



UNIVERSITY OF PELOPONNESE
FACULTY OF HUMAN MOVEMENT AND QUALITY OF LIFE
DEPARTMENT OF SPORTS ORGANIZATION AND MANAGEMENT

HOW TO ACHIEVE GENDER BALANCE IN BOARDS OF SPORT ORGANIZATIONS

By Emilie Zakariassen Hansen

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Approved by the Professor body:

1st Supervisor: Thierry Zintz Prof. UNIVERSITY OF PELOPONNESE, GREECE

2 nd Supervisor: Kristine Toohey Prof Emer. UNIVERSITY OF PELOPONNESE, GREECE

3 rd Supervisor: Strigas Athanassios, Assist.Prof. UNIV. OF PELOPONNESE, GREECE

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SUMMARY

Emilie Zakariassen Hansen: How to achieve gender balance in boards of sport organizations. (Under the supervision of Thierry Zintz)

The purpose of this master thesis is to examine how to achieve gender balance in boards of sport organizations. To investigate this the researcher investigated which gender balance initiatives existed today, the success rate of them and how many of the boards that were gender balanced today. The research was limited to Norwegian sport organizations. The study aims to produce a list of recommended gender balance initiatives that should be implemented to improve the gender balance. An overview of the existing literature on the historical and social perspectives on gender balance, myths and truths about gender balance and gender balance initiatives was undertaken. Afterwards the study was carried out by interviewing six Norwegian sport organizations and a review of second- hand data. The interviews discovered which gender balance initiatives the organization had implemented and their experience with them. Then followed an analysis of the gender balance performance of the different organizations and a discussion where the experience from the sport organizations either substantiated or undermined the existing literature. The results of the interviews showed that some of the organizations had implemented many initiatives, while other struggled stating why they thought having gender balance was important. There were connections between having implemented gender balance regulations in the bylaws and having a gender balanced board. Other connections were that those who could not address why they worked on gender balance, the number of initiated initiatives and the gender balance in the board. However, there were also connections between having a skewed gender distribution in the membership and an unbalanced board. The recommended initiatives included making a strategy which outlines why and how to work with gender balance and implementing regulations in the organization's bylaws among other things.

Keywords: gender balance, sport boards, gender balance initiatives

ACKNOWLEDGEMENTS

This project marks the end of my master's degree and my studies at University of Peloponnese and the International Olympic Academy. The thesis is the final work on my journey of being a student for eight years. As with most ideas, the topic started with a small seed which has been growing for a while.

Sport has given me opportunities beyond what to expect when first volunteering for my first sport event. I have learnt many lessons, travelled the world attending events and conferences, lived in Greece for four months and gained tons of experience and friendships with people I would never have met if it was not for sport. Therefore, I appreciate the opportunity to include my passion of sport into my master thesis.

My sincere gratitude goes to my supervisor Professor Zintz for much appreciated guidance and counseling, and with insightful and helpful feedback. The last year has been tough for the world's population due to the pandemic, including me. This year has been my life's most challenging and therefore the patience and understanding of Professor Zintz is highly valued. Thank you also for your understanding for my many obligations and, and always taking the time to respond to my many questions.

Lastly, thank you for your knowledge and for your ability to challenge me in my work until the very end of this thesis.

Emilie Zakariassen Hansen

DISCLOSURE STATEMENT

The author must inform that she is currently a member of the executive board of the Norwegian Olympic and Paralympic Committee and Confederation of Sports at the time (from May 2019-present). This means that she has interacted with the interview objects prior to the conducted interviews. There is, however, little reason to believe this affected the interview objects. The interview objects were informed that this research was executed by myself as a master student, not as an executive board member of the National Olympic Committee, prior to confirming the participation that.

The author was the president av the Norwegian Association of University Sport in the time period from March 2018-March 2020. However, it was not in the time period where the data collection was conducted.

In addition, the author was a participant in the Norwegian Ski Association's mentor programme from Feb. 2018-Sep. 2020.

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LIST OF ABBREVIATIONS

NIF= Norwegian Olympic and Paralympic Committee and Confederation of Sports

SF= Særforbund – Sport specific organizations

IK= Idrettskrets – Regional confederations

SK= Særkrets – Sport specific regional confederation

GA = General Assembly

1 INTRODUCTION

The aim of this dissertation is to investigate if there is a connection between gender balance initiatives and the gender distribution in sport organizational boards. This introductory chapter introduces the master dissertation, the research questions and the frames and limitations of the study. The chapter also presents the background for selection of the topic, some clarification of concepts and the historical background of the topic.

1.1 Background for selection of topic and case

As a child I participated in sports, as almost every other child in Norway (93% of Norwegian children has been or are members of a sport club (Hanstad, 2019)). When I became 17, I quit organized sport, as many do, sport was not fun anymore. Later I went to university, and suddenly I needed to find new friends, the answer was sport. This time I was more engaged in the organization of sport and recreational sport, than being an athlete. As years went by, I was elected for new positions in the world of sport I realized I was one of very few women that had a president or leader position in Norwegian sport and especially internationally.

In NIF about 40% of the membership is held by women. Norway is in the top when it comes to female representation in the decision- making organs in sport (Sotiriadou & De Haan, 2019), but the share of female presidents and leaders is consistently low. Statistics found in NIFs key numbers report launched in 2020 shows that 87% of presidents of sport- specific associations are men and 100% of leaders of the regional confederations are men (NIF, 2020b).

Norway is one of the most premier countries when it comes to gender equality, therefore I was shocked when I learnt that only 24% (NIF, 2019b) of the decision-making positions in Norwegian sport are held by women. When looking at presidents in federations and associations the number of females is down to 12% (NIF, 2019b). And when I was elected to president of the Norwegian University Sport Association in 2018, I started to represent Norwegian University Sport Association internationally. I could count the number of females present on one hand, and then two of the women were from Norway as it was myself and the female secretary general. I have been told that I should go to the hotel reception, pool etc. because the girlfriends and wives of the conference attendees was supposed to be there, and I have gotten many sexist comments and invitations to holidays.

This has made me interested in gender equality and especially the lack of diversity in boards of sport organizations, even in Norway. Norway is ranked second on equality between genders in the world, only beaten by Iceland (World Economic Forum, 2020). There are

numerous studies of why an organization should strive after diversity in the top management and that ties women in management positions to results, such as Desvaux et al. (2017), Lorenzo et al. (2017) and Welbourne, Cychota and Ferrante (2007), but still there is a lack of diversity and quite homogenous decision- making boards.

Originally, I thought gender equality was something that improved a lot with each generation, but according to research conducted by the centre for research on gender equality at the institute for social research in Norway, Norway will have gender equality in top management in 2045- if we continue doing what we do today. Can we risk waiting?

IF WE DO NOTHING
EXTRA AND THE RATE OF
EQUALITY CONTINUES, WE
WILL HAVE GENDER EQUALITY
IN THE TOP MANAGEMENT IN
2045 AND FOR CEOS IN 2060.

CAN WE AFFORD TO
WAIT?

Mari Teigen, Research Director,
Institute for Social Research.

During my time in sport I have heard about and participated in mentor programs, conferences and heard about organizations that put lots of money into gender balance measures. However, which measures do actually help? Is there any connection between the measures an organization has and their gender representation in boards, or is gender quotas the only measure that actually make a difference?

1.2 Significance of the research

This subchapter describes why the research should be conducted.

There is little research on this field in sport and gender equality, especially regarding the political side of sports, there are naturally more studies on coaches and athletes. This is natural as the athletes and coaches are the core sport and central in the media picture.

However, the decision- making organs in sport has had little challenge from the surroundings on the topic of including more women until the last decades, in comparison to for example corporate and public businesses. The lack of external pressure has resulted in little change and in international sport it is not uncommon to hold a position for decades.

Therefore, as a female leader in sport with an interest in the topic of gender balance combined with the lack of previous investigations I want to use this opportunity to investigate what initiatives could be implemented to improve the gender balance.

1.3 Clarification of concepts

There are some terms that are continually mentioned throughout the thesis. Therefore, this subchapter gives an overview of what is meant by the different terms used.

Gender equality: this term “refers to the equal rights, responsibilities and opportunities of women and men and girls and boys” (United Nations, 2020). It means that their rights, responsibilities, and opportunities do not depend on their gender, it does not mean that men and women should become the same. However, this is a much discussed topic as an organization could have an uneven gender distribution, but still argue that the organization has gender equality as all genders have the same opportunities (Forskning.no, 2020).

Gender equity: means “fairness of treatment for women and men, according to their respective needs” (Forbes, 2020). One can say that gender equity is the means if gender equality is the goal. “According to their needs” can be both equal treatment and different treatment but it is “considered equivalent in terms of rights, benefits, obligations, and opportunities. (Forbes, 2020)).

Gender balance: refers to “an equitable distribution of life's opportunities and resources between women and men, and/or the equal representation of women and men.” (Organisation for Economic Cooperation and Development (OECD), 2017). In difference to gender equality one cannot ignore that gender balance includes a quantitative distribution (Forskning.no, 2020). Gender is a part of the diversity concept; however, diversity includes more than gender. Jackson and Ruderman (referred in Traavik, 2006) categorizes diversity in three different categories: demographic (gender, race), psychological (values, beliefs) and organizational (profession, seniority). According to Solberg (2017) true diversity in top management will be achieved if and only if the leaders’ different perspectives, opinions and characteristics influence the discussions and the decisions made. Therefore, quantitative gender balance in a requirement for diversity and not equal to.

Other terms that will be used frequently in this thesis are **top management/ executive board/ leader group**. All of the mentioned terms will be used as synonyms and will be used interchangeably. The terms refer to a small group of people that are in elected positions. These

people have formal titles and power of position and they are placed in the position to realize the company's strategy and aim.

The term “**sport organization**” refers to the different organizations in sport like federation, associations and regional confederations. When using the term association or federation the researcher is referring to sport specific associations, SF or særforbund as they are called in Norwegian.

Lastly, the term **presidency** refers to the president/ leader and the vice-president(s)/ deputy leader(s) in the sport organizations.

1.4 Study objective and research questions

This thesis will investigate how to achieve a balanced gender distribution in boards.

Therefore, the problem statement of this thesis is:

How to achieve gender balance in sport organizational boards?

In order to answer the problem statement some research questions are necessary.

First, what is done today by the different sport organizations in order to achieve gender balance in boards? Are there bylaws that regulate the gender distributions, programs, networks, or other initiatives to affect the gender distribution. Therefore, the first research question is designed to investigate what is done today in the different organizations. *RQ1: what are the existing gender equality initiatives?*

Second, there is a need to investigate the how effective the gender equality initiatives are. Are there any long- term research on gender equality measures and what does the research say about the success rate? This research is based on the initiatives found in RQ1. Therefore, *RQ2- What is the success rate in the different initiatives found in RQ1?*

Third, there is a need to investigate and find today's status on gender equality in the sport specific associations and the regional confederations of Norwegian sport. Do most organizations have an equal distribution of both genders, and is there as many female presidents as male? *RQ3- What is the distribution between men and women in Norwegian sport boards today?*

Fourth, terms like gender balance, gender equality and balanced gender distribution are used frequently. However, what is the definition of being gender balanced, and how many of

the organizations investigated have gender balanced boards? *RQ4- How many of the sport boards today are gender balanced?*

As a summary of the paragraphs above, the research questions are as follows:

RQ1: What are existing gender balance initiatives?

RQ2: What is the success experience with initiatives found in R1Q?

RQ 3: What is the distribution between men and women in Norwegian sport boards today?

RQ4: How many of the sport boards today are gender balanced?

These research questions will help answering how to achieve gender balance in boards.

The next section describes how the thesis is built up to answer these questions. It also includes the structure of the thesis and gives a description of each chapter and its content.

1.5 Structure of the thesis

The thesis is divided into nine chapters. This section will provide an overview and a short description of what the different chapters contain.

- ‡ *Chapter two- Literature review:* Based on the research questions, it is necessary to provide theoretical insight on the following themes: This theory will result in framework for the analysis.
- ‡ *Chapter three- Research method and design:* This chapter will outline the research methodology and the research design. It will also describe the different research methods and give a justification of the selection of research design and chosen methods.
- ‡ *Chapter four- Norwegian Olympic and Paralympic committee and confederation of sport-* This chapter gives a description of the organization in order to give a more in depth understanding. This chapter is essential for understanding the organization of Norwegian sport which again is important to further understand the discussion and recommendations.
- ‡ *Chapter five- Description of interview objects-* This chapter gives a description of the different federations, associations and regional confederations that are interviewed for this thesis.
- ‡ *Chapter six- Analysis-* in this chapter the collected data will be presented. This data is the foundation for the analysis in the fifth chapter.
- ‡ *Chapter seven- Discussion:* The empirical data is discussed with a basis in the theoretical framework.

✦ *Chapter eight- Conclusion and Recommendations:* In this chapter the conclusions and recommendations are presented. In addition, the critiques of the chosen research methods can be found in the last section of this chapter.

✦ *Chapter nine: Bibliography*

✦ *Appendices:* The appendices include the interview guide from the semi- structured interview, consent form, a table that shows the data from NIF and results from the interviews in table format.

1.6 Boundaries of the research

Gender balance and gender equality in sport contains a number of topics to research, like gender balance and equality among coaches and head coaches, salaries among athletes, administrative positions, participation in championships and the Olympic Games and split in gender in screen time. However, this study is limited to investigating the physical gender balance in sport organizational boards.

In this thesis gender balance is strictly limited to the physical presence of both genders in the board, and the distribution of them. This thesis does not include any research on the behaviour in the board room or, for example, if one of the genders are being heard, negative body language or any behaviour related to the prejudice of a gender that would influence the behaviour. This would be a much more complex research to investigate and is not the aim of this thesis. One can, however, discuss whether gender balance is strictly limited to a physical number or if there are any other factors that would influence if there are truly gender equality in a board or not.

Sport is organized in sport specific associations (international, continental, national and some also regional), by country, by level of functionality (para etc.), by regions and by continents and clubs. In total the number of sport organizations probably exceeds millions. Therefore, I have limited the number of organizations studied to Norwegian national sport specific associations (55) and regional confederations (11) in Norway- in total of 66 organizations. All research and data are gathered from Norwegian sport organizations. Further, a representative sample of these organizations will be selected.

In order to further understand the organizations and their nature which are studied in this thesis, chapter 4 is about the Norwegian Olympic and Paralympic committee and confederation of sport. Which will give a historical insight into the development of the organization, a description of what organizations Norwegian sport consists of today, a description of their work with gender balance and a review of the different bylaws that regulate the physical distribution of gender in the executive boards.

Gender composition of boards and development of gender equality are areas that need work for many more years. Therefore, a longitudinal study would be the best fit for this research, however due to lack of time and extent of the thesis, this research is limited to data gathering from one year, which will provide a still picture of how the situation is today and if there are any connection between the organizations that actively work on gender equality and the presence of gender balance in boards. This is a limitation in the research, this will be further discussed in chapter eight.

The focus of this thesis is not to examine why there is a lack of women in top management and boards, but the researcher still felt it is necessary to give an overview, resolve and reject some of the most used terms of so few women reach the top. This is necessary in order to understand how we can change it. This can be read in chapter 2.3 Myths or truth?

This marks the end of the introduction of the thesis. This chapter presented the research question, the reason for choosing the topic and the limitations. The following chapter is the literature review which will go deeper into what the already existing research says about the topics. This chapter will give a theoretical foundation for the thesis. The theory presented in the literature review will be either substantiated or undermined by the data.

2 LITERATURE REVIEW

2.1 Introduction

The literature review intends to give an insight theory of the relevant areas of this master thesis. This literature review chapter consists of six subchapters, where the first subchapter is this introductory chapter.

The following subchapters builds on theory for the research questions:

- ✦ **RQ1:** What are existing gender equality initiatives?
- ✦ **RQ2:** What is the success rate in the different initiatives found in R1?
- ✦ **RQ 3:** What is the distribution between men and women in boards today?
- ✦ **RQ4:** How many of boards today are gender balanced?

The second subchapter contains historical and social perspectives of gender equality and gender balance. The subchapter also takes a closer look at today's situation in academia and business sector. The third subchapter in this chapter discusses some myths regarding gender balance. The fourth subchapter takes a look at what would be defined as a quantifiable measure of gender balance, this question is important in order to answer research question 4. Then the fifth sub chapter goes into the theory of different gender equality initiatives, this will be central in the investigation of RQ1 and RQ2.

This literature review ends with the sixth subchapter which introduces framework for the data gathering. This framework is built on the previously subchapters.

2.2 Historical and social perspectives and today's status

Historically, most of the decision-makers have been men, women could not vote, when looking at salaries' men are still paid more for doing the same job and the CEOs of companies are mostly men- only 7,4% of Fortune 500 companies have a female CEO which is record- high (Fortune, 2020).

Even looking at the early sport history women could not participate in the ancient Olympic Games¹ and when looking at today's sport history the gap in salary between female and male athletes is huge. An example is the world's best male and world's best female soccer player, Ada Hegerberg, the best female soccer player, earn 0,3% of what Lionel Messi does (NRK, 2019).

¹ Except as a horse breeder

The political movement of equal rights for all genders, feminism, has been around since it first appeared in 1837. The word feminism has since 1837 had many different causes and goals, but today the most common understanding of the concept is equal rights for all genders.

Even though the situation has improved on the lower administrative levels in businesses and in sport (athletes, participation, and lower levels of administrative positions) there is still an overweight of male decision-makers, top- and strategic positions. This is a problem recognized by several actors, among them the governments and International Olympic Committee which has included this as a part of Agenda 2020.

2.2.1 Norwegian Law of gender equality §21- gender representation in boards, committees, and councils and todays situation

In the late 1980's and 1990s the male dominance in top management was a hot topic in the international gender equality debate. This debate hit a nerve in Scandinavia, where large change processes for gender equality had found place (Institute for Social Research, 2015). Despite more women took higher education, higher participation in the work market and in politics, the share of women in top management were just as low in Scandinavia as in other European countries and USA. Statistics from early 2000 shows that the share of women in corporate boards were less than 5% (Skjeie & Teigen, 2003).

The Norwegian law of gender equality had regulated the gender balance in public boards, committees, and councils since 1981. In 2003 a law that stated 40% gender share of the minority gender for corporate boards (ASA, municipal corporate and cooperatives) but it did not include private owned stock companies (AS). There were a lot of protests from Norwegian business, but the political parties agreed (Institute for Social Research, 2015). For the governmental companies and municipality- owned companies the law was implemented from 01.01.2004, but for the ASAs the law was not implemented before 2008.

When looking at the development from 2002 to 2012 seen in Figure 3-1- Percentage of women in boards of public companies (ASA) and private companies (AS). Figure borrowed from Gender Balance in Company Boards (Institute for Social Research, 2015, s. 10), the effect of the law can be seen quite clearly.

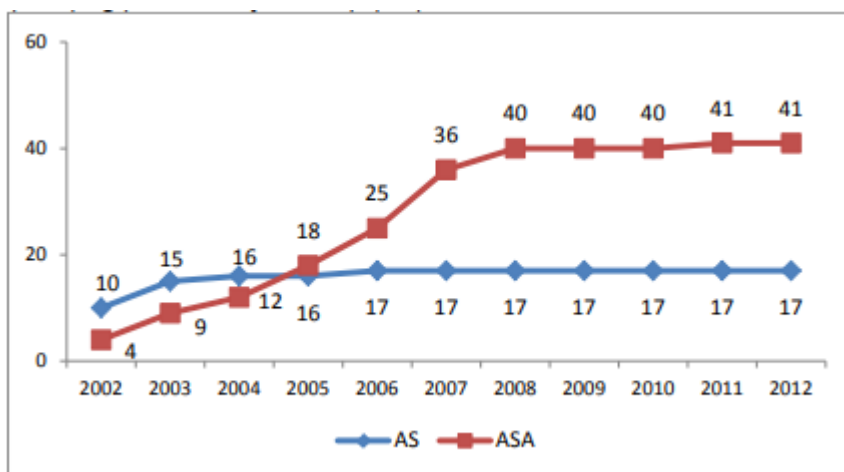


Figure 2-1- Percentage of women in boards of public companies (ASA) and private companies (AS). Figure borrowed from Gender Balance in Company Boards (Institute for Social Research, 2015, s. 10)

Today's situation in Norway in numbers

CORE Norwegian Gender Balance Scorecard maps the gender balance in the 200 largest firms in Norway and tracks the development over time. CORE is the centre for research on gender equality at the institute for social research. The report is made every second year on the behalf of the Ministry of Children and Equality (Centre for research on gender equality, 2020), and the latest report was released in August 2020.

An extract of the findings:

- ✿ 86% of CEOs are men, 14% women
- ✿ 89% of Chairmen are men, 11% women
- ✿ In top management groups 75% are men, 25% women
- ✿ In the boards, 71% are men, 29% women - the businesses with equality law² have twice as many females in the board as those businesses which do not.
- ✿ 70 businesses changed their CEO the last two years, 18 were female. This is an increase compared to 2016-2018.
- ✿ 66 businesses changed their chairman, 8 of whom are female

(CORE Centre for research on gender equality, 2020)

In Academia there is a clear overweight of male professors and if the development continues with the present pace it will be another 22 years until gender balance is reached among professors (Ministry of Education and Research, 2017)

² Business in Norway me dlovkrav om kjønn

Today's situation for Norwegian sport can be found in chapter 4 about NIF and in the data analysis.

2.2.2 Large organization's work with gender equality

The last years, an extra focus on gender equality have been arising, and more and more large organizations are engaging in the problem.

IOC

Among them the IOC, which put in the Olympic Agenda 2020, mainly in the 11th recommendation: Foster gender equality, but also in recommendation 38: Implement a targeted recruitment process.

Recommendation 11 states that the IOC should work with the international federations to achieve 50% female participation in the OG, and creating more participation opportunities and that the IOC should encourage the inclusion of mixed- gender team events (IOC, 2014)

For recommendation no. 38 which addresses a targeted recruitment process the recommendation states that gender should be one of the evaluations criteria for IOC membership.

IOC also wrote a report called the Gender equality Review project. This resulted in 25 recommendations. This report is also used later in the literature review for identification of initiatives.



Figure 2-2: IOC Gender equality Recommendations (IOC, 2018, s. 7)

UN Sustainable Development goals

In 2015 the sustainable development goals were presented as a follow-up to the millennium development goals (Griggs, et al., 2013). The UNSDGs has a 15- year limit until 2030 and are free to be adopted by all nations and organizations. The UNSDGs consists of 17 development goals that address themes like water, energy, gender equality, health and climate, thematic issues regarding a sustainable development.

UN sustainable development goal no. 5 (gender equality), where one of the targets is to “ensure women’s full



Figure 2-3: UNSDG no. 5

and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life” (United Nations, 2020)

2.3 Myth or truth?

There are as many explanations for the lack of women in the leadership as there are people, and it is especially easy to generalize from own experiences and perceptions. There are several stereotypic perceptions that explain the gender balance situation today but simplified one can narrow them down to two: individual oriented and organizational oriented.

Individual oriented explanations focuses on the characteristics of men and women, their skills and motivation, while the organizational oriented explanation focuses the employers, their perceptions and actions (CORE, 2017). Other perspectives are cultural or structural factors in the society.

As stated in the limitations in chapter 1, the aim of this thesis is not to examine why there are so few women in decision- making positions, but to investigate how to improve today’s situation. However, it is necessary to examine some of the typical explanations many gives in order to explain the lack of women. The following three sections will do such. A summary of these can be found in **Table 3-1: Myths, their origin, and todays situation.**

“Men are more suited leaders than women”

The question of who is a good leader has been asked for a long time, in the 1800’s and early 1900’s it was assumed that great men (leaders) were born that way (Kirkpatrick & Locke, 1991). This theory was later replaced by a theory, the Trait- Theory, that some leaders had some traits and skills that separated them from those who were not leaders (Kirkpatrick & Locke, 1991). Also this was later challenged as it become clear that management and leadership is a relationship between people in social settings, and that people that is a leader in one situation, not necessarily is it in another situation (Bass & Stogdill, 1990). Kirkpatrick and Locke (1991) have identified six traits and skills that predicts the efficiency of a leader, those are: drive, motivation, honesty and integrity, cognitive skills and professional knowledge.

Some argue that women are other types of leaders and refer to their higher social intelligence, intuitive work, using feelings more than analysis and are better communicators than men (Yukl, 2013; Northouse, 2013; Loden, 1987; Billing & Alvesson, 1989; Jacobsen & Thorsvik, 2013). However, empirical research shows that the differences between male and female leaders are very slim (Billing & Alvesson, 1989; Bartol, 1978; Butterfield & Powell, 1981; Solberg A. , 2012). And the differences disappear completely when adjusting for

variables like age, management level or other organizational features (Hjertø, 2013; Walker, Ilardi, McMahon, & Fennell, 1996)

However, stereotypical ideas, expectations and attitudes towards gender roles discriminate women by substantiate old conceptions of men being better leaders than women (Ayman & Korabik, 2010), and gives the impression of a greater difference than what really is. Therefore, when looking at the research, the statement of men being more suited leader than women appears incorrect.

“It is not enough qualified women”

According to Statistics Norway (2018; 2020a) each year the number of students in Norway is increasing. Since the mid- 1980’s there have been more female attending university than men (Statistics Norway, 2018). A strong academic background is an essential criterion to reach the top (Hurley & Choudhary, 2016), but not all types of higher education is relevant to become a top manager. According to surveys, economics, administration, management, engineering and other technological educations are education backgrounds dominating among Norwegian leaders (Colbjørnsen & Knudsen, 2018), also law studies is quite normal among leaders (Amdam & Kvålshaugen, 2010). This is because of top management positions have responsibility for results (CORE, 2017).

The number of female students within the leader relevant educations have increased rapidly between 1999 and 2011 (Colbjørnsen & Knudsen, 2018). Especially law studies are dominated by female students, where only 290 men completed their degree in 2019 in comparison to 567 women. Among the economics students the gender distribution is more even, 993 men and 1166 women. While in technical educations there is still a male dominance where only 647 women finished their degree in civil engineering/ master of technology compared to 1454 men (Statistics Norway, n.d.).

According to a study conducted by Colbjørnsen and Knudsen (2018), who followed a representative sample of Norwegian leaders between 1999 and 2011, the education is particularly important for their future career, but of less significance for men. The study shows that the male leader’s success was influenced by their high positions early in their career and their flexibility to be working long days. The women were also best served with high position early in their careers, but neither the management experience nor their long workdays did influence their careers. However, the study showed that some departments were central for

recruitment of top management positions (Yukl, 2013), among them line managers with responsibility of results, but in this positions women is a minority (Halrynjo, 2015).

Many studies shows that on a general basis men are perceived as more competent and experienced than women (Doldor, Vinnicombe, Gaughan, & Sealy, 2012). But many studies states there is no reason to perceive such thing (Burke, 1993; Keloharju, Knüpfer, & Tåg, 2018; Singh, Terjesen, & Vinnicombe, 2008). There is no empirical research that states that men are more qualified to be top managers than women (Yukl, 2013). There is no common understanding and agreement on what qualifications that are more important and how skills are weighted compared to traits. Education and work experience are central but if looking at educational background women are stronger suited for top management positions. Operative management and responsibility for results are appreciated, and research shows that more men than women has this experience. Both men and women are therefore qualified in each their own way, but the opportunities and conditions to realize a career seems to be uneven distributed. Therefore, it is overly simplified to state that there are not enough qualified women.

“Women prefer being with their family and children, and do not want a career”

A study conducted by Halrynjo and Lyng (2010) included close to 4000 civil economics, lawyers, and civil engineers, showed that men and women with these educations had equal preferences when they looked at career and top management positions and there were no difference in motivation for having a career among the genders. However, as children is born, the women’s motivation decline. Despite both parents have invested in education and career, and consider equal career opportunities before they have children, the family work is split in a gender typical way. The women give the men and their career, in a larger degree, the priority. This is happening despite both parents state they have a large interest in equality. Both the mums and dads state that it is both necessary and wanted that the women modify their career preferences or delay their career realizing.

Despite the good structural benefits of the Norwegian welfare state that helps one combine children and career it could seem, for women, challenging to combine the two (Lillås, 2019). The reason is that the family friendly initiatives break with playing rules of career logic (Halrynjo, 2010). The “unwritten requirements” of career development is characterized with mobility, time, flexibility, visibility and a “stand-by” attitude, gives a benefit in career development (Halrynjo, 2010). However, men and women do not share the same conditions to fulfill these requirements, many more women than men have a partner that work full-time or

more (Halrynjo, 2010). Limitations in the work situation is tied the partner’s work situation and position and this increases the pressure between family and career even more. Research also shows that the years between 30 and 40 is vital for the career building, especially in business sector (Halrynjo, 2010). This time period is overlapping with the toddler time period and women mainly focus on family than career in that phase.

Studies show that women get a smaller return of investment (return of investments in this example is salary and career development) of their investment in higher education (Halrynjo, 2010). Many things points to the main reason for this is children and that women cannot reach the top without giving up family life (Keloharju, Knüpfer, & Tåg, 2018). However, it seems too easy to conclude that to reduce the career focus is solely an indivial and personal choice. Framework conditions from the society and employer, as the opportunities and expectations that is set to a women that combines family and career is affecting the decisions (Lillås, 2019). There are some patterns that seems ingrained, which must be worked on, both structural and cultural. Therefore, it would be incorrect to conclude that women prefer and prioritize family and children over career. Instead it seems to be preferences based on a wish to balance family and work life.

Summary

Table 3-1: Myths, their origin, and todays situation shows the summary of the literature referred to above.

Table 3-1: Myths, their origin, and todays situation

Origin:	Today:
<i>“Men are more suited leaders than women”</i>	
<ul style="list-style-type: none"> ☞ Perspective of men are biological superior to women ☞ Masculine skills are essential for leadership 	<ul style="list-style-type: none"> ☞ Capacity and skills are not gender determined, but social and cultural constructed ☞ Different skills are needed for different situations. Men and women can choose what type of leadership to use
<i>“It is not enough qualified women”</i>	
<ul style="list-style-type: none"> ☞ Women are less educated, or educated within the typical health professions 	<ul style="list-style-type: none"> ☞ More women than men choose higher education, also in the professions that qualify for management positions

<ul style="list-style-type: none"> ☞ Women lack operative management experience ☞ Women work in public sector ☞ Men work more 	<ul style="list-style-type: none"> ☞ Many women have leadership experience but are still underrepresented in operative management positions in business. ☞ In a long- term perspective men work more hours
<p><i>“Women prefer being with their family and children, and do not want a career.”</i></p>	
<ul style="list-style-type: none"> ☞ Women are responsible for home, family, and children ☞ Having a career is not compatible with having the responsibility for home, family, and children. 	<ul style="list-style-type: none"> ☞ Women and men have equal motivation to reach the top but personal, cultural, and structural barriers hinder women to combine top management position in business with family- life. Men share the challenge between work and family.

2.4 Gender balance and the quantitative distribution

As stated in chapter one, gender balance refers to “an equitable distribution of life's opportunities and resources between women and men, and/or the equal representation of women and men.” (Organisation for Economic Cooperation and Development (OECD), 2017) and it includes the quantitative distribution (Forskning.no, 2020).

In order to achieve an equal quantitative distribution between genders many companies and countries have implemented gender quotas. The percentage of the minority gender varies both in Europe they usually vary between 30% and 40% (Smith, 2018). In Norway, the gender quota is 40% for corporate boards (Institute for Social Research, 2015).

At the general assembly in Norwegian sport in 2019 a suggestion for change in the bylaws were that “no gender shall be overrepresented by more than one person” (NIF, 2019d, s. 32). However, as the change included all levels of Norwegian sport it was not accepted by the general assembly. Many delegates believed it would be a too strict criterion for the sport clubs. This would have led to no boards had a greater difference than 40/60, except if the board consisted of three people.

For this thesis, a minimum of 40% of the minority gender will be used as a term to describe the board to be gender balanced. This is chosen due to the Norwegian laws for companies and as it has been an unwritten goal in Norwegian sport.

2.5 Gender balance initiatives

This section gives a summary of the different recommended initiatives from different sport reports, business reports and academic reports. Further, this section will also discuss the success rates of a selection of the initiatives and what is important in the different initiatives.

Studies have shown that the decision making processes are improved by having gender diversity on boards and that having female board members “seem to improve the board attendance” (Schwindt-Bayer, 2009, s. 1). How to achieve greater gender diversity on boards is a topic that is widely researched and there are numerous initiatives that are recommended. This thesis will simply investigate how to improve the gender distribution, and not other factors of diversity. **Table 2-1** shows a comparison of the different recommended initiatives from sport, business, and academia. From the sport perspective the IOC gender Equality review is reviewed, from a business perspective “How to achieve gender balance in top management in business?”- a report produced by two of the ministries in Norway; Ministry of Children, Equality and Social inclusion and the Ministry of Trade, Industry and Fisheries, from an academic perspective a report named “Recommendations and initiatives for improving gender balance in academy” produced by the Research Council of Norway.

Table 2-2: Comparison of gender equality initiatives from sport, business and academia. Information is retrieved from sport (IOC (IOC Gender Equality Review Project, 2018)), academia (Norges forskningsråd, 2019) and for business (Ministry of Children, Equality and Social Inclusion and Ministry of Trade, Industry and Fisheries, 2018).

Initiative	Sport	Business	Academia
Gender balanced representation at all levels	X	X	
Equal format and facilities	X		
Competition uniforms do not have unjustifiable differences, but reflect the technical requirements of the sport	X		
Equal representation of women’s and men’s event in the competition schedule	X		
Both genders represented in medical treatment	X		
Prevention of Harassment and Abuse	X	X	
Balanced media portrayal of both genders, at all phases of life	X	X	
Allocate founding for to achieve gender equality goals	X		
Organize women’s programs or networks	X	X	
Mentoring program	X	X	X
Register for potential candidates	X		
Consider equal number of women and men in the executive board and when hiring	X	X	
Both genders among the President and vice-president(s)	X		
Submit one female candidate for every male candidate (IOC for the 15 NOC and 15 IF member positions)	X		
Member organizations must report on their electoral process	X		
Male members in “women- commission”	X		

Men and women must address gender and diversity matters	X	X	
A dedicated person working on gender equality	X		
Tracking and monitoring the gender equality activity. Today's status quo must be found	X	X	X
Encouraging stakeholders to act in gender equality activity	X	X	
The leader and the leadership believe that gender equality measures must occur		X	X
Inclusive organizational culture		X	X
Statues, policies, and electoral process must be used to entrench gender equality	x		
Flexibility in the way a position is executed (researcher)			X
Information to the organization		X	X
Career planning	X	X	X
Search and find- committee			X
Financial support for publishing			X
Analyzing own challenges within the organization		X	X
Education		X	X
Gender balance declaration		X	
Organization must have a gender balance goal		X	
Gender balance part of organizational strategy		X	
When writing job descriptions be aware of the language used		X	
Have the same number of men and women for talent programs		X	
Both men and women are expected to take paternity and maternity leave		X	

The table shows that multiple of the initiatives are recommended by at least two of the different perspectives. Some of the initiatives are also overlapping and others are quite general, like “education”. Several of these initiatives have been known and researched for years. The fact that organizations don’t implement these initiatives more widely “suggests not a lack of knowledge so much as apathy, prejudice, gender stereotypes, and cultural cues that end by depriving society of some of its best talent and energy” (Monroe, et al., 2014). In the following paragraphs more in depth information regarding a selection of the initiatives are discussed.

Gender quotas

Gender quotas are intended to increase the number of the minority gender in legislatures, and they come in many forms (Smith, 2018; Schwindt-Bayer, 2009). Quotas have helped increase the number of women in boards, however, there are still few women at the very top (Smith, 2018). Researchers have investigated the effect on such quotas, and the result vary. A gender quota can have several forms and characteristics like placement mandates, quota size and enforcement mechanisms. The characteristics of the different quotas affects the efficiency of the quota (Schwindt-Bayer, 2009). Schwindt- Bayer found that quotas that required more women to be on the party ballot were effective and led to more women being elected (2009).

However, quotas are discussed and the main contra argument towards implementing quotas are that it could lead to less qualified women taking a seat from someone that could be more qualified (Schwindt-Bayer, 2009). However, a diverse board is more creative and bring different perspectives, they also combined have a larger access to resources and connections (Ferreira, 2010). Therefore, one can argue that the ten people that knows the most about a company, still are not the most qualified board as being the most qualified board requires

HAVING A GENDER
QUOTA IS SAYING THAT
DIVERSITY ON THE BOARD IS
SO IMPORTANT TO US THAT WE
WANT TO MAKE IT A LAW

Trine Skei Grande, Former Norwegian
Minister of Culture and Equality (Grande, 2020)

having different perspectives and knowledge. This is not fulfilled by a selection of candidates that have many similar features like age, gender, education, and work experience, even though these might be the ones that hold the most knowledge about a specific company or topic. Despite this, quotas and preferential treatment policies are the least supported in the Nordic top management according to Kitterød & Teigen (2018) and Dobbin, Schrage and Kalev (2015), but on the other side supported by the IOC as “entrenching gender equality into policies and statutes is needed if it is to be sustained within an organization” (IOC, 2018, s. 23).

Balanced media portrayal and showing both genders at different levels in an organization

Having diversity in the board room could have a signaling effect that the company or organization is open and that having a minority status is not hindering for a career (Ferreira, 2010). One of the key barriers to women’s career success is the lack of female role models (Sealy & Singh, 2010), this is supported by Solberg, Wathne and Madslie that states that profiling of women attracts other women (2016). Therefore, being conscious in the organization’s balanced portrayal in media, social media, and who is in the board also affects all levels in the organization and who can become potential candidates.

Executive committee and leader believe that a change must occur and that both men and women address the issue of lack of gender balance

Top management is the backbone of the organization (Solberg, Wathne, & Madslie, 2016). The board and the organization's leaders are the ones that implement strategies and follows the organization's progress and work. Trying to implement something in an organization without having the top management and board believing in it is challenging, the top managers who did what they said they would do to improve the gender balance were more successful (Solberg, Wathne, & Madslie, 2016) the board and the leader must also be the leader and leadership of gender equality, (IOC, 2018).

Allocate funding

Allocating funds is allocating resources and making it something the organization must report on. Therefore, allocating funds is an important initiative (IOC, 2018).

Conscious choices in identification process of potential candidates

Research shows that organizations where the HR- department had a focus and aim of gender balance were effective (Solberg, Wathne, & Madslie, 2016). Establishment of gender neutral recruitment processes were effective, such as always having interviewers from both genders, and always have candidates of both genders in the final round (Solberg, Wathne, & Madslie, 2016). An active recruitment process is also the initiative that Norwegian top managers supports the most (Halrynjo, Kitterød, & Teigen, 2015; Kitterød & Teigen, 2018).

In the world of Norwegian sport, the election committee's role could be interpreted as the role of the HR department in a company, to some extent. Therefore, to implement these recommendations and initiatives into the election committee and the election committee's instructions can be viewed as highly important.

Information of benefits

There are several benefits of having a diverse board, like creativity and including different perspectives, access to connections and resources, however a diverse board is more likely to have more disagreements and conflicts, as the board members bring different perspectives to the table (Schwindt-Bayer, 2009). Promoting these benefits are often an initiative that is widely used by politicians and top management, however, the approach of "just do it" and doing offensive acts is more effective than having defensive discussion of why gender balance is important (Solberg, Wathne, & Madslie, 2016).

Both genders in programs

Inclusion, information, and development was shown to be successful strategies to ensure female leaders. A success criterion was to include an equal number of men and female in the different programs rather than having segregated programs for women only which could lead to more resistance than positive engagement for the issue (Solberg, Wathne, & Madslie, 2016).

Tracking, monitoring, knowing status quo and having clear goals

Research has shown that companies that had clear and smart goals as part of their strategies were more successful (Solberg, Wathne, & Madslie, 2016). In order to be able to have smart goals that includes all the factors of a smart goal (specific, measurable, achievable, relevant and time- bound) one must know today's status. This helps us identify the needs and aims for how to reach gender balance (Solberg, Wathne, & Madslie, 2016). One of the most important factors to ensure reaching gender balance is consistent monitoring, measuring and evaluation" (IOC, 2018). This is also supported by Solberg, Wathne and Madslie that simply states "what you measure, you do (2016).

Another argument for having a systematic evaluation of the implemented initiatives is the fact that the company could adjust and redesign the initiatives that didn't get any results and therefore are more likely to succeed (Solberg, Wathne, & Madslie, 2016).

2.6 Framework

This subchapter builds the framework for the data collection and data analysis. First the limit of when to state that a board is gender balanced is, in this thesis, at 40%. This is based on the subchapter 2.4.

Further, this subchapter shows the fundament for the questionnaire (the complete questionnaire can be viewed in appendix 2). The initiatives from subchapter 2.5 are rewritten and reorganized into groups to make it more manageable and easy- read. In the data collection the different organizations stated which initiatives they have implemented, not implemented and which ones are in progress.

Table 2-3: Framework for questionnaire

Question	Follow- up question
Does your federation/ confederation actively work for a better gender balance?	Why does your federation/ confederation actively work for a better gender balance?

In sports:

No.	Initiative	Yes	No	In progress
1	Equal competition format and facilities and equipment			
2	Competition uniforms do not have unjustifiable differences, but reflect the technical requirements of the sport			
3	Equal representation of women's and men's event in the competition schedule			
4	Both genders represented in medical treatment			

Structural:

No.	Initiative	Yes	No	In progress
1	Prevention of Harassment and Abuse Action Plan			
2	Prevention of Harassment and Abuse committee			
3	Balanced media portrayal of both genders (SoMe, flyers, web page etc)			
4	Gender balance part of the organizations own strategy			
5	Dedicated gender balance strategy			
6	Allocate founding for to achieve gender equality goals			
7	A dedicated person working on gender equality			
8	When writing job descriptions be aware of the language used			
9	Consider equal number of women and men when hiring			
10	The organization shows that both men and women are expected to take paternity and maternity leave and facilitate for doing such			

The executive board:

No.	Initiative	Yes	No	In progress
1	The leader and the leadership believe that gender equality measures must occur			
2	Gender balance committee			
3	Both genders represented in gender balance committee			
4	Official board decision about improving the gender balance			

Identification and education:

No.	Initiative	Yes	No	In progress
1	Registries for potential candidates			
2	Search and find committee (committee whose work is to identify potential candidates)			
3	Mentor program			

4	Female network			
5	Participants in the different programs should have a career plan when ending the program			

Tracking and monitoring:

No.	Initiative	Yes	No	In progress
1	Analyzing own gender balance challenges within the organization			
2	The status of gender balance in the organization today is known			
3	The organization has clear and specific gender balance goals			
4	The organization tracks and monitors the gender balance			

Bylaws, statutes and instructions:

No.	Initiative	Yes	No	In progress
1	The organization has bylaws that exceeds NIFs laws regarding gender balance			
2	The presidency must consist of both men and women			
3	Gender balance is a criterion for the election committee			

This marks the end of the literature review which have given a theoretical foundation for further analysis. The last subsection presented the framework for the questionnaire, and the next subchapter is the research methodology, which will among other things present the research mythology and design, together with the argumentation of these.

3 RESEARCH METHODOLOGY AND RESEARCH DESIGN

This chapter will guide the reader through the design and methodology used throughout the research process of this master thesis. The chapter gives a definition, presentation and argumentation of the different approaches selected and used and description of how the sampling was conducted.

3.1 Introduction

This introduction gives a brief overview of the research method and design with an illustration below. Every single expression found in **Figure 3-1: Research overview** and the justification will be further explained in the following sections.

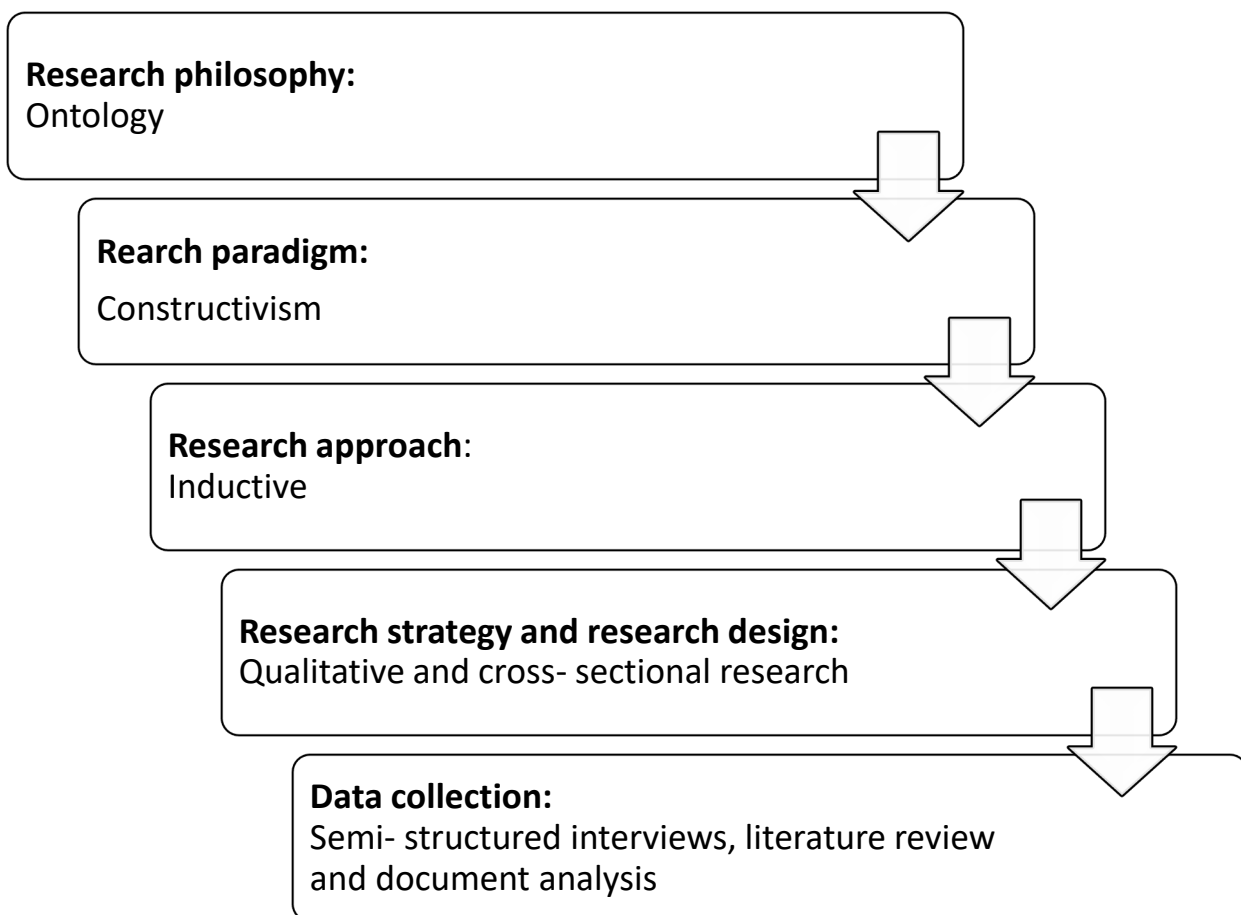


Figure 3-1: Research overview

3.2 Research philosophy

A research philosophy concerns how someone views the world when developing knowledge (Saunders, Lewis, & Thornhill, 2007), and the two main research philosophies are epistemology and ontology. Both epistemology and ontology are divided into positions, these are as following:

Ontology: Refers to assumptions about the nature of reality (Saunders, Lewis, & Thornhill, 2009). The central issue is “whether social entities can or should be considered objective entities that have a reality external to social actors, or whether they can and should be considered social constructions built up from the perceptions and actions of social actors” (Bryman, 2016, s. 28). The two positions are as following:

- ✦ Objectivism: Assumes that humans do not influence the social phenomena and that they see themselves as external factors (Collis et al., 2003)
- ✦ Constructivism: asserts that social actors are continually accomplishing social phenomena and their meanings (Bryman, 2016)

Epistemology: Refers to assumptions about knowledge (Saunders, Lewis, & Thornhill, 2009). Further, it addresses the question of what should be addressed as acceptable knowledge (Bryman, 2016). The three positions are:

- ✦ Positivism: When researchers prefer “working with an observable social reality and that the end product of such research can be law-like generalizations similar to those produced by the physical and natural scientists” (Remenyi, Williams, Money, & Swartz, 1998, s. 32)
- ✦ Realism: States that truth is reflected by our senses and seen as objectives by the human mind (Saunders, Lewis, & Thornhill, 2007). The philosophy focus on trying to explain “what we see and experience in terms of underlying structures of reality that shape the observable events” (Saunders, Lewis, & Thornhill, 2007, s. 138).
- ✦ Interpretivism: Enhances the importance of researchers shall understand the human behavior as a role in the social environment. Therefore, it is important to distinguish between analyzing people as objectives and social actors, where the objectives do not have any influence of the day to day life (Saunders, Lewis, & Thornhill, 2007).

This research follows an ontological philosophy with a constructivist position. It is an ontological philosophy because the research goes to the roots of the questions and constructivist position because the research starts from the field and then tries to develop a perspective.

3.3 Research approach

Research has two general directions, either an inductive or a deductive approach. The main distinction is how the relationship between theory and research is built up. In an inductive approach, theory is generated out of research, while the deductive approach is “conducted with reference to hypotheses and ideas from theory” (Bryman, 2016, p. 90)

This research follows an inductive approach as the aim of the research is to find a connection between gender balance in boards and gender balance initiatives. A review of reports and articles is used to identify different initiatives which will be asked about in the interviews. The data retrieved from the interviews will then either undermine or substantiate the theory, and then form recommendations of initiatives for improving the gender balance in sport organizational boards.

3.4 Research strategy

The research strategy refers to the conduct of the social research (Bryman, 2016). Research strategy is divided into two main areas: quantitative and qualitative research. A quantitative research strategy emphasizes the quantification in the collection (Bryman, 2016). A qualitative method emphasizes words and description in order to understand the content of a literature review (Flick, 2018).

This research has a qualitative research strategy. A qualitative research strategy allows the researcher to go deeper into the units of analysis and investigate the reason behind- not only the result (Bryman, 2016). The data will be retrieved from a limited number of units of analysis and will investigate how the different associations and regional confederations work with gender balance, in order to give some recommendations for how to achieve gender balance in boards.

The implications of having a qualitative research strategy is that the sample size is limited (Bryman, 2016), in this case six units of analysis. This questions the external validity in the findings (Bryman, 2016), this will be further discussed in the chapter 3.8.

3.5 Research design

The thesis is has a cross- sectional research design, it “entails the collection of data on a sample of cases and at a single point of time in order to collect a body of quantitative or quantifiable data in connection with two or more variables, which are then examined to detect patterns of association” (Bryman, 2016, s. 53).

A cross- sectional research design investigates a sample of cases, where the variation can be in people, families, organizations, nations or whatever (Bryman, 2016). In this particular thesis the variation is in national sport specific associations and regional confederations. These associations and confederations are selected to be a representative selection of Norwegian sport. The selection criterion and how the different associations and confederations where selected is outlined in subchapter 3.5.1 Units of analysis.

The data in a cross-sectional research design is collected at a single point of time (Bryman, 2016). For this thesis, the data was collected from the units of analysis within a timeframe of 10 days. The data is also either quantitative or quantifiable, this is important “in order to establish variation between cases” (Bryman, 2016, s. 53). This provides the researcher with a consistent benchmark. In this case an excel document of the collected data was created in order to get a systematic view of the data, this can be found in appendix 4: data from interviews in table form, which gives the important benchmark.

“With a cross-sectional design it is only possible to examine relationships between variables” (Bryman, 2016, s. 53), and since the data is collected at the same time a problem about the ambiguity about the direction of causal influence is created (Bryman, 2016). This means that the researcher cannot say with certainty that a detected relationship between two variables implies a causal relationship (Bryman, 2016). With an experimental research design this could have been possible as data is collected at several points in time. For this research, an experimental research design would not have been possible as it would have taken too long time. The boards of the federations and the regional confederations are elected for one, two, three or four years (varies from organization to organization). Therefore, the data collection would have been for several years, and the data collection frequency would vary from organization to organization. Therefore, this research is best fitted with a cross-sectional research design.

3.5.1 Units of analysis

In order to get a representative sample for this research a list of characteristics that is representative for Norwegian sport was developed. The list can be viewed in the first row of **Table 3-1: Criteria for selecting a representative selection of organizations in Norwegian sport**, while the first column lists the different organizations that was selected. The following rows show which boxes each federation or regional branch tick. In order to get a representative sample all boxes must be ticked.

As Norwegian sport is such a small organization the organizational names are chosen to be anonymized. If the names were shown here and then anonymized from this point and throughout the thesis, it would be easy to uncover which organization is which based on the information in chapter five and from there be able to connect which organization had which results.

Table 3-1: Criteria for selecting a representative selection of organizations in Norwegian sport

Criteria / Name of org	Olympic sport	Non- Olympic Sport	Competitive sport	Recreational sport	Para- sport	Even gender distribution in member base	Uneven gender distribution in member base	Sport specific association	Team- sport	Individual Sport	Regional branch of NIF
Organization A	X	X	X	X	X		X	X	X		
Organization B		X	X	X	X	X		X	X	X	
Organization C	X	X	X	X	X	X		X		X	
Organization D	X	X	X	X	X		X	X		X	
Organization E						X					X
Organization F						X					X

Below follows the main reason for selection each of the different organizations:

- ☛ **Organization A** is selected because is it a team sport. It does also represent one of the many federations that have an uneven gender distribution in the membership. The organization is quite small, below 1500 members.
- ☛ **Organization B** is selected due to fact that this is an association that does not “own” a sport, but rather an age group. Also, the membership has a high turnover. Most of their sport activity is recreational, but they also participate in championships.
- ☛ **Organization C** is selected as a federation which has a board specter of different sports, both Olympic and non- Olympic, Paralympic, and recreational sport. The organization is one of the biggest organizations, close to 140 000 members.
- ☛ **Organization D** is selected as the federation’s membership has a highly uneven gender distribution, with an overweight of women.
- ☛ **Organization E** is a regional branch that is closer to the cities and most of the people living in this region lives in a city. The cities small, but close in distance- quite typical for Norway.
- ☛ **Organization F** is one of the regional confederations. This regional branch is located in the district of Norway. It is selected as a representative of the regional confederations that has a low population density. The population density is approximately 3,4 habitants

per square kilometer. This results in challenges for the regional branch, which are unique for those regions with low population density.

3.6 Research methods

To be able to answer the research questions several research methods had to be used. First the researcher gained a theoretical understanding of the topic, then the researcher developed the idea for the research questions. The idea was to investigate what the theory stated, then check what is done today as initiatives to improve the gender balance. Then what was found could either substantiate or undermine what the literature stated, and hopefully from this a few recommendations could be formed.

The researcher decided on using interviews to be able to get a more in- depth understanding in why the different federation and regional confederations chose exactly those initiatives. Additionally, when contacting NIF they had done a survey including all federations are therefore it was unnecessary to replicate it. As the researcher found the freedom to ask any further question if anything needed further clarification, the researcher landed on using semi-structured interviews.

Literature review

A literature review can be described as a method that is systematic, explicit and reproduceable, and it is used for identifying and evaluating already existing work produced by researcher (Bryman, 2016). The primary research question: what are the existing gender balance initiatives, and the second research question: what the experience with the initiatives is found in RQ1 is both solved using the literature review. In order to start it was necessary with a deeper theoretical understanding of the literature and from the literature review the questions for the semi- structured interviews were created.

Semi- structured interviews

A semi- structured interview is similar to a structured interview, but the questions are usually more general. The interviewer also has the opportunity to ask follow-up questions if they feel like it is necessary (Bryman, 2016). All interviews conducted in this thesis is semi-structured. Most of the questions asked in the interviews are yes/ no questions, reminding more about a structured interview, but they are also mixed with more general questions. The questions for the interviews can be found in Appendix 2: Interview guide.

Document analysis

Document analysis is a method of reviewing both physical and documents from the internet (Bowen, 2009). For this research document analysis is used in a small extent- only analyzing what is written in the strategic documents of the different organization regarding gender balance.

3.7 Conducting research

This section contains a walkthrough of how the data was conducted. There is one subchapter for each of the different data collection methods.

Semi- structured interviews

Prior to the interview the interview objects were sent an interview guide with information of the project (aim, time frame, reason for the request etc.) with a consent form, which can be found in Appendix 1: consent form. This had to be signed prior to the interview.

When having set a time for the interview the interview objects were sent the questionnaire two days prior to the interview in order to be able to prepare. The questionnaire can be found in Appendix 2: Questionnaire. The foundation for selecting exactly those questions lies in the literature review. The researcher wanted a broad foundation when identifying different gender balance initiatives and therefore investigated what sport, academic, and business- sectors recommended as effective gender balance initiatives. From the sport sector the IOC gender equality review project (2018) were used, from the business sector “How to achieve gender balance in top management in business?”, a report produced by two of the ministries in Norway; Ministry of Children, Equality and Social inclusion and the Ministry of Trade, Industry and Fisheries, from an academic perspective a report named “Recommendations and initiatives for improving gender balance in academy” produced by the Research Council of Norway. These laid the foundation for the framework developed, which can be found in the final subchapter of literature review.

A critique of the selected reports that was reviewed in order to make the questionnaire was that the reports where the “recommended” initiatives, however, this could have excluded some initiatives to be included in the questionnaire. The researcher tried to solve this by asking the interview objects if there were any gender balance initiatives that the organization had conducted that was not asked for.

When conducting the interviews, the interviewer opened the interview by welcoming and giving information regarding the thesis, withdrawal from the research, anonymity, and

other questions they might have had. They were told that even though the questionnaire was mainly yes/no- questions they would be able to elaborate where they wanted. The interview objects were also asked to confirm to a recording of the interview with the purpose of transcription. The interviews were conducted over Microsoft teams, the interviewer had video on for all interviews, but some of the interview objects did not want to have their video on, which limited the number of data to language and tone, as body language was not possible to see.

Document analysis

The associations and the regional confederations have sent the researcher the organization's strategy document if the document was not found online.

This thesis also had some secondhand data to analyze. This data was sent by NIF which collected the data for their yearly meeting. Here the federations are asked about some gender balance initiatives and based on their results they will get more or less funding. This is however just a very small part of their founding foundation.

Literature review

To ensure a high- quality review of the literature, the following procedures were followed:

A comprehensive review of journals, but no conference papers, based on key terms, and combinations of them. As many ministries and organizations have ordered reports on gender balance a lot of these reports were reviewed.

Search word used in this literature review were gender balance, initiatives, measures, successful, names of the different initiatives, diversity in boards, sport, executive boards. The search words were used in combination on order to narrow down the results.

Four databases were used, including google scholar (www.scholar.google.com), NTNU Universitetsbibliotek (www.ntnu.no/ub), Scopus (www.scopus.com) and Science direct (www.sciencedirect.com). In addition, the reference chapters in the reviewed articles were thoroughly searched in order to find additional articles.

Description of sources:

This master thesis is based on both new and old literature. The thesis consists of 85 sources, where 60 (71%) of them are published after 2010. 15 (18%) are published between 2000 and 2010 and only 10 (12%) is published before 2000. Close to 78 % are published articles

or books, while the remaining 22% is information from webpages regarding the different organizations and internal reports from organizations, among them, NIF.

3.8 Benefits and drawbacks of the research methods

In this section the benefits and the drawback of the research methods are discussed.

In this thesis semi- structured interviews were conducted. These are partly prepared in advance, which makes the interviewer prepared, and in this case as the questions was sent to the interview objects two days prior to the interview, this also allowed the interview objects to prepare. A semi- structured interview is not planned into every detail and allows the interviewer some freedom. However, the interviewer must be careful not to ask any leading questions (Bryman, 2016). This was challenging in this research, as the interview objects new that the interviewer was asking about gender balance initiatives. Because as a part of a larger organization, NIF, that has set focus on gender balance and gender equality the last years the interview objects probably felt that “yes- the organization has done this” was the “correct” answer. The interviewer tried to specify that there were not any right or wrong answer, but a mapping of different initiatives and that not all of the initiatives are considered “up-to-date”.

The semi- structured interview allowed the interviewer to continue to ask questions regarding interesting topics. This could lead to interesting information being uncovered, but it could also make the conversation flow in a direction that takes a lot of time and might not be on the right topic, which means that the interviewer must try to lead the conversation back to the questions again without cutting the person so he/she loses the flow (Bryman, 2016). Another challenge with a semi- structured interview is which interview to rank as the most important or the heavily- weight one, when two or more of the interviews have contradicting opinions (Bryman, 2016). This is was the case in this research. In this case, both of the opinions are highlighted and then discussed in line with the literature. A focus group would have allowed the participants to discuss contradicting opinions, but an interview is more fitted to talk about sensitive issues.

A document analysis was also conducted, the analysis did only look into the wording about gender balance with focus on the gender composition in the organization’s strategy and additional laws (if any). A much more complex document analysis of for example what wording is used (men/girls or men/women girls/boys og women/boys) for other documents could have been conducted but was not due to the scope of the data collection.

Data was also given from NIF. This data was gathered in their yearly interviews with the different organizations. This data did only include the sport specific associations and federations and not the regional confederations, which was limiting. This data was used as supporting og undermining the already found results.

3.9 Validity, replicability, and reliability of data

This subchapter discusses the validity, replicability, and reliability of the data. As mentioned above there were two main sources for data collection and one source for supporting material.

Reliability

The reliability refers to the consistency of a measurement (Bryman, 2016). For this research, the time- retest reliability could vary as the different organizations could implement new initiatives for improving the gender balance.

Replicability

The process of gathering data is thoroughly explained in subchapter 3.7 Conducted research, this ensures the replicability in this research. Additionally, the process of selecting the different interview objects are explained and justified in 3.5.1 Units of analysis. Both of these are critical to ensure the replicability. The questionnaire is also to be found in appendix 2, and in appendix 4 the results of the semi- structured interviews are found.

Internal validity

As for internal validity in cross- sectional research, the internal validity is typically weak (Bryman, 2016). When trying to confirm the relationship between two factors supporting materiel such as data from NIF, the organizations strategy and the literature review is used. However, the internal validity is a challenge in this research.

External validity

The external validity is said to be stronger when doing a random selection (Bryman, 2016), this was not conducted in this research, all units of analysis is selected from the same population, Norwegian sport. The data will most likely not be the same if the research was conducted in another country that is not as high- ranked on gender equality as Norway. The results of what initiatives that would work would most likely differ a little bit, as Norwegian sport already have a lot of structural safety nets in place in order to ensure gender balance in boards.

Ecological validity

The selection of the units of analysis is based on criterion that is representative for Norwegian sport. The federations/ regional confederations are then selected as a whole in order to be a representative selection, and therefore the ecological validity is strong within the Norwegian sport ecosystem.

In this thesis the researcher has tried to distinguish between information obtained through data collection and her own interpretations and analyses. The researcher has also tried to justify the methodological choices and reviewed the choices in the subchapters of benefits and drawback on the research methods and critique of method which can be found in chapter eight. The researcher tried to make the research readable and replicable to ensure confirmability and credibility.

3.10 Ethical considerations

In order to not violate any ethical issues during this master thesis three important ethical guidelines within qualitative research were followed: information regarding withdrawal, confidentiality and information regarding potential consequences of participation (Bryman, 2016). The only personal information collected in this thesis was the name of the interview object, the e-mail, their position and for how long they had been in that position. The e-mail was only used in order to get in contact with the interview objects. The information was not stored in any files on the computer. All interviews signed a consent form prior to the interview and consented to record the interview. Transcription of the interviews were solely conducted by the interviewer and no names were written into the transcription.

As mentioned in the disclosure statement the researcher was, at the time of the data collection, an executive board member of the national Olympic and Paralympic committee and confederation of sport. Prior to the interviews, both in the formal request for an interview and in the beginning the researcher specified that she did not interview them in the role as an executive board member, but as a master's degree student.

This marks the end of the chapter of methodology which describes and argue for the used method. The following chapter a descriptive chapter of NIF. The umbrella organization of Norwegian sport. The critics of the methodology can be found in chapter six, the conclusion.

4 NIF- THE NORWEGIAN OLYMPIC AND PARALYMPIC COMMITTEE AND CONFEDERATION OF SPORTS

This chapter contains information about the Norwegian Olympic and Paralympic Committee and Confederation of Sports, hereafter shortened to NIF. Which is the only umbrella organization for sport in Norway, and it includes all sport: recreational, Olympic, Paralympic, Deaflympic and special Olympic sport. The chapter contains historic information, information regarding structure and numbers.

4.1 History

This subchapter will give an overview of the historical development in the organization of Norwegian sport. The organization developed as times in Norway changed and other organizations merged with the organization (Hanstad, 2019). This subchapter will try to give a brief description of Norway in the different periods, as what was happening in the surroundings was influential. **Table 4-1:** Organizational development of Norwegian Sport (The Norwegian Olympic and Paralympic Committee and Confederation of Sport, 2020)(The Norwegian Olympic and Paralympic Committee and Confederation of Sport, 2020)gives an overview of the different name changes, merges and dissolutions.

The organization NIF, was established in 1861 as the Centralforeningen for Udbredelse af Legemsøvelser og Vaabenbrug (*Central Association prevalence of body movement and use of weapon*) (The Norwegian Olympic and Paralympic Committee and Confederation of Sport, 2020).

Table 4-1: Organizational development of Norwegian Sport (The Norwegian Olympic and Paralympic Committee and Confederation of Sport, 2020)

Year	Name	What
1861	Centralforeningen for Udbredelse af Legemsøvelser og Vaabenbrug <i>(Central Association prevalence of body movement and use of weapon)</i>	Established
1893	Centralforeningen for Udbredelse af Idræt <i>(Central Association of prevalence of Sport)</i>	
1910	Norges Riksforbund for Idræt <i>(Norwegian National association of Sport)</i>	
1919	Norges Landsforbund for Idrett <i>(Norwegian National federation of Sport)</i>	
1940		Merger with Arbeiderdernes Idrettsforbund <i>(Norwegian sport association for workers)</i>

1946	Norges Idrettsforbund (<i>Norwegian Confederation of Sport</i>)	
1996		Merge with Norwegian Olympic Committee
1996	The Norwegian Olympic Committee and Confederation of Sports	
2007		Norges Funksjonshemmedes Idrettsforbund (<i>Norwegian Association for Para Olympic Sport</i>) dissolved.
2008	The Norwegian Olympic and Paralympic Committee and Confederation of Sports	

1861: Centralforeningen for Udbredelse af Legemsøvelser og Vaabenbrug (Central Association prevalence of body movement and use of weapon)

In 1861 when Centralforeningen for Udbredelse af Legemsøvelser og Vaabenbrug was established shooting was popular, there was a lot of shooting clubs which admired the sporting in shooting (Goksøyr, 2010). In addition, shooting was important for the Norwegian military. Norway was in a union with Sweden, and in 1859-1860 the relationship was in crisis (Hanstad, 2019). Finn Olstad (1987) argue that this tense situation and threat from Sweden may have accelerated the organizing of sport in Norway. The members of the organization were mainly politicians and people from the military. Other than shooting, gymnastics was very popular. (Hanstad, 2019)

Centralforeningen for Udbredelse af Idræt (Central Association of prevalence of Sport)

During the 1880s there was a feud between Centralforeningen for Udbredelse af Legemsøvelser og Vaabenbrug and another organization called Folkevæpningen (People's weaponizing). Folkevæpningen's aim was to strengthen the army (Olstad, 1987), in the end more of the shooting clubs preferred Folkevæpningen over Centralforeningen for Udbredelse af Legemsøvelser og Vaabenbrug. After a decision in the Norwegian government the shooters established Det frivillige skyttervesen (The voluntary shooting service), and Centralforeningen for Udbredelse af Legemsøvelser og Vaabenbrug removed "og vaabenbrug" from their name. From 1893 Centralforeningen for Udbredelse af Legemsøvelser was the organizational name, and the organization focused primarily on other sports, but many of the politicians and people from the military was still present in the organization in central positions- their aim was that sport should raise healthy defenders of Norway (Hanstad, 2019). Sport was not a goal itself, but

a means for other purposes, however, England and their sport policies influenced Norway. The wish for a more competition- oriented sport movement and sport itself and the sporting achievements became the end, instead of the means. In this time several national federations were established in order to organize national championships (Hanstad, 2019).

1910: Norges Riksforbund for Idræt (Norwegian National association of Sport)

In 1894 the IOC was created, and the modern Olympic Games was organized for the first time in Athens in 1896 (IOC, 2020). The national federations had a more competition-oriented view on sport, which was a contrast to Centralforeningen for Udbredelse af Legemsøvelser. The national federations tried to strengthen their own positions (Hanstad, 2019), but it was the Centralforeningen for Udbredelse af Legemsøvelser which received the financial support from the Norwegian government. The Norwegian government in the end supported the national federations and a new organization “Norges Riksforbund for Idræt” was created in 1910. This organization now consisted of national federations, the board of the organization got limited authority and the board’s role was mainly to split the financial support (Hanstad, 2019).

1919: Norges Landsforbund for Idrett (Norwegian National federation of Sport)

The supporters of Centralforeningen for Udbredelse af Legemsøvelser and supporters of the view that sport was a means, and the end was to serve the country, did not give up easily and continued the battle for power. The national federations on the other side wanted as little influence from the Norwegian government as possible—except from the financial support. The ministry of Defense established a commission in 1918 that stated that sport should be an arena to ensure a healthy lifestyle and strength among the Norwegian people- competition should not be the end. This commission, which was supported by the Norwegian government supported geographical branches of sport, which had the aims of athletic versatility in Norway. The result was that the general assembly of Norges Riksforbund for Idræt in 1919, changed the name to Norges Landsforbund for Idrett. The general assembly gave strong power to the national federations and to a new organizational level, the geographic branches. Norwegian sport now consisted of two blocks: the national federations and the geographical branches (Hanstad, 2019).

1940: Norges Landsforbund for Idrett (Norwegian National federation of Sport) merge with Arbeidernes Idrettsforbund

Another organization with the name Arbeidernes Idrettsforbund (The Workers sport association) rose in 1924. As most of the top leaders in Norges Riksforbund for Idrett was from the right wing, Arbeidernes Idrettsforbund was established when the worker movement politicized sport movement. There were several tries on merging the two organizations, the first one already in 1925, but in 1940 they merged (Hanstad, 2019).

1940: Norges Idrettsforbund (Norwegian Confederation of Sport)

The final step of the merge was in 1946 when the Norwegian Confederation of Sport was established. Things was set on pause when the war broke out, and Idrettsstreiken (Sport strike) lasted until the war was over. In this period there was no organized sport.

In 1946 Norges Landsforbund for Idrett and Arbeidernes Idrettsforbund held the assembly of constitution of Norges Idrettsforbund. In the constitution hall the geographical branches (34) had 79 voting members, and the national federations (20) had 29 voting members, this created a large debate, which is still ongoing today, as the geographical branches get extra voting members based on the number of people living in that geographical area and the national federations get extra votes on their member base (Hanstad, 2019).

1965: Norwegian Olympic committee

From 1946 until 1965 the board of Norges Idrettsforbund was also the executive committee of the Norwegian Olympic Committee. According to the rules of the IOC the board of the national Olympic Committee should be independent from both the government and the national sport organization. From 1965 the Norwegian Olympic Committee had its own president but had the same bylaws and had to deliver both report and accounts to the general assembly (Hanstad, 2019).

1975: Change of the voting members of the general assembly

Before and during the general assembly in 1978 the geographical branches had 103 votes (for the 1978 GA), national federations had 65 (for the 1978 GA) and the executive board had 11 votes. This mean if the executive boards voted with the geographical branches they would have 2/3 of the votes, however there was a rule that stated that in order to adopt something both the national federations and the geographical branches must support it.

During the GA in 1978 a new bylaw stated a 50/50 rule of voting members between the geographical branches and the federations- giving both blocks 60 votes each. Today, in 2020, this is 75 (Hanstad, 2019).

1996: Norges Idrettsforbund (The Norwegian Olympic Committee and Confederation of Sports)

Two years after the Olympic Games in Lillehammer in 1994 the Norwegian Olympic Committee and Norges Idrettsforbund merged. This was already decided at the General assembly in 1994 (Hanstad, 2019).

2008: The Norwegian Olympic and Paralympic Committee and Confederation of Sports

As of 31.12.2007 the Norwegian Association for Paralympic Sport was dissolved and from 01.01.2008 all national federations were responsible for their own para sport. This made the Norwegian Sport organization one of a kind- the first to include all types of sport (Olympic, non- Olympic, parasport, deaf sport, recreational sport, special needs sport) in one organization (Hanstad, 2019).

4.2 Present structure of NIF

Norway is the only sport organization in the world including all sport; Paralympic, Olympic, Deaflympic, special Olympic and recreational sports (Hanstad, 2019). Due to the historic merge in 1940 there are now lines in Norwegian sport- the sport specific line and the NIF- line (Enjolras & Waldahl, 2009). The NIF- line is the orange boxes on the left and the sport- line is the orange boxes on the right in **Figure 4-1**.

The supreme authority of NIF is Idrettstinget- the general assembly of NIF. In total the Idrettstinget consists of 163 delegates. 75 of the delegates are from the sport regional confederations, 75 delegates are from the sport specific organizations and the final 13 from the executive committee (Enjolras & Waldahl, 2009).

Idrettsstyret is the board of NIF and acts as both the Olympic committee, the Paralympic committee, and the board of recreational sport. Idrettsstyret consists of 13 board members, in addition the Norwegian IOC- member (if any) automatically has a place in the executive committee. The composition of the board is president, two vice presidents, 8 board members, where there is one athlete representative, one employee's representative, neither of the latter two are elected at Idrettstinget. At least two of the board members must be under the age of 26 (not including athlete representative and employee's representative).

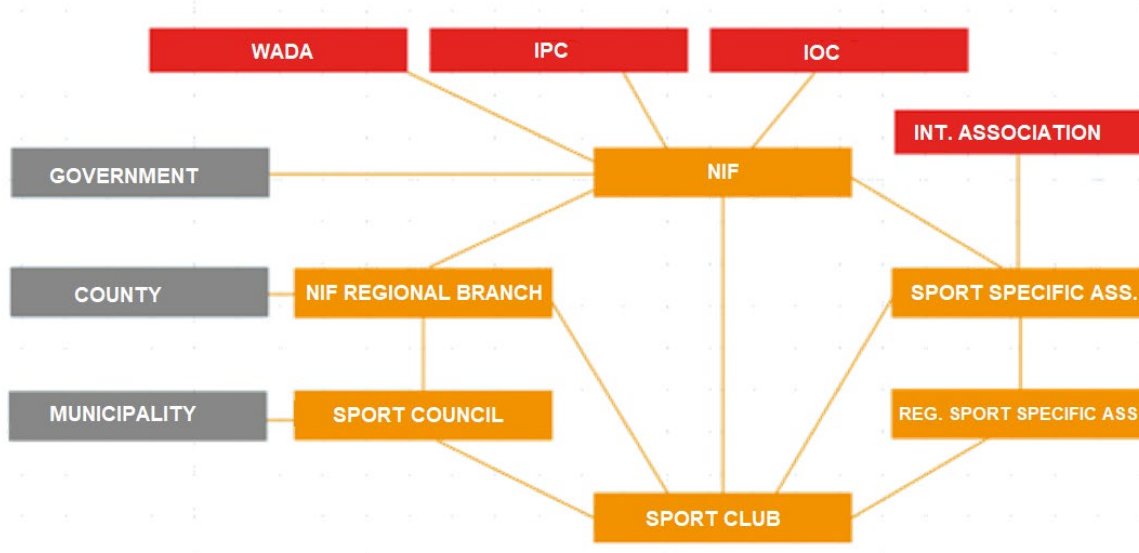


Figure 4-1: How Norwegian sport is organized (Hanstad, 2019). The boxes on the left shows what kind of federal body the organization communicate and relates to.

During the last years several of the sport regional confederations has merged due to merging of regions in Norway. Therefore, the number of sport regional confederations is reduced from 19 to 11 in 2020. All of the different orange units/ boxes in **Figure 4-1** has a general assembly and elect an executive board, in addition to have employees³.

4.2.1 State and sport

The Norwegian government has since 1861 supported Norwegian sport financially (Hanstad, 2019). However, the founding does not come directly from the state, but from the national lottery. The ministry of culture is responsible to share the profit from the national ticket, and the profit is split according to the following key: first 6,4% of the profit is given to the foundation Dam⁴, the remaining money is split between sports (64%), culture (18%) and humanitarian organizations (18%) (Norsk tipping, 2020). Norwegian sport is not included in the national budget and Norwegian sport is therefore independent from the state (Hanstad, 2019).

NIF is the official hearing body for the state when it comes to organized sport, NIF have close to 2 million members and therefore have the legitimacy to speak on behalf of the organized sport (Hanstad, 2019).

³ Where there are enough resources to have employees

⁴ A foundation that gives money to health- and rehabilitation projects.

4.2.2 NIF

NIF is the joint administration of Norwegian sport (Enjolras & Waldahl, 2009), NIF is the organ that receives the founding from the national lottery and share the founding between the different organizations below. NIF is also the overall political organ for Norwegian sport as a whole, and they communicate with the different ministries and the government.

As members of NIF, the regional confederations and the sport specific associations are legally bound to follow the bylaws of NIF, which is set at the general assembly, Idrettstinget. The sport specific associations and the regional confederations are allowed to have stricter bylaws than NIF, but the bylaws have to be approved by NIF.

4.2.3 Sport specific associations

The sport specific associations / federations are the organization of a specific sport on national basis, and is called activity based. These associations are members of the belonging international association. The sport specific associations are made up by clubs (and in some cases regional sport specific associations) and it the highest level on that particular sport. The sport specific association is responsible for the development of that sport, all competition activity and for the national team. They are also responsible for the sport specific education, development of the club and all sort of activity within that particular sport (Enjolras & Waldahl, 2009).

4.2.4 Regional sport specific associations

The regional sport specific association / federations are the administration of a specific sport in one particular region (Enjolras & Waldahl, 2009). Whether or not these regional sport specific associations exist varies from sport specific association to sport specific association. As also these regional sport specific associations mostly have employees it is a question of available resources- it is mainly the large federation that are organized in regional sport specific associations (Enjolras & Waldahl, 2009).

4.2.5 NIF Regional confederations

Sport regional confederations are directly underlined NIF and are more administrative organizations than activity based. They are the joint administration for all sports in their region (Enjolras & Waldahl, 2009). These regional confederations also have boards which are elected and was just reduced from 19 to 11 due to the county merging in Norway that was set in place from 01.01.2020.

4.2.6 Sport councils

The sport councils are a coordination organ for all clubs in one municipality. All municipalities⁵ have a sport council, but as most of them does not have any employees, only elected volunteer positions, the extent of their activity vary very much. The sport councils work as a connector between the sport and the municipality (Enjolras & Waldahl, 2009) and is the organ that recommend the municipality on which sport arenas that should be built, among other things.

4.2.7 Sport clubs

Sport clubs in Norway is organized in three different ways, a single sport club, multiple-sport club or an alliance sport club. The latter is where the different sports in the club are legal entities on their own (Enjolras & Waldahl, 2009). The sport club is where the activity takes place. Each sport club must be independent (not own by any other organization such as companies or universities) and all members are personal members.

4.2.8 Election committee

All organizations in NIF (SF, IK, clubs, SK, sport councils and so on) must elect an election committee (NIF, 2019a). The election committee is elected at the general assembly of the belonging organizational unit. The election committee's job is to identify and interview potential candidates for the positions at the next general assembly. They composite a recommendation to the executive board and the control committee. The election committee presents the suggestion at the general assembly and any other candidates are asked to come forward. After all candidates are presented the general assembly votes and elects.

The election committee has an instruction which they must follow when suggesting a board. The election committee's instruction is decided by the executive committee. This instruction could include additional regulations of the board composition. This instruction is for the election committee to follow but must not be followed of the general assembly if additional candidates are presented in contrast to the bylaws, which must be followed⁶. Some of the organizational branches has their own instructions, some do not have an additional instruction and others use the instruction NIF has made.

⁵ According to NIF's law all municipalities that have over 3 sport clubs must have a sport council. However, there are some municipalities that have not done it, and in those rare cases the regional confederation works in their place.

⁶ An example: The election committee's instructions could say that they want a board where 50% is of each gender and they must take this into consideration in their suggestion. However, if this is not specified in the bylaws the organization can chose to elect candidates where this 50/50 split is not followed.

In terms of gender balance, the NIF instruction says that both genders must be represented and that the gender composition should be proportionately to the membership (NIF, Election committee's instruction, 2020e).

4.3 Gender compositions today

This subchapter outlines the gender composition in NIF, the federations, regional confederations, sports councils, and sport clubs.

From **Table 4-2**: Gender composition of Norwegian sport one can see that the share of women in Norwegian sport is 41,1%. The key number's report (2020b) states that the share of women has grown with 0,7% since 2013.

Table 4-2: Gender composition of Norwegian sport (NIF, 2020b)

	No.	%
Women	793 275	41,1%
Men	1 136 626	59,9%
Sum	1 929 901	

However, when looking at who's managing and leading Norwegian sport the gender composition does not reflect the membership. While women stands for 41,1% of the memberships, they only stand for 36,7% of the elected positions, and when looking at the top elected position (president or leaders), women hold an even lower share of the positions, only 25,4%. Why are the people running Norwegian sport not a representative selection?

Table 4-3: Gender split for all boards in Norwegian sport (NIF, 2020b, s. 30)

	No of units	Women	Men	Total	% Women	% Men
NIF	1	9	5	14	64,3%	35,7%
Regional confederations	11	39	47	86	45,3%	54,7%
Sport specific Ass.	55	169	213	382	44,2%	55,8%
Reg. sport specific ass.	259	632	910	1 542	41,0%	59,0%
Sport council	157	394	602	996	39,6%	60,4%
Sport clubs	8195	16 807	29 394	46 257	36,3%	63,7%
Sum	8678	18 050	31 171	49 287	36,7%	63,3%

Table 4-4: Gender split for all chair men in Norwegian sport (NIF, 2020b, s. 31)

	No of units	Women	Men	% Women	% Men
NIF	1	1	0	100%	0%
Regional confederations	11	0	11	0%	100%
Sport specific Ass.	55	7	48	12,7%	87,3%
Reg. sport specific ass.	259	82	177	31,7%	68,3%
Sport council	157	49	108	31,2%	68,8%
Sport clubs	8195	2061	6134	25,1%	74,9%
Sum	8678	2200	6478	25,4%	74,5%

As mentioned in the introduction, diversity consists of several factors, not only gender. One of them are age. Therefore, **Table 4-5: Representation of board members split in age groups and gender** (NIF, 2020b, s. 32)(NIF, 2020b, s. 32) shows the gender composition in different age groups.

Table 4-5: Representation of board members split in age groups and gender (NIF, 2020b, s. 32)

	0-25 yr	26-35 yr	36-50 yr	51-65 yr	65-80 yr	80+ yr	Sum
No of female board members	1256	3043	8 849	4 187	691	24	18 050
No of male board members	1 055	4 012	13 100	10 124	2 781	99	31 171
No of board members	2 311	7 055	21 949	14 311	3472	123	49 221
% women	54,3%	43,1%	40,3%	29,3%	19,9%	19,5%	36,7%
% men	45,7%	56,9%	59,7%	70,7%	70,7%	80,5%	63,3%
% age group	4,7%	14,3%	44,3%	29,1%	7,1%	0,2%	100,0%

From **Table 4-5: Representation of board members split in age groups and gender** (NIF, 2020b, s. 32)(NIF, 2020b, s. 32) one can see that the share of women decrease as the age increase. This could either originate from women quit earlier than men in elected positions, or that a new generation of young female board members are blooming. The latter is supported by that the share of women have increased in the age groups up to 66 the last years (NIF, 2020b).

4.4 Improving gender balance in NIF

This thesis will examine how the sport specific associations and the regional confederations work with gender balance, and how their work with gender balance is reflected in the executive boards.

4.4.1 *Idretten vil! NIFs strategy document*

«Idretten vil» (Norwegian sport wants!) is NIFs strategy document. The strategy consists of four strategy areas, one of them “Improved sport clubs”. Under this strategy area one of the goals is “Norwegian sport shall have diversity in the boards”. (Norges Idrettsforbund, 2019c).

4.4.2 *Bylaws that regulates gender balance*

The law of NIF is divided into 14 different chapters (NIF, 2019a).

There are a few bylaws regulating the gender balance. First section is chapter 2 (laws for the entire organization), §2-4 Gender distribution, which consists of five lines, while the second chapter that contains gender regulations laws is the law for the general assembly of the Norwegian Olympic and Paralympic Committee and confederation of sports. Ch. 2, §2-4 (4) and Ch. 3, §3-4 (1) t) is only for the executive board of NIF, not for federations and regional confederations. In addition, law §3-4 (1) t) states that at least two of the board members must be under the age of 26 at the time of the election. **Table 4-6:** Laws that regulates gender distribution in NIF (NIF, 2019a)(NIF, 2019a)lists all bylaws that regulate gender composition.

Table 4-6: Laws that regulates gender distribution in NIF (NIF, 2019a)

Where	What
Ch. 2, §2-4 (1)	The organization should work for an equal gender distribution. Both genders must be represented in boards, committees, representation to GA and councils. Gender distribution should reflect the gender distribution in the member base. Where more than 3 people are elected, at least two from each gender. (NIF, 2019a, s. 5)
Ch. 2, §2-4 (2)	In elections where the first rule is not adhered, an extraordinary general assembly must be held, and new elections must take place. (NIF, 2019a, s. 5)
Ch. 2, §2-4 (3)	If the delegation does not adhere the law gender distribution, the number of representatives will be reduced until it adheres the law of gender distribution. (NIF, 2019a, s. 5)
Ch. 2, §2-4 (4)	The board of NIF (Idrettsstyret) may impose an organizational link to hold new elections. (NIF, 2019a, s. 5)
Ch. 2, §2-4 (5)	Idrettsstyret may, where special circumstances exist give dispensation from the law of gender distribution. (NIF, 2019a, s. 5)

Ch. 3, §3-4 (1) t)	For Idrettsstyret: The members of the board should reflect the member base. Both genders should be represented among the president and the two vice presidents. Among the 8 (eight) board members both genders should be numerically equally represented. <i>At least two of the board members must be under the age of 26.</i> (NIF, 2019a, s. 13)
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4.4.3 NIF overall work with gender balance

In October 2017 the status report, “Gender balance in sport- A note with weight on gender balance among employees, coaches, and leaders in sport specific associations” was launched. The report was written by Kari Fasting and Trond Svela Sand. This report highlighted the needs from the sport specific associations.

- ✦ *More founding for gender balance initiatives*
- ✦ *Development of guidelines and material*
- ✦ *Advisory body*
- ✦ *Development of digital information material*
- ✦ *Clarification of bylaws*
- ✦ *Strengthen female network*
- ✦ *Research (Fasting & Sand, 2017)*

The above-mentioned needs are specified from the sport specific associations. The federations want more founding, since 2019 NIF has given funds for mentor programs for 100 000 NOK, and in 2020 200 000 NOK will be given (NIF, 2020d).

The federations also state that they need guiding for the different initiatives on how to execute them. This could be because many of the federations in Norwegian sport are quite small and already have limited resources. Developing good gender balance programs takes resources continually since they should be revised and changed when not working (Solberg, Wathne, & Madslie, 2016).

The federations want to look to NIF for advice and for material. NIF has not been able to develop digital information material yet (NIF, 2020d). However, material such a network guide and guide for election committees are developed (NIF, 2020d).

In addition, NIF supports a doctoral fellow with her research. Her thesis “Gender and power in Norwegian sport- on men’s terms?” will be finished in March/ April 2022. The thesis

is written by a doctoral fellow at Norwegian School of Sport Sciences and in collaboration with the ministry of Culture.

Other measures initiated by NIF:

- ✦ Promoting female candidates to international positions
- ✦ Letter of encouragement of gender balance sent to election committees of all regional confederations.
- ✦ Organizing sport Women's day
- ✦ *Six sport specific associations have started mentor program due to founding from NIF (Not organized by NIF, but is organized due to NIF's founding)*
- ✦ *Four regional confederations and seven sport specific associations have started network groups. (Not organized by NIF, but is organized due to NIF's founding) (NIF, 2020d)*

NIF (2020d) states the following connection between the need and the different measures viewed in **Figure 4-2: Connection between goal and initiative** (NIF, 2020d)(NIF, 2020d) (NIF, 2020d).

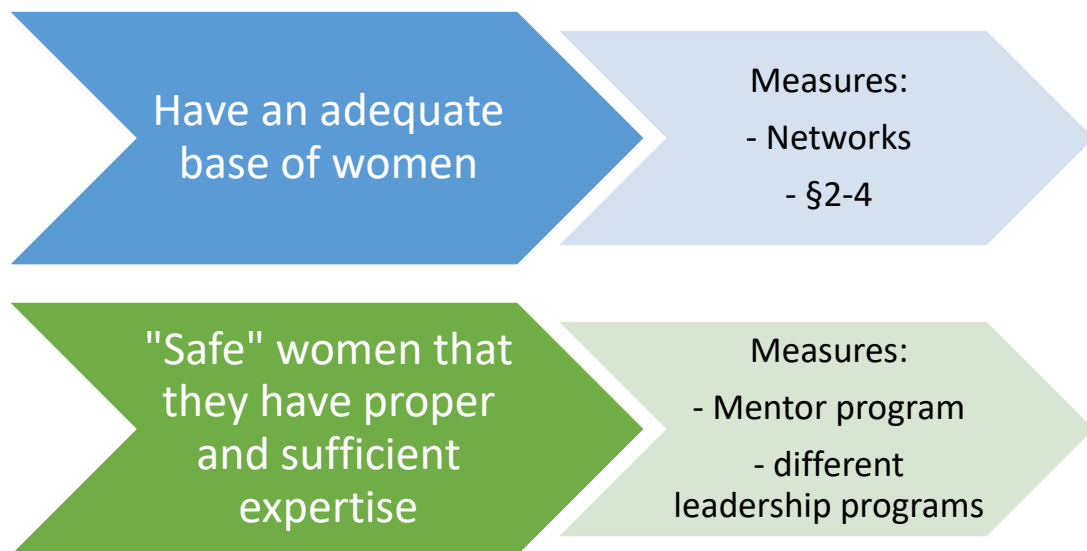


Figure 4-2: Connection between goal and initiative (NIF, 2020d)

4.4.4 The gender balance lift

The executive board of NIF decided in their October 2020 to initiate a committee that will work on improving the gender balance in Norwegian sport. The committee has not yet conducted any work yet, only one introductory meeting, but has decided that a goal is that within 2023 the share of female presidents in sport specific associations and regional confederations should exceed 40%.

This mark the end of the descriptive chapter about NIF, the Norwegian Olympic and Paralympic Committee and confederation of sports. The following chapter is a description of the organizations interviewed.

5 DESCRIPTION OF INTERVIEW OBJECTS

This chapter contains **Table 5-1**: Description of interview objects. As in the methodology chapter the organizational names are anonymized and substituted by organization A, B, C and so on.

Table 5-1: Description of interview objects, data is gathered through interviews and from the key numbers report of 2020 (NIF, 2020b)

	Org. A	Org. B	Org. C	Org. D	Org. E	Org. F
No. of female members	343	19 179	58 377	28 503	52 445	39 392
% female members	26,2%	46,9%	42,2%	88,6%	38,5%	43,5%
No. of male members	966	21 714	79 957	3 667	83 544	51 053
% male members	73,8%	53,1%	57,8%	11,4%	61,5%	56,4%
Tot no. of members	1 309	40 893	138 334	32 170	135 989	90 445
No. of women in the board	3	4	6	5	5	4
% of women in the board	37,5%	50%	40%	62,5%	55%	45%
No. of men in the board	5	4	9	3	4	5
% of men in the board	62,5%	50%	60%	37,5%	45%	55%
Tot no. of board members	8	8	15	8	9	9
No of female employees	1	3	30	13	5	2
% of female employees	20%	50%	25,5%	81,25%	55%	40%
No of male employees	4	3	88	3	4	3
% of male employees	80%	50%	74,5%	18,75%	45%	60%
No. of employees	5	6	118	16	9	5
Olympic sport	X		X	X		
Non- Olympic sport	X	X	X	X		
Competitive sport	X	X	X	X		
Recreational sport	X	X	X	X		
Para- sport	X	X	X	X		
Sport specific Ass.	X	X	X	X		
Regional confederation					X	X
Team/ Individual sport	Team	Both	Ind.	Ind.		

6 ANALYSIS

This chapter contains the data analysis, and it presents the data from both NIF and the interviews. The data is presented in figures, tables, and text. In the following chapter, the discussion, the data found in this chapter and the theory from the literature review is combined.

6.1 Overall organizational data from NIF

This section includes data that is given as second-hand data from NIF. The data contains information of the overall gender balance picture of Norwegian sport. The data is based on both the gender barometer (2020a), the key number report (NIF, 2020b) and other data that was given from NIF, this data can be found in appendix 3.

6.1.1 NIF gender barometer and key number report

The NIF gender barometer from 2019 and the key number report from 2020 show that:

Sport specific associations

Figure 6-1: Distribution between female and male presidents in sport specific associations (SF) shows the development of distribution of female presidents in SF since 2006. The share of female presidents is varying, but it is a great distance from what the goal of 40% within 2023 as the gender balance committee stated in 2020.

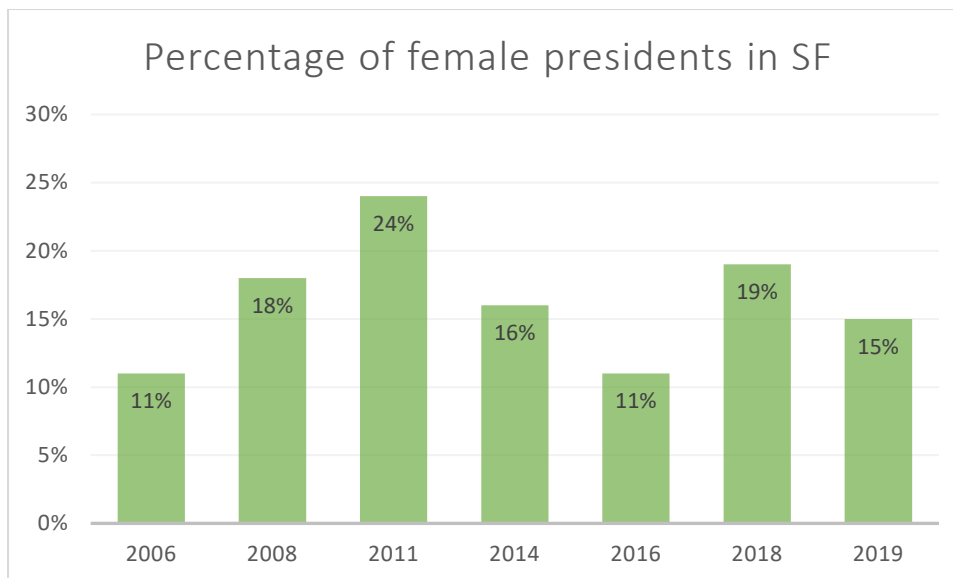


Figure 6-1: Distribution between female and male presidents in sport specific associations (SF) (NIF, 2020a)

Among the vice-president there are approximately 50/50 share between men and women. Which gives the total of top management in SF very male dominated. This can be viewed in **Figure 6-2:** Distribution between female and male vice presidents in sport specific associations (SF) (NIF, 2020a)(NIF, 2020a).

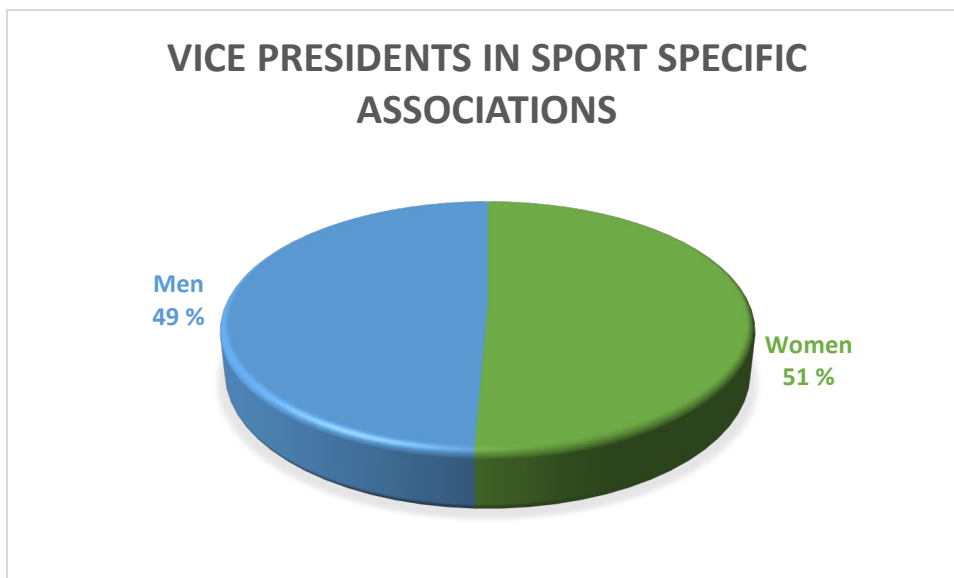


Figure 6-2: Distribution between female and male vice presidents in sport specific associations (SF) (NIF, 2020a)

When looking at the international positions there are a large overweight of male position holders (75%), but the female position holders increased a bit between 2017 and 2018. This can be viewed in **Figure 6-3: Distribution between men and women who hold an international position** (NIF, 2020a)(NIF, 2020a).



Figure 6-3: Distribution between men and women who hold an international position (NIF, 2020a)

Regional confederations

There are in total 11 regional confederations in Norwegian sport. In the regional confederations there is not a single female board leader. Before the merger of the regions there were some female leaders, but when merging they were not re-elected. One of the regional

confederations have both a male president and a male vice-president, while all the others have female vice-presidents. A visual representation can be found in **Figure 6-4** and **6-5** below.

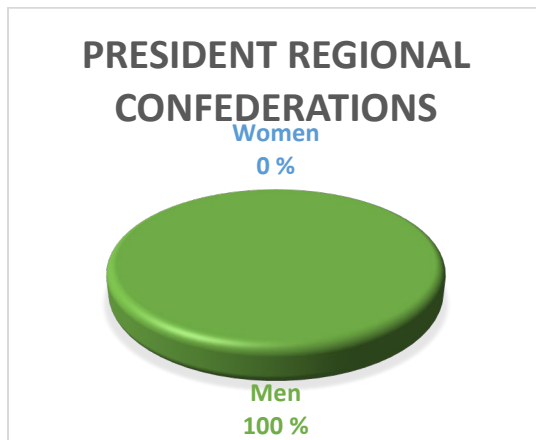


Figure 6-4: Distribution between men and female presidents female vice regional confederations (NIF, 2020a) (NIF, 2019b)

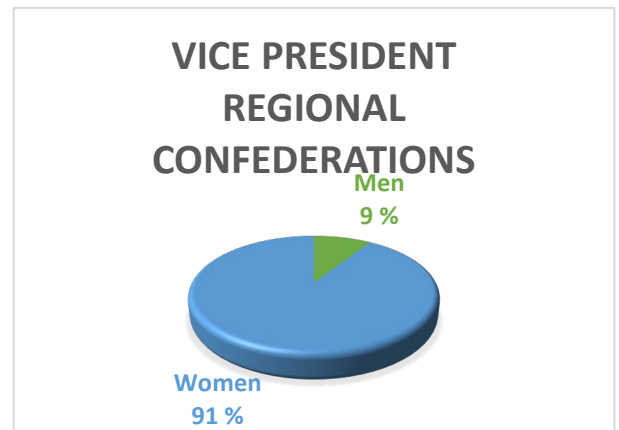


Figure 6-5: Distribution between men and presidents in regional confederations

6.1.2 Other data

For 2019, the following was true:

- Female leaders in clubs have increased from 25,43% in 2016% to 27,76% in 2019 (NIF, 2020b)
- When combining all levels of Norwegian sport 36,7% of all board members are female, while they hold 41,1% of all memberships (NIF, 2020b)
- The share of female board members has increased with 0,3% the last year, and 0,4% in two years.

6.2 Data by topic

This sub chapter will give an insight of the data gathered from the interviews. The data is sorted after overall topic. A table of the same information can be found in appendix 4- Data from interviews in table form.

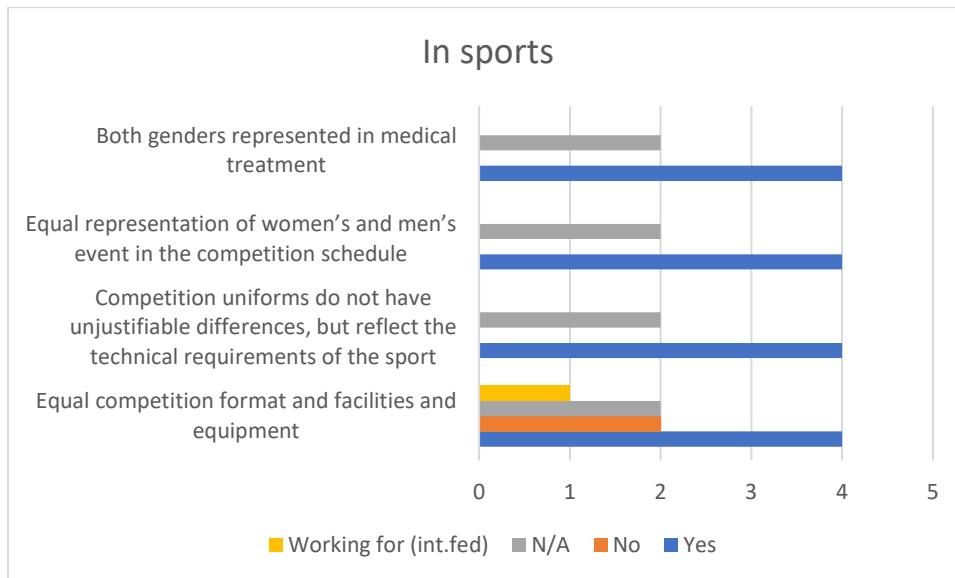


Figure 6-6: Visual representation of data from the interviews from the section in sports

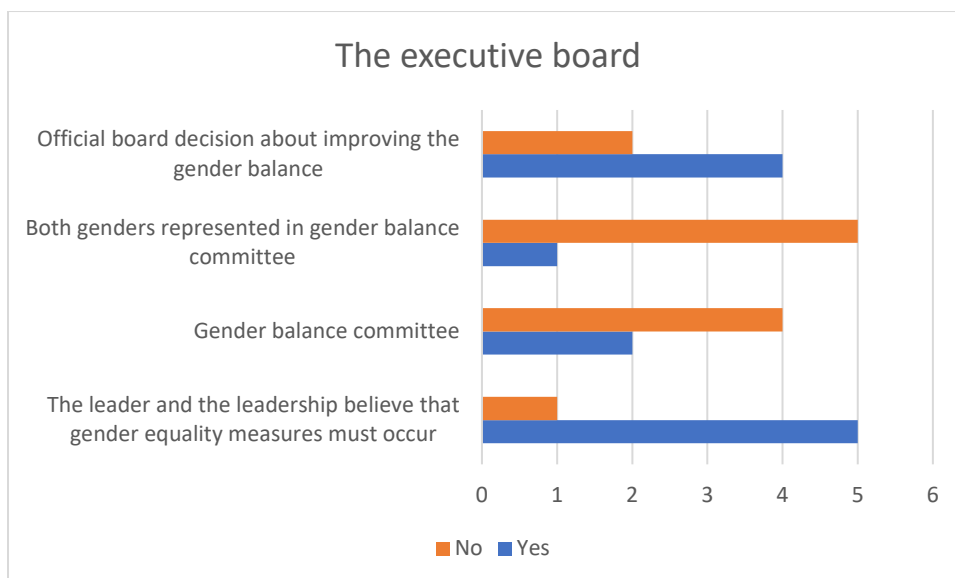


Figure 6-7: Visual representation of data from the interviews from the section the executive board

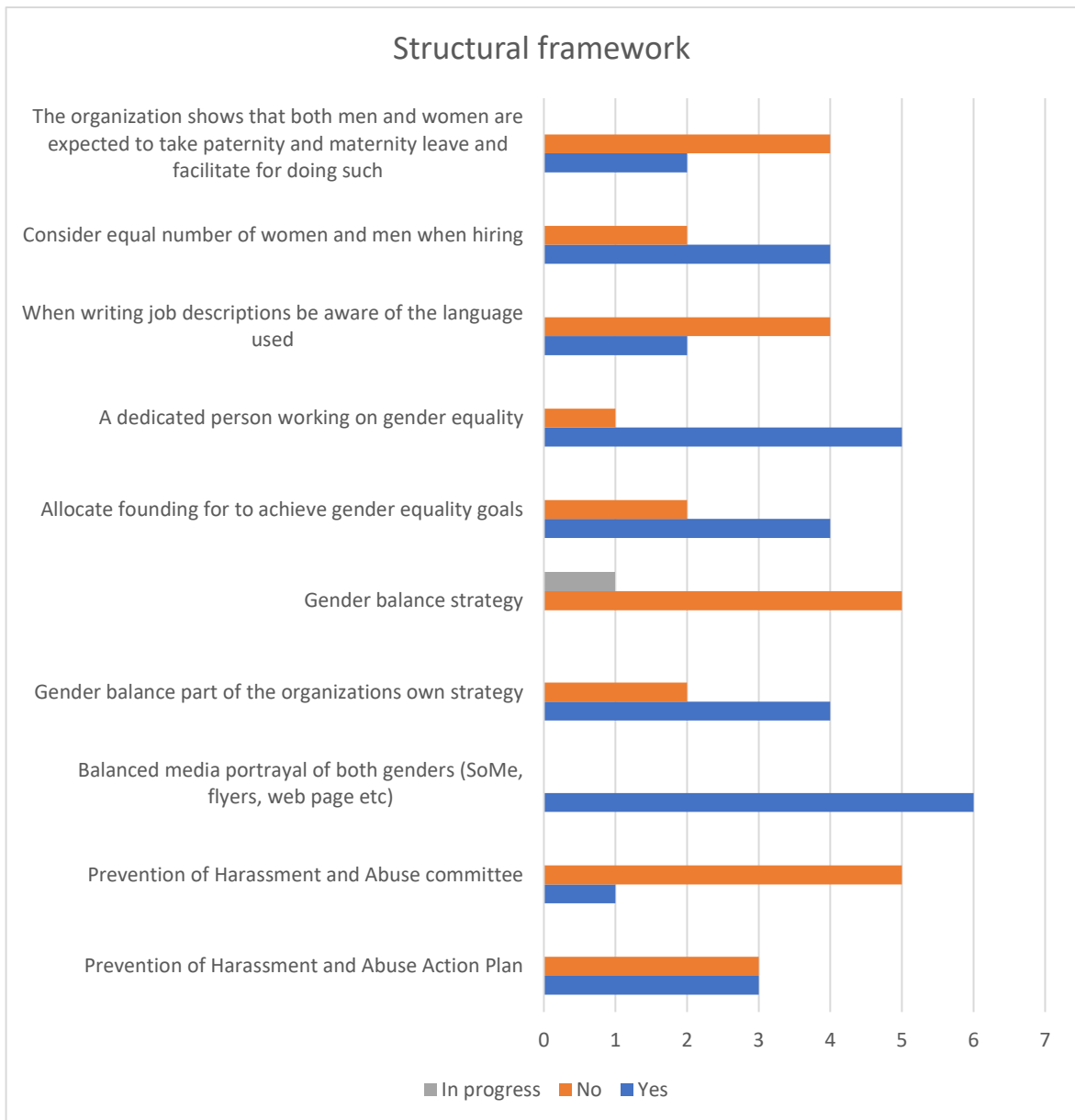


Figure 6-8: Visual representation of data from the interviews from the section framework

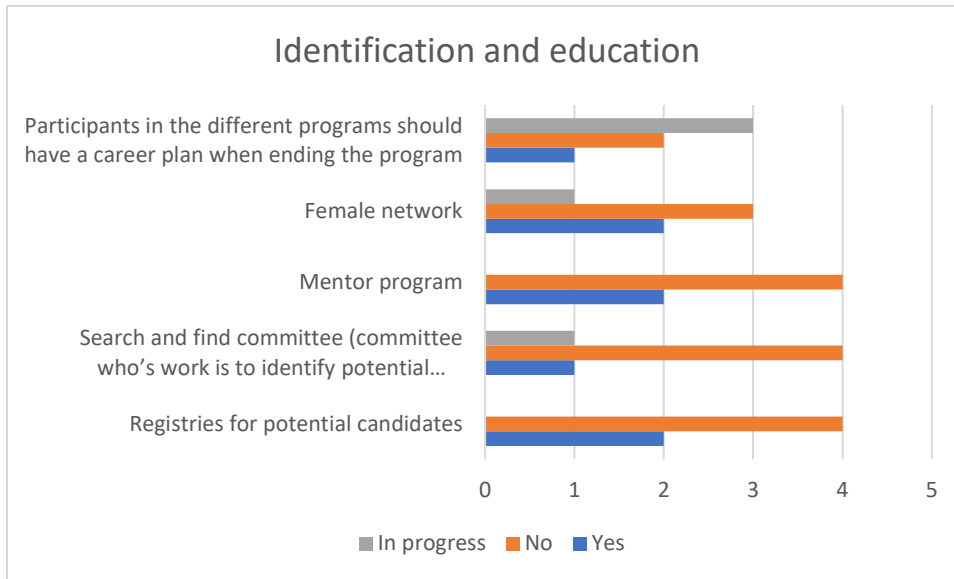


Figure 6-9: Visual representation of data from the interviews from the section identification and education

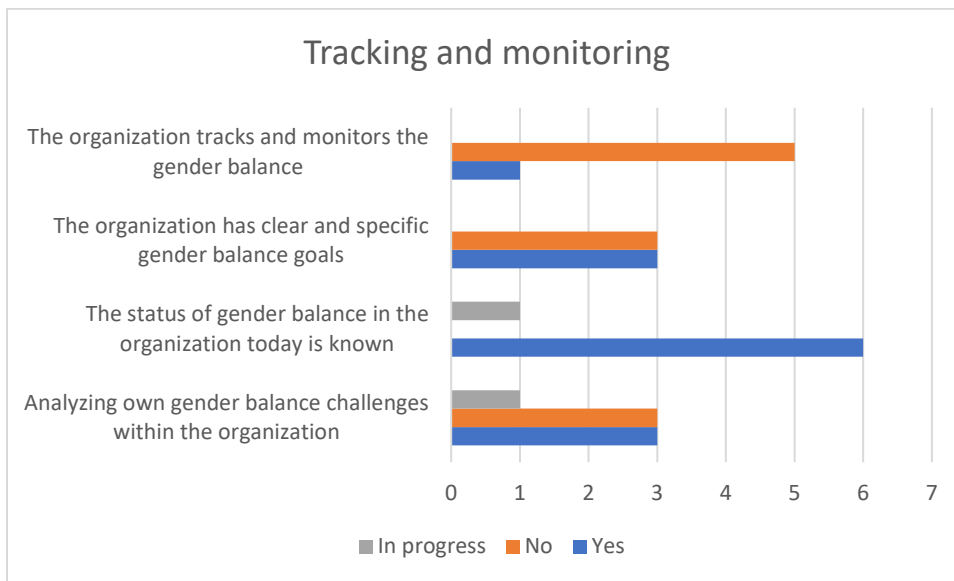


Figure 6-10: Visual representation of data from the interviews from the section tracking and monitoring

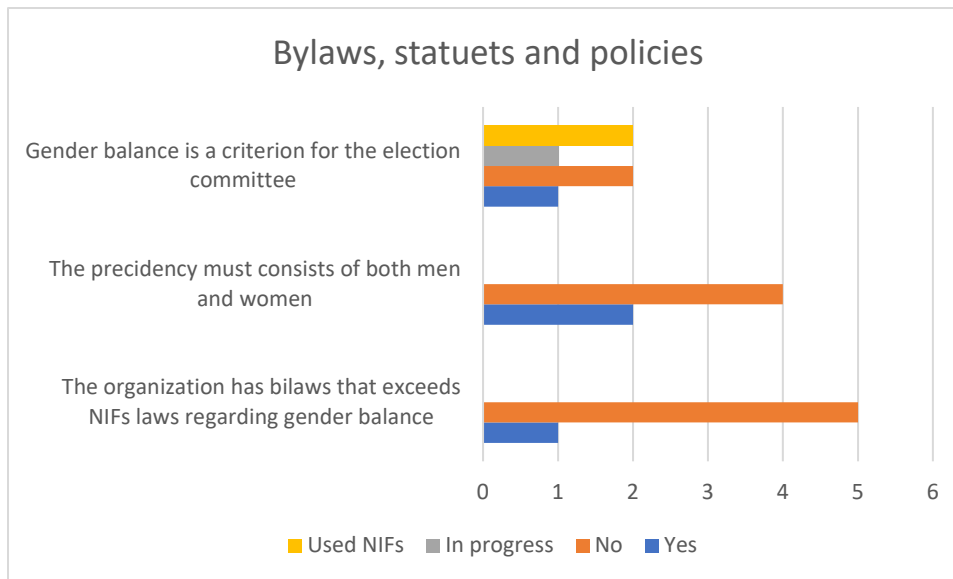


Figure 6-11: Visual representation of data from the interviews from the section bylaws, statutes, and policies

6.3 Data by organizations

In this sub chapter the data is presented in the different organizations. As the topic of the thesis is to examine how to get gender balance in executive board the questions regarding “in sports” is left out in this section. The sub chapters give an objective review of the data in table form and summaries of the in-depth answers. Questions are marked in italic and the answers are summarized below but written in first person form as the respondents talked in that manner.

6.3.1 Organization A

Organization A is an organization that have a small administration, in total 6 employees, but most of them are not full-time employees. The federation is a small federation with an uneven gender distribution (male dominated) in the membership. The federation includes both Olympic, non- Olympic, recreational, and Paralympic sports and the sport is a team sport. The executive board consisted of 8 people at the election time where five were men and three were women. One person has withdrawn from the board since the general assembly. The administration has five employees, but only one full- time employee, the secretary general. The secretary general is a woman, the other four are employed on a contract basis and are men.

How is the executive board active in the work with gender balance?

The executive board is cheering for this. There are two young women in the board which have never been in an executive board before and they are supported by their fellow board members. The executive board also have initiated some gender balance initiatives like the female network.

Why does your organization work with improving gender balance?

It is specified that we are supposed to work with gender balance in our strategy, our sport fit for all, and the board is clear on that we have too few female athletes, only 343 I think. We want to double it.

How is gender balance described in the election committee's instructions?

We use NIF's election committee instructions.

Which initiatives have given good results, and which results?

It seems like the female network has given results. This autumn 50% of the new members are women, I do not think that has happened before.

Which initiatives have not given any results?

We do not have enough data and tried initiatives to say if any initiatives have not worked.

Which initiatives would you recommend to other organizations?

To start a network. In addition, we have positive experience with female coaches.

Which initiatives would you not recommend to other organizations?

Again, we do not have enough data and tried initiatives to say if any initiatives have not worked.

In total this organization had implemented 12 initiatives; one in progress and the remaining 12 initiatives were not implemented, which can be visually viewed in **Figure 6-12** below.

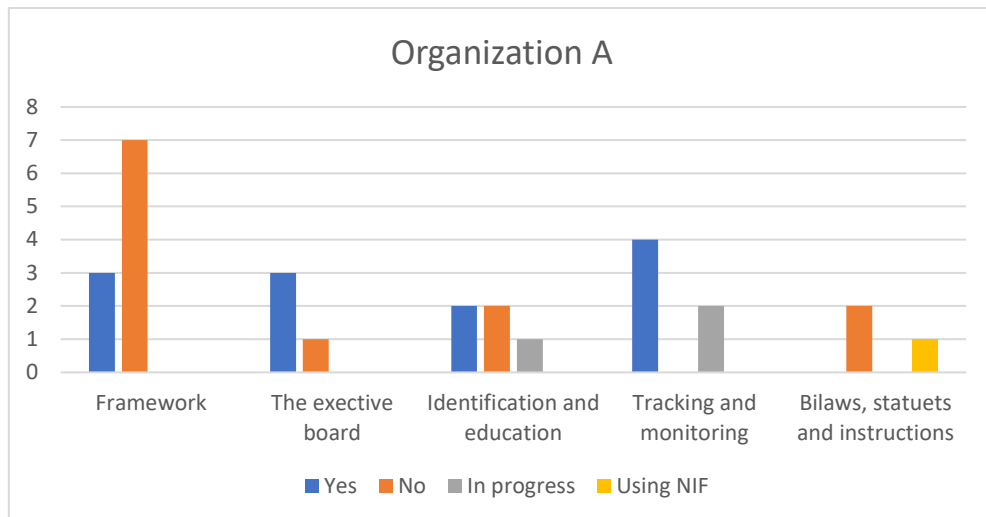


Figure 6-12: Visual representation of data gathered from organization A

6.3.2 Organization B

Organization B is also a federation but does only have competitive, parasport and non-competitive sport, the federation is not seen as owner of any Olympic sports. The membership is quite even in terms of gender distribution. The federation has both individual and team sport, mostly recreational sport but the federation also participates in championships. The federation is not organizing a single sport, but rather a federation for a specific age group. The administration consists of six employees where there are three of each gender. The executive board consists of 8 members where there are 4 of each gender.

How is the executive board active in the work with gender balance?

The executive board talk a lot of it, they make sure that all committees have gender balance. Gender in itself is not a goal but must be central in all decisions made. This commit, and if you then are put in a position where you have two equal candidates for one position, you have to choose the person from the minority gender.

Why does your organization work with improving gender balance?

This is stated through our strategy. In our strategy we state that this organization should be forward- looking, sustainable and robust. In order to achieve this, we have a sub- goal of having gender balance at both board and president-level through our whole organization (federation and club level). Having gender balance at all levels describes a forward- looking, sustainable and robust organization. In addition, we have a four-year goal of “being a role model for good governance, diversity and transparency”, where gender is a fundamental parameter of diversity.

How is gender balance described in the election committee’s instructions?

The composition of the executive board must reflect the membership. At the last general assembly, we also added in the bylaws that the presidency (president + two vice presidents) must be of both genders. Additionally, we are now working on a new election committee's instruction where gender balance and diversity is even more in focus.

Which initiatives have given good results, and which results?

A gender-neutral leader network. The search- and find strategy. To implement this way of thinking in all work, constantly looking for candidates from both genders and involve them in different processes. And gender balance in all committees, this takes constant work.

Which initiatives have not given any results?

In 2013 the organization started a mentor program for women, the organization still had male secretary general, male president, male vice president and all leaders of the committees were men in the following years. And today, where did all the women that attended the mentor program for women between 2013 and 2016 go? In 2016 the general assembly several men in the organization thought it was unfair to spend 100 000 NOK on women, the men asked what they received in return for that money. The program generated more resistance in the organization than understanding and ownership of the problem of lack of women in management positions. In 2016 the program was shut down (later replaced with a gender-neutral mentor program)

Which initiatives would you recommend to other organizations?

Awareness raising regarding the lack of female leaders. One must think gender and diversity in everything we do. Other things would be to constantly look for potential candidates, of both genders, at all events or competitions, not only look in your inner circle. We would also recommend starting networking groups (not gender specific) where people meet across gender, background, and experience. Further, it is important that this is anchored in the strategy all the way from the executive board down to the membership. And last but not least, one must create an understanding of why this is important.

Which initiatives would you not recommend to other organizations?

Gender specific initiatives. Research has shown that inclusion is better than segregation, and it does not create this sense of that this is a problem in that we are united. If the aim is to men and women should co-exist and work together, then they must do exactly that. Because then the

participants at the mentor program will meet each other at a later point, and then they will know each other and what they are capable of.

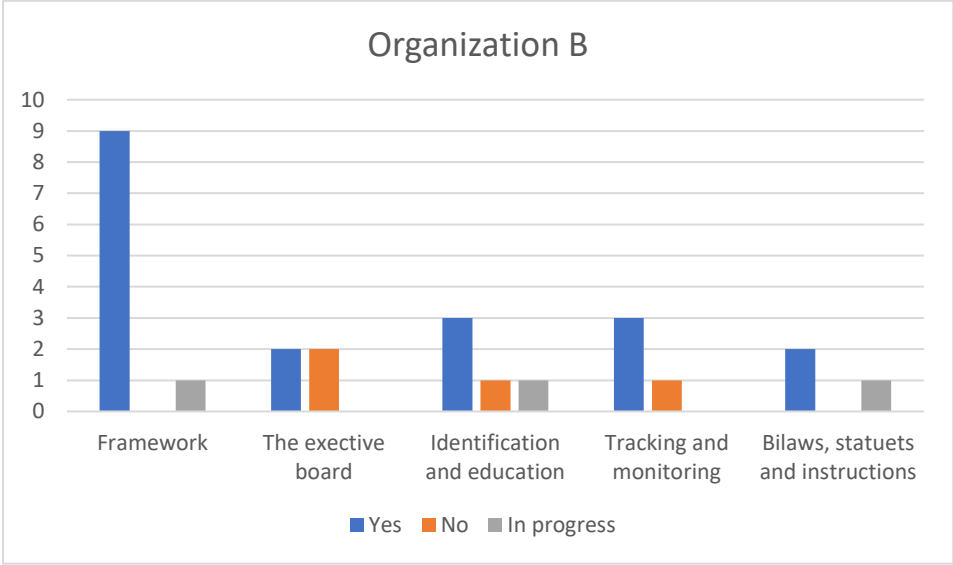


Figure 6-13: Visual representation of data gathered from organization B

In total this organization had implemented 19 initiatives; three in progress and the remaining three initiatives were not implemented. This can be visually viewed in Figure 6-13 above.

6.3.3 Organization C

This organization is also a sport specific federation, which also have all types of sport; recreational, Olympic, Paralympic, non- competitive and competitive sport. The membership is quite even in terms of gender composition. All the sports are in nature an individual sport but are also competed in in teams/ relay. The administration consists of 118 employees, where there are 88 men and 30 women. The executive board consists of 15 members and is built up by 6 women and 9 men.

How is the executive board active in the work with gender balance?

The executive board is working towards improving the gender balance in the international federation. Some of the board members are also mentors in the mentor program. They are strict on having gender balance in all committees.

Why does your organization work with improving gender balance?

We want to have complementary competence in the organization, exploit all the competence that is in the organization to ensure a correct and good composition of knowledge and competence.

How is gender balance described in the election committee's instructions?

In addition to NIFs election committee instructions, we have also included that all committees must have gender balance in the leadership.

Which initiatives have given good results, and which results?

The change in the election committee's instructions that ensured both genders must be present in the leadership in committees ensured a massive change. We went from having gender balance in 3 of the 10 committees, now we have gender balance in 9 out of ten committees. We have also worked for this in the international federation, and we see clear improvements.

Which initiatives have not given any results?

To give talks at conferences of how important gender balance is.

Which initiatives would you recommend to other organizations?

We would recommend other organizations to adjust the election committee's instructions to include gender balance. Also, for more long- term work we would recommend organizing a mentor program. Also, the issue work must be worked on constantly, and must not be dependent on certain people, it must be anchored in the organization.

Which initiatives would you not recommend to other organizations?

One must have a vision of why it is important, the organizations that work with this because NIF says so are not doing anything. Do not gender separate, like encourage women to apply for a job, write the job description so in a way that are attractive for both genders and do not declare "best female coach", the best coach is more than enough.

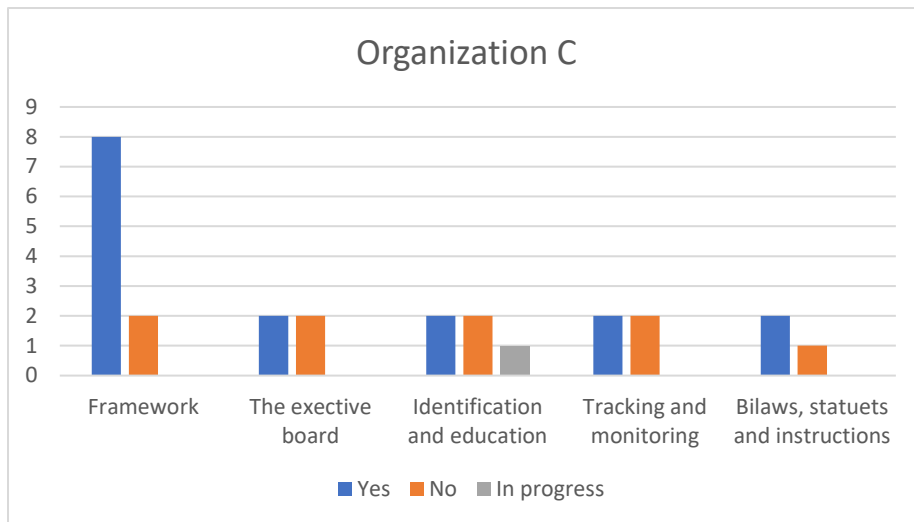


Figure 6-14: Visual representation of data gathered from organization C

In total the organization has implemented a total of 16 initiatives and have one in progress. The organization has not implemented 9 of the recommended initiatives. The performance of the organization can be visually viewed in **Figure 6-14** above.

6.3.4 Organization D

Organization D is a sport specific federation that that has a very uneven membership, with an overweight of female members. The federation does both Olympic, Paralympic, and recreational sport. The sport is mostly individual sport but includes the use of an animal. The executive board consists of 8 people, five women and three men. There are 16 employees in the administration where 13 are women and three are men.

Why does your organization work with improving gender balance?

The federation has not had an own discussion about it, but we want more members and therefore we must have as large recruitment basis as possible.

How is the executive board active in the work with gender balance?

The executive board strive for gender balance in the committees and in the former communications strategy attraction more boys/ men were a focus area in terms of recruitment of more members.

How is gender balance described in the election committee's instructions?

The organization does not have its own election committee's instructions.

Which initiatives have given good results, and which results?

Some local initiatives, the federation has not launched any national initiatives.

Which initiatives have not given any results? / Which initiatives would you recommend to other organizations? / Which initiatives would you not recommend to other organizations?

Not known

The organization has implemented a total of 4 initiatives, none in progress and have not implemented 22 of the recommended initiatives. The organization's performance can be visually viewed in **Figure 6-15** below.

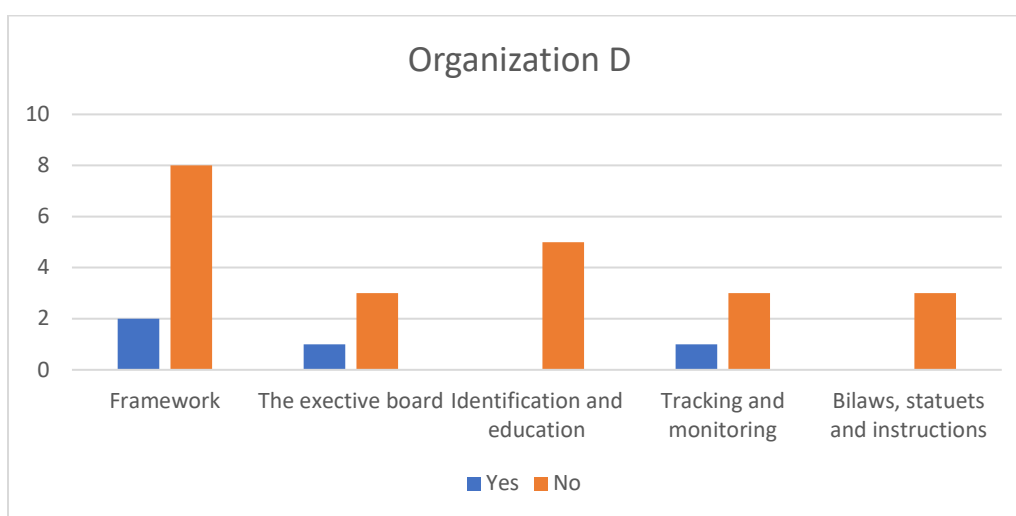


Figure 6-15: Visual representation of data gathered from organization D

6.3.5 Organization E

Organization E is a regional confederation which is has a central settlement. The membership is more uneven than the average for Norwegian sport. The regional confederation has in total 9 employees with a gender distribution 55/45. The executive board also consists of 9 people, where the split also is 55/45.

Why does your organization work with improving gender balance?

We want to contribute to NIF's initiatives and gender balance is specified in the bylaws. We want to be a part of including more women both at membership level and in the board level.

How is the executive board active in the work with gender balance?

It is implemented in our work, it is not a conscious work, but more unconscious in our work that both genders must be represented.

How is gender balance described in the election committee's instructions?

We use NIF's instructions for the election committee.

Which initiatives have given good results, and which results?

We have had a focus on having more girls and women, but we have not implemented any specific initiatives that we see results from. We have gender balance in most committees.

Which initiatives have not given any results?

Not known.

Which initiatives would you recommend to other organizations?

All organizations should have a focus on getting more women in management positions, include it in their strategy and long-term plans. Motivate women and girls to attend mentor programs and gatherings.

Which initiatives would you not recommend to other organizations?

We are not sure if quotas are the correct way to go, but rather having a focus on the competence each individual brings to the table. Sometimes all the different regulations in gender and age makes it challenging to put together a committee or board.

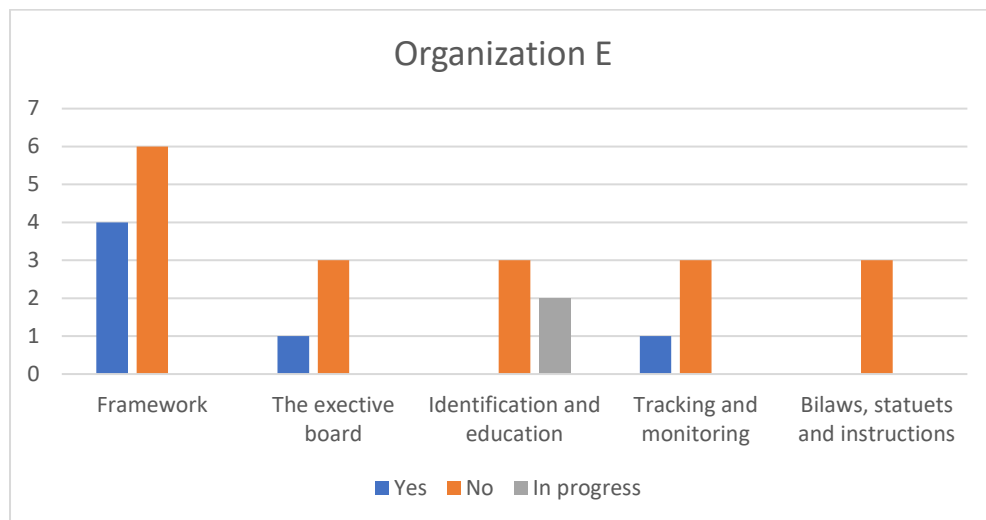


Figure 6-16: Visual representation of data gathered from organization E

The organization has implemented a total of 6 initiatives and have two initiatives in progress, while the remaining 18 recommended initiatives are not implemented. The performance of the organization can be visually viewed in **Figure 6-16** above.

6.3.6 Organization F

Organization F is also a regional confederation, but its settlement is more spread out. The gender distribution is rather even. The confederation has five employees and are 40/60 gender split in the administration. The board consists of 9 people where there are four women and five men.

Why does your organization work with improving gender balance?

The organization want to have gender balance in the management positions for Norwegian sport. In our strategy plan we have defined that we want to work for that. We need more women in management positions.

How is the executive board active in the work with gender balance?

The executive board has initiated a female network group which have met a couple of times- the feedback of this have been very positive. The executive board follows this project. I notice that the executive board often mentions it during the executive board meetings, and we have a greater degree of consciousness regarding gender balance.

How is gender balance described in the election committee's instructions?

We use NIF's instructions for the election committee which states that the executive board should reflect the membership.

Which initiatives have given good results, and which results?

The awareness raising of the problem, this has given a more conscious attitude towards it, and has created a signal effect that can be seen from the outside. Additionally, we mean that the female network has had effect, but it will take time to see the results.

Which initiatives have not given any results?

Not known

Which initiatives would you recommend to other organizations?

We would recommend other organizations to put it on the agenda in the general assembly, it must be anchored in the strategy or executive board's decisions, otherwise it will fall through.

Which initiatives would you not recommend to other organizations?

Not known

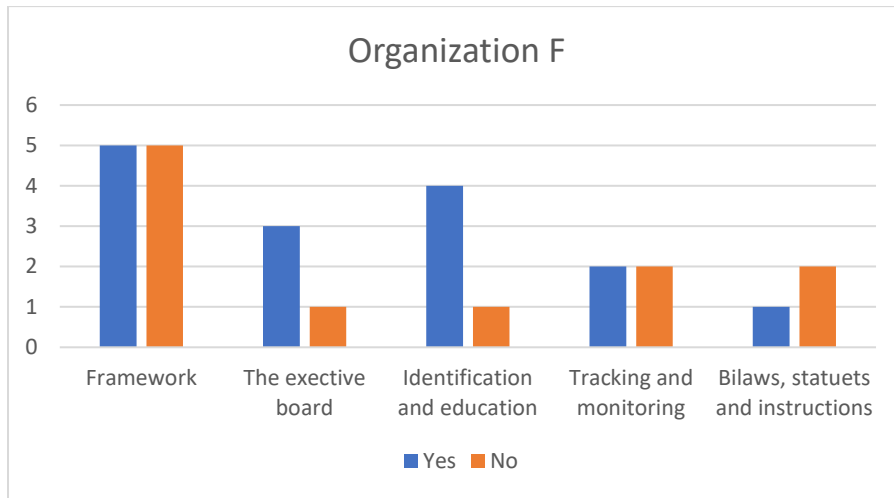


Figure 6-17: Visual representation of data gathered from organization F

The organization has implemented a total of 15 initiatives and have not implemented 11 of the recommended initiatives. The organization's performance can be visually viewed in **Figure 6-17** above.

This marks the end of the data analysis. The following chapter these data will be discussed and set in connection with the research in chapter two, the literature review. The following chapter also includes a review of how the different organizations performed and recommendations of how to improve their gender balance.

7 DISCUSSION

This chapter discusses the findings presented in the analysis. The chapter consists of five sub chapters, one subchapter that discusses the performance for each of the organizations researched in this thesis and the final four subchapters are one subchapter for each of the research questions. In this section all data from both interviews and from NIF is used, discussed, and set against the literature presented in chapter two.

7.1 Findings split on each of the organizations

This subchapter discussed the findings of each organization based on the interviews. The main goal of the thesis is to investigate the research questions and use the units of analysis to either substantiate or undermine the literature. Therefore, this subchapter will be a brief summary of how each of the different organizations perform.

7.1.1 *Organization A*

Organization A is a male dominated sport with only 343 women. The federation is however quite small and have only one full-time employee. The executive board seems to be cheering and believing in and taking the problem of lack of gender balance seriously. The organization has ideas and thoughts of why is important to have gender balance but have yet to state it in a formal manner. The organization and has started to implement some initiatives but lack a bigger plan.

If organization A would like to elevate their performance, they should structure their work with gender balance into a separate strategy on gender balance. This could help the organization to identify the needs and therefore potential new initiatives. This plan should also describe the process identifying potential candidates and include information why the organization wants to have gender balance.

The organization should also consider implementing several structural initiatives like prevention of harassment and abuse action plan (as the organization talked about a though environment and language use in the sport). The organization should consider implementing gender balance in the election committee's instructions, perhaps even specify they want gender balance in the presidency, as they are in this research the organization with the most skewed gender composition in the board (together with organization D).

7.1.2 *Organization B*

Organization B has a balanced membership, and it is reflected in perfect gender balance in the board. The organization is the one that have implemented the most gender balance

initiatives and the board has worked with why they want to have gender balance, and therefore have a deeper understanding of why. This is implemented in the strategy and seems anchored in the whole administration. The initiatives they have implemented are not chosen randomly and are based on knowledge, sought information, and reflected choices. It is also gender balance in the administration which substantiate that this issue is incorporated in all levels of the organization.

For improvements, the organization should implement an own gender balance strategy which structures all the work they already do into a long- term plan that also structures way of identifying potential candidates and how to develop and follow up these potential candidates. The organization stated that they are currently working on it. During the interview, the interview object talked about diversity rather than gender balance and this organization is knowledgeable on the field and should expand to other parameters of diversity than just gender.

7.1.3 Organization C

Organization C has a clear understanding of why gender balance is important and has implemented several initiatives based on this, including a large mentor program. The executive board is precisely within the limit of 40% of the minority gender, the executive board should consider making the 40% limit a part of their bylaws as they have good experience with implementing gender balance in their bylaws regarding committees. The gender balance among the employees are quite skewed, close to 75% men and only 25% women, they organization should try to incorporate gender balance in all levels of the organization. Organization C supports organization B in more gender-neutral gender balance initiatives and have therefore included both genders in their second group in the mentor program.

For other improvements, the organization should consider structuring their gender balance work into a separate strategy that describes the long-term plan of how to achieve it. As organization B, organization C should consider implementing the concept of diversity rather than focusing on gender balance as diversity includes several parameters. The organization should also consider making gender balance and diversity something that is implemented throughout the organization, at all aspects.

7.1.4 Organization D

Organization D is the organization that has implemented the least gender balance initiatives and also has the most skewed gender composition in both the membership and the executive board (together with organization A). This is however the only organization, in this

research, where men and women compete against each other and not in separate competitions. The gender composition in the organization is known and therefore the organization has a good starting point for starting to work with the issue. However, the organization has done very little to work on the issue of gender balance. The organization has a poor gender split in both the executive board and in the administration.

To start the work with gender balance in the organization the organization should first understand and discuss why gender balance is important and why it is important to their own organization. As the organization today does not have a common understanding of why gender balance is important, they have naturally not implemented any initiatives. After having done that the organization should implement a strategy for their future work and should consider implementing some structural initiatives.

7.1.5 Organization E

Organization E is a regional confederation and is the organization that has implemented the second least of gender balance initiatives. They are however, encouraging others to participate in other organizations' initiatives. The organization states that they are unconsciously including gender balance in their decision-making processes and decisions.

The organization stated that they worked with gender balance because it was what the bylaws required and that it has been in the spotlight from NIF. It would be beneficial for the organization to understand why gender balance is important and beneficial for the organization. The organization should then work with a long-term plan and structure their work with gender balance, this plan should include how to identify candidates and something like a candidate plan, which initiatives to implement and which initiatives that could be used at other organizations. Further, the executive board should try to be more aware of gender balance in the board room, rather than having it unconsciously.

7.1.6 Organization F

Organization F is a regional confederation and is the organization that has implemented the third least of gender balance initiatives. However, the number of initiatives is twice as many as the organization that has the second least. Some of the implementations seem, however, to be more "business as usual" rather than conscious choices, like having a balanced media portrayal, where they stated that they had to check the website if they had a balanced media portrayal, and they did. The organization has started a female network and has a gender balance committee; however, the committee consists only of women.

For improvements, the organization should, as the other organizations, consider structuring their work with a long-term gender balance plan. This plan should include why gender balance is important to the organization and a plan of initiatives, the reason behind selecting these initiatives and the means of those initiatives. Further, they should include a man or preferably two or three (as there are three women today) in the gender balance committee, integration is important, and it must not be a “women’s -problem”.

7.1.7 NIF

This section contains some suggestions to what NIF as the overlying organization could do. There are some common features of what the units of analysis are struggling with. Fasting and Sand’s (2017) report stated that NIF needed to provide founding, guideline and material, be an advisory body, clarify bylaws and do research. This was supported and expressed in the interviews as well, especially the economic founding was essential for several of the organizations in order to start an initiative.

Based on the interviews NIF should create a positive engagement for gender balance and promote the benefits that gender balance brings. Several of the organization lacked an understanding of why they should work with gender balance and it is important that it is a positive engagement and something the organizations want to work with due to the benefits rather than an obligation.

Neither of the organizations had a structured plan of how to work with gender balance, the lack of this challenges the work as it could be person- based and more ad- hoc work. Few of the organizations seemed to have a conscious choice when choosing the initiative to start with. They seemed like they had heard other implementing an initiative, then implemented it themselves, rather than having a research- oriented view when they chose initiatives. The overall plan is also something that lacks within NIF, and the overlying body should consider creating such itself. It would help NIF as well as the sport specific federations and the regional confederations.

The organizations also stated that NIF was very important for them as most of the administrations lack resources searching all the information themselves and it was essential having NIF as a support of how to achieve gender balance. Therefore NIF should be the body that knows the latest research conducted (as this is a field that a lot of research is conducted) and be able to distribute this to the organizations in a way that it is easy to use for the federations and regional confederations.

7.2 RQ1: What are existing gender balance initiatives?

Over the years a lot of research is conducted in the area of gender balance initiatives. For a direct answer to this research questions go to chapter 2.5 Gender balance initiatives. From this sub chapter a summary of initiatives was asked the units of analysis. The complete interview guide can be found in appendix 2.

There were a few initiatives that almost all of the organizations did, these were: having a balanced media portrayal, believed that gender equality measures must occur, had a dedicated person working on gender balance and knew the status of the gender balance in their own organizations. However, it did not seem, during the interviews, that this was conscious acts by all organizations, even though they said “yes, we do that”. This goes for balanced media portrayal and believing a change must occur.

When looking at the **Figure 6-6 to 6-11** one can see that the topic that the least of the organizations worked with was identification and education together with bylaws, statutes, and policies. This contradicts what research states as important initiatives to improve the gender balance.

All initiatives that was asked about in the interviews were initiated by one or more organization, except from one, having a gender balance strategy, which no one had. However, organization B had a gender balance strategy in process. Even though many organizations did do several initiatives none of them had a long- term plan of what they wanted to achieve and how they should achieve it. The organizations stated that they knew today’s status on gender balance in their organization to a certain degree, but they lacked the key performance indicators and an implemented process⁷ of tracking it.

Additional gender balance strategies that came up during the interviews were to have networks, networks that did not exclude one gender or by other parameters, but networks where people got together across gender, age, and background. This inclusive way of structuring networks and mentor programs are supported by Solberg, Wathne and Madslien (2016)

⁷ The organizations stated they have the digital programs to track, but it is not properly implemented in the organization to track it

7.3 RQ2: What is the success rate in the different initiatives found in RQ1?

It is hard to pinpoint the exact success rate of the different gender balance initiatives as there are very limited research on a specific gender balance initiative, this is further discussed in the limitations in chapter eight. Therefore, this section will, instead of giving a specific success rate, discuss some of the initiatives that are implemented and how they fit the research.

Adjustments in the bylaws

Adjustments in the bylaws are recommended by, among others, the IOC (2018). The female share among board members of companies in Norway after the regulation of 40% increased rapidly into 40%. This is supported by organization C which put in their bylaws that the leadership of each committee must be gender balanced, this rapidly made 9/10 committees gender balanced.

Just do it versus information regarding benefits of gender balance

Solberg, Wathne and Madslie (2016) stated that “just to it” is much more productive than having defensive talks about the benefits of having gender balance. This is supported by organization B and C, which states that information meetings regarding gender balance have had little positive effect. On the other side, many of the organizations request information from NIF and are not able themselves to answer why gender balance is important. Therefore, it might seem like NIF, as the overlying organ have managed to promote the positive benefits of a gender balanced and diverse board and why the organization should work with improving it. Both thoughts in mind, it could seem like an overlying organ must be able to express why it is important and why work on it besides “the bylaws requires us to do such”, in order to make the underlying organizations to want to work with it, and then implement the “just do it” attitude.

Identification and development of potential candidates

Having a search and find committee, a list of potential candidates and career planning were supported by both academia, sport, and business (IOC, 2018; Norges forskningsråd, 2019; Ministry of Children, Equality and Social Inclusion and Ministry of Trade, Industry and Fisheries, 2018). However, there are some differences. Sport and business are among them who recommend having separate female and women’s programs. This is in contrast to Solberg, Wathne and Madslie (2016) who recommend inclusive programs rather than programs that segregate the genders. Both organization B and C support Solberg, Wathne and Madslie and have included both genders in their mentor programs. Both organizations originally had female

programs and later on changed it. Organization C originally had only female participants in the mentor program the first year, however, they changed it to include both genders in the second year. Organization B had a female mentor program a few years ago but after resistance grew in the organization towards spending resources on one gender it got cancelled before a new version were both genders. Organizations A and F both have female network programs, both programs are recently started. Organization A stated that the program is a success and now even the male presidents want to participate in the seminars. Based on the more recent research and the experience from organization B and C, which are the two organization that do the most, the recommendations would be to include both genders in programs and be inclusive, rather than segregation.

Additional bylaws and election committee's instructions

Both of the two organizations that do the most regarding gender balance recommend implementing it in the bylaws. Organization C noticed an increase from having gender balance in 3 of 10 committees to 9 out of 10 the same year they implemented it. The organization that had gender balance in the election committee's instruction had a more balanced board.

Long term plan, gender balance strategy, smart goals

Fasting and Sand (2017) found 41% of the federations had mentioned gender balance in their long term plan, strategy etc., however only seven had SMART goals regarding it, and only four had earmarked funding.

Out of the 24 federations that had mentioned gender balance in a long term plan/ strategy etc over half of them did not have anyone in the administration that had this as an area of work (Fasting & Sand, 2017). The findings in this thesis suggests that this has increased to 83% (5 out of 6). However, we cannot state based on this thesis' findings that this have increased from 20% to over 80% in only three years. Two of the 5 are regional confederations and were not included in Fasting and Sand's review, and this might be somewhat inaccurate as two of the federations in this study was also among the 11 federations that Fasting and Sand found, however the last one was not. Therefore, we can assume that there has been an increase, however as it is such a small population sample, we cannot say with certainty that an increase from 20% to 50% has happened throughout Norwegian Sport.

7.4 RQ 3: What is the distribution between men and women in boards today?

To answer this research question both data from the interviews and data from NIF are being used. First, the data from the interviews, covering six organizations within Norwegian sport. Among those four out of six organizations, in their executive boards, had a gender split that was equal or better than 40/60. Only two organizations had a split that was worse (both 62,5/37,5) which was organization A and D. Both of these organizations have a very skewed membership, but one has an overweight of women, the other of men.

One of Norwegian sport's goals is that the executive board should reflect the membership (NIF, 2020b), how the organizations A-F have an executive board reflecting its membership can be viewed in **Table 7-1** and **7-2**. In organizations with a very skewed gender distribution in the membership it will then be difficult to achieve gender balance in their boards. Organization B, C and F are the ones where the gender distribution in the executive board reflect the gender distribution in the organization, while organization A, D and E have a large difference between the amount of board members needed to reflect the membership. However, both organization A and D, which have a very skewed membership, have an overweight (compared to the membership) of board members from the minority gender. Organization E could, for a more correct reflection of the membership, have one female board member replaced with a male board member.

Table 7-1: Difference in share men and women in the membership and the executive board

	Org. A	Org. B	Org. C	Org. D	Org. E	Org. F
% female members	26,2%	46,9%	42,2%	88,6%	38,5%	43,5%
% male members	73,8%	53,1%	57,8%	11,4%	61,5%	56,4%
% of women in the board	37,5%	50%	40%	62,5%	55%	45%
% of men in the board	62,50 %	50 %	60 %	37,50 %	45 %	55 %
Diff. between distribution in membership and board	11,30%	3,10%	2,20%	26,10%	16,5%	1,50%

Table 7-2: How many board members of each gender to reflect the organization's membership?

	Org. A	Org. B	Org. C	Org. D	Org. E	Org. F
Male board members today	5	4	9	3	4	5
Male board members needed to reflect membership	5,9	4,2	8,7	0,9	5,5	5,1
Diff. male board members	0,9	-0,2	-0,3	-2,1	1,5	0,1
Female board members today	3	4	6	5	5	4

Female board members needed to reflect membership	2,1	3,8	6,3	7,1	3,5	3,9
Diff. female board members	-0,9	0,2	0,3	2,1	-1,5	-0,1

When it comes to Norwegian sport as a whole, and the other organizations in NIF that were not interviewed in this thesis, these must be looked at as a whole. **Table 4-3:** Gender split for all boards in Norwegian sport (NIF, 2020b, s. 30)(NIF, 2020b, s. 30)(as copied below) shows that the gender distribution in Norwegian sport today has still a clear overweight of men in the boards, with an exception of the board in NIF. However, even though it is a clear overweight, the total gender distribution is quite balanced.

The NIF board has a skewed gender distribution, however the NIF board consists of three board members that are not elected at the NIF GA. This includes the employee representative, athlete's representative, and IOC- representative. While the employee- and athlete representatives are elected at other elections, the IOC- representative is only included in the board when there is an IOC-member from that country. Taking these factors into consideration the gender split in the NIF executive committee is 55/45 as seen in **Table 7-3**.

Table 7-3: Gender share in all Norwegian sport organizations

	No of units	Women	Men	Total	% Women	% Men
NIF	1	9	5	14	64,3%	35,7%
NIF elected at GA	1	6	5	11	54,5%	45,5%
Regional confederations	11	39	47	86	45,3%	54,7%
Sport specific Ass.	55	169	213	382	44,2%	55,8%
Reg. sport specific ass.	259	632	910	1 542	41,0%	59,0%
Sport council	157	394	602	996	39,6%	60,4%
Sport clubs	8195	16 807	29 394	46 257	36,3%	63,7%
Sum	8678	18 050	31 171	49 287	36,7%	63,3%

These numbers are from 2019, however, due to the pandemic many organizations that were supposed to have general assemblies in 2020 have postponed their general assemblies and have the same boards as they had in 2019.

7.5 RQ4: How many of the boards today are gender balanced?

In chapter 2.4 Gender balance and the quantitative distribution we outlined that that a gender balanced board have a gender split equal to or better than 40/60. Therefore, four out of the six organizations investigated in this thesis are gender balanced. When adding the and “unwritten” rule of not having a difference of more than one, this is reduced to three. Organization C have six women and 9 men, which makes a difference of three, however, as the board is very large (almost double of most organizations) each member of the executive board “weighs” less when calculating the percentage and therefore they have a gender distribution of 40/60.

When examining the data from Fasting and Sand (2017) only 28 out of 54 federations reports that they have 40% or more female board members in their executive committee. That makes a percentage of 51,2% compared to the 66,6% organizations investigated in this thesis. The time between these examinations are three years, and all federations have had their general assembly since 2017. When looking at the number of female and male board members in the federations found by NIF (2020b) that examination supports that the status today has improved since 2017. The gender split among the federations are 44,2% and 55,8% for the federations as a whole. This share is a little lower when looking at the regional confederations (45,3% compared to 54,7% men) and a lot higher when examining the clubs (36,3% women and 63,7% men).

The percentage found in this investigation was that 66,6% of the boards today are gender balanced. At the NIF general assembly in 2019 there was a change in the law for federations where the sentence “the federation must work for an equal gender distribution where boards, committees or other are elected” (NIF, 2019a). In 2019 all federations and regional branches had a general assembly, and based on this and the data gathered in this thesis we can assume that the share of gender balanced boards are greater today than it was in 2017 where it was only 51,2%. This is also substantiated by the increase of female board members in this time period. In 2017 40% of all federation board members were female, this has increased to 44,2% (NIF, 2020b).

When it comes to looking at Norwegian Sport as a whole the percentage of female board members was in 2019 at 36,7% and the average increase, based on the last two years, was 0,2%/year (NIF, 2020b). If Norwegian sport keeps up that pace and not do anything extra, Norwegian sport will have a 50/50 split between men and female board members in 2087. However, if the aim is to reflect the membership, where only 41,1% of the memberships are

held by women, this will be reached in 2037. When looking at leaders/ presidents of all boards in Norwegian Sport in 2019 the percentile was 25,4% women, however, the increase the last two years is at 0,5% per year (NIF, 2020b), which means that Norwegian sport will have 50/50 split between male and female leaders/ presidents of all board in 2069. However, if the aim is to reflect the membership, where only 41,1% of the memberships are held by women, this will be reached in 2051.

This marks the end of the discussion where the literature was connected with the data gathered in the data collection. The final chapters are the conclusions and recommendations and the bibliography. In the next chapter a list of recommendations based on the discussion can be found.

8 CONCLUSION AND RECOMMENDATIONS

The chapter “conclusion and recommendations” is the final chapter in this thesis. The first subchapter contains the conclusions and recommendations regarding achieving gender balance in boards. Chapter 8.2 contains the limitations of the research method and design and the final subchapter contains suggestions to future research

8.1 Conclusion and recommendation for gender equality

The aim of the thesis was to investigate “How to achieve gender balance in boards of sport organizations”. In order to answer this four research questions were outlined. These were as following:

- ✦ **RQ1:** What are existing gender balance initiatives?
- ✦ **RQ2:** What is the success experience with initiatives found in R1Q?
- ✦ **RQ 3:** What is the distribution between men and women in Norwegian sport boards today?
- ✦ **RQ4:** How many of the sport boards today are gender balanced?

Based on the research questions and discussion this will be the recommendations. Implementing these recommendations will improve the gender balance in boards of sport organizations.

- ✦ Organization should identify and state why it is important to the organization to have gender balance
- ✦ Create and implement a gender balance strategy where the following components are included
 - ◇ Why and vision
 - ◇ Today’s status on gender balance
 - ◇ How to find potential candidates
 - ◇ How to develop potential candidates
 - ◇ Description of which areas can be used for candidate development and what the aim for the different arenas are
 - ◇ Smart- goals regarding gender balance and/ or diversity
 - ◇ How to track and monitor progress
- ✦ Make changes in the bylaws and the election committee’s instructions among them: gender balance in the top management / presidency
- ✦ Have a balanced media portrayal and representation at conferences/ general assemblies to ensure showing role models

- ✦ If having mentor programs or networks include both genders and make sure to include a career plan
- ✦ Have gender balance in mind in decisions, e.g. always have gender balance in committee's etc.
- ✦ Gender balance must be included at all levels in the organization, also the administration. Therefore, in the administration:
 - ◇ Include gender balance in job descriptions
 - ◇ Always have both genders among final candidates
 - ◇ Review the language used in job descriptions
 - ◇ Show, and talk about that both men and women are expected to take paternity/ maternity leave and facilitate.

8.2 Limitations of the master thesis

There is little research on the field that gives a success rate of the different initiatives as there are so many different factors influencing reaching gender balance or not and some of these factors can be quite hard to measure, like an inclusive work environment and the management truly believes in gender balance. Reaching gender balance in an organization is a work of changing a culture, which is not done overnight. Additionally, one does rarely implement one single initiative and see how it works. Instead one investigates which factors and initiatives is in place in the organizations that do have gender balance compared to the ones who do not. In order to properly investigate the influence of the different initiatives on gender balance a longitudinal study should have been conducted. This would allow the researcher to get a more correct image of the organization's gender balance, rather than a momentarily picture as this study gives. Even though the election committee recommends a gender balanced board, there are elections, and if gender balance is not in the bylaws, the gender balance can be quite skewed, even though the election committee had other intentions.

As for the research design where data were retrieved mostly from semi- structured interviews and data given from NIF, a deeper analysis of the different organizational documents and the wording in them would have benefitted the thesis. The interviews were conducted via skype due to corona restrictions. Not all participants had camera on, this limited the level of information to language and voices. The researcher can have missed important information due to the digital interviews. Another suggestion would have been to do a case study on one of the federations that works a lot with gender balance, however, the results could maybe not have

been general as there are some massive distinctions and characteristics of the different federations.

Another limitation is that the number of interview objects. Even though the sample size can be viewed as representative, it would be beneficial for the data collection to have a bigger sample size. Maybe two organizations that covers the different characteristics in order to not make it so organization dependent.

The last limitation is my time available and the scope of the thesis. As a full- time project manager and an executive board member of NIF the time available has been limited. Additionally, the topic of gender balance includes hundreds of interesting angles to investigate, the scope of the master thesis does it impossible to investigate them all, at one point one must draw a line.

8.3 Future research

This master thesis research uncovered several interesting topics to further research, due to the scope of the thesis the researcher was not capable to investigate all. Therefore, the following paragraphs describes suggestions to future research.

This thesis did simply investigate the quantitative presence of genders, and not why it is like it is. Future research should go into the reasons why Norwegian Sport's leaders mostly are men. Are there structural reasons, and what does the women that have left Norwegian Sport say about why they left?

Future research should also investigate other diversity parameters in sports exceeding gender. For example, there are very few persons that are not native Norwegians or have physical disabilities that have elected positions in federations and regional confederations. Norwegian sport is losing important perspectives in discussions and decisions when the board is as homogenous as they are today.

Other research could be a longitudinal study which follows Norwegian sport and the aim for gender balance. This should be done in cooperation with NIF after they have made a long-term plan for their work with gender balance.

Lastly, research on how Norwegian sport is influencing international sport to become more gender balanced is much needed research. Norwegian sport politics is built on a foundation that it is always better to be communicating rather than boycotting. However, when research says that defensive talks about why gender balance is not very effective- what then?

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APPENDICES

APPENDIX 1: CONSENT FORM

I have received and understood information regarding the master thesis project «How to achieve gender balance in boards of sport organizations? ». I have also had the opportunity to ask questions. I consent to:

participate in interview

I consent of my information is processed until the end of the project 30th of January 2021

(Signed by interview object, date)

APPENDIX 2: INTERVIEW GUIDE

Intro:

Do you have any questions to the project?	
Please tell about your position in the federation/ confederation and your affiliation to the federation/ confederation	How long have you had the position you have today?
How many people does the board consist of?	What is the gender distribution in the board: _____ Women _____ Men

Main section:

Question	Follow- up question
Does your federation/ confederation actively work for a better gender balance?	Why does your federation/ confederation actively work for a better gender balance?

I sports:

Nr.	Initiative	Yes	No	Working for (int. fed)	In progress (in own org.)
1	Equal competition format and facilities and equipment				
2	Competition uniforms do not have unjustifiable differences, but reflect the technical requirements of the sport				
3	Equal representation of women's and men's event in the competition schedule				
4	Both genders represented in medical treatment				

Framework:

Nr.	Initiative	Yes	No	In progress (in own org.)
1	Prevention of Harassment and Abuse Action Plan			
2	Prevention of Harassment and Abuse committee			
3	Balanced media portrayal of both genders (SoMe, flyers, web page etc)			
4	Gender balance part of the organizations own strategy			
5	Dedicated gender balance strategy			
6	Allocate founding for to achieve gender equality goals			
7	A dedicated person working on gender equality			
8	When writing job descriptions be aware of the language used			
9	Consider equal number of women and men when hiring			
10	The organization shows that both men and women are expected to take paternity and maternity leave and facilitate for doing such			

The executive board:

Nr.	Initiative	Yes	No	In progress (in own org.)
1	The leader and the leadership believe that gender equality measures must occur			
2	Gender balance committee			
3	Both genders represented in gender balance committee			
4	Official board decision about improving the gender balance			

Question

How is the board active in the gender balance work?

Identification and education:

Nr.	Initiative	Yes	No	In progress (in own org.)
1	Registries for potential candidates			
2	Search and find committee (committee whose work is to identify potential candidates)			
3	Mentor program			
4	Female network			
5	Participants in the different programs should have a career plan when ending the program			

Question
If yes on any of the questions in the section of identification and education, why did the organization decide to initiate exactly this initiative?

Tracking and monitoring:

Nr.	Initiative	Yes	No	In progress (in own org.)
1	Analyzing own gender balance challenges within the organization			
2	The status of gender balance in the organization today is known			
3	The organization has clear and specific gender balance goals			
4	The organization tracks and monitors the gender balance			

Bylaws, statutes and instructions:

Nr.	Initiative	Yes	No	Arbeider for NIF/ int.SF	In progress (in own org.)
1	The organization has bylaws that exceeds NIFs laws regarding gender balance				
2	The presidency must consist of both men and women				
3	Gender balance is a criterion for the election committee				

Question
If yes on Q1, which bylaws?
How is gender balance described in the election committee's instruction?

Overall picture:

Question	Follow- up question
Are there any initiatives the federation/ confederation has conducted that I have not yet asked about?	How are the results of these?
Which initiatives have given good results?	Do you have any examples of results?
Which initiatives have not given any results?	What do you believe is the lack of results in this/ these initiative(s)?
Which initiatives would you recommend to other organizations?	
Which initiatives would you not recommend to other organizations?	

End:

Is there something you would like to add?
May I contact you with any further questions?

APPENDIX 3: FACTORS OF INFLUENCE FOR GENDER BALANCE IN SPORT (FASTING & SAND, 2017)

NAME OF SF	GENDER BALANCE MENTIONED IN STRATEGY	SMART GOALS REGARDING GENDER BALANCE IN STRATEGY	earmarked GRANTS FOR GENDER BALANCE	OWN STRATEGY FOR GENDER BALANCE	SPECIFIC NUMBERS AND GOALS IN OWN GENDER BALANCE STRATEGY	earmarked GRANTS FOR EXECUTION OF OWN GENDER BALANCE STRATEGY	EMPLOYEE WITH GENDER BALANCE AS PART OF JOB DESCRIPTION	GENDER BALANCE COMMITTEE	BOARD MEMBER WITH GENDER BALANCE AS WORK AREA	FEMALE SECRETARY GENERAL	FEMALE PRESIDENT	>40% FEMALE BOARD MEMBERS	>40% FEMALE LEADERS OF COMMITTEES	FEMALE LEADER OF ELECTION COMMITTEE	MEASURES TO EDUCATE AND GET MORE FEMALE LEADERS	MEN AND FEMALE BOTH VISIBLE IN MATERIAL (SYSTEMATIC PROCESS)	HAS GUIDELINES AND ACTIVELY SPREAD THE WORD (SEKSUAL HARASSMENT AND ABUSE)	TALKED ABOUT SEXUAL ORIENTATION IN OWN ORGANIZATION	TOTAL
SLIDING																			1
AMERICAN SPORTS																			3
BADMINTON																			5
BANDY																			5
BASEBALL																			1
BASKETBALL																			1
COMPANY SPORTS																			0
																			2

BILJARD	■																■		2
BOXING			■		■	■	■												4
TABLE TENNIS																			0
BOWLING	■										■		■	■					4
WRESTLING											■		■	■					3
ARCHERY												■							1
CASTING																	■		1
CRICKET																			0
CURLING													■	■					2
DANCING									■			■	■		■		■		5
SCUBA DIVING	■									■									2
FENCING	■										■			■	■	■	■		5
MULTIPLE SPORTS										■	■				■	■	■		5
FOOTBALL	■	■					■				■			■	■	■	■		8
ATHLETICS											■	■	■				■	■	5
GOLF	■	■	■	■	■	■	■	■			■		■	■	■				13
GYMNASTICS										■	■	■	■		■	■			6
HANDBALL	■			■	■						■				■				5
DOG SLEDDING										■	■								2
ICE HOCKEY											■								1
JUDO											■		■		■	■			4
COMBAT SPORTS	■			■	■	■	■						■		■				7
KICK BOXING										■		■		■	■	■			5

CLIMBING																				2	
AIR SPORTS																					4
MOTOR SPORTS																					5
ORIENTEERING																					3
PADDLING																					3
ROWING																					4
RUGBY																					5
EQUESTRIAN																					6
SAILING																					2
SKI																					10
BIATHLON																					12
SKATING																					2
SHOOTING																					4
SNOW SKATE SURF																					1
SQUASH																					5
STUDENT SPORTS																					10
POWERLIFT																					4
SWIMMING																					4
CYCLING																					12
TENNIS																					0
TRIATHLON																					2

WATER SKI																			4
WEIGHTLIFTIN G																			3
VOLLEYBALL																			3
SUM	2 2	7	4	10	6	7	7	4	7	15	6	28	13	15	19	24	25	9	

APPENDIX 4: DATA FROM INTERVIEWS IN TABLE FORM

		SUM				
		Yes	No	N/A	Working for (int.fed)	In progress
In sport	Equal competition format and facilities and equipment	4	2	2	1	0
	Competition uniforms do not have unjustifiable differences, but reflect the technical requirements of the sport	4	0	2	0	0
	Equal representation of women's and men's event in the competition schedule	4	0	2	0	0
	Both genders represented in medical treatment	4	0	2	0	0

Framework	Prevention of Harassment and Abuse Action Plan	3	3	0	0	0
	Prevention of Harassment and Abuse committee	1	5	0	0	0
	Balanced media portrayal of both genders (SoMe, flyers, web page etc)	6	0	0	0	0
	Gender balance part of the organizations own strategy	4	2	0	0	0
	Gender balance strategy	0	5	0	0	1
	Allocate founding for to achieve gender equality goals	4	2	0	0	0
	A dedicated person working on gender equality	4	2	0	0	1
	When writing job descriptions be aware of the language used	2	4	0	0	0

	Consider equal number of women and men when hiring	4	1	1	0	0
	The organization shows that both men and women are expected to take paternity and maternity leave and facilitate for doing such	2	3	1	0	0

The executive board	The leader and the leadership believe that gender equality measures must occur	5	1	0	0	0
	Gender balance committee	2	4	0	0	0
	Both genders represented in gender balance committee	1	5	0	0	0
	Official board decision about improving the gender balance	4	1	0	0	0

Identification and education	Registries for potential candidates	3	4	0	0	0
	Search and find committee (committee whose work is to identify potential candidates)	1	4	0	0	1
	Mentor program	2	4	0	0	0
	Female network	2	3	0	0	1
	Participants in the different programs should have a career plan when ending the program	1	2	0	0	3

Tracking and monitoring	Analyzing own gender balance challenges within the organization	3	3	0	0	1
	The status of gender balance in the organization today is known	6	0	0	0	1
	The organization has clear and specific gender balance goals	3	3	0	0	0
	The organization tracks and monitors the gender balance	1	5	0	0	0

regulations Bylaws, statuetts and	The organization has bylaws that exceeds NIFs laws regarding gender balance	1	5	0	0	0
	The precidency must consists of both men and women	2	4	0	0	0
	Gender balance is a criterion for the election committee	3	2	0	0	1