 |

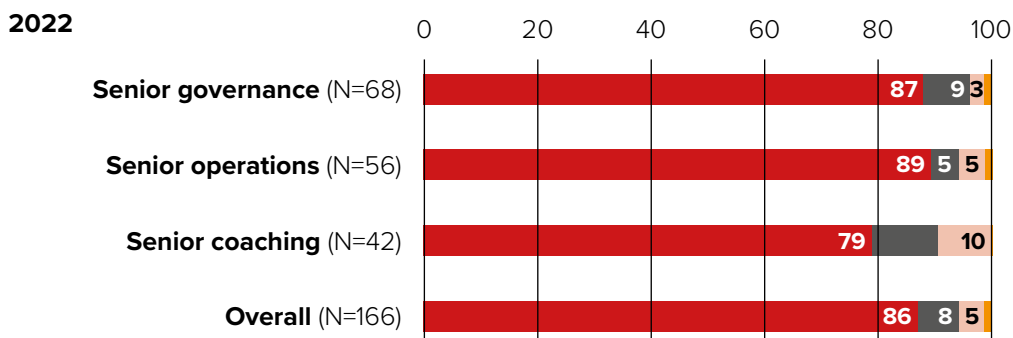■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

# Switzerland

**Table 4.13.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=166)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 59 | 6 | 2 | 1 | **68** |
| Senior operations | 50 | 3 | 3 | 0 | **56** |
| Head coach (men) | 10 | 0 | 0 | 0 | **11** |
| Assistant head coach (men) | 17 | 0 | 0 | 0 | **19** |
| Head coach (women) | 6 | 4 | 4 | 0 | **11** |
| Assistant head coach (women) | 0 | 1 | 1 | 0 | **1** |
| **Overall** | **142** | **14** | **9** | **1** | **166** |

**Table 4.13.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| Position | White men | White women | Ethnic minority men | Ethnic minority women |
|---|---|---|---|---|
| Senior governance (N=68) | 87 | 9 | 3 | |
| Senior operations (N=56) | 89 | 5 | 5 | |
| Senior coaching (N=42) | 79 | | 10 | |
| Overall (N=166) | 86 | 8 | 5 | |

■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women
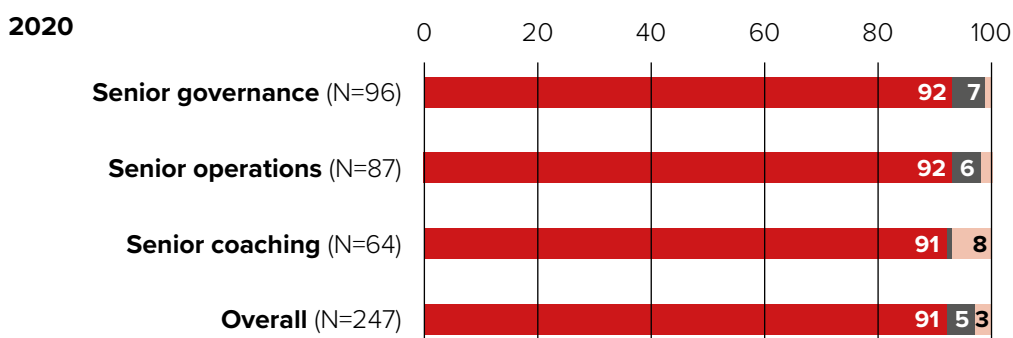
# 4.14 Netherlands

**Table 4.14.1 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2020** (N=247)

|  | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 88 | 7 | 1 | 0 | **96** |
| Senior operations | 80 | 5 | 2 | 0 | **87** |
| Head coach (men) | 18 | 0 | 1 | 0 | **19** |
| Assistant head coach (men) | 38 | 0 | 4 | 0 | **42** |
| Head coach (women) | 0 | 1 | 0 | 0 | **1** |
| Assistant head coach (women) | 2 | 0 | 0 | 0 | **2** |
| **Overall** | **226** | **13** | **8** | **0** | **247** |

**Table 4.14.1 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2020**



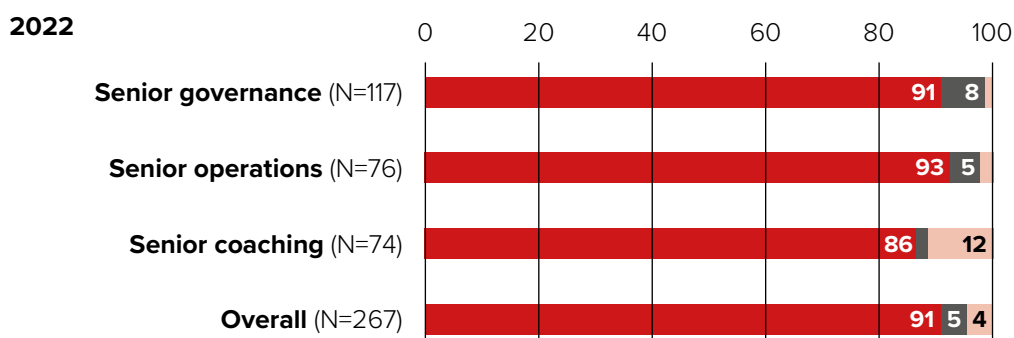Legend: ■ White men ■ White women ■ Ethnic minority men ■ Ethnic minority women

# The Netherlands

**Table 4.14.2 Demographic background of staff in senior governance positions, senior operations positions and first team head-, and assistant head coaching positions**

**2022** (N=267)

| | White men | White women | Ethnic minority men | Ethnic minority women | Overall |
|---|---|---|---|---|---|
| Senior governance | 107 | 9 | 1 | 0 | **117** |
| Senior operations | 71 | 4 | 1 | 0 | **76** |
| Head coach (men) | 17 | 0 | 2 | 0 | **19** |
| Assistant head coach (men) | 36 | 0 | 7 | 0 | **43** |
| Head coach (women) | 10 | 0 | 0 | 0 | **10** |
| Assistant head coach (women) | 1 | 1 | 0 | 0 | **2** |
| **Overall** | **242** | **14** | **11** | **0** | **267** |

**Table 4.14.2 Demographic background of staff in senior governance-, senior operations- and senior coaching positions**

**2022**

| | | |
|---|---|---|
| Senior governance (N=117) | 91 | 8 |
| Senior operations (N=76) | 93 | 5 |
| Senior coaching (N=74) | 86 | 12 |
| Overall (N=267) | 91 | 5 | 4 |

■ White men  ■ White women  ■ Ethnic minority men  ■ Ethnic minority women

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