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## **The glass ceiling in football in Europe: levels of representation of minorities in leadership and coaching and experiences of minority coaches: some key research findings [presentation]**

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## The glass ceiling in football in Europe

**Levels of representation of 'visible' ethnic minorities and women in leadership positions, and the experiences of elite level 'visible' ethnic minority coaches**

**Some key research findings**

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# The presentation

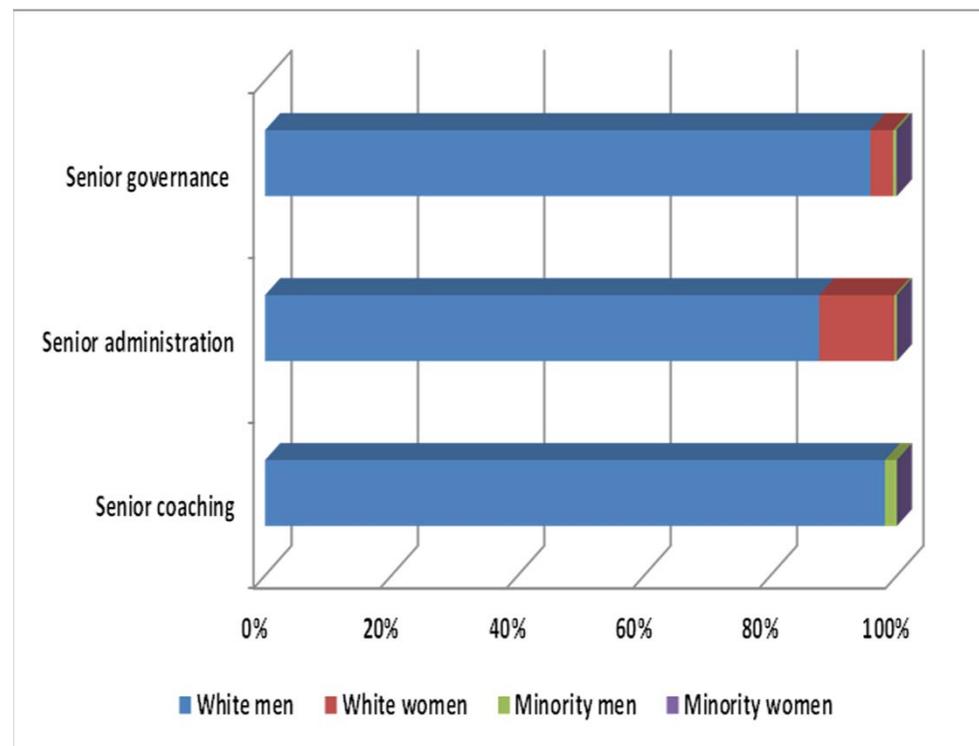
## The running order

1. Levels of representation in leadership and coaching
2. Explaining under-representation in leadership and coaching
3. Addressing under-representation in leadership and coaching
4. Some final words

# 1. Levels of representation in leadership and coaching

## Key headline findings

- **95.8%** of all senior governance positions held by white men (elite clubs, national leagues, national federations, UEFA)
- **87.7%** of all senior operations positions held by white men (elite clubs, national leagues, national federations, UEFA)
- **98.1%** of all senior coaching positions held by white men (elite clubs, national federations)



- **Total sample group = 4,608 (governance 2,195, operations 1,741, coaching 672)**

## 2. Explaining under-representation in leadership and coaching

### Key constraining factors

1. Education and training
  - Limited access to and negative experiences of relevant training and qualifications
2. Inequitable networks (rather than qualifications) based process of recruitment
  - Recruitment from dominant (white, male) social and cultural networks
3. Racial and gender stereotypes
  - Perceptions of lack of skills, experience, competence, unsuitability, uncertainty and risk
4. Lack of understanding and commitment to change
  - Problem awareness, non-acknowledgement, culture of resistance to diversity
5. Inequality of opportunities, outcomes and lack of role models
  - Experiences of discrimination (1-4), reduced aspirations, industry drop out (lost talent)

## 3. Addressing under-representation in leadership and coaching

### Moving forwards

1. Recognise link between under-representation and institutional discrimination
  - From equality of opportunities to equality of outcomes
  - Creating chances versus scoring goals
2. Collecting data on levels of representation
  - Moving from speculation to evidence (whose in and whose out)
  - Establishing base line data to measure progress over time
3. Educating the games key power brokers
  - What constitutes and what is the impact of institutional discrimination
  - What are the benefits of racial and gender diversity in the workplace
4. Implementing positive actions measures
  - Exploring models of best practice, e.g., IOC, NFF, NBA, KIO-ES, Rooney Rule
  - Target setting, quotas, selection, co-option, committee expansion, etc.

## 4. Some final words

### The bigger picture: it's all connected!!!

- *'I think first and foremost the clubs [and other bodies] need to look at themselves and what they look like as an organisation. What do they represent? Are they open? Are they transparent? Are their policies robust enough to deal with a changing demographic landscape? Whilst the demographics are not changing in the power structures then all we're going to get is a bigger void with more misunderstanding'.*
- *'The whole representation issue could be pushed along more quickly. The FA's and the clubs need to put into practice positive action, so we can get more minorities and women into positions of power and authority where they can have a say in the game. Because you need people in board rooms to start thinking about diversity and giving people a chance to have those careers in football, in coaching, in administration, right through the game'*