

EUR(O)VISION SPORT

OPERATED BY EBU



REIMAGINING SPORT **PATHWAYS TO GENDER-BALANCED MEDIA COVERAGE**

FEBRUARY 2021

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The last few years have changed everyone's perceptions around women's sport.

A perfect storm of record audiences, increased sponsor commitments and ambitious growth plans from sports governance, all changed the narrative around the women's game.

Then the pandemic came and hit women's sport the hardest: women's events and leagues were the first to get postponed or cancelled and the last to return. Female athletes saw their contracts terminated or their salaries cut. And in the absence of live sport, when broadcasters resorted to their archives for content, most of what they found was men's sport.

The prediction for the immediate future is that reduced revenues and limited resources will lead leagues, clubs, brands and broadcasters to invest in already established sports properties – meaning men's sports. Progress in the women's game will be reversed, opportunities will be eroded, and everyone will return to the way things were.

We, at the EBU, do not want to be part of this scenario.

We operate a gender-balanced portfolio and will continue to invest in women's properties.

Our Women's Sport Initiative, led by an expert group of Members, is focused on increasing the volume and continued presence of women's sports coverage on our screens and airwaves, advocate for bias-free portrayals and address the under-representation of women at all levels in sports broadcasting.

Promoting women's sport is perfectly aligned with our values. As public service media, it's part of our mission to reflect all the communities we serve and some of the most inspiring work of our Members springs from this sense of responsibility.

But we also see the women's game as a solid business proposition, an area with tremendous growth potential. As the case-studies in the pages that follow demonstrate, the greater the investment in women's sport, the greater the pay-off.

I would like to thank Elsa Arapi and our Women's Sport Expert Group for their great work with this handbook and their passion and commitment to promoting women's sport and women in sport.

We hope that the success stories, perspectives and recommendations in this publication will inspire all the Members of the EBU community to do more and do better for the women's game.

Furthermore, we hope it will encourage other stakeholders in the sports ecosystem to join us in this effort because it's going to take every single one of us to make sure all of sport recovers from the crisis we're in.



Glen Killane
Executive Director of
Eurovision Sport, EBU

We are launching this handbook at an incredibly challenging time for sport, with the Covid-19 crisis still unfolding across the world. Sport has not escaped the chaos – with tournaments cancelled and careers on hold, the sport industry has been significantly impacted.

However, during this time, slots on our platforms opened up, and there were opportunities for federations, brands and media to embrace women's sport. But you could argue that the opposite is occurring, and we all carry some responsibility here.

Inequality is embedded in every single aspect of the sports ecosystem throughout the world, and working within it can be an uneasy place. None of us can stand proud within sport when we see UNESCO's 2018 figure of 4% for women's sport coverage worldwide. But as just one stakeholder in sport, it can be difficult to understand what we can do and it can be challenging to start out on the journey to try and improve it.

I want to thank Noel Curran and Glen Killane for recognizing these challenges and for establishing the Women's Sport Expert Group to build a network where we can openly discuss gender inequalities in sports media and learn from each other. Significantly, when the EBU surveyed members late last year, it found 92% of us see gender equality in our sports coverage as important, and this handbook has been designed to help the members who don't have any strategy to address it.

PSM has more permeation of society than most other media and working in an area which often delivers the biggest audience for our channels we have great potential to convey important messages of inclusivity, often in positive celebratory environments. Not only about gender but other inequalities, including social, cultural, ethnic, as well as those based on disability, age, religion, and sexual orientation.

But none of us can do it on our own. If we embrace some of the measures in this handbook and collaborate together and with other stakeholders in our countries, it can be a differentiator and ultimately aid the success of our organisations. It is widely reported and supported by data that gender equal societies and organisations are more successful and viable.

I want to thank Elsa Arapi and all members of our EBU Women in Sport Expert Group for their commitment and massive support offered to each other, and I want to also recognise and thank all members for sharing their gender equality measures and experiences here for the EBU community to learn from.

This is an incredibly exciting time, we are all here to support you, together we are stronger.



Cliona O'Leary
Deputy Head, TV Sport,
RTE, Chair, Women's
Sport Expert Group



REIMAGINING SPORT: PATHWAYS TO GENDER-BALANCED MEDIA COVERAGE

Before the Covid-19 pandemic hit in early 2020, the growth of women's sport was one of the most exciting trends in the sport's industry, and this year was poised to further cement its progress and popularity.

Building on the momentum of an extraordinarily successful 2019, which included a record-breaking FIFA Women's World Cup™, the Olympic Games in Tokyo and a host of other international and continental events were set to further catapult female athletes onto the global sports scene.

While the pandemic has halted this momentum, women's sport has nevertheless been on an impressive upward trajectory over the last few years.

This rise in popularity has prompted rightsholders to progressively move away from traditional commercial models where the media and sponsorship rights of women's properties were bundled with those of the men's, and instead treat them as products in their own right.

Increased commitments from sponsors and broadcasters have led to the emergence of new domestic competitions in certain sports and new franchises in existing ones, bigger prize purses for athletes, and overall greater focus on grassroots programmes, facilities, and support services for women's leagues.

The size of investment in women's sport is mirrored in TV audiences with broadcasters registering record viewing numbers for certain women's sports events. Sportswomen are also increasingly visible on traditional media and the power of social is creating even more opportunities for female athletes to engage with, and expand, their fanbase in ways that didn't exist before. These strong, powerful and positive role models are connecting with girls and women, who are then drawn to women's sport as athletes, fans, and consumers.

Although 2020 was forecast to be another stand-out year, the Covid-19 pandemic has had a disproportionate negative effect on women's sport, exposing vulnerabilities that show it still has a long way to go to reach parity with its male counterpart. However, the successes of the last few years have demonstrated that with the right amount of investment from all stakeholders in the sports ecosystem, the women's game can continue to grow and be just as entertaining, as attractive, and as first-rate as men's sport.

We, at the EBU, are determined to do our part to address this imbalance so that women's sport continues to spring just as high. We know that by showing more women's sport and, in turn, more female sporting role models, we can help inspire the next generation, challenge biases and stereotypes, and better reflect our diverse audience.

FOCUS ON WOMEN'S SPORT: A BUSINESS IMPERATIVE FOR PSM

Sport brings people together in ways no other genres can. That's why it's part of the remit of Public Service Media (PSM). Sport provides an afterglow. It creates a connection between people, which is of great importance for every society as it creates a sense of community amongst a country's population. In addition, live sport brings massive audiences and this is priceless for the relevance of PSM in a country.

Public service media operate in an industry that is continuously and rapidly evolving. Entrants such as telcos and OTTs have made the market highly competitive and greater competition means greater pressures for sports rights, talent, resources, and access to audiences.

For broadcasters, no amount of commercial revenue comes close to bridging the gap of the costs of major sports rights fees and the cost of producing the output. With interest in women's sport on the rise and still affordable rights fees, the women's game is a unique commercial opportunity for public service media.

Case studies throughout this handbook show that whenever EBU Members nurtured the growth and development of women's sport, they were able to attract new and broader audiences as well as strengthen their position in their respective markets.

Additionally, the benefits are significant when trying to connect with those elusive younger audiences. This new generation increasingly recognises sport for sport, irrespective of gender. By having a more diverse and equal sport offering, we note positive effects in terms of brand perception and engagement.

As audiences' attention and viewing habits continue to shift, understanding their needs and aligning with their passions is vital if broadcasters are to connect with them.

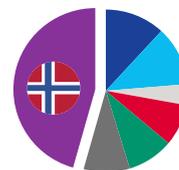
In the pages that follow we look at different ways to make these connections.

Biathlon World Championships 2020*

The best performing races in terms of live average audience were for seven broadcasters a women's race whereas the proportion in 2016 was 3 women's races vs 9 men's races.



When comparing the live market share: for **9 broadcasters** the highest live market share was for a women's race. **In 2020, the highest live market share over all broadcasting countries** was reached in Norway for the Women's Relay with **85.30%**



* data from 12 broadcasters in 10 countries (AT, CZ, FI, FR, DE, NO, RU, SK, SI and SE)



IAAF World Athletics Championships

DOHA 2019

1

SETTING THE COURSE

ESSENTIAL ELEMENTS OF SUCCESSFUL STRATEGIES

Re-designing a broadcaster's sports coverage means changing the way things are normally done. It means budgets must be reallocated, new contacts and networks have to be made and developed, and work patterns need to be rethought. Most importantly, making women's sport a new priority for the sports department is about more than a change in business processes. It requires a change in mindset, a shift in the culture, which is often the biggest challenge to overcome.

Clarity about the reasons why the company is moving in this direction, wide engagement with staff on what is expected, and support structures around the challenges encountered will maximise your chances of success and engagement.

Before you set on your journey to successfully deliver more and better content for women's sport, it is worth considering the points below:

WHY WOMEN'S SPORT?

For changes to be implemented and for people to methodically and systematically follow through with the goals, they need to understand the importance of the initiative and the benefits that it will bring to the department and the organisation as a whole.

Showing how a greater focus on women's sport will improve the company's market position will win you supporters and help curb the resistance of the sceptics who would rather stick to 'business as usual'.

WHAT ARE THE OBJECTIVES?

Vague commitments such as "doing more" and ambiguous slogans about "being a leader" in women's sport will create confusion about the scope of the project and what is expected of those involved. Set clear objectives so that everyone is aware of what needs to be delivered, when and how the department needs to get organised to meet the targets. Are you aiming at an increase on a specific platform or across all platforms? What does this increase look like in numbers? Will you focus on increasing the quantity, improving the quality, or both?

HOW WILL WE GET THERE?

In later chapters, we look at different pathways to gender-balanced coverage. Each broadcaster will assess according to their specific circumstances

and capabilities which of those solutions are more suited to their organisation.

Wherever you decide to focus your efforts, have a well-thought-out plan detailing the changes to be implemented across the different units and functions, who needs to be involved, and how the different workflows will be impacted. Set the course, seek regular feedback from the team, and stay flexible to adjust your approach to address challenges in order to deliver better outcomes.

WHO'S INVOLVED?

Any business initiative that lacks leadership support is destined to have little or no impact, so it's important to have a high-level sponsor who recognises the value of gender-balanced coverage. The sponsor always needs to demonstrate the organisation's commitment, both formally as well as informally.

In parallel, the message needs to be delivered by every level of leadership in the department. Any reluctance or scepticism from any of the line managers will undermine the credibility of the initiative and make it harder to implement.

That said, leadership buy-in is not enough to guarantee success for your strategy. Its benefits must resonate with the staff and especially those whose work will be impacted the most. Give them a place in the execution team or steering committee so that they have a say on how the strategy unfolds. Provide them with as many incentives as possible to get them to make the extra effort. This shouldn't feel like someone else's battle.

HOW DO WE TALK ABOUT IT?

Communicating frequently and with transparency is critical in maintaining support across the organisation. At the outset of the strategy and during the implementation phase, staff will need to be reminded of the core elements:

- Where the initiative fits in the overall picture
- What are the targets
- How to get there
- What are the benefits

Once launched, keep everyone informed on how the initiative is progressing. Be open about the challenges and share the successes to create a positive buzz.

DEE FORBES

DIRECTOR GENERAL, RTÉ



“

RTÉ's vision is to champion Irish culture by captivating audiences with trusted, engaging and challenging content. We strive to celebrate Ireland's rich diversity and cultivate Ireland's talent. Gender equality is core to this vision and has always been a big priority for me.

Unfortunately, sport is one genre where gender inequality continues to be a significant challenge – and we, in the media, have a responsibility to increase the meagre 4% worldwide statistic for the representation of women's sport. The media, of course, is just one facet of the issue; sports federations and leading brands also carry a real responsibility in the drive for equal representation.

As an avid sports fan, I have been determined to find a way to improve the situation. For everyone in a leadership position, recognizing where ingrained practices hold us back, and identifying the structures which can lead to discrimination, is a key step in understanding how to tackle inequality.

It is well documented that gender equality policies that have targets, and which are monitored, can do

much to deliver real change. Many EBU Members have delivered successful results in this way, and RTÉ is grateful to our colleagues in SVT in particular for their guidance.

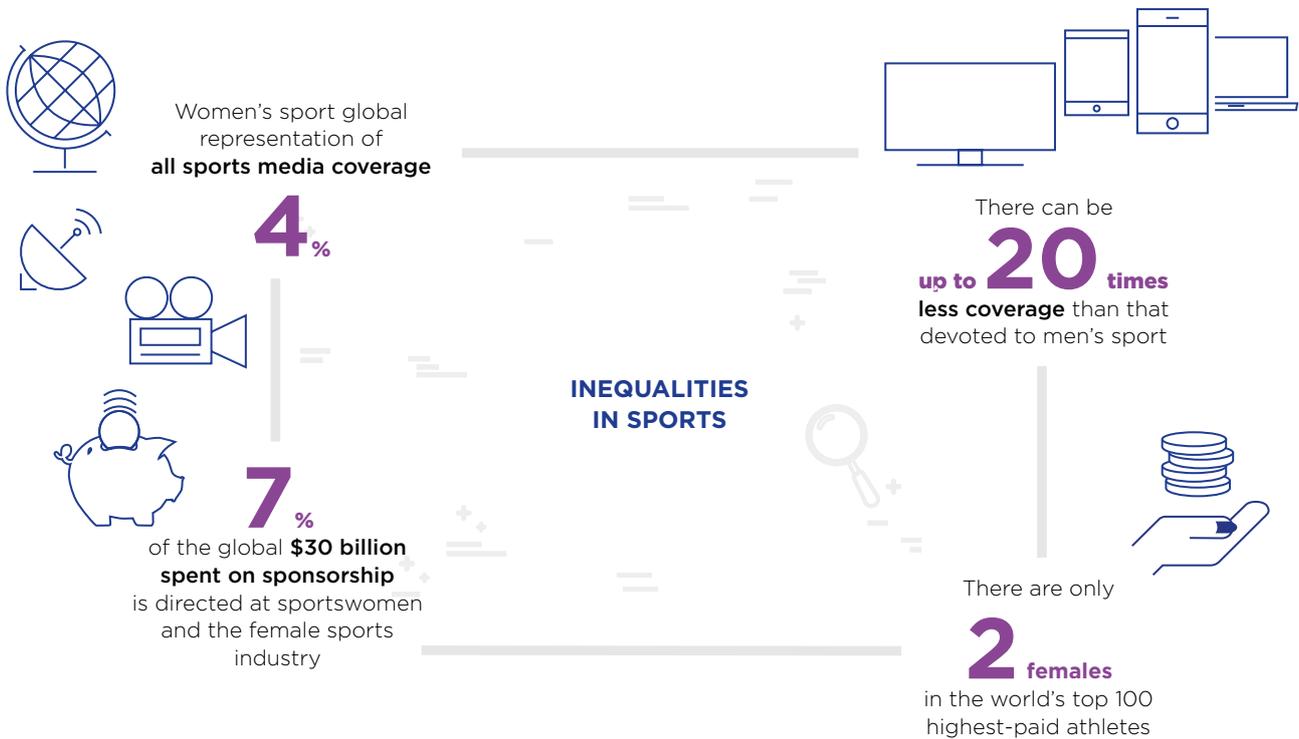
I am delighted to see that in setting targets for RTÉ for 2020, we have started to make a real difference, one that is resonating with our audience already.

This is just the first step, of course. Now that we have a measurement system in place, we must continue to track our progress, increase our targets, negotiate with federations, and liaise with brands to maintain this progress. Better representation serves all communities, none more important perhaps than the audience themselves. We all deserve to see excellence in and on the field, no matter the gender of the competitors.



2 ON-SCREEN COVERAGE

BUILDING AND MAINTAINING AN AUDIENCE FOR WOMEN'S SPORT



Sport is riddled with inequalities. On average, women's sport represents globally only 4% of all sports media coverage (UNESCO 2018). There are only two females in the world's top 100 highest-paid athletes (Forbes 2020). A meagre 7% of the global \$30 billion spent on sponsorship is directed at sportswomen and the female sports industry (Statista 2019), and most board decisions are made by men.

Research into women's sport media exposure specifically in Europe paints an equally bleak picture: there can be up to 20 times less coverage than that devoted to men's sport. Whatever small amount of media attention women's sport receives, it usually revolves around major sporting events, going off the radar in between Olympic years and world championships.

The striking disparity has long been sustained on the belief that there is no audience for women's sport, therefore broadcasters have no recourse but to dedicate the lion's share of their screens and airwaves to male sports.

As a result, female teams' or athletes' journeys to national or international titles are missed, an opportunity to build an audience and create a fan base is lost, and there is no archive for future generations to learn from and enjoy. We are left with fewer role models for girls and women and

the stories of so many athletes in the world are left untold.

Is the assumption that there is no interest in the women's game valid?

Record audience and attendance figures for women's events in the last few years have proven that there is in fact a rapidly growing following for women's sport. A well-publicised survey by Nielsen in 2018 showed that 84% of general sports fans are interested in women's sport, which is increasingly perceived as competitive and skilled as well as more inspiring, more progressive and less money-driven than men's sport.

At the same time, to reduce the role of media to merely reflecting the appetite of its audience is to downplay its role in society and underestimate its impact. In reality, the question of who is interested in women's sport and what constitutes editorial merit is answered by those who decide the daily sports agenda, and it is their perceptions and opinions that ultimately shape the sports offering.

By looking at women's sport without bias and putting the right amount of investment in it, the media can play a big part in the growth of women's sport.

CASE STUDY: JOINT NORDIC PROJECT

INVESTIGATION INTO THE GENDER PAY GAP IN SPORT



In 2017, an investigative journalism project was launched over several months in Finland, Sweden, and Norway into the gender pay gap in sport.

OBJECTIVES

- Lead the discussion on equality and women's sport taking different perspectives into account
- Create a dominant point of conversation during the course of a whole week
- Publish the results on broadcast, web, social media to maximise impact

METHODOLOGY

An investigative journalist from each member organisation compiled and shared data of what top athletes earn in each country. The data was gathered from athletes, federations, and public records.

Sports included were ice hockey, football, handball, alpine skiing, golf, athletics, swimming, cross-country skiing, biathlon and snowboarding. In addition, one or two specifically relevant sports were chosen for each territory.

The investigation looked into the earnings of top athletes in each sport – salary and other sports – related income were compared.

THE PAY GAP BETWEEN MEN AND WOMEN

The investigation produced different results for different sports across all three countries. Looking at Finland, women earned as little as 3 cents compared to every Euro earned by men in ice hockey, with a maximum compensation of 64 cents to a man's Euro in cross-country skiing.



ice hockey

0,3 cent



football

4 cents



cross country

64 cents



athletics

36 cents

PUBLICATION OF RESULTS

The findings of the investigation were published simultaneously in all three countries in their respective Sunday sports news programme. The numbers were a starting point for discussion and further analyses into each country's sport structures and how they give rise to such inequalities. In the course of the following week, the topic was explored on many different programmes throughout the day and across all platforms.

Although the data shared was the same, each country explored different case studies and assembled guest speakers from stakeholders in their respective sports ecosystem: athletes, agents, Members of Parliament, IOC members, national federation representatives, gender equality experts etc.

The goal was to have a multitude of voices commenting on the results of the investigation. Beyond the numbers, there was a focus on the human dimension of the pay gap and how it influenced the athletes' lives. For example, a story of a married couple of hockey players in Finland where the woman, who was a more successful player, was earning less than her partner and, in any case, not enough to support her family.

“

We, as public service media have the power to shape the agenda, to generate the discussion and give voice to people. If our audiences are not interested there is nothing we can do, but we can't say we didn't try.

IMPACT

The programmes enjoyed high viewer ratings across all three territories.

In Finland, the investigation led to concrete changes such as more government tax free grants being given to female team sport athletes who suffer disproportionately from the pay gap. Several teams have also decided to increase pay of their female athletes and there was a considerable shift in resources towards the women's game.



Joose Palonen
Head of Sport, Yle

TG4 LADIES GAELIC FOOTBALL



TG4 has been sponsoring and broadcasting the TG4 Ladies Gaelic Football Championship since 2001. The sponsorship has since grown significantly, and Ladies Gaelic Football has become one of the fastest growing sports in Ireland with more girls and women participating in schools, colleges and clubs around the country.

TG4 provides the Ladies Gaelic Football Association (LGFA) with financial support, sponsorship revenue, marketing and PR opportunities, and gives their games exposure on FTA national television.

ACTIONS WITH IMPACT

- TG4 now broadcasts 24 Ladies Gaelic Football matches each year. It began at 6 live games in 2001 and has grown steadily over the years. The live television coverage has helped the LGFA to bring in new members all over the country and get new sponsors on board.
- TG4 broadcasts all of the live matches on the TG4 Player, which is available in every country worldwide. They also broadcast many other events on YouTube and Facebook live, like team events, championship draws, awards ceremonies and other Ladies Football occasions.
- TG4 work very closely with the LGFA and their partners to create large marketing campaigns and social media activity, such as sponsoring the TG4 Ladies All Stars event, which honours the best young players in the sport.

Social media campaigns in Ireland also include TG4's own #ProperFan campaign encouraging everyone to get behind the sport and to attend Ladies Football games each weekend all over the country.

Overall, TG4's investment in Ladies Gaelic Football is substantial - including the cost of TV rights fees, sponsorship fees, production costs for 24 live matches, marketing campaigns, social media campaigns and much more. But it is paying off.

The 2019 TG4 All Ireland Ladies Gaelic Football Final was played in Croke Park, Dublin and a record crowd of 56,114 spectators attended this match, which marked a historic day for female sports in Ireland.

PRACTICAL STEPS TO BUILD AND MAINTAIN AN AUDIENCE FOR WOMEN'S SPORT

GET TO KNOW YOUR AUDIENCE

In order to be able to connect with your audience in a meaningful way and to have this connection inform decisions on content, formats and platforms, it is important to know who they are.

An audience-first approach will provide you with valuable insights on the needs and habits of your audience and ensure that you are making the right content, for the right platform, at the right time.

According to a Global Web Index survey (2019) 2/3 of the followers of women's sport are male with only a handful of sports having a mostly female fanbase. This means there is an enormous potential in developing a female audience and creating sports fans among women.



In September 2018, Belgium's French-speaking public service media organisation RTBF moved to a new "public-centric model" supported by two pillars: Media and Content. According to RTBF, PSM need to be as close to the public as possible, constantly leveraging insights and feedback so that the content and services are responding to the needs of the audience which is constantly evolving in the media-consumer environment. When approached like this the audience is no longer a result of your efforts, they are an integral part of the content definition process. They are the defining element that shapes how and what you do, growing alongside you. An audience-first mindset is all about sustainability and relevance.

STRENGTHEN YOUR STORYTELLING

There are many inspiring sportswomen out there with compelling stories to tell. Stories which would attract and engage audiences but remain largely untold due to male-dominated networks and contacts.

Enrich your coverage of women's sports with highlights, documentaries, special features, and profile series. Develop a specific contact database for women in sport, listing female athletes, coaches, experts and leaders that you can call upon for your storytelling or research. These will no doubt have a number of their own contacts to share.

If you have a rising star among your female athletes, maximise their success. Find new angles, tell new stories, go back to their beginnings to remind your audience of early breakthroughs.

Remember to focus on the athlete first, not the gender, and always ask an athlete how they want to be portrayed. We discuss portrayal in more detail in the following chapter.



ENHANCE THE EXPERIENCE

In addition to offering more women's sport, it's important to look at how you present women's sport as that influences how your audience and sport fans perceive the women's game as a product.

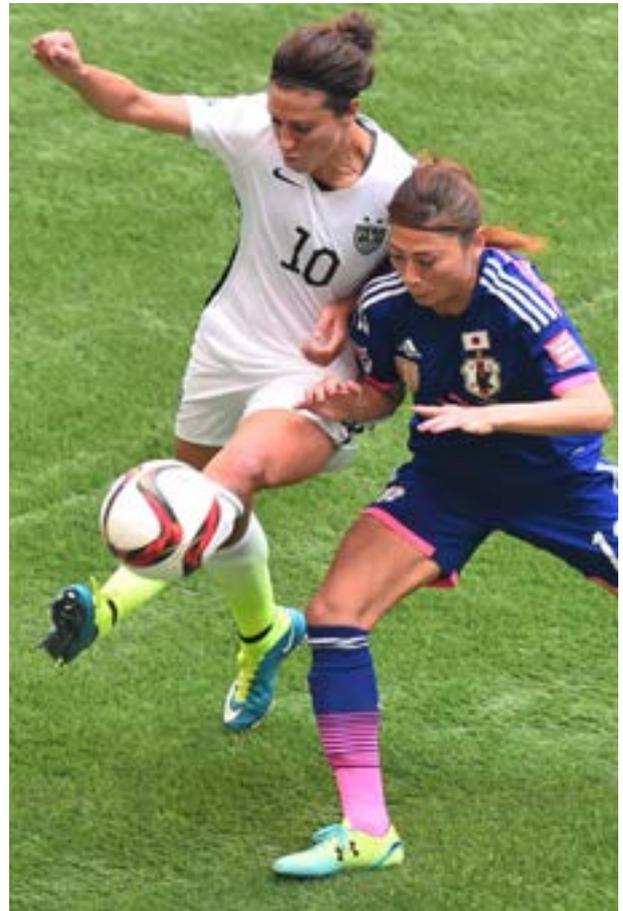
One of the reasons often cited as contributing to reduced interest in women's sport is the low quality of the sports programming. Whether that refers to the production value of the broadcast, the quality of graphics and music that accompany the programme, or the on-air talent, there are considerable differences in how women's sport is delivered in comparison to men's sport.

If you present women's sport programmes as second-rate, they will be perceived as second-rate.

Make efforts to showcase women's sports stories in ways that are, as much as possible, equivalent in quality to how you present men's sports. Make sure it is of good production value, there is ample footage and the presentation by your journalists and commentators convey enthusiasm and interest.

Assign women's sports events to your best on-air talent to demonstrate that you consider your female sports properties valuable. Make sure to select those that are passionate about the women's game so that their enthusiasm rubs off on the audience.

When you invite experts to commentate on the action, avoid the gender dichotomy of having men commentating on men's events and women commentating on women's events. Make sure there is always a good gender mix.



INSIGHT

In all honesty – do you prefer to commentate on men’s football, let’s say a Liverpool-Chelsea match, rather than the women’s equivalent? If the answer is yes, you should think about why that is. Maybe it says something about you as a person? Could it be that you’re not actually right for the job?

I believe that the answer to why we commentate differently on women’s and men’s sport lies in who we are as individuals.

How do you view women in sport? Are they as good as men? Do you even think in those terms? Why aren’t male and female high jumpers, for example, compared in the same way as male and female football players?

If you take your job just as seriously no matter what you’re commentating on, you don’t consider which gender or which type of match it is.

If you take on the match in front of you in a genuine and committed way, the response of the TV audience is guaranteed to surprise you. “Wow! Here is a commentator who genuinely cares about the product and the game, not about which gender is playing!”

I decided several years ago that it shouldn’t matter which match I commentate on – which team, which gender or which individuals. I have the same amount of respect for the job no matter which team or sport it is. It’s simply part of my job as a commentator. Which gender the players have or

which sport it is – that’s not important.

I have actually found that commentating has become more fun when I try to see each match with a fresh pair of eyes. Sometimes I’m pleasantly surprised and sometimes the opposite happens. All matches aren’t entertaining and well-played, and I think it’s important to point that out.

It goes without saying that you shouldn’t be politically correct just because it’s a women’s match. If it’s good, it’s good. If it’s bad, it’s bad. Have the courage to say so, no matter which gender is playing. This is a matter of credibility.

One angle I apply to every match is to try and find the most interesting aspect. Why do Chelsea let in so many goals, and why especially in set piece situations? Why do Liverpool score so many goals after the 75th minute? Are they simply fitter?

Interesting angles can be found in every match, as long as you’re interested in searching for those grains of gold. I find this exciting, and it thrills and challenges me as a commentator.

If you bring this attitude to your task as a commentator, then your viewers are in for a treat.

Chris Härenstam

Commentator for Swedish Television



INTRODUCE REGULAR AND MORE VISIBLE SLOTS FOR WOMEN'S SPORT

Regular exposure to women's sport is essential in building and maintaining a loyal fanbase.

Avid sports fans will seek out content they are interested in but attracting new and casual fans will be easier if they know they can tune in at a specific day and time to follow women's sport. They can get to know the athletes and the teams, follow their progress, be part of their story.

For public service media who traditionally focus on national sport, the obvious choice is to promote domestic leagues and national team competitions - events that create a campfire for the whole nation to gather around. Appetite for the different sports varies from market to market

but following promising talent will ensure that their stories and successes do not remain best kept secrets.

Unfavourable scheduling for women's sport will lead to low viewing figures and further support the notion that there is no public interest for it.

In addition to consistency, scheduling women's sport in more visible time slots will attract bigger audiences. Work with sports federations to move kick-off times or start times of women's sports events into prime time.

Fact

89% of EBU Members broadcast women's domestic competitions



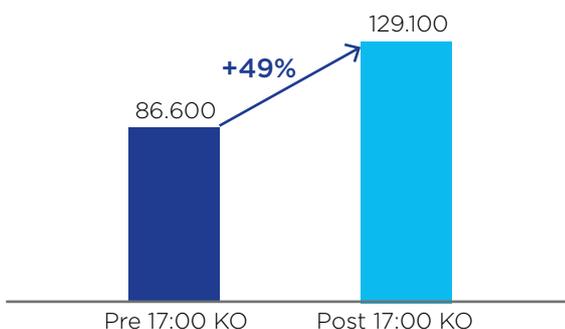
RTÉ AUDIENCE DATA

RUGBY

A comparison of audience data from the Women's and U20 Six-Nations matches between 2015-2020 shows a 49% increase in audience of matches with kick-off times after 17:00 as opposed to before 17:00.

Rugby - Six Nations U20 & Women's competitions 2015-2020

TV audience in 000s

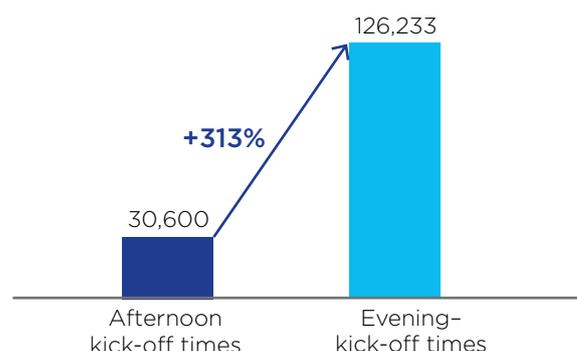


FOOTBALL

A comparison of audience data of the qualifier matches for the UEFA Women's EURO 2022 shows a 313% increase in audience of matches with evening kick-offs as opposed to day-time kick-offs.

UEFA Women's European Championships 2022 qualifying matches

TV audience in 000s



CASE STUDY: NOS CYCLING

INVESTING IN WOMEN'S CYCLING



In recent years, there has been a concerted effort at NOS to invest more and more airtime in women's cycling. Not only by giving more exposure to races already in their portfolio, but by adding new ones as well.

NOS started discussions with the organizers of the Amstel Gold Race back in 2015 to include a women's race in the package deal.

The greatest obstacle at the time was the particularity of the route which would cause the women's race to interfere with that of the men's race.

However, with women's races becoming more competitive each year, it was clear that a solution had to be found and the race finally came on the calendar in 2018.

For NOS, it was important that the race be broadcasted separately from the men's and make profit at the same time.

Scheduling has been key to this approach:

- The race ends before the multilateral television coverage of the men's race starts
- The coverage is a combination of online and TV broadcast
- Favourable scheduling where possible in terms of day and timeslot

The Dutch broadcaster's investment has paid off with very good ratings and a market share approximately the same as the long-standing men's cycling race.

NOS is now taking its commitment to women's cycling even further by streaming all women's races of the next cyclocross season.

EMBRACE PARTNERSHIPS

Bringing about gender balance in sport requires a combined effort by all stakeholders.

It is worth building relationships with federations, brands and other media in your country so that you can collectively identify opportunities and share resources to deliver content.

Providing a platform for emerging sports, be it on TV, radio or digital, will encourage the federations to put more resources into the development of their women's leagues, look at how the women's

events are staged and marketed and make more content available.

Exposure to large audiences is a motive for commercial brands to get involved. They provide a much-needed revenue stream and an additional platform for the promotion of the sport while elevating it to a much more attractive product.



CASE STUDY: RTVE

| Partnership approach for the promotion of Spanish Handball League

RTVE has been supporting women's sport for a long time, and each year, increasing its coverage of live events, magazines, stories and news across all its platforms.

The broadcast of major events featuring women's participation is common on its sport and main channels thanks to more and more winning performances by their elite female athletes. But RTVE is not only involved in major events. Over the last few years, the Spanish broadcaster has been working together with federations, government organisations and sponsors to build a model around the women's sport leagues to develop and increase audience and commercial interest.

The model revolves around all parties contributing within their respective spheres of influence. The federations working with the clubs to promote more professional leagues; the government organisations advancing laws and initiatives to encourage sponsor investment in those leagues; and RTVE providing exposure to all parties involved, as well as developing initiatives to increase audience interest.

An example of this collaboration in action is the weekly broadcast of the women's Handball League, "Liga Guerreras Iberdrola". It consists of:

- Close cooperation and coordination with the National Federation and the clubs to adapt the competition schedule to the best timing for broadcast.
- Weekly match broadcast live, or nearly live, as much as possible in the same time slot on Friday nights across TV, radio and digital platforms.
- Weekly magazine the following week with match highlights, interviews and activities.
- Special season opening for the Spanish Super Cup in September.
- News feature on RTVE's news programmes.
- Promotion across RTVE and Federation websites, and media and players' social networks.
- Special cooperation with the sponsors to promote the competitions and the players including broadcast advertising and on-site advertising with a unique floor colouring to match the main sponsor colour.
- Exposure to Federation and sponsors' activities and initiatives in collaboration with the clubs and the players: competition presentations, club-related news, activities promoting health and training.
- Year-round visibility through the broadcast of the Arena Handball Tour, a beach handball tournament taking place during summer.



CASE STUDY: FIFA WOMEN'S WORLD CUP 2019™ EMBRACING PARTNERSHIPS



In the months leading up to the FIFA Women's World Cup 2019™, there was no doubt in the messaging about what this edition would achieve:

“ It would eclipse every other record in the history of the competition and elevate women's football to unprecedented heights.

The boldness of the statements was only matched by the size of the investment that went into the tournament by all the partners involved.

A Free-To-Air TV coverage policy, high-level event preparation, promotion and delivery, cutting-edge football technology, and 100% increase in prize money, were only a handful of ways in which FIFA broke new grounds to propel the tournament onto the world stage.

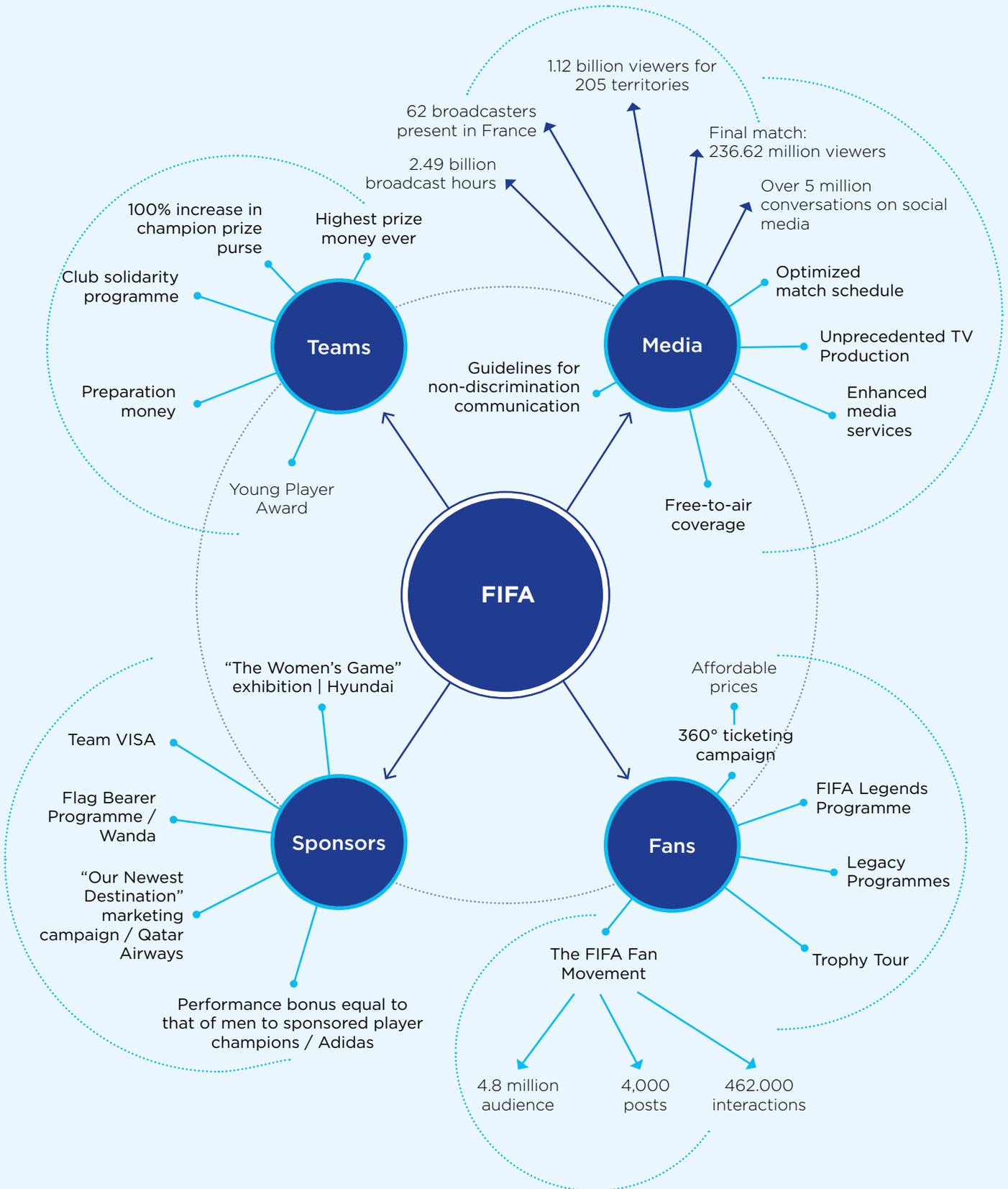
FIFA's investment generated a series of historic 'firsts' both on and off the field which were extended to the media, commercial brands and fans.

- EBU Members¹ increased their live match coverage by five times and total hours viewed were up by an extraordinary 946% compared to the 2015 edition in Canada.
- Whether at home, in the stadiums or on social media, fan engagement reached record numbers.
- Unprecedented sponsorship activations ranging from global marketing campaigns to venue fan engagement programmes helped amplify the reach of the event.

The triumph of the FIFA Women's World Cup 2019™ created a halo effect that has translated into new deals across the EBU membership. National league matches are now broadcast by NOS in The Netherlands, NRK in Norway and SRG in Switzerland. The Irish and Italian national teams' UEFA Women's Euro 2022 qualifying campaigns are broadcast by RTE and RAI respectively.

1. Members part of the FIFA/EBU Other FIFA Events 2019-2022 Media Rights Agreement

FIFA Women's World Cup 2019™



NARROWING THE GAP BY BROADENING THE OUTPUT

While women's sport is first and foremost sport and the goal is to give it its rightful place in the regular coverage, in cases when this is proving too challenging, a dedicated space or content solution could serve as a starting point in providing more exposure to the women's game.

Website pages and podcasts dedicated to women's sport have proven very successful with fans and athletes alike.

RTBF Sportives – a webpage dedicated to women's sport



RTÉ SPORT THE W PODCAST

At RTE, a group of female sports journalists and presenters started their own podcast dedicated to women's sport.

Jacqui Hurley, one of the creators and hosts of The W, shared that female athletes were directly reaching out to them to be involved in the podcast.

“

We would love to be in a position where a podcast like The W isn't needed, but the reality is, we found the women's sport elements were being shoehorned into the end of a discussion on our platforms. So rather than continue with that and make little progress, we felt narrowing the gap by broadening the output is a better public service output. By creating this platform, it has helped build trust with female athletes, who all really want to be part of this. It's a win-win.

FOCUS ON SPORTS NEWS

News is a great medium to promote women's sport. Short form items targeted at news or sports bulletins on TV and digital platforms with a wide variety of content are usually a quick win for those looking to increase the amount of their women's sports output. Giving women's sporting achievements the same emphasis as men's on news bulletins is essential to normalise how women's sport is received. It is especially important to acknowledge women's sport if the event itself has had no broadcast output.

Resource: Eurovision Sports News

EBU Members have the opportunity to access Eurovision Sports News – a content exchange platform dedicated exclusively to sports news. Content varies from short excerpts of sports events, interviews and profiles to event side-stories including interviews, profiles and, increasingly, content dealing with crime, business and diplomacy. Almost two-thirds of the footage comes from Members, and Eurovision Sports News also negotiates, on behalf of the broadcasters, news access to major sports events.

How does Eurovision Sports News work?

Contributors to Eurovision Sports News include EBU Members, major sports federations, like the UCI and UEFA, and independent production houses and news outlets. These contributors can offer their sports content at any time, at which point it is immediately made available on Sports News platforms and continually updated throughout the day.



Who can use the content and how?

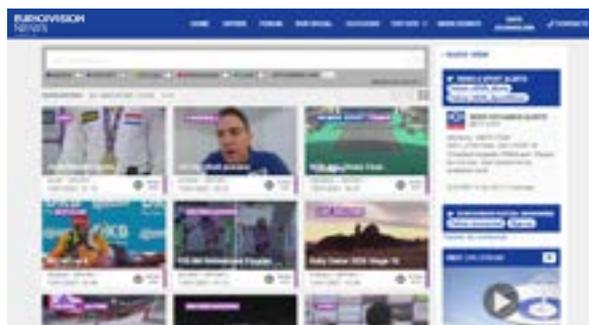
All Eurovision active Members and Sports News sub-licensees can use the material for news and sports bulletins, except when the content originates from a national competitor of the contributing broadcaster or specific restrictions apply.

New feature for women's sport

Supporting the Women's Sport Initiative, Eurovision Sports News have responded to the call for coverage with sportswomen in focus. This is done by encouraging EBU Members to share relevant items as well as consciously purchasing more women's sport content such as the Spanish Super Cup final stages, the Giro Rosa and a feature on Boxgirls in Kenya to name a few.

Sports News have also created a special "tag" on the news-exchange.ebu.ch webpages so that material directly featuring Women's Sport is highlighted and therefore easily retrieved.

For the latest content available, go to <https://news-exchange.ebu.ch>



FOCUS ON DIGITAL

Unconstrained by issues such as limited airtime and high production costs, digital is an excellent space to begin when attempting to increase coverage of women's sports.

The growing appetite for short form, on-demand sports content has solidified the appeal of digital and social media among sports fans. A trend that has also notably accelerated with the global Covid-19 pandemic.

Digital platforms and especially social media channels have evolved into content hubs that allow direct interaction between all stakeholders in sport i.e. athletes, clubs, broadcasters and fans. Content is easily measurable and created within small teams. Wins and lessons can be shared and applied to teams working across other platforms.

Digital content is also a great way to gauge initial audience interest and feedback.

As Linn Hellstrand, digital strategist at SVT Sport, puts it:

“

You have to meet fans where they are – and they are everywhere.



DIGITAL AND SOCIAL MEDIA

The EBU Academy has been offering masterclasses focused on digital and social media for quite some time, creating an insightful forum of exchange on the experiments and projects among EBU Members.

Through these masterclasses have emerged a number of ideas on how digital can help with increasing the coverage of women in sports. Ideas that teams can quickly implement with the support of various professionals working within sports.

8 ideas on how to capitalise on digital and social media to boost your content on women's sport:

1 Starting point: Audit your social media channels to evaluate your current coverage of women in sport

Begin by answering the following question: what is the level of gender diversity across your social media accounts? Not just in the stories of athletes and teams but also the experts and the fans – are they given a voice?



Tip: An audit is a 5-step process

- Record the statistics
- Discuss
- Set targets
- Review
- Learn and adapt

2 Diversify the voices: Follow and listen to more women in sport on social media

For example, use Twitter Lists to create bespoke, real-time 'news feeds' from women in sports.

Whether they be athletes, executives, bloggers, coaches, journalists or thought leaders, including fans! Diversify the voices you read and hear.

For every male in sport followed, encourage your team to find a female counterpart. This increases your team's listening to women in sports, their insights and their stories.



Idea: Challenge each of your team members to find one woman in sport to follow each week.

Send a weekly email digest and encourage everyone to add these new accounts. Or, in the case of Twitter, build a shared Twitter List which can then be monitored in a real-time feed. How many new stories can be identified because of this new listening tool?

For more on how to create and share a Twitter List: <https://help.twitter.com/en/using-twitter/twitter-lists>

3 Use social media platforms to find the female sports stars of the future and engage young women in your sport content

Social networks such as Snapchat and TikTok are popular with teens and appear to appeal particularly to young female users, making them a good platform to use if you are looking to develop a younger and/or female fanbase.

According to a report by frontofficesport.com, some sporting accounts on Tik Tok have +60% female followers, including the World Surf League (70%) and the Detroit Red Wings ice hockey team (66.5%).

TikTok gives users the ability to search for hashtags such as #womeninsports which you can see used on other social media channels. This gives you a selection of authentic stories from young women about sport.

4 More women reporting on sport

You may decide to use a specialist reporter on Snapchat or TikTok to connect with their predominantly younger and female audiences through focused storytelling to maximise engagement.

Digital platforms can give a space to such important new and different voices. You can take this further by developing and training new female reporters so they have the confidence and ability to work in this area. Recommendations for training schemes can be found on page 43.

5 Community building

Use the talent within your team, harness their enthusiasm and the wide availability of online platforms to build new communities around women in sport. For example, podcasts allow for experts and those who love a topic to deep-dive and super-serve their fans.

6 Collect feedback

Content on digital is easily measurable, making digital a great space to experiment and test what types of content, format and platform work best for your output. Its 'instant' nature allows you to rapidly evaluate the 'popularity' of your content and gauge initial reactions, feedback and engagement insights from your audience.

7 Cross-promote on other platforms

Amplify your content across your other platforms. In particular, if you find a story is gaining popularity, sharing it on your other channels will multiply that effect and extend the reach of your content, even potentially tapping into new audiences. In addition to being an excellent editorial and content tool, your digital platforms can be used to promote content that is available on your other channels.

8 Final point: Be patient and persistent



I would say that an equal sports coverage only has winners. Patience has been the key word. To endure and remind the editors about the importance of gender equality in our journalism and coverage. In what stories we tell, what sports and leagues we cover and how we express ourselves.

Linn Hellstrand

Digital strategist, SVT Sport

INVEST IN JOURNALISM

There is more to women's sport than what happens on the field of play. While covering performance is vital, there are a host of other themes which can be explored to give sportswomen more visibility and to produce unique and impactful content that will appeal to audiences beyond the core sports fan community.

Case studies from our Nordic Members and the BBC show that investigative journalism projects can help put a spotlight on important topics like unequal pay, sexism, eating disorders, the role of menstruation in training and performance, and more.

These fresh and different perspectives around women's sport speak to a wider audience. They also spark the interest of other programme genres within the organisation – young peoples, entertainment, lifestyle, and factual – and increase the exposure of female athletes, introducing them to new audiences beyond sport.

“

We regularly raise a gender issue as a journalistic project to uncover differences between male and female athletes. In addition to exploring the theme of unequal pay in elite sports, we have also talked about issues relating to female health and physique, how menstruation influences athletes' training schedule and performance, or the prevalence of eating disorders amongst elite sports communities. These stories reach a larger audience.

Hanne-Marie Brevik

Head of Sport Reporting, NRK



BBC SURVEY

Following the cancellation of women's sports events during the Covid-19 pandemic, the BBC sought to produce original journalism to keep women's sport on the agenda. It commissioned its third and biggest survey to-date. Sent to athletes via their sport governing bodies, the survey focused on topics like finance, sexism, menstruation, trolling, abortion and family planning.

A series of important findings came out of the survey:

- 86% of the athletes who replied earn under GBP 30'000 a year
- 21% said they might give up their sport this year due to the coronavirus
- 65% had experienced sexism but only 10% had reported it
- 85% think the media doesn't do enough to promote women's sport
- 86% think the media report on men and women differently

These findings led to the creation of 19 pieces of unique and impactful content published on the BBC Sport website over one week and generated impressive results.

- 1.7 million unique visitors and 2.5 million UK page views on the BBC Sport website
- A new, notably female, audience being drawn to the BBC Sport website, which is traditionally dominated by male visitors
- Content going beyond the BBC Sport website - featuring on nationwide BBC radio, breakfast television and main television news programmes and acting as unique bespoke content for regional BBC media outlets
- Content, very importantly, going beyond the BBC itself, and generating interest across a wide range of media outlets such as women's magazines and trade websites.

TARGET-SETTING AND THE CRITICAL ROLE OF MEASUREMENT

In any business, it is vital to have hard data on the operational aspects which have been designated as particularly important. To ensure consistent progress, one needs to be able to track performance. If gender balance or inclusive coverage is identified as an important focus for your company, then the creation of a measurement system to track progress is essential.

Constant monitoring of one's output not only creates awareness within the team, but it can provide insights into what's working and what isn't, so that the team can make informed, targeted, and process-improving decisions.

There are 'off the shelf' measurement systems that can be too expensive for smaller broadcasters, so, if this is not an option, seek out other Members who have implemented cost-effective methods like SVT and RTE, and could help you along the way. The setting of targets and the implementation of the measurement system need to go hand-in-hand.

WHY IS TARGET-SETTING IMPORTANT?

Setting targets is important for a multitude of reasons:

- Provides clear and measurable goals which will mobilise the team into action;
- Boosts performance by keeping the team focused;
- Builds self-confidence as every little progress towards the target proves the team's ability and increases their confidence.

WHAT TO MEASURE?

Decide what's important for the company. Start with targets that are easier to measure to ensure you get the team's buy-in and compliance from the beginning. For example, measure number of female experts, number of presenters, number of female sports stories across different output areas.

HOW HIGH?

If you haven't measured before, then perhaps start with the creation of a baseline figure in a number of areas. Among Members with defined strategies for women's sport, those with the most impressive results are the ones who set the most ambitious targets. Although, intuitively, we view big goals as daunting, it appears that higher targets are more attractive to people. Research published in the Harvard Business Review (HBR 2018)

suggests that, in some situations, people perceive higher goals as easier to attain than lower ones – and even when that's not the case, they can still find those more challenging goals more appealing.

Targets have to be ambitious, but they should also be achievable. Unrealistic targets will impact staff morale, motivation and productivity, and will eventually harm your initiative. Be transparent – sharing information with the public about your targets, challenges and successes along the way will build trust.

NOTHING IS STRAIGHT FORWARD

Measurement systems and target-setting are subjective and open to unconscious bias. It's likely there will be some cultural resistance when imposing new measures on long-standing systems. That's why it's imperative that this initiative is backed by someone at the highest level and then explained to everyone at all levels as something that cannot fail and a collective responsibility. Transparency and accountability need to be weaved into the process, and public reporting is a good way to do this. Blind staff surveys can also help when the system is up and running to learn where the challenges and gaps are.

It's difficult to measure all aspects of inequalities in your department and output. Some traits of gender-marking and inequalities in language aren't gauged through quantitative measurement systems. Other quality measures, such as where and when programmes are played in the schedule and differences in how male/female experts/athletes are questioned, are hard to measure. You can start small, for example, by building a production or editorial feedback template for programme editors to complete after their programmes, and which includes a section on women's sports content requiring the editor to detail how they made decisions on content and experts and why the balance – or imbalance – is as it is in the programme. This helps build awareness and provides additional data for context.

Once you start measuring, you will identify areas which you can address in collaboration with other stakeholders. You will also start to see the qualitative measures that need to be explored. For instance, don't always start with the men's results. How many cameras are on the men versus women's events? Are inserts as well-resourced and contributors as well-trained or experienced? You can also put in an economic measure e.g. how much are you spending on women's sports rights? The options for additional measures are endless once you start to see where the inequalities lie in your system and processes.

CASE STUDY: RTÉ

DELIVERY OF A SPORTS MEASUREMENT SYSTEM IN 5 STEPS

Getting cross-organisational buy-in for a project like this is sometimes the biggest hurdle. Not everyone immediately sees the value of this type of measurement, so it's important to have strong backing.

At RTÉ, the Director General sponsored this project after making firm commitments about gender representation in sports. RTÉ's project team held multiple workshops with senior stakeholders in the Sport Department to help **define the high-level metrics** needed to measure and to deliver on those commitments.

Finding out where to get the data from was the next step. One of the main aims was to minimise additional manual data entry tasks and **capture data using existing workflows**, so the user would not have to log into a separate system to enter Sports Measurement data. For example, when a sports presenter is editing the News Running Order, they will for each sports story enter a letter in a specific gender field to describe whether the content is about a male, female or whether its neutral. Workshops were held with colleagues across different units to figure this out, as workflows and systems employed for data capture vary across different platforms at RTÉ. Where no suitable system existed, e.g. tv and radio inputs, it was agreed to implement excel spread sheets to capture the data. As an outcome of this step, there was **agreement on which metrics would be delivered by the project and the source of each metric**.

Workshopping with key decision-makers is a critical step and **identifying and agreeing what to measure** in the first iteration takes time. At RTÉ, we agreed to count female presenters in the first year and we'll add in reporters and commentators at the next stage when the process is established. We also agreed to count experts on radio first and capture the amount of female content on radio later in 2021.

The RTÉ team is currently working on **transforming the data into a useful format, storing it and loading it into a single database**. Professional services will be procured to complete this. This is the technical backend of the system. Users will not be aware of it, but it's necessary to complete this correctly to deliver the reports.

The **data is then presented in an easy to consume format** i.e. highly visual reports. These reports enable management and executive teams across the business to accurately monitor Women's Sports stories and representation metrics versus targets across platforms. They also provide actionable intelligence to inform decision-making and join up with the Insights team to explore audience engagement and reaction to increases in Women's Sports output.



SVT TIPS

- ✓ Measuring targets creates awareness and accountability
- ✓ Talking about it every day helps create a positive culture
- ✓ A 50:50 balance might not be achievable in every sport – set separate targets
- ✓ On social media focus on the visual content
- ✓ Greater equality = more live sport, more news, and bigger audiences



3

PORTRAYAL OF SPORTS WOMEN IN THE MEDIA

Imagine a scenario where Lionel Messi is presented with The Best FIFA Football Award™ for Best Male Player and is asked whether he can twerk; Roger Federer is crushing an opponent at the Australian Open and is asked to twirl and talk about his outfit; Ashton Eaton is winning an Olympic medal and the media headline is “Brienne’s husband wins Olympic medal”.

As surreal as these scenarios sound for men, they have all played out for sportswomen. Powerful, talented, accomplished female athletes getting attention not for their extraordinary athletic performances but for their looks and outfits, and for being somebody’s wife.

Research into the way media portrays sportswomen has spanned decades and has consistently revealed a series of practices through which media ignores, trivializes and sexualizes sportswomen. Biases which manifest themselves through imagery and language and are ever-present in TV and Radio commentary, interviews and features, print articles and social media posts.

HOW DOES PORTRAYAL INFLUENCE AUDIENCE PERCEPTIONS?

Storytelling in sport is anchored in the provision of objective data about what’s happening on the field of play: what is the score, who is leading the sprint and were any records broken. We learn who is injury-prone, who shows promise, or what the next title will mean for an athlete or team.

Sports media ultimately conveys significance.

Through images and words, it shapes perceptions about what and who is important and socially acceptable. By reaching large swaths of the population, it can promote narratives of progress and spotlight new role models or perpetuate deeply ingrained stereotypes and clichés.

Research by sports media scholars in the past few decades has shown that there is a disproportionate focus on what have been called “off-court” characteristics: physical appearance, clothing and personal lives. Sportswomen in particular are more likely to appear in a non-sporting context, in over-sexualised poses, in stories about their family situations or the subject of sexist remarks. Their coaches are often credited with their successes and are also likely to speak on their behalf in interviews.

AESTHETICS OVER ATHLETICS

Language experts at Cambridge University analysed multi-billion-word databases from a vast range of sports media sources and found that men are almost three times more likely than women to be mentioned when it comes to discussing sport and sporting achievement.

The research revealed these primary word associations for men and women and their performances.

Sportswomen

OLDER aged participate MARRIED girls PREGNANT unmarried LADIES strive COMPETE

Sportsmen

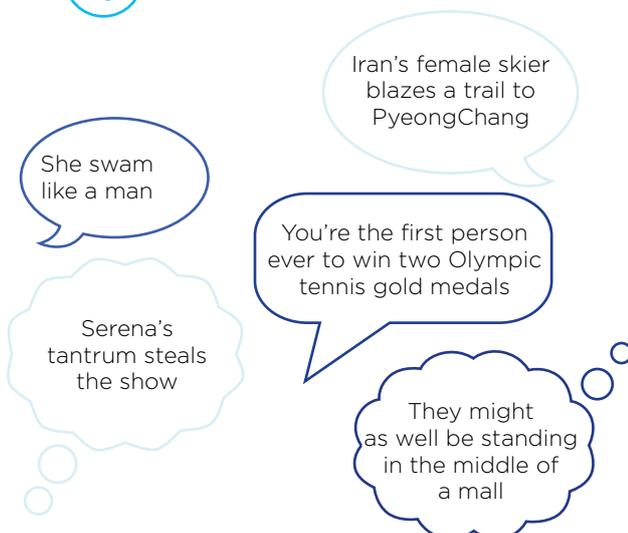
BATTLE STRONG FASTEST men big beat real great MASTERMIND win dominate

RECOMMENDATIONS FOR BIAS-FREE REPRESENTATIONS OF SPORTSWOMEN

Representations of sportswomen in traditional gender roles sustain the notion that women and athleticism are incompatible. Empirical evidence demonstrates consumers prefer portrayals focusing on sportswomen's skill and competence. Therefore, by insisting on conventional narratives, you not only devalue women's athletic achievements, but you undercut your sports offering and drive away your audience, and in particular a younger audience who increasingly sees sport as sport.

The recommendations that follow aim to shape your storytelling in ways that will create an interest in and respect for women's sport and sportswomen.

- ✓ **Mind your language:** words and tone matter. Use as much as possible gender-neutral words, descriptions and expressions that can apply to both women and men. Celebrate sportswomen's achievements with descriptors involving sport skills and action verbs, as is the case when reporting on men's sport. Avoid comparisons between genders and call female athletes by their last name so as not to infantilize them.



- ✓ **Balance your imagery.** Steer away from the gender stereotypes. Opt for authentic, dynamic action shots where sportswomen come across as competent and skilled versus passive, non-athletic and sexy, with semi-nude images focused on femininity and appearance.

Resource

Getty Images in partnership with UK charity Women's Sport Trust published a set of guidelines to redefine the way in which female athletes are portrayed in imagery. More details on these Visual Guidelines for Sporting Women on womenssporttrust.com

- ✓ **Create a compelling narrative:** Move beyond clichés of body image, pregnancy, motherhood and gossip to ask original questions and frame your stories in ways that aren't gender-driven.

Women's sport is more than an inspirational storyline. There are score streaks to track, comebacks from injury or illness, game strategies, testimonials on lessons learned, forecasts and debates on field of play controversies, sponsorship records, and portraits of extraordinary athletes-to-watch or pioneers whose stories are yet to be told.



- ✓ **Make sportswomen visible:** Feature your women’s sport coverage prominently on your platforms so that it’s visible and easily accessible. Covering women’s sport consistently throughout the year, and not just during Olympic or World Cup cycles, will help build a loyal following.



Tip

Unless it’s a dedicated platform, most often, multiple clicks on a website are required to find women’s sport updates and content, while men’s sport is heavily featured on the homepage. Review your platforms to assess how easy – or difficult – it is to find women’s sport content. Is it featured on the homepage at the same level as men’s sport? Does your user have to click multiple times on your website or scroll all the way down to the bottom to find updates? Is the content up to date?

- ✓ **Give sportswomen a voice:** Sportswomen can talk for themselves. Giving them a platform to share their stories will help shift the focus from biology and how they look to the game and how they play.

Sportswomen also includes more than athletes. Female coaches, referees, technical officials, team managers, reporters, etc. are all voices that can offer expertise and original perspectives on sport.

- ✓ **Diversify your storytellers:** The conversation changes according to who creates the content. If your teams are male dominated, bring in more women to write, produce, or report on sport – both women’s and men’s – to help apply a more balanced and inclusive gender lens to your storytelling.

- ✓ **Track your output:** Know what is being said and done in your team or organisation and on your channels. A gender audit of your content output and creators will help raise awareness on how balanced or biased the coverage is and define concrete actions.

Ultimately, it’s not just what or who you write about, talk about or show. It’s how and where you write and talk about women’s sport. It’s where you show it, and how you portray sportswomen.



CULTURAL OVERLAYS

Although women in Georgia have always had an important place in society, girls and women still show a lack of interest in pursuing sport as a profession. A study by the Ministry of Education, Culture and Sports revealed that 40.5% of young girls believe sport is for boys.

With its extensive reach across Georgian society and responsible for the greatest volume of sports coverage in the country, GPB has a significant role to play in breaking stereotypes around women and sport.

Conscious of the fact that many girls think that engaging in professional sports will interfere with their personal lives, GPB has created portraits of accomplished sportswomen who are successfully balancing a career in sport with the creation of a family.

As mentioned by Dr LaVoi (interview on page 37), considerations of portrayal need to be informed by the cultural context. Although in general the focus should be on athleticism, GPB’s portrayals of Georgian female athletes are successfully countering the “either/or” narrative that is keeping young girls and women from choosing sport as a profession. Female athletes are not either professional sportswomen or mothers, they can be both.

INTERVIEW WITH DR NICOLE LAVOI

MEDIA PORTRAYALS OF FEMALE ATHLETES

The Tucker Center for Research on Girls and Women in Sport is an interdisciplinary research centre leading a global effort to accelerate change for girls and women in sport. It is conducting research on a range of subjects such as media representation, women in sport coaching, Title IX and equity, and physical activity and girls.

In recent years, women's sport has really come to the foreground. Would you say that there's been a noticeable change in the way media portrays sportswomen?

Based on my personal observations as a sports fan and as a feminist scholar of sports media, I would say there has been a trend in the last year or two that portrays women athletes as sportswomen more seriously and more often than it has in the past. There is a positive trend in that direction.

There was a recent study that looked at how consumers interpret media images of sexualised female athletes. Can you share the findings of this research?

The key finding of a recent study that was done on the subject – I like to summarise it succinctly – is that sex sells sex; sex does not sell women's sport. It alienates your core fan base that actually does love women's sport and doesn't generate any new fans because they are not there to watch the sport, they are there to sexualise and objectify women which does not lead to sustained fandom.

According to studies, in recent years sports media has moved away from the portrayal of women athletes as sexualised objects to the presentation of women in their role as mothers. In societies where girls and women do not pursue careers in sport because they believe that it means giving up on family, are those representations justified to show to young girls and women that they can have a sports career and a family at the same time?

What you are alluding to is the cultural context within which we portray women's sport which is different from culture to culture. It's not a one size fits all. Paying attention to the cultural context does matter but in the big picture what we are trying to do is focus primarily on the athleticism of the woman. Not that she doesn't have other elements in her identity, but we don't want that to be the primary focus. We want it to be on athleticism. Of course, women are mothers, wives,

daughters, employees etc. but we don't want the primary focus on athleticism to be lost. The other thing that is important in showing in other cultures is that it counters the narrative of the "either/or". That you can either be an athlete or a mother. These narratives show that it is not either/or, because it can be both.

Is there a positive correlation between the number of women broadcasters and the amount of women's sport that makes it on-screen?

I think that anytime there is a balanced workforce in any industry and in any role that is important. Striving to have an equal number of women sports journalists, on-air talent etc. does matter. It is important to know that it is not the sole responsibility of the women to cover women's sport. We don't want the coverage of women's sport to be ghettoised; we don't want that dichotomy. What we want to say is that we want more men to cover women's sport and we want more women to cover men's sport. We want a gender balanced workforce.

What would you advise broadcasters who want to increase their fanbase of women's sport? How should they tell the stories of female athletes?

They should tell the stories the same way they tell the stories of male athletes. Show the same amount, make it interesting, make it exciting, use the same production value, make it similar so that when you see a story about a female athlete it looks and sounds the same as if it were a story about a male athlete. Otherwise, it will look less interesting and less relevant and will have less value. My advice would be to treat it the same. Because if you build it, the fans will come. The media creates interest in and respect for women's sport. They should take ownership of this.

Dr Nicole LaVoi, Director, Tucker Center for Research

STUDY: THE FREEDOM TO CHOOSE

HOW ELITE FEMALE ATHLETES PREFER TO BE REPRESENTED

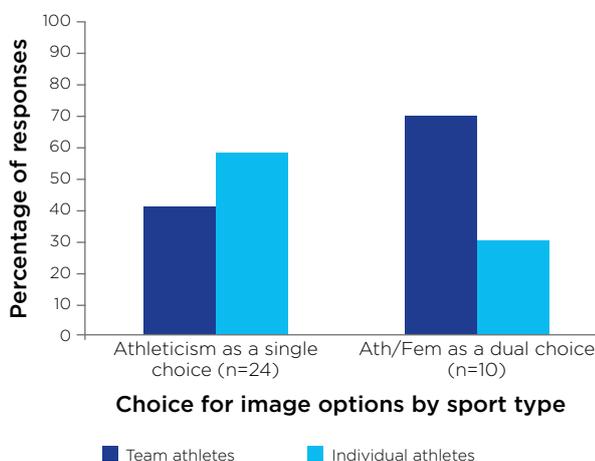
Given the choice, how would elite sportswomen portray themselves if they were assured equal financial reward or commercial exposure? This question informed a ground-breaking study conducted by the **Tucker Center for Research on Girls & Women in Sport** at the University of Minnesota, USA.

The study looked at whether female athletes would prefer images of competence versus traditional

femininity, and whether these choices would be influenced by the fact that they were competing in team or individual sports.

Athletes were given two ‘image options’: an on-court, in-action image displaying athletic competence and an off-court, posed image displaying traditional femininity.

Image category	Definition	Example image (Individual sport)	Example image (Team sport)
Athletic Competence	On-court, In-action		
Traditional Femininity	Off-court, Posed image		



KEY FINDINGS

On-court competence was the single (only) choice for 70% of all respondents while 30% chose both images.

10 out of 36 respondents made the “dual choice” of competence AND femininity, of which 7 of them participated in team sports.

Female athletes are very aware of the tension between sport participation and pressures to “perform femininity.” When it comes to women competing in what are perceived as “masculine” sports, they are sensitive to how their sport is seen given traditional expectations of femininity and heterosexuality.

BLACK FEMALE ATHLETES: AT THE INTERSECTION OF SEXISM AND RACISM

The way sports media talks about athletes, especially in commentary, is unfortunately still very often punctuated with bias – and not just gender bias. A study published in 2020 exposed the racial bias present within English football commentary. Conducted in partnership with the Professional Footballers' Association, it revealed that male players with a lighter skin tone were more often praised for their intelligence, work ethic and quality. In comparison, players with darker skin were more likely to be reduced to their physical and athletic attributes.

This narrative of black athletes' value laying in their physicality is even more pronounced when it comes to the portrayal of black female athletes, who are subject to both a gender and racial gaze. Take Serena Williams, who has won 23 Grand Slam tennis titles and four Olympic gold medals, as an example. Her abilities and successes as a tennis player and world class athlete continue to be undervalued in favour of her physical appearance. She has been likened to a "man" and her style of play as "animalistic" or "savage", rather than strong and strategic. All portrayals reinforcing deeply rooted racial stereotypes.



Caroline Weir
Scotland International
and Man City Attacking
Midfielder

“

I'm a female, and I'm an athlete.
I'm an athlete first.

Serena Williams
2016 U.S. Open Semifinals

If there was no bias, there would be the same number of comments between athletes of different skin colour, and different gender. Most importantly, the same language would be applied to an athlete, irrespective of their gender, race, ethnicity, sexual orientation or religious beliefs.

As public service media, we have a collective and shared responsibility to provide our audiences with an equal opportunity to watch, hear, and read about sportswomen in all their diversity, in their triumphs and misfortunes. Sports media has an opportunity to reimagine sport and positively influence how sportswomen are seen and how they see themselves. In turn, we're allowing more young people to visualize themselves achieving great things in and through sport.

At the heart of it, gender, race, background shouldn't really matter. It's about equality and treating athletes equally. It's as true for life as it is in sport.

Recognising the talent, hard work and dedication that has gone into shaping each and every career in sport is important.

You should be celebrated as an athlete, first and foremost, not as a male or female. The sporting context is vital, not to say there aren't other facets of people's lives that aren't interesting or relevant, but it's important there is recognition of athleticism and sporting prowess first and foremost.



4

NO SEAT AT THE TABLE OR ANYWHERE ELSE

ADDRESSING THE UNDER-REPRESENTATION OF WOMEN IN SPORTS BROADCASTING

Sports broadcasting is gradually becoming more accessible to women. However, the number of those entering sports journalism remains relatively low in countries all around the world (UNESCO 2018).

Data collected by the IOC and IPC, and published by the Council of Europe, showed that the percentage of female journalists who were assigned as reporters to cover the last two Olympic and Paralympic Games in Rio de Janeiro and PyeongChang varied between 6 and 20%. The only exception being Albania where female journalists made up 40% of the delegation.

The disparity is equally reflected in management roles, on-air talent, and the composition of production, technical and support teams. This is consistent with findings within the EBU community where a recent survey revealed that sports units are predominantly male, even if overall public service media organisations have a gender-balanced workforce (EBU 2019).

A growing body of research on the diversity-performance relationship builds a strong business case for gender-balanced teams: increased profitability, more innovative thinking, greater

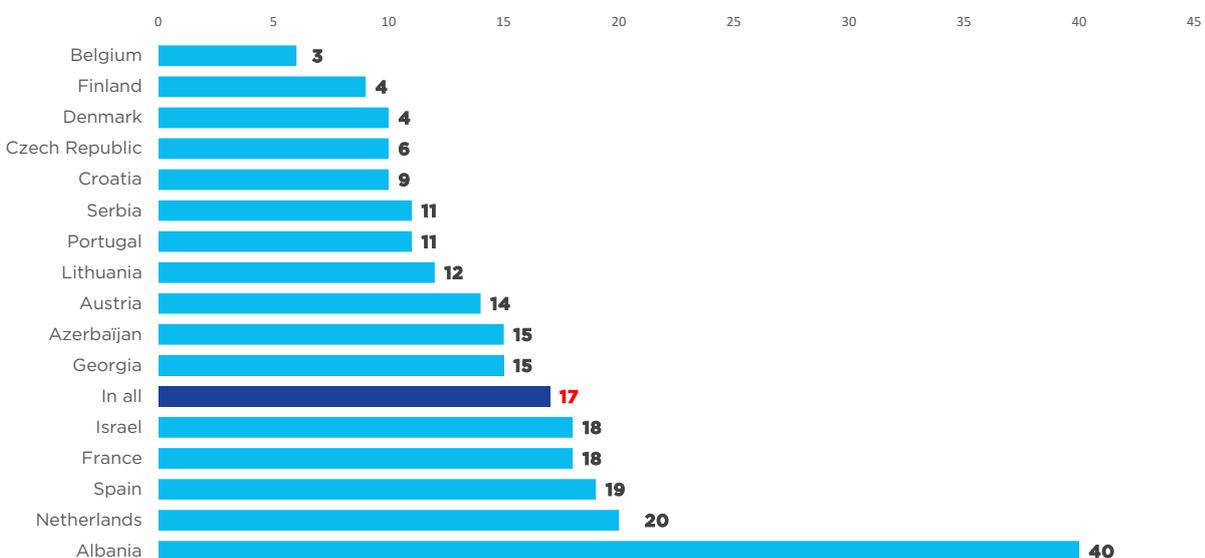
employee engagement, and better performance on a host of business metrics.

Operating in an industry that increasingly needs to innovate to survive, particularly in the midst of a pandemic that is having profound effects on its business model, these are findings we can no longer afford to ignore. Last year's PwC Sports Survey found that while 94% of sports leaders felt innovation was 'important' or 'very important' for sport's survival, only 46% of sports organisations reported having a concrete innovation strategy (The Sustainability Report 2020).

WHY AREN'T WE MAKING MORE HEADWAY?

Sport has always been hegemonically masculine. It is understood as originating as a 'male practice', developed by men for men, without the needs and experiences of women considered in any way. Sports have a profound effect on men, their sense of 'masculinity', their relationships with other men (and women) whether they are players, spectators or even unfamiliar with sports. Every generation of girls and women has had to fight to write themselves into this history (Kidd 2013).

Female journalists from the different countries, working at the Olympic and Paralympic Games in Rio (2016) and PyeongChang (2018) (%)



Source: International Olympic Committee (IOC) and International Paralympic Committee (IPC)

In this cultural context, all arguments on the benefits of a gender-balanced workforce tend to fall on deaf ears. Indeed, as research by the Harvard Business Review (2019) suggests: “Industries that place value in gender diversity capture its benefits, and those that don’t, don’t.”

The need to remain relevant, to grow and innovate requires that we urgently challenge the culture of exclusion and marginalisation of women in sports broadcasting.



If you exclude 50% of the population you miss out on 50% of the talent.

Hanna Stjärne
Director General, SVT

PATHWAYS TO GENDER-BALANCED TEAMS

As with the overall initiative, achieving gender balance within sports units, across all roles and levels of hierarchy, will require a change in business processes as well as a cultural transformation.

Efforts should be focused on:

- Encouraging women into sports media roles
- Offering training and development schemes
- Providing equal opportunities and open pathways to leadership positions
- Creating an atmosphere of inclusiveness and acceptance

RECRUITMENT

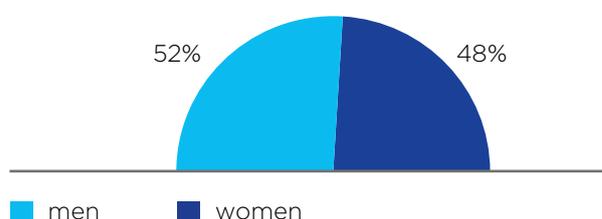
Look at job descriptions with your HR department to make sure the wording is inclusive and not preventing women from projecting themselves in the role. If the advert is accompanied by a picture, make sure it includes both men and women.

In cases where candidates of different genders have the same skill set or show equal promise to grow into the role, prioritize women in order to balance the team’s gender mix.

Consider opening up some positions to women only, even if for a pre-defined period of time. While skills, experience and overall fit with the role remain very important, this method will help eliminate any unconscious bias in the recruitment process.

UA:PBC

According to a Eurovision Sport survey, Ukrainian Member UA:PBC has the most gender-balanced sports team



It was not like that ten years ago; the team was almost all-male. But in recent years, women in Ukraine began to show an interest in sport and many applied for internship positions in our sports unit. Over time, they became part-time employees and now all hold permanent positions because they are the best at what they do. Gender balance was not the result of a conscious effort to increase our female staff, it came very organically and was based on merit.

Tetyana Siruk
Deputy Head of Foreign Cooperation Department



The **BBC's New Voices** programme grew out of the **50:50 Project** and a desire to ensure equality of gender representation throughout their journalism and content. Through **50:50 Open Days** and outreach programmes, they signed up expert women across all areas. One of the most important aspects of the initiative is that the BBC has given these potential contributors **practical experience** on broadcast processes and real insight into what it's like to contribute to interviews and features. This has been instrumental for building their confidence and reducing any 'fear factor'. There is now an extensive database of expert women all departments can use.

BBC Sport has taken this one step further. It has worked to support and train broadcasters from underrepresented groups giving them feedback and broadcast opportunities. Several women who have graduated from this tailored scheme are now regular lead commentators on both men's and women's football.



OUTREACH ACTIVITIES

Partner with media colleges to establish female-focused internship programmes and create a pipeline of female talent. Encourage members of staff to speak to media students about job opportunities for women in sports media, both in front of and behind the scenes.

TAILORED TRAINING AND MENTORING SCHEMES

Design training schemes to enlarge your talent pool, especially in male-dominated fields like commentary, and provide regular feedback to accelerate development. The focus should not only be on crafting the necessary skills but addressing the lack of confidence women sometimes demonstrate when it comes to occupying more visible positions in the field.

ACCESS TO EQUAL OPPORTUNITIES

Ensure that women are regularly given opportunities to occupy positions of responsibility, and work on projects with high visibility or strategic importance. By doing so, you're not only developing core competencies that will serve your employee and the department at that level, but you're also creating a pathway to leadership positions.

AVOIDING THE GENDER DICHOTOMY ON AND OFF-SCREEN

Make sure you don't create a dichotomy with female journalists only reporting on women's sport and male journalists only reporting on men's sport. The same should apply to commentators and expert panels. To cement women's place in sport, it's crucial to challenge stereotypes about what is gender appropriate.

EXPANDING YOUR NETWORK OF EXPERTS

Consult with your team about who they would recommend as pundits/experts and build a database for everyone to use and keep adding to it. Speak to active and former athletes about your plans and mention your ambition to create mixed panels. This will open the door to more athletes putting themselves forward.

CASE STUDY: SWEDISH RADIO TRAINING PROGRAMMES FOR FEMALE COMMENTATORS

Women commentators at Swedish Radio's Radiosporten have been a natural occurrence over the last ten years. Even before that, there were women commentating although not on a regular basis across different sports or events.

A conscious recruitment process to increase female staff in the sports department and two projects – one in 2012 and another in 2017/18 focused on women's commentating – has taken Swedish Radio to a leading position in Sweden (quite possibly in Europe and beyond) in employing female commentators.

They made it clear that they want diversity in every part of their operations and offering to their audience. Swedish Radio believes this helps their product develop and be more dynamic, and positions them as leaders. After all, commentating football or ice hockey isn't something solely for men, even if that's historically been the tradition in TV and radio.

PROJECT ONE

Adverts and prompts to apply led to a number of young women being called to audition. Five were ultimately selected to be included in the project.

The content of the training focused on theory, mentoring, exercises and feedback. Women already working for the sports department were included in some parts of the project, which lasted for approximately nine months. At the end of it, some went on to pursue commentating.

One of them became a high-profile ice hockey commentator at Radiosporten for the national league and worked both at the Olympics and World Championships. Four years ago, she was recruited by a commercial TV channel and became the first woman to commentate the national league on Swedish television.

Another commentator already working at the sports department went on to be among the first women in the world to commentate on a match in the men's 2014 FIFA World Cup™. During the UEFA EURO 2016™, she was the commentator of the final match between Portugal and France.

PROJECT TWO

This project was quite similar to the first one, but this time the focus was placed on finding talent within Swedish Radio. One of the outcomes from the first project was that there weren't enough existing internal positions for the new commentators to keep on practicing. In addition, some had no radio experience. Consequently, the learning curve to reach an acceptable standard was too big. With a position inside SR – as a freelancer or a news reporter – it was easier to build on the already-existing relationship and experience.

From the second project, four women became regular commentators for Radiosporten. One is a freelancer doing approximately one match per week. One has a fixed position working 60% for Radiosporten. Another is an alpine commentator. Finally, one was recruited last year by another commercial TV channel. After working as commentator for Radiosporten at the FIFA World Cup™ in 2018, she became the first woman to commentate the national football league on Swedish TV.

CREATING AN ENVIRONMENT OF INCLUSIVITY AND ACCEPTANCE

For the proposed recommendations to work and for your department to truly leverage what women can bring to the table, it's necessary to create an environment where women feel their perspective is valued, and that they can safely express their opinions and ideas.

Changing the predominantly masculine culture in sports media is a long and challenging process but there are a number of initiatives to consider on the individual as well as structural level to raise awareness on the issues, encourage dialogue, and create an environment where women feel seen and heard.

Here are some recommendations:

- ✓ **Understand unconscious bias**
Roll-out unconscious bias training for staff at all levels to understand how misconceptions and mental shortcuts lead to gender stereotypes. Recognise not only how these stereotypes shape everyday interactions but how they raise barriers to women's career progression when applied to assessing performance or leadership capability.
- ✓ **Engage the team in designing solutions**
Understanding bias is not enough to bring about change in behaviours. Invite your team to share (under protection of anonymity) how they have observed or experienced inequity and bias, and empower them to be part of the solution design. Enlist gender champions (men and women) who can look into work processes, communications, events etc and propose ways that these can be redesigned to become more equitable and inclusive.
- ✓ **Ensure equal share of voice**
Take a 'panel-pledge' when it comes to staging internal events or participating in industry forums to ban all-male panels and opt for those where women and their experiences

are represented. Before closing meetings, check that everyone had the opportunity to contribute and that all contributions have been acknowledged.

- ✓ **Include women in informal networks**
Many successful professional relationships are forged while attending events, doing sports together, or going for the occasional after-work drinks. These moments build rapport among team members and are also known to have advanced many careers. It is often the case that people will discuss a new position, who is suitable for a new high-profile assignment or candidates for a promotion. Extend invitations to these informal gatherings to female staff to strengthen their sense of belonging while ensuring they do not miss out on upcoming opportunities.
- ✓ **Communicate consistently**
The gender position of the department should be reflected in every aspect of its activity and communicated with consistency. From the more influential voices in the department walking the talk in the corridors through to marketing materials and coverage promos. Coherence and clarity of messaging is very important.
- ✓ **Establish a zero-tolerance policy for sexism and harassment**
Any form of sexism or harassment is not acceptable in the workplace and this should be your unequivocal position. Insults masquerading as "jokes", assumptions about what women can or can't do, and harassment, all undercut women's status in the department and hurt morale.
 - **Permission to feel offended**
It's important to create an environment where women feel free to express anger or frustration at sexist comments and offensive behaviours - even those that don't have malicious intent. An experiment has shown that what has been called "benevolent" or "friendly" sexism triggers cardiovascular responses similar to the body's reaction to threats (ScienceDirect 2020). Ignoring these feelings will not only harm a woman's

physical well-being but will leave her discouraged and demotivated, or worse still, will cause her to leave the organisation.

– **Establish appropriate policy responses**

To effectively deal with discriminatory behaviour and deter misconduct in the future, ensure that a framework of reporting mechanisms and disciplinary procedures is put in place.

Resource

In the **EBU report All Things Being Equal: Gender Equality Guidelines** from Public Service Media, you will find a number of preventive strategies as well as case studies and recommendations from EBU Members on how to deal with sexism, discrimination and harassment in the workplace. The report is available for download by the public; simply login or create a free account on ebu.ch.



BBC SPORT

HATE WON'T WIN CAMPAIGN

BBC Sport has a social media following of more than 33 million users worldwide across Twitter, Facebook and Instagram. In August 2020, BBC Sport launched the Hate Won't Win campaign to try to make their accounts and their community a safe place for discussion, debate and opinion.

The following statement outlines BBC Sport's stance and is posted on all their channels:



To all BBC Sport social media followers.

The BBC hat means BBC Sport covers a wide range of sports and stories.

But, as we do that, our comments sections on social media can often attract hateful messages. We want our platforms to be a respectful place for discussion, constructive criticism, debate and opinion.

We know the vast majority of you – our 33 million social media followers – want that too.

So, here's what we're doing:

- We will block people bringing hate to our comments sections;
- We will report the most serious cases to the relevant authorities;
- We will work to make our accounts kind and respectful places;
- We will keep growing our coverage of women's sports, and keep covering issues and discussions around equality in sport.

We also want your help.

If you see a reply to BBC Sport posts with an expression of hate on the basis of race, colour, gender, nationality, ethnicity, disability, religion, sexuality, sex, age or class please flag the URL to the post in question by emailing socialmoderation.sport@bbc.co.uk

Hate won't stop us in our goal of representing all of us. Together we will strive to make our social media accounts a safe space for everyone.



SPECIAL FOCUS

WHEN THE HARASSER IS THE PUBLIC

Not everyone is enthusiastic about an increased female presence in sport. More women entering sports journalism is in fact accompanied by a grim reality: the proliferation of the misogynistic troll culture. That's not to say that male reporters are not subject to online harassment and abuse but women are disproportionately targeted and with greater vehemence. There's a special kind of violence directed at female sports journalists – one that revolves around their sex, appearance, intellect and personalities. A violence they are subjected to simply for doing their jobs.

In 2016, Swedish paper Aftonbladet conducted a survey among female sports reporters in broadcast media. The study revealed a prevalent culture of sexism among sports fans that leaves no one untouched, not even some of Sweden's most beloved TV and Radio personalities. **70% of female sports reporters who responded to the survey have felt threatened in their professional role and 50% have been persecuted by men.** They describe daily cases of harassment that come in the form of emails, text messages and social media posts filled with hateful rhetoric. Some of them have received death and kidnapping threats while others were being routinely stalked at the time of publication.

Reporting a highly publicised harassment case in the US, the Aftonbladet article mentions how female American sports TV personalities have testified about being persecuted, forced to use aliases when checking into hotels, avoiding taking the elevator with strangers, and generally feeling compelled to think through every step they take.

The same year, the US-based independent sport media organisation Just Not Sports launched **#MoreThanMean**, a digital media campaign to raise awareness about online harassment of women in sports journalism. In the video that went viral, ordinary men sit across from two female sports journalists and read some of the online messages the women receive every day. What starts off as criticism for their work quickly turns into shocking violent assertions about their bodies, personalities and private lives.

As alarming as these occurrences are, and despite the occasional discussions they generate, there is nothing to suggest that online trolling has diminished. The women concerned have found different ways of coping. Some have chosen to retreat from the public sphere, while young women who are drawn to the profession often choose other paths from fear of being bullied.

WHAT CAN BE DONE?

Suggestions for dealing with the issue have ranged from ignoring the trolls to logging off from social media but these do more to silence women than address the real issue.

Solutions should focus on measures to safeguard your staff's physical, mental and emotional well-being, as well as signal to your audience that hateful rhetoric will not be tolerated.

- If you employ a **security service**, alert them to the risks faced by your female staff so that they can ensure their physical safety.
- Adopt a **zero-tolerance policy for offensive remarks** on your social media. Examples of responses put in place by ZDF and the BBC can serve as guides to help you formulate your own netiquette.
- Explore resources that are publicly available, including those offered here below to educate your staff on **digital security** so that they can take appropriate steps to protect themselves. Some of those resources contain guidelines on how to deal with the **psychological impact** of harassment.
- Reach out to your legal department to discuss **legal action** against the most serious offenders.

Resources

The Committee to Protect Journalists is offering guidelines on digital security, how to remove personal information from the internet, how to deal with the psychological impact of online harassment, and DIY digital security guides that provide best practices for protecting yourself online. Visit cpj.org to access this material.

The Organisation for Security and Cooperation in Europe (OESC) offers a number of resources on digital safety including risk assessment and steps journalists can take to protect themselves online. The list is part of the project 'Safety of Female Journalists Online' (#SOFJO) and can be found on oesc.org.





CASE STUDY

ONLINE HARASSMENT AND ZDF'S EXEMPLARY NETIQUETTE

Claudia Neumann made German TV history as the first woman to commentate live on men's football during the UEFA EURO 2016™. Her role as main commentator in her debut match between Wales and Slovakia angered part of the German audience who flooded ZDF's social media accounts with sexist remarks, insults and threats, and sparked an entire conversation in Germany.

The harshness of the comments shocked ZDF leadership, who supported Claudia Neumann at the time and continues to do so today. A strengthened social media team and a set of clear guidelines have since been established to deal effectively with hateful comments and threats against her. If needed, ZDF resorts to legal action as was the case in 2018 when it brought a criminal charge against two men on social media for defamation and call for criminal offense.

Claudia Neumann has continued to commentate on men's football matches both for national competitions as well as major international tournaments. When Claudia Neumann commentates men's football games, it always has a big impact on social media, especially in the comments section under ZDF Sport posts on Facebook, Twitter, Instagram and YouTube. Most of our followers still don't accept a woman at the microphone in a man's domain. There's generally no objective criticism but rather thousands of comments, many below the belt, and even hate speech.

It hasn't improved since the UEFA European Championship in 2016, no matter which men's games Claudia commentates.

Back then, ZDF Sport's digital department could barely manage the mass of offensive comments. Following this experience, we expanded the social media team for the FIFA World Cup™ in Russia in 2018.

The basis for our community management was and still is our netiquette, meaning a set of clear user rules and guidelines for online behaviour. However, the instruction to take part in courteous and respectful discussions with one other, along with the warning that we don't tolerate insults and threats, seem to eclipse many people's minds when they hear Claudia's voice from the stadium. During the World Cup, we tried to have active interactions with users - not just passive administration - so that the moderation wasn't

limited to hiding or deleting comments. If users failed to tone it down or discussed unrelated topics under our posts, we warned them. In the case of repeated misconduct, spam and discriminating statements, comments were deleted. However, deletion was always carefully considered.

Up to six colleagues did their best to handle the community management while Claudia was the live commentator at the World Cup. For the games she was commentating, we provided specific guidelines. Some examples:

Q: Why was Claudia Neumann selected as ZDF commentator?

A: Claudia Neumann learned TV journalism from the bottom up and has been reporting on football for many years in the programme *das aktuelle sportstudio* and in the Champions League. She has already commentated on numerous matches live and accompanied the spectators throughout the UEFA EURO 2016™ matches.

Q: Why does a woman commentate on men's football? Football is a man's sport.

A: Claudia Neumann has been at home in live football for years and, in addition to her specialist knowledge, brings a considerable amount of experience to the table. There is no reason to question her ability.

Or a very definite response:

A: We definitely don't have to explain why a woman is commentating on a World Cup game live on ZDF!

Q: Why is ZDF using Claudia Neumann again despite the audience criticism at the UEFA EURO 2016™? Has ZDF learned nothing?

A: Claudia Neumann proved herself at the UEFA European Championships two years ago and did her job well. Objective and constructive criticism is always welcome. But whenever it becomes offensive, inflammatory or sexist, netiquette takes hold on our social media channels.

Q: In my opinion, Claudia Neumann is not competent, why is she allowed to commentate?

A: We are convinced of Claudia Neumann's competence. There is no reason for us to question her ability. She has been at home in live football for years and, in addition to her specialist knowledge, brings a considerable amount of experience to the table.

Q: What does ZDF want to achieve when Ms Neumann commentates again?

A: With Claudia Neumann, we ensure competent and well-founded comments. Not allowing women to commentate on a men's game would be having an outdated view of the world.

Q: This is not about equality. The fans have clearly reported that they don't like Ms Neumann. Why does she continue to commentate anyway? Does ZDF care about audience opinions?

A: There is negative and positive feedback on all of our reporters. The viewer's opinions are noticed. Justified, factually presented criticism will be passed on.

Q: Why do female presenters always have to speak with a voice that mimics men?

A: Reporters speak in their natural voices and do not imitate men.

IN CONVERSATION WITH CLAUDIA NEUMAN

You have been working in sports journalism for more than 30 years. What was it that attracted you to this field?

As a child, I was already very enthusiastic about sports. I played football with the boys all day, and as a fan of FC Köln, I watched everything on TV that was broadcast. The interest in reporting developed out of the fascination for football. From this came the desire to become a sports reporter.

You broke ground in 2016 by becoming the first woman to commentate live on a men's football match during the UEFA European Championships™. What did that signify for you as a professional?

Actually nothing. It's kind of logical because when I started in this profession, there were almost no women covering football. When the time for a female commentator was apparently ripe, I already had a lot of experience as a football reporter. So, I was already there. It's pretty simple.

There was significant backlash from German football fans on social media following those matches. Many misogynistic slogans and offensive comments. Did you expect such strong reactions and how did you deal with them at the time?

That there would be unpleasant reactions on social media wasn't surprising. The insults against football commentators are regrettably common

and affect male colleagues as well. But that a debate about how modern our society really is arose from it, especially during the World Cup 2018, was a particular dimension that I hadn't expected.

You continue to do live commentary for men's football in all competitions. Four years on from the European Championships, do you feel more accepted by the fans?

I recognize that the debate is now being driven forward in many ways. I ignore what's happening on social media, however I see it as my responsibility to keep turning the wheel. It is important to go further, to make the steps easier for the next generation.

What are the reactions from fans when you commentate on sports other than football?

In real life, outside the network, mostly very positive. Incidentally, I also enjoy discussing with people who disagree, if the discussion is fair and educated. Often, people even change their negative attitude towards women as commentators.

What would be your advice to women wishing to enter sports journalism and particularly the field of commentary?

Have confidence in yourself, but always remain self-critical. You never stop learning in our profession, you can always improve something. I also wish every colleague had energetic and supportive bosses like I've always had.



Claudia Neumann
Sports reporter



5

RE-IMAGINE SPORT INSPIRE THE NEXT GENERATION OF FEMALE CHAMPIONS

The great Billie Jean King recently said:

“

We can change not just how women are watched, but how they are being seen.

As public service broadcasters, we are gatekeepers with a dual purpose. We can control not only how much women's sport is shown, but the tone and attitude with which it's presented.

Here's where you can take a pledge to make a huge difference to your coverage. Commit to challenging the preconception that women's sport is secondary. Showcase events and celebrate successes with the same passion and the same respect you give to men's sport.

The audiences are growing but we need to accelerate the speed of change so that women's sport is accepted as just 'sport'. What will you do to close that gap? Where are the women in your production teams? Who is commissioning? Who is making the decisions? And most importantly, whose voices are being heard?

Commit to women's sport for the long term. This is a movement not a moment.

We all know budgets are tight so why should you invest in women's sport? What's in it for you? It reflects well on you as a business. Women's sport appeals to younger, new audiences and they will see you as a progressive brand. You will have a more creative and successful workforce. Countless studies have shown how beneficial it is to have a balanced team full of different experiences and background. And who could say no to the opportunity of tapping into a new audience of women who aren't as yet being served?

A brilliant sporting moment is something that can enter your soul and live with you forever. Is it the memory of a volley by Marco Van Basten or by Roger Federer that still motivates you to drag your creaking knees onto the pitch or the court? What moments can you help create that will inspire your daughters, nieces AND sons and nephews in the same way?

Out there is an audience awake and alive to the excellence of women's sport. Out there, is a young girl waiting to become the next Ada Hegerberg, Serena Williams, or Dina Asher-Smith. She just doesn't know it yet. How will you show them the moments that can change their lives and shape their futures?

BBC #CHANGETHEGAME CAMPAIGN

#CHANGE THE GAME

TRANSFORMING A MOMENT INTO A MOVEMENT

Everything seemed to be aligned in the summer of 2019 when it came to women's sports events, a perfect opportunity to signal the BBC's biggest ever commitment in women's sport: tackling the preconception that women in sport are in any way secondary.

BBC launched its **#changethegame** campaign in May 2019, in time for the FA Cup Finals. It was rolled out on TV, radio and digital and focused on key women's events including football, netball, tennis and cricket.

THE BBC SPORT MESSAGING

- 1 We are giving a platform to outstanding sporting athletes and teams... on merit.
- 2 This summer we have a standout portfolio of events - with the Football and Netball World Cups being the headline moments.
- 3 We are not afraid to challenge the perception issues around women's sport.
- 4 BBC Sport has a proud and innovative story in women's sport broadcasting.
- 5 And we will continue to lead the industry beyond this standout summer.

KEY TO DELIVERING THIS APPROACH

1. CREATING IMPACT AROUND A DIVERSE SET OF LIVE EVENTS

✓ Identifying key calendar events



✓ Under a clear proposition for audiences

✓ Consistent design language across all events

- Colour palette
- Typography
- Bold
- Dynamic
- Border
- Unexpected POV
- Image treatment
- Hero figures
- Soundtrack

✓ With a statement launch



“

The BBC has consistently been a champion of women's sport and 2019 was the perfect opportunity to really showcase how committed we were to broadcasting a wide variety of sports and shining a light on the hugely talented stars involved.

Barbara Slater
Director, BBC Sport

Having a point of view

Treating it seriously

Commission for impact

Talent engagement

Going direct to audiences

2. FOCUS ON NEW AND YOUNGER AUDIENCES

The rule was simple; **celebrate the athletes, not the gender**. This allowed us to hero sporting stars at the top of their game and **build new heroes**. It also allowed us to occasionally be punchy, provocative and perception-challenging in our tone of voice.

This meant **investment in production values** that you would expect of a major event. Budgets were reallocated to accommodate. The 2019 FIFA Women's World Cup™ had the same TV media support as the 2018 FIFA World Cup™.

Change the Game was more than a line, it was used as the **strategy for an editorial commissioning brief**, with the aim of creating content that supported and amplified the overall message and campaign.

Specially commissioned content included:

- **Rebel Girls** - a series profiling young sportswomen who have fought against the constraints of culture, religion, gender, family or society
- **World Beaters** - a series championing some of the current top female sporting talents in the world
- **Legends** - where celebrity advocates champion their sporting heroines

Engaging Ms Banks, a **vocal supporter and champion of women's rights**, gave authenticity and an additional layer by which to reach new audiences. Launching the campaign with the support of existing BBC Sport female talent created a close group of **high-profile advocates**.

Key editorial and marketing content was supported by significant paid spend to reach new audiences and drive awareness and attribution. Having a marketing role embedded within the social team helped identify key output and allocate paid activity.

Implemented Out-of-Home advertising in high football areas for 16-34s across UK regions. A partnership with Twitter gave the BBC an extra 5million boosted video views. A trial with Football Manager and their in-game digital billboards increased the reach of #CTG branding to a broader audience.

3. TRIAL NEW WAYS OF WORKING

To ensure collaboration, the BBC engaged a new way of working across teams from editorial to social to marketing. Creating impact by aligning their strategic direction and skills to ensure that Change the Game was central to everyone's thinking. This showed the power of collaboration in delivering a more effective campaign message.

KEY CONSUMPTION FIGURES

Women's sport summer

45 million people have consumed women's sport content across BBC platforms

FIFA Women's World Cup

28.1 million tuned into live coverage of the matches

11.7 million England vs USA biggest TV audience of the year 288% under 35s vs BBC One timeslot average

7.5 million page views of the BBC Sport live text page for this match of which 41% women and 34% under 34

1.3 million total reach of the tournament on the BBC vs Sky at 1.1m

Netball World Cup

1 million requests to watch across the 7 days of BBC coverage 60% via iPlayer / 40% via BBC Sport, 99% increase in female audiences vs the BBC Sport benchmark, 37% increase in 18's audience vs the BBC Sport benchmark

1 million page views of the BBC Sport live text page for the England vs New Zealand semi-final. Of which 41% were female and 31% under 34

Range of output

+45% of the top 10 stories on the BBC Sport website in the peak of the summer related to women's sport

60/40 M/F gender split of women's sport paid content on BBC Sport facebook account vs 88/12 organic following #ChangeTheGame

Double % of female listeners to football daily 8% increase of under 35s



RESULTS: KEY YOUNGER AUDIENCE PERCEPTION HEADLINES

- > 2 million more 16-34 year olds now follow women's sport
- > Young audiences are increasingly recognising that 'sport is sport' regardless of gender
- > The 'campaign' also increased appreciation of the role that women's sport can play in society
- > This summer has strengthened BBC Sport's association with women's sport
- > BBC Sport has a stronger association with women's sport than Nike or adidas
- > BBC Sport has also increased its credentials as a champion of women's sport
- > The campaign has significantly increased personal relevance 'For Me' scores in 16-24's
- > The 'campaign' has significantly increased positive perceptions of BBC Sport with younger audiences
- > A focus on women's sport has a halo effect on perceptions of the BBC masterbrand
- > Opinion formers and the industry have taken note

RTE

20X20 'IF SHE CAN'T SEE IT, SHE CAN'T BE IT'



In 2018, a two-year campaign called '20x20' was launched in Ireland to create a cultural shift in the Irish public's perception of girls and women in sport.

Presented by the Federation of Irish Sport, and originated and driven by creative agency Along Came a Spider, the guiding philosophy behind the movement was that women in sport needed to become more visible within our culture in order to create sustainable change. 20x20's slogan was: "If she can't see it, she can't be it."

Partnering with sport federations, brands, universities, sporting clubs and media outlets, the goal of 20x20 was to raise visibility at every level of sport in the country by end 2020.

THREE TARGETS WERE SET

- 1 20% more media coverage of women in sport
- 2 20% more female participation at player, coach, referee and administration level
- 3 20% more attendance at women's games and events.

The ask to all of society was to 'Show Your Stripes' and pledge one small action to support women and girls in sport in Ireland.

PSM LISTENING AND ACTING ON EXTERNAL PRESSURES

RTÉ became a media partner in 2018. RTÉ Sport had been consciously working on improving gender equality in its output over the previous four years but we had no idea in percentage terms where it stood. On International Women's Day 2019, RTÉ's Director General, Dee Forbes, made a commitment to accelerate efforts by setting a target of 20%:



Not only will we increase our coverage, women's sport will account for 20% of our sports coverage by 2020.

TARGET SETTING

Following on from this, we had to ask ourselves a lot of questions. How do we improve by 20% or deliver 20% without a measurement system? What do we measure? Is it the number of women's sports stories online? Is it the amount of live coverage of women's sport on radio and on TV? What about our sports news? Female representation is also very important, do we place the same target on our presenters and our experts? How do we go from no female pundits on our national games to 20%? What supports do we put in place?

20X20 COMMITTEE

At RTÉ, we set up a 20x20 Committee, which consists of a group of people from across the organisation including: the group Head of Sport, all line managers in Sport, RTÉ's Diversity & Inclusion lead, marketing, finance, digital, communications, commercial, and a Genre Head who aggregated content detail for all other genres in RTÉ. Our first task was to create RTÉ's first Women's Sport strategy; a road plan for 2020 with a proposition, and clear objectives.

MEASUREMENT

It was clear from the outset that our biggest task was to create a measurement system as RTÉ had none from which to set a baseline. We had been measuring our women's sports content in an ad-hoc way. In 2019, for instance, women's sport totaled approximately 17% of our coverage (29% when major events like the FIFA Women's World Cup™ and the Rugby World Cup are included) for TV, and between 4% and 9% online. However, we had no idea of where we stood on sports news, radio or on social media. With the help of some knowledge-sharing on measurement tools with some EBU Members, we gathered a lot of detail to build a plan for our measurement system. We also agreed on a proposition and objectives.

PROPOSITION

In our efforts to be relevant to all of the audience, RTÉ Sport will take a leadership role in progressing gender equality in sport across our content, in the area of representation, and in workshops and outreach efforts.

THE PROMISE IN 4 PILLARS

Women and Men are equal, effort in sport is equal, but funding and exposure in many areas of sport is not. RTÉ Sport will increase efforts in a targeted way to addresses imbalances in exposure and representation in order to reflect the reality of our world.

Our efforts are divided into four pillars:

- 1. Content
- 2. Expert opinion
- 3. Journalists
- 4. Media leader on gender equality

20% target for women’s sport content on TV Sport and 20% increase year-on-year in TV Sports news, stories online and social content from 2020 baseline (*radio baseline to follow in 2021)

20% target for female experts on our sports coverage across TV and radio programming

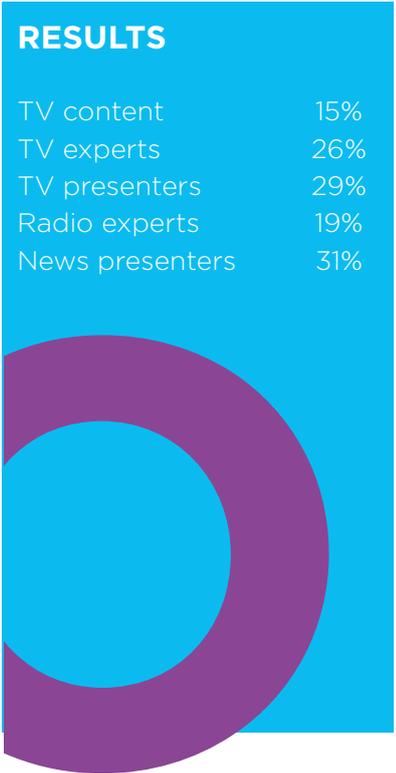
20% target for female presenters on our sports coverage across television sport, TV Sports news and radio

- a) develop a measurement tool
- b) grow awareness: education with talks, internships & workshops
- c) succession planning and training

We collect, monitor and report on progress across each pillar.

TRANSPARENT COMMUNICATION

We laid out the objectives clearly and publicly launched the initiative at a Women in Sport conference where we invited SVT to speak about their 50-50 efforts. We also detailed our objectives and road plan to the RTÉ Sport team and held a Q&A with SVT. The RTÉ 20x20 Committee meets every 4 to 6 weeks where data updates are gathered, and a progress report is delivered to the Director General.



TRACKING SENTIMENT

In April 2020, RTÉ Insights conducted a survey to see how the public felt about RTÉ’s women in sport’s coverage

951 adults 18+ living in Ireland

It was encouraging to see people (62%) felt RTÉ TV Sport had improved its coverage in the last 12 months and 66% of those said that RTÉ had influenced them to watch more live women’s sport.

409 adults

- 66% watch more live women’s sport
- 52% read more about women’s sport
- 42% listen to more live sport
- 23% attend more women’s sports matches and 12% participate more in women’s sport

SVT PARITY ON AND OFF-SCREEN



The conversation on gender equality started a long time ago in Sweden and has reached such a mature level that its value is widely acknowledged and accepted.

In this respect, SVT's impressive record of gender-balanced content gives the impression of an easy and effortless feat. In reality, there is hard work behind those numbers and a daily effort by SVT's production and editorial teams to achieve 50-50 coverage of men's and women's sport on all platforms.

The journey hasn't been without its challenges but just five years on from when SVT set out to bring parity to their sports content the results have been impressive.

THE SVT METHOD

- › Leadership commitment
- › Clear objectives
- › Measurement on all platforms
- › Daily follow-up with editorial staff analysing what worked ...and what didn't
- › Weekly feedback to editors and reporters
- › Monthly feedback to the Department

SETTING THE OBJECTIVE

For SVT, a gender-balanced sports programming was about relevance. Gender equality is a societal pillar in Sweden, so it seemed unreasonable for that parity not to be reflected in the sports output of SVT as a public service media organisation. But we also wanted to be a news leader in Sweden, being quoted by others on a daily basis, telling more stories and having the widest sports coverage in the country. We realized you cannot accomplish any of this without gender equal sports coverage. So, following an audit in 2015 which revealed that only 20 to 25% of our sports coverage was women's sport, the 50-50 objective was set.

“

It has been important to constantly remind everyone of the 50-50 goal; a goal that applies to all aspects of what we produce and even how we reflect upon ourselves as a Sports Department. If we don't remind ourselves of the objective, we can easily fall back into old habits.

Åsa-Edlund Jönsson,
Head of Sport, SVT

HOW WE WORK

Over the past few years, our journalists have had to explore new networks to find more women's news. We have negotiated new agreements with news agencies to gain access to more pictures, videos, news and results with women. We have bought new sports rights and started to produce new sports.

We have also changed the way we talk in our broadcasts. For example, we now often say the men's national team or the women's national team in football. In the past, we would have probably just said the national football team, and everyone would assume it was about men because men have always been the norm.

It has been important to constantly remind everyone of the 50-50 goal; a goal that applies to all aspects of what we produce and even how we reflect upon ourselves as a Sports Department. If we don't remind ourselves of the objective, we can easily fall back into old habits.

THE ROLE OF MEASUREMENT

Measuring the output has been central to our method. Initially, we measured the number of men's and women's items on our sports news programmes as well as our social media posts, but we are now much more advanced.

Today, we measure how many seconds individual sports get in our news programmes and we use a special 'gender metric' software that reads our sport site in real time and gives us relevant information. We measure posts on social media, the number of live broadcasts we do, the number of men's and women's articles on the sport site and the number of visitors. All figures are shared with the entire editorial staff. We analyse them together and then take appropriate steps to keep the course. We are also fully transparent with our figures to the public.

PARITY OFF-SCREEN

Gender equality is not only about content it is also about who gets to be an anchor or an expert on air, that is why we keep track of the composition of our editorial staff and on-screen talent. Today, we have 55% men and 45% women in the Sports Department, and we are at 50-50 when it comes to expert commentators. This is also what our viewers expect of us. Nothing less would work and having a mix of genders and perspectives in our programmes have only made them and the content better.

CHALLENGES

In the beginning, there was internal scepticism about the feasibility of the objective. Being 100% committed to the goal also meant posting less than our competitors on social media and having to deal with pushback from parts of the audience.

Live sport offerings and footage of women's sports have been limited as news agencies or other media are still greatly focused on men's sports. The women's games' schedules are also a challenge; they play fewer matches and often on weekends when competition is tough. Tradition, culture, poor networks and contacts have also been obstacles we have had to deal with along the way.

2019 DATA ABOUT THE GENDER-EQUAL SPORTS COVERAGE AT SVT

Number of experts

11 men | **11** women

Number of championships broadcast on TV

16 neutral (both men and women)
6 men's | **3** women's

Sportnytt' news programme

2,4% neutral (both men and women)
55,9% men's | **41,7%** women's

Sport

5 out of the 10 most covered sports in the news programmes were about women

Digital news service (svtsport.se)

25 out of the 50 most read articles were about women's sports

Social media (Facebook, Instagram and Twitter)

52% women sports

A realization that came out of our coverage of the women's national football league is that the number of spectators in the stands does not reflect the number of viewers on television. A women's football game from the national league on SVT has more viewers than a men's Champions League match on a commercial channel, even though there are not as many people in the stands. Today, the women's football league is being broadcast by a commercial media company who now also sees the power of women's sports.

RESULTS

Since we began actively working with an equal sports coverage, the traffic to our website has increased by over 100% and the interest in women's leagues in Sweden has increased by 100% since 2014. Today, we deliver more news, we have more stories to tell and more live sports to broadcast. We make better programmes with diverse voices who reflect the whole audience. We have also won many awards for our sports coverage, which is a great recognition, and we are the leader in the world when it comes to gender-balanced sports coverage.

YLE

HOW TO TAKE WOMEN'S SPORT SERIOUSLY, AND WHY



Four years ago, we started to figure out a new way to cover sports at YLE. If we were to take our values of equality, fairness and truthful reporting seriously, we had to change the way we approach women's sport.

At first, we needed to take a hard look at reality. We hired a researcher to study our sports news coverage from the perspective of gender balance and the roles women were given in our stories. The numbers showed what we ordinarily cover and what we don't. These facts, discussions with sportswomen, and historical understanding of Finland's sporting culture

enabled us to highlight key issues we needed to focus on.

In individual sports, gender balance wasn't a big problem. Team sports showed a different story. For us or for the audience, it didn't matter much if it was a male or female athlete winning Olympic medals or succeeding in sports like cross-country skiing or athletics. Kaisa Mäkäräinen, a female biathlete, has been for many years the most popular sports personality in Finland, ahead of Formula 1 driver Kimi Räikkönen, and YLE's ability to reach a large audience with her sport didn't hurt her career. In some traditionally male-only sports like wrestling and boxing, our coverage was tipped heavily in women's favour because Finland's most successful athletes have lately been women. But when we looked at team sports, the gap was huge. In many popular team

sports, our coverage of women accounted for less than 10%.

2019 was a transformative year for women's team sports at YLE and for many Finns. We decided to take women's sports coverage to the next level.

We wanted to permanently change the inferior perception many had of the women's game. The opportunity was perfect, we just needed to set new standards for storytelling and production. While the FIFA Women's World Cup™ was set to transform the most popular sport on a global scale, we had the women's World Championships in Finland's favourite sport, ice hockey, on home ice. These events proved to be unprecedented successes in terms of ratings and public feedback. Millions of Finns tuned in to watch and many were surprised by the drama, the personalities, and the level

of play, helped by world-class production and storytelling. In addition, we highlighted other events. For example, as Finland's women qualified for the European Championships in volleyball for the first time in 30 years, we invested more heavily into the women's tournament than the men's tournament where Finland regularly plays. All year, we followed national team athletes and crafted interesting storylines.

When we published our plan to increase gender equality in YLE's sports coverage, in July 2017, we said that the biggest potential for growth in sports lies with women and girls. Sport moves hundreds of thousands of women every week in Finland. If we didn't show or tell women's stories or let their voices be heard, we couldn't offer our audience a truthful view of what is happening in sports. As a value-driven company, it's our duty, but it can also bring huge benefits for our company. Investments in coverage can be a strategic asset to shape our future and find new audiences.

The work we have done so far is only the beginning, but it has already brought us recognition, new fans, and better numbers. In November 2017, we were awarded the top prize by former President Tarja Halonen in a gala commemorating Finland's 100 years of independence. Out of all equality projects by companies, government agencies and NGO's, YLE's plan for more equal sports coverage was the most influential. Later, the Ministry of Education and Culture awarded their yearly prize to us for the work to advance equality in sports. But it was not until we saw the interest and feedback from the audience that we could confirm that we really have an impact.

Now, the most important task is to transform our values and insights into action on a daily basis. Sensitivity to gender balance has become an integral part of our planning and decision-making when it comes to the choices we make every day in sports reporting or sports-rights acquisitions. The world of sports is still dominated by males, and our own news coverage is still far from 50-50, but we are committed to a principle of continuous improvement. When we started, every sixth piece in our flagship daily sports news show on television included women's sport. Now, every third piece has women's sport. When we started to monitor our website, following the example set by SVT, less than 10% of the people mentioned in our sports articles were women. Now we do significantly better.

We are fortunate to have so many highly professional women working for YLE Sport. Out of our permanent staff, 38% are women. However, up until last year, our leadership structure was still dominated by men. Today, three out of seven leaders are women. Diversity has brought us new strengths and perspectives. We make better decisions, whether we think about sports news, sports rights, live broadcasts, staff or recruitment. Eventually, that leads to improved quality on all platforms. In the end, what really matters is storytelling and drama that captivate audiences, combined with ambitious, truthful and fair journalism.



Big issues that change the mindset

Joose Palonen

Head of Sport, Yle

For me personally, the best part of our equality project-turned-into-permanent practice has been to see just how much influence and resonance our journalism can have on Finnish sporting culture and discussion. Change is not just about numbers but looking at sports from different perspectives in a way that increases understanding.

In the last four years, we have done many journalistic special reports on issues that haven't been at the front and centre of sports discussions before. We have examined how much female athletes get paid or supported and pointed out structural issues and everyday challenges in Finland's sport system. One of these efforts was a joint investigative project with SVT and NRK, which turned out to be powerful in generating discussions in the Nordic countries. We have broken news about awful sexual harassment cases and drafted ways to help sportspeople tackle these problems with expert advice from home and abroad. Athletes have told us about unethical methods of coaching, often a problem with teenage girls, stirring up national debate. Unfortunately, eating disorders are a recurring problem among girls and women in sports, and many athletes have told us their stories to help others.

We have learned to use all our platforms closely together to shape the agenda. On television and radio, we have huge audiences every day for sports news broadcasts, and online we have the most popular streaming platform and one of the biggest websites in Finland, as well as a strong social media presence. Using the strengths of all platforms together and getting the story across, we can really make a difference.

We don't want to just follow the agenda others have set or look at the scoreboard. As a public service media that reaches almost all of Finland's population, we have the power to decide what is the talk of the town. With that power, naturally, comes responsibility.

PLAN

- 1 **Take the lead:** commit to being constantly the number 1 source of news on women's sport (everyday journalism)
- 2 **Use real-time data:** measure women's share of sports coverage on TV, radio and online, and involve news editors and reporters (objectives and key results)
- 3 **Invest in journalism:** features, profiles, larger-than-sports stories, investigative work on women's sport all engage audiences (storytelling)
- 4 **Focus on team sports:** level the playing field by broadcasting the same amount of games (men/women) from national leagues and international tournaments (sports rights & live broadcasts)
- 5 **Find new faces and voices:** actively recruit new talent, organize workshops to educate new female expert commentators (human resources)
- 6 **Inspire with leadership:** create a clear, shared sense of purpose to strengthen coverage of women's sport, encourage and reward, set priorities for planning (leadership & inspiration)



WOMEN'S SPORT EXPERT GROUP

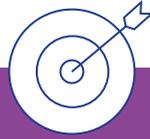
The Women's Sport Expert group was formed during the summer of 2019 to formulate and

implement Eurovision Sport's Women's Sport Initiative.



OUR VISION

Normalise women's sport until it becomes a natural part of the media landscape.



OUR MISSION

Drive increased volume and consistent coverage of women's sport while ensuring a fair portrayal.



OUR ROADMAP

Three areas of activity:
- strategic
- commercial
- on-screen

EXPERT GROUP MEMBERS



Elsa Arapi

Senior Sports Project Manager,
Summer Sports
Women's Sport Project Manager
Eurovision Sport



Raffaella Mancini

International relations and European
Affairs - International Project Officer
RAI, Italy



Victoria Cotton

Executive Editor
Red Button, Live Streaming and
Olympic Sports
BBC, United Kingdom



Cliona O'Leary

Deputy Head of Sport
RTE, Ireland



Åsa Edlund-Jönsson

Head of Sport
SVT, Sweden



Gregor Peternel

Head of Sport
RTVS, Slovenia



Christa Kurzweil

Deputy Head of Sports Rights
ZDF, Germany



Catherine Vanden Perre

Producer
RTBF, Belgium

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CONTRIBUTORS

The following individuals have kindly contributed their expertise and know-how, as well as sharing their companies' policies and processes.

Greg Allen

Journalist, RTE, Ireland

Tinatini Berdzenishvili

Director General, GPB, Georgia

Markus Boger

Head of Sport, Swedish Radio, Sweden

Nadia Bonjour

Consultant & Portrayal in Sport specialist, NB communication

Pierre Bonte

Digital Transformation Manager, RTBF, Belgium

Helen Dean

Marketing Manager, BBC, United Kingdom

Yolanda Garcia

RTVE Sport, Spain

Justin Kings

Faculty Member, EBU Academy

Orla Lydon

Technical Project Manager, RTE, Ireland

Pim Marks

Deputy Editor-in-Chief, NOS, The Netherlands

Anke Scholten

Deputy Head of Sport, ZDF, Germany

EUROPEAN BROADCASTING UNION

L'Ancienne-Route 17A
1218 Le Grand-Saconnex
Geneva, Switzerland
T +41 22 717 21 11
ebu@ebu.ch

Learn more about the EBU at
www.ebu.ch

Follow us on social media:

Twitter: [@EBU_HQ](https://twitter.com/EBU_HQ)

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