EmpowHER Volleyball Game Changer

Gender Equality Survey Analysis





Co-funded by the European Union





1.	INTRODUCTION	2
A	About EVGC	2
P	Purpose of the Survey	2
St	Structure of the Survey	2
М	1ethodology Used	3
St	Structure and Rationale of Report	4
2.	GENERAL OVERVIEW	4
3.	GENERAL ANALYSIS	6
3.	3.1. Pillar 1: Structural Barriers	6
	3.1.1 Representation and Remuneration in Leadership	6
	3.1.2. Gender Balance in the Office: Representation and Recruitment Policies	7
	3.1.3. Structural Enablers and Their Effects on Representation	10
	3.1.4. Implementation, Evaluation, and Transparency	16
3.	.2. Pillar 2: Cultural Barriers	21
	3.2.1. Perception of Equal Access	21
	3.2.2. Experiences of Discrimination	24
	3.2.3. Cultural and Norm-Based Barriers	26
3.	3.3. Pillar 3: Empowerment	29
	3.3.1. Key Actions to Support Female Leadership	29
	3.3.2. National Voices and Contextual Recommendations	31
4.	CONCLUSIONS, LIMITATIONS AND NEXT STEPS	32
4.	3.1 Conclusions	32
4.	.2 Limitations	33
5.	ANNEX	33

1. INTRODUCTION

About EVGC

Our Flevator Pitch

EVGC aims to break barriers in volleyball aovernance by transforming data into action-boosting women's representation in leadership and promoting inclusive decision-making across the sport.

While volleyball showcases gender balance on court, leadership still lags behind. Women now hold 28% of seats on the CEV Board-progress, but far from parity. EVGC addresses this by collecting data, benchmarking federations, and co-creating targeted action plans for policy reform, mentorship, and inclusive governance.

Led by CEV and co-funded by the European Union, EVGC brings together the EOC EU Office, the European Observatoire of Sport and Employment (EOSE), and six National Federations from Albania, Georgia, Germany, Luxembourg, Malta, and Sweden.

Why it matters

A more balanced representation in leadership roles—both in boardrooms and administrative structures leads to more informed decision-making, diverse perspectives, and a stronger foundation for the sport. Through a comprehensive survey conducted across the six pilot National Federations and the CEV, EVGC aims to evaluate the current state of gender equality and uncover the cultural and structural barriers that limit women's career progression in volleyball.

Based on these insights, the project will develop a comprehensive EVGC Toolkit, including a Road Map and Action Plan-with both general guidelines and tailored strategies for each partner federation. The following phase will see partners launching concrete initiatives (e.g. workshops), enabling stakeholders to take targeted actions—ranging from revising institutional statutes to establishing mentoring programmes. This ensures that each federation is equipped with a clear, step-by-step path to achieve measurable and ambitious goals for women's representation in leadership.

How it works

- 1. Assess An online survey to reveal the current gender equality status and identify missing safequards.
- 2. **Benchmark** Findings from the survey feed a three-tier system (Bronze, Silver, Gold) that highlights where each federation stands.
- 3. Act A customised Action Plan outlines concrete steps to accelerate change.
- 4. Empower Hands-on initiatives across the six partner countries of the project connect aspiring leaders with seasoned mentors and peers.
- 5. Embed An Impact & Legacy Report captures lessons learned, best practices, and an openaccess toolkit so all 56 CEV member federations (and beyond) can replicate EVGC's success.

Purpose of the Survey

The EVGC survey establishes a clear evidence base on women's representation in volleyball governance and the factors that help or hinder progress. It maps leadership composition across boardrooms and administrative bodies, reviews policies and practices that shape access to leadership (e.g. statutes, selection and recruitment, mandates, mentoring), and captures on-the-ground perceptions of barriers and enablers. The findings will create a baseline to track change and communicate progress across the European volleyball community.

Structure of the Survey

The EVGC Gender Equality Assessment Survey is organised into six sections: (1) respondent and



















organisation profile; (2) office-level representation; (3) leadership representation in National/Regional Federations; (4) gender policies and implementation; (5) challenges for women in leadership; and (6) perception and future needs.

This structure moves from who and where we are to why and how change happens: first mapping representation, then examining the rules and practices that shape access, and finally capturing lived experiences and priorities, so that findings translate cleanly into benchmarks and action plans. Where relevant, follow-up questions prompt respondents to cite concrete examples (e.g., specific policies, procedures, or initiatives), encouraging evidence-based answers.

Methodology Used

Methodology Design & Scope. A cross-sectional, online survey was conducted (June-early August 2025) among staff and leaders across CEV, the six partner National Federations, extending through a cascade approach to clubs, and eventually reaching out to all 56 member Federations. To ensure reliable results, responses were reviewed for completeness and consistency before analysis.

The findings from this survey will directly inform the next stage of the EVGC project (Toolkit development). As part of this process, a clear and transparent categorisation framework will be developed for each participating federation, based on the current status of women's representation within their organisation. This categorisation will highlight strengths, identify areas for improvement, and establish a baseline for tracking progress over time.

Languages. The questionnaire was available in English, and translated into German, French, Georgian, and Albanian.

Distribution. The survey was distributed via direct email, internal channels, and press officer networks, with onward sharing encouraged to regional entities and clubs. The importance and long-term value of the survey for both clubs and federations were emphasised throughout.

Data quality & cleaning. Emphasis was placed on collecting a complete and accurate picture. While complete surveys were given priority, partially completed surveys were included if they contained key information. Duplicate or invalid responses were removed, and certain responses, such as job titles or policy names, were standardised so results could be compared fairly.

Analysis approach. We looked at the numbers from the survey in two main ways, First, we summarised them to see the overall picture: how responses were distributed, what the most common answers were, and where the standout trends appeared. Then we compared results across different groups (such as country, organisation type, or gender) to see how experiences and structures might differ.

Limitations & methodological considerations. While no survey is without limitations, several measures were implemented to ensure that the results are balanced and representative. Given the voluntary nature of participation and the fixed time window during which the survey was conducted, the findings are inherently influenced by who chose to respond and when. Participation rates also varied across countries and organisation types. To address these limitations, the following methodological safeguards were applied:

- Looked not only at representation numbers but also at a simple "policy check" to give extra context
- Used the same answer scales throughout, so results could be compared fairly.
- Focused on patterns that appeared consistently across several measures, instead of drawing conclusions from a single statistic.

Standards & scholarly grounding. The survey's design and reporting approach were guided by internationally recognised standards on gender equality in sport, as well as key policy frameworks of the European Union. These include the IOC Gender Equality Review Project, the European Commission's Gender Equality Strategy 2020-2025, the EU High-Level Group recommendations on gender equality in sport, and the Council of Europe/EPAS "ALL IN" toolkit.

Operationally, the survey followed established best practices for online data collection and mixed-mode

















follow-up methodologies, as outlined in the Tailored Design Method (Dillman, Smyth & Christian). The interpretation of perceived barriers and enabling factors was informed by established scholarship in sport leadership and coaching, drawing in particular on role congruity and ecological models (Burton, Barr, Fink & Bruening, 2009; LaVoi & Dutove, 2012; Burton, 2015).

Structure and Rationale of Report

The EVGC Gender Equality Survey Analysis is structured to progress logically from data collection to actionable insights. It opens with a contextual introduction and a brief overview of the methodology, followed by a demographic and organisational profile of the respondents to ground the findings in realworld settings.

The main body of the report is organised around the three key pillars defined in the EVGC project application:

- Structural Barriers (e.g., representation, policy implementation, and organisational commitment)
- Cultural Barriers (e.g., norms, perceptions, and experiences of discrimination)
- Empowerment (e.g., enablers, recommended actions, and forward-looking strategies)

Each pillar presents a focused analysis of relevant survey questions, supported by cross-tabulations and comparative views to identify patterns and correlations. This structure enables a comprehensive understanding of how institutional mechanisms, cultural dynamics, and enabling environments intersect to shape the landscape of gender equality in volleyball governance.

While this report focuses on overall trends across the full sample, country-specific insights may be **developed in a later stage** upon request by the relevant National Federations.

Altogether, the report provides a coherent narrative that links data to interpretation and concludes with evidence-based insights to support strategic reflection and informed decision-making.

2. GENERAL OVERVIEW

Overview

The survey was directed at the main stakeholders of European volleyball governance: National Federations, Regional Federations, and Clubs, with additional input from the CEV Office and CEV leadership. These groups were explicitly targeted as they represent the decision-making structures that shape both grassroots and elite pathways, and their perspectives are central to assessing gender equality in leadership.

To ensure balanced coverage, six partner countries were initially selected to represent each of the CEV zonal associations: Germany (WEVZA1), Georgia (EEVZA2), Luxembourg (MEVZA3), Sweden (NEVZA4), Albania (BVA⁵), and Malta (SCA⁶). This design guaranteed that the sample captured different governance traditions, resources, and cultural contexts, while remaining manageable for in-depth analysis.

As the project advanced, the survey was opened to all 56 CEV member federations and their affiliated clubs, significantly expanding its scope. This wider roll-out ensured that the findings not only reflect the situation in the pilot countries but also provide a robust understanding of the current state of gender equality across the entire European volleyball landscape. The inclusion of responses from CEV staff and

⁶ Small Countries Association



















¹ West European Volleyball Zonal Association

² East European Volleyball Zonal Association

³ Middle European Volleyball Zonal Association

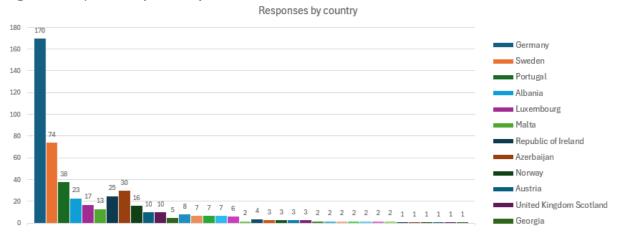
⁴ North European Volleyball Zonal Association

⁵ Balkan Volleyball Association

leadership further adds a confederation-level perspective, anchoring the results in both national and continental realities.

The EVGC Gender Equality Survey collected a total of 823 responses, of which 289 were complete and used for the core analysis. This provides a substantial dataset that reflects the diversity of volleyball governance structures across Europe, ensuring both breadth of coverage and reliability of findings.

Figure 1. Responses by Country



- Germany (170 responses)
- Sweden (74)
- Italy (59)
- Portugal (38)
- Albania (23)
- Luxembourg (17)
- Malta (13)
- Ireland (25)
- Azerbaijan (30)
- Norway (16)
- Austria (10)
- Scotland (10)
- Georgia (5)

Other countries with smaller numbers of responses included: Belgium (8), Hungary (7), Türkiye (7), Montenegro (7), Kosovo (6), North Macedonia (2), Romania (4), Czechia (3), Croatia (3), Greece (3), Switzerland (3), Denmark (2), Bulgaria (2), Finland (2), Latvia (2), Slovenia (2), Israel (2), Poland (2), England (1), France (1), Lithuania (1), Moldova (1), Gibraltar (1), and the Faroe Islands (1). CEV also contributed 26 responses from its internal staff and leadership.

By organisation type, 61.74% of responses came from clubs, followed by 24.33% from National Federations, and 8.89% from Regional Federations. This distribution highlights the broad base of engagement from grassroots to national-level governance.

In terms of respondent profiles, 49.45% were women, 48.48% men, and 2.07% preferred not to say, showing near gender parity. Age-wise, the sample was well distributed: 25.52% were aged 41-50, and the largest group—28.19% —were under 30. Notably, 61.35% identified as being in a leadership position, with a gender split of 58% men and 42% women. Among those not in leadership roles (30.77%), women slightly outnumbered men (52% vs 48%), while 7.88% were unsure of their status.

Leadership experience varied, with 32.78% having 1-3 years in leadership, and 24.41% bringing over 10 years of experience. This mix of newer and seasoned leaders provided a broad perspective on the state of gender equality in volleyball governance.



















3. GENERAL ANALYSIS

3.1. Pillar 1: Structural Barriers

This section examines formal organisational structures and policies, including representation in leadership roles, gender-specific recruitment practices, policy implementation, and institutional accountability. It highlights the extent to which gender equality is embedded in governance systems and operational frameworks.

3.1.1 Representation and Remuneration in Leadership

Leadership representation is not just a question of visibility-it reflects who holds influence, who sets priorities, and whose experiences shape decisions. In sports governance, increasing the number of women in leadership roles is essential to ensuring that policies, programmes, and cultures are inclusive of all participants. However, representation alone is not enough. For leadership to be meaningful, it must also be recognised and valued, including through fair remuneration. When women leaders are underpaid—or not paid at all—their work risks being seen as symbolic rather than substantial. This can discourage longterm engagement and reinforce the perception that leadership is still a male domain.

Percentage of leadership positions held by women in the organisation

Figure 2. Percentage of Women in Leadership Held by Women n = 350



Women remain underrepresented; most organisations fall in the 11–30% or 31–50% ranges, with a non-negligible share reporting none.



















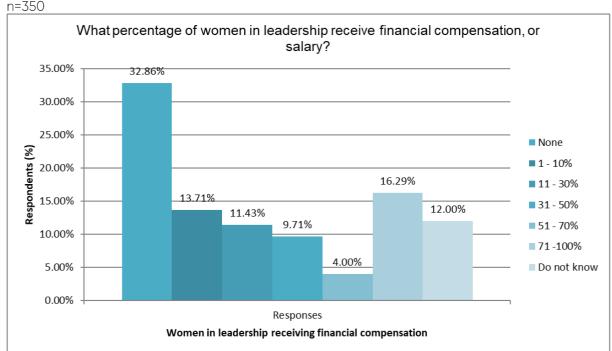


Figure 3. Percentage of Women in Leadership Receiving Financial Compensation

Women remain underrepresented in volleyball leadership, with most organisations reporting that women occupy between 11-30% or 31-50% of leadership roles. While full parity is rare, complete exclusion is not: a non-negligible number of respondents indicated that zero women held leadership positions in their organisations. This suggests that despite growing awareness, structural gender imbalances remain widespread and deeply rooted.

The issue of remuneration adds another layer to this disparity. Among organisations that do have women in leadership, many do not offer financial compensation for these roles. 32% of the organisations reported that none of their women leaders are paid, and a further 25% stated that only 1-30% receive remuneration. This pattern raises concerns not just about representation but also about the value placed on women's leadership contributions.

However, it is worth noting that some leadership roles—especially those held on a voluntary basis, such as board or committee positions-are traditionally unpaid. However, the consistently low levels of compensation for women across governance levels may reflect broader patterns of undervaluation. When leadership is unpaid or underpaid, particularly for women, it may hinder retention, limit upward mobility, and reinforce perceptions of leadership as a male-dominated space with clearer professional prospects.

In sum, gender disparities in volleyball leadership are not only about who is present, but also about whose work is recognised and rewarded. Addressing these twin challenges-representation and remuneration—is essential for building sustainable, inclusive governance structures in the sport.

3.1.2. Gender Balance in the Office: Representation and Recruitment **Policies**

Administrative leadership (senior managers, directors, and office staff) play a critical role in how sport organisations are run on a day-to-day basis. These roles often serve as a pipeline to board-level leadership, shaping policy, managing operations, and driving the internal culture of equality. Yet, unlike elected board positions, which may receive more public scrutiny, gender balance in office leadership is often overlooked. Similarly, recruitment and promotion practices at this level are key levers for change. If organisations lack clear policies or accountability measures in these areas, the pathway to meaningful female leadership becomes fragmented and inconsistent.











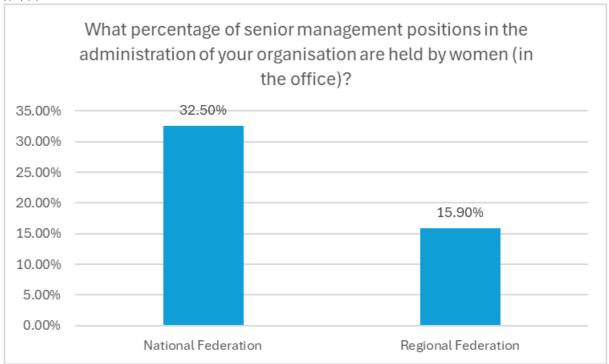






Representation in Senior Management Roles

Figure 4. Average Share of Senior Management Positions Held by Women (Office Level) n=144



Survey data from National and Regional Federations shows that women currently hold an average of 28% of senior management positions. However, the range is wide: while a few organisations report near gender parity, others show virtually no female presence in top administrative roles.

Notably, National Federations are ahead, with women holding an average of 32.5% of these roles, compared to just 15.9% in Regional Federations. This suggests that structural or resourcing limitations may be more deeply rooted at the regional level. Overall, while inclusion is clearly possible, the lack of consistency across organisations highlights the absence of systemic support.

















Gender-Specific Policies: Rare and Often Ineffective

Figure 5: Presence of Gender Policy in Recruitment and Promotion at the Office Level (by Organisation Type)
n=144



Only a small fraction of National (11%) and Regional Federations (10.5%) report having a gender-specific policy in recruitment and promotion for office staff. The majority either lack such a policy altogether or are unaware of its existence, which points to a significant awareness and communication gap. Where policies are reported, few respondents see a direct impact on improving gender diversity in the office.

This raises two concerns:

- Limited Effectiveness: Having a policy in place does not automatically translate into better outcomes, especially if the policy is generic, under-resourced, or poorly executed.
- Limited Institutional Follow-Through: High levels of uncertainty suggest poor internal communication, unclear ownership, and an absence of routine evaluations or strategy adaptations.

In short, policies appear too isolated or symbolic to generate structural change unless they are matched by internal mechanisms for implementation and monitoring.













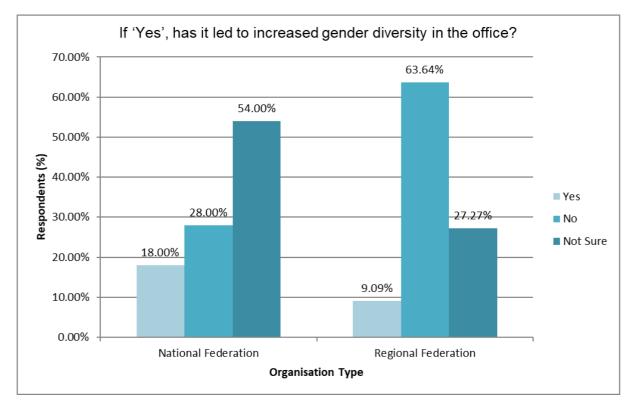






Figure 6. Perceived Impact of Gender Policies on Gender Diversity in the Office

n=61



Among the organisations that confirmed the presence of policies in recruitment and policy, only 18% of National Federations and 9% of Regional Federations believed these measures had led to increased gender diversity in the office. A significant share reported no measurable impact (28% for NFs, 63.6% for RFs) or were uncertain of the effects (54% for NFs, 27% for RFs).

These findings point to two main concerns:

- Limited policy effectiveness: Even where gender policies are in place, they do not consistently result in improved diversity outcomes.
- Implementation and monitoring gaps: Many organisations lack clear evaluation mechanisms, making it difficult to measure progress or adapt strategies accordingly.

3.1.3. Structural Enablers and Their Effects on Representation

Formal policies, transparent processes, and dedicated resources are the cornerstones of structural equality. While cultural attitudes and informal barriers also matter, meaningful and measurable progress in women's leadership often begins with **clear organisational frameworks**—from recruitment guidelines and policy commitments to leadership turnover rules and budgeting practices. This section explores the extent to which volleyball organisations have embedded such enablers and whether they correlate with stronger female representation in leadership roles.



















Does your organisation have a formal gender equality policy? 70.00% 65.38% 60.59% 60.00% 48.28% 50.00% Respondents (%) 40.00% Yes 27 59% 30.00% No 24.63% 24.14% 23.08% ■ In development 20.00% 4.78% 1.54% 10.00% 0.00% National Federation Regional Federation Club **Organisation Type**

Figure 7. Adoption of Formal Gender Equality Policies by Organisation Type n=316

Formal Gender Equality Policies: Still Rare but Potentially Effective

Across Clubs and Federations, only 25.3% of respondents report having a formal gender equality policy in place, and an additional 20.3% say one is in development. Over half (54.4%) operate with no such policy.

Breaking this down by organisation type:

- National Federations: 27.6% have a policy, 24.1% in development
- Regional Federations: 23% have a policy, 11.5% in development
- Clubs: 24.4% have a policy, 15.8% in development

These results largely reflect the patterns observed in the preceding analysis. While the earlier data on office-level recruitment and promotion policies revealed very low adoption rates, this broader view indicates that more organisations are beginning to engage with gender equality at a strategic level, even if such efforts remain in the early stages.













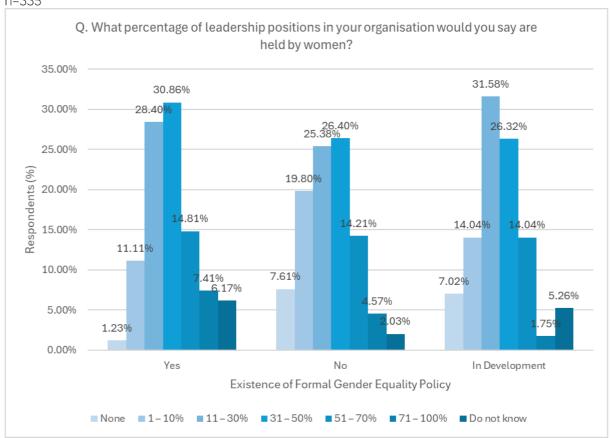






Do Policies Help? Results Point to Yes

Figure 8. Leadership Positions Held by Women by Gender Policy Status n=335



Organisations with a formal gender equality policy are less likely to have no women in leadership and more likely to report moderate representation (11–50%). Those without a policy cluster more at the low end (0–10%).

The data suggest a positive association between the presence of a formal gender equality policy and women's representation in leadership. Among organisations with such a policy in place, only 1.23% report having no women in leadership roles, compared to 7.61% among those without a policy. Furthermore, nearly 60% of organisations with a policy fall into the 11–50% range for women's leadership representation, indicating moderate progress.

In contrast, nearly 30% of organisations without a policy report 0–10% women in leadership, underscoring a concentration at the lower end of representation. Organisations with a policy "in development" show patterns that fall between the two, with the majority (57.9%) also concentrated in the 11–50% range—closer to those with a policy in place than to those without.

These findings point to a potential enabling effect of gender equality policies: whether already adopted or still in development, they appear linked to more balanced representation of women in leadership roles.















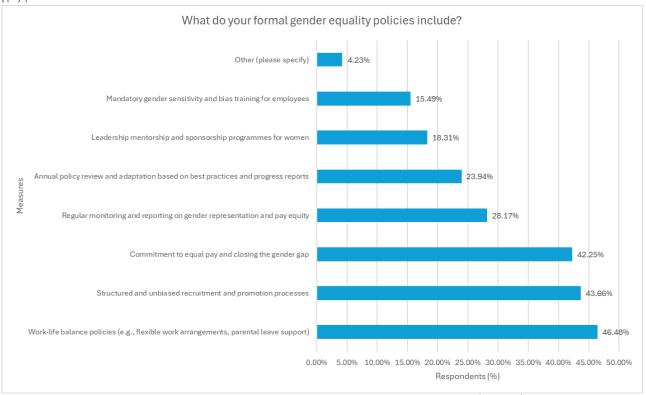




What Do These Policies Actually Include?

Figure 9. Measures in place to implement gender policies

n=71



Among those who reported having a formal gender equality policy in place (24.18%), the most commonly implemented measures are:

- Work-life balance policies (e.g. flexible work arrangements, parental leave support) 46.48%
- Structured and unbiased recruitment and promotion processes 43.66%
- Commitment to equal pay and closing the gender gap 42.25%

These findings suggest that many organisations view entry and advancement procedures as key levers for fairness and recognise the importance of supporting women's practical challenges through flexible working. Salary equity also emerges as a central pillar, reflecting the continuing importance of closing pay gaps.

On the other hand, less frequent—but equally critical—measures are:

- Regular monitoring and reporting on gender representation and pay equity 28.17%
- Annual policy review and adaptation based on best practices and progress reports 23.94%
- Leadership mentorship and sponsorship programmes for women 18.31%
- Mandatory gender sensitivity and bias training for employees 15.49%

This highlights that while policies exist, few organisations invest in consistent data-driven oversight, staff education, or capacity-building mechanisms that are often essential for cultural change and sustained progress. Leadership development in particular is under-prioritised, leaving gaps in building a strong pipeline of women leaders.

This distribution points to a gap between policy adoption and deeper institutional change. While efforts to support fairness in access are visible, fewer organisations have embedded mechanisms for long-term accountability, learning, and leadership development.



















Among the minority of organisations with a formal gender equality policy, the most common measures include commitments to equal pay, structured recruitment and promotion processes, and work-life balance policies. Fewer organisations report implementing mentorship programmes, monitoring mechanisms, or regular policy reviews.

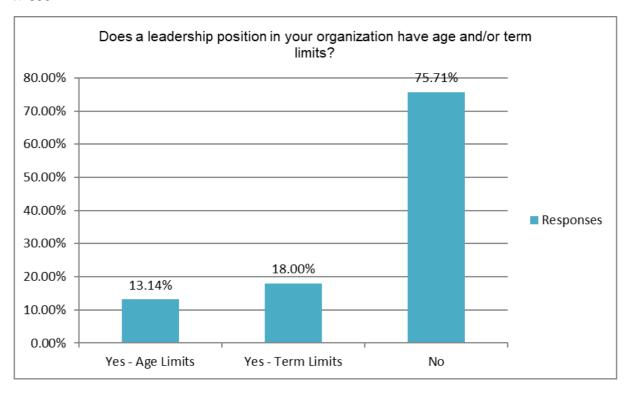
Overall, these findings indicate that gender equality policies, where present, tend to prioritise entry-level access and day-to-day flexibility. However, sustained support for women's progression into and through leadership remains underdeveloped. Without regular review, monitoring, and mentoring, there is a risk that such policies remain symbolic rather than transformative. Embedding these structural mechanisms will be crucial to ensuring meaningful and measurable progress.

Leadership Renewal Mechanisms Help Open Doors for Women

The data suggest that leadership renewal mechanisms, such as age or term limits, are associated with more balanced representation of women in leadership positions.

Figure 10. Existence of age/term limit

n=350



















n=350 What percentage of leadership positions in your organisation would you say are held by women? 50.00% 44.44% 32.61% 45.00% 23.77% 40.00% 30.439 None 35.00% 30.00% 25.00% 20.00% 15.00% 35.00% 25.66% 28.57% **1** - 10% 16.98% 19.57% **11** - 30% 18.87% 4.35% 6.35% 31 - 50% 4.35% 14.29% 5.66% **51 - 70%** 3.17% 4.35% 10.00% 6.04% **71-100%** 3.02% 4.35% 3.17% 5.00% 0.00% ■ Do not know 0.00% Yes - Age Limits Yes - Term Limits No Existence of age / term limit

Figure 11. Relationship Between Age/Term Limits and Women's Leadership Representation

Organisations with age or term limits in leadership report more balanced women's representation (mainly 11–50%), while those without limits are more polarised, often with very low shares of women leaders.

Organisations with age or term limits for leadership roles are more likely to have balanced gender representation:

- Over 60% of organisations with age/term limits report 11-50% women in leadership
- Among organisations without these mechanisms, nearly 50% report fewer than 30% women
- 6% of those without renewal policies have no women in leadership at all

This pattern indicates that when leadership positions are **not regularly renewed**, opportunities for women to access decision-making roles may remain limited, potentially due to either entrenched leadership structures or a lack of turnover. Leadership renewal frameworks, on the other hand, may help open space for new entrants, reduce gatekeeping, and support greater gender balance at the top.













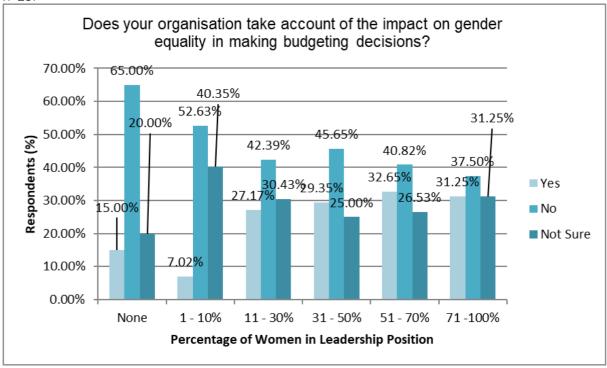






Gender Budgeting: A Hidden Lever

Figure 12. Relationship Between Guidelines / Policies and Women's Leadership Representation n = 267



Gender-responsive budgeting is tied to a stronger women's presence in leadership.

Organisations that consider gender equality in budgeting decisions are more likely to report strong representation:

- The highest percentage of organisations with 51-100% women leaders comes from this group
- In contrast, those that do not factor gender into budgeting tend to cluster at the lower end of representation

This suggests that when gender equality is treated as a strategic and financial priority, it is more likely to translate into concrete structural outcomes. Budget allocations signal value—and when resources are aligned with inclusion goals, they appear to support a more balanced leadership landscape. In short, integrating gender into financial decisions is not just good practice. It may be one of the levers that help move the needle on representation at the top.

3.1.4. Implementation, Evaluation, and Transparency

While formal gender equality policies are an important step, their impact is determined by what happens next. This section explores whether organisations have moved from intention to action-by implementing their policies, making them public, monitoring their progress, and assigning clear internal responsibility. These dimensions are crucial for shifting from symbolic gestures to meaningful structural change.













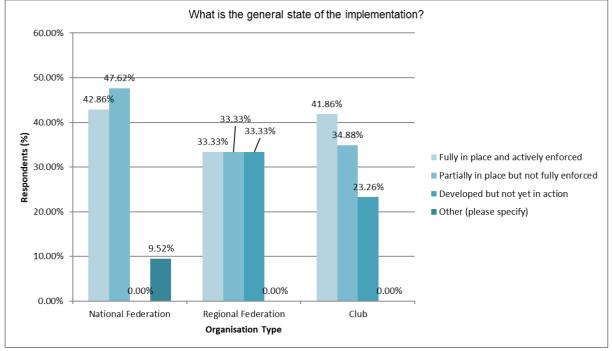




Policy Implementation: Progress, but Partial

Figure 13. General State of Policy Implementation - by Organisation Type





Across all types of volleyball organisations, the implementation of gender equality policies is uneven and often incomplete.

National Federations:

- 47.6% report partial enforcement
- 42.9% report full implementation
- The remaining organisations have policies not yet enforced

Regional Federations:

Results are split evenly-33.3% each for fully implemented, partially implemented, and not yet active

Clubs:

- o 41.9% report full implementation
- o 34.9% report partial implementation
- 23.3% have developed a policy, but it is not yet enforced

These findings confirm a recurring theme: having a policy is only the first step. Without sustained implementation efforts, supported by staff, resources, and internal accountability mechanisms, many policies risk remaining performative rather than transformative.











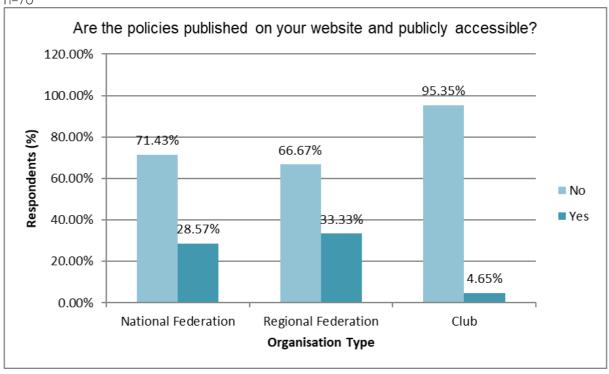






Public Accessibility of the Policies

Figure 14. Accessibility of Gender Equality Policies – by Organisation Type n^{-70}



Visibility of gender equality policies is **alarmingly low**, especially at the club level. Making policies publicly accessible is a basic-but powerful-step towards accountability, community engagement, and knowledge sharing.

- National Federations: Only 28.6% have published their policies online
- Regional Federations: 33.3%
- Clubs: Just 4.7%—with 95.4% stating their policies are not publicly available

The lack of online accessibility not only reduces transparency but also limits opportunities for external scrutiny, learning, and replication of best practices across the volleyball community. Making policies visible is a critical step toward institutional accountability and broader cultural change.











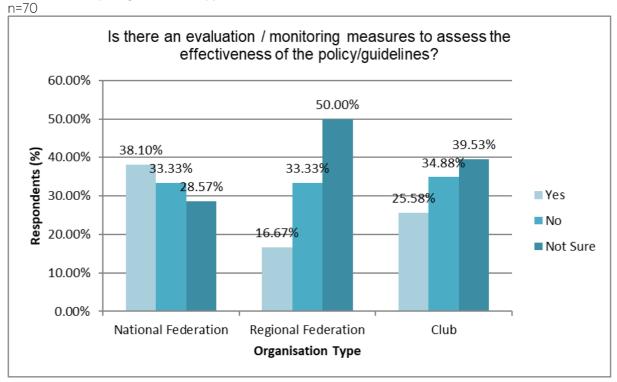






Policy Evaluation and Monitoring Mechanisms

Figure 15. Existence of Evaluation / Monitoring Measures to Assess the Effectiveness of the Policies / Guidelines - by Organisation Type



Policy evaluation and monitoring mechanisms remain **underdeveloped**, especially outside national structures.

National Federations:

- o 38.1% report having monitoring systems
- o 33.3% say they don't
- o 28.6% are unsure

• Regional Federations:

- 16.7% report having monitoring systems
- o 33.3% say they don't
- o 50% are unsure

• Clubs:

- 25.6% report having monitoring systems
- o 34.9% say they don't
- o 39.5% are unsure

The lack of robust evaluation frameworks undermines efforts to measure progress, learn from experience, and adapt policies to changing organisational contexts or needs. Without feedback mechanisms, it becomes difficult to ensure that gender equality efforts lead to tangible and sustained outcomes.











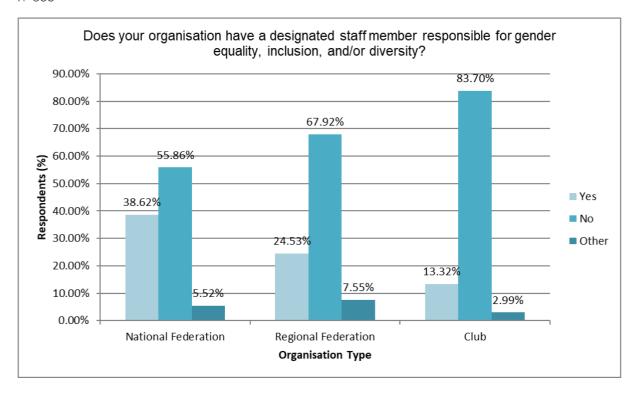






Who's in Charge?—Presence of DEI/Gender Equality Staff Figure 16. Dedicated Staff for Gender Equality and Inclusion

n=566



The chart shows that the presence of a designated staff member responsible for gender equality, inclusion, and/or diversity varies significantly across organisation types. National Federations report the highest share (38.62%) of having such roles in place, while Regional Federations follow at 24.53%, and Clubs report the lowest at just 13.32%. Conversely, the vast majority of Clubs (83.70%) and Regional Federations (67.92%) indicate that no such position exists within their structure. A small share of respondents selected "Other," particularly in Regional Federations (7.55%), explaining that DEI (Diversity, Equity, Inclusion) responsibilities are often shared informally across staff or managed through committees. These findings reinforce the broader trend of limited institutionalisation of DEI roles, especially at regional and club levels, where resources and strategic focus may be more constrained. Strengthening organisational capacity through formal roles may be a critical step toward embedding long-term equity and inclusion practices.



















3.2. Pillar 2: Cultural Barriers

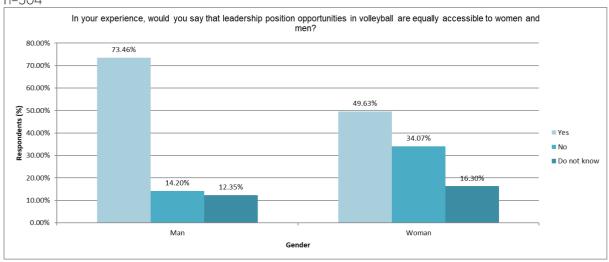
This section explores perceptions, norms, and informal dynamics that influence how gender equality is understood and experienced within volleyball organisations. It includes analysis of perceived access, discriminatory experiences, and prevailing attitudes that may limit women's participation in leadership

3.2.1. Perception of Equal Access

Even when formal structures or policies are in place, it is often the informal culture—the everyday experiences, expectations, and assumptions—that determines whether people feel genuinely included. This section explores how men and women perceive leadership opportunities, gender balance, and organisational commitment to equality. These perceptions provide an insight into whether existing systems are seen as fair, and how deeply gender equality is embedded in the culture of volleyball.

Are Leadership Opportunities Seen as Equally Accessible?

Figure 17. Perceived Accessibility of the Leadership Position n = 304



Male respondents far more likely to say leadership opportunities are equal, while women report inequality at much higher rates.

Perceptions of equality in leadership access differ sharply by gender:

- 73.5% of male respondents believe opportunities are equally accessible.
- Only 49.6% of female respondents agree.
- 34.1% of female respondents say opportunities are not equal—compared to only 14.2% of male respondents.
- Female respondents are also more likely to be unsure (16.3%) compared to male respondents (12.4%)

This contrast highlights a perceptual gap: men are significantly more likely to perceive equal access, whereas women more likely to report existing barriers or express doubt. These differences may reflect the lived realities within volleyball organisations—where structures, informal norms, or cultural expectations may affect experiences in distinct ways depending on gender.

Overall, the results point to a divergence in perspectives that may influence how gender equality policies are understood and prioritised internally. A shared commitment to addressing these disparities may require better alignment between perceptions and experiences, supported by open dialogue and inclusive leadership practices.











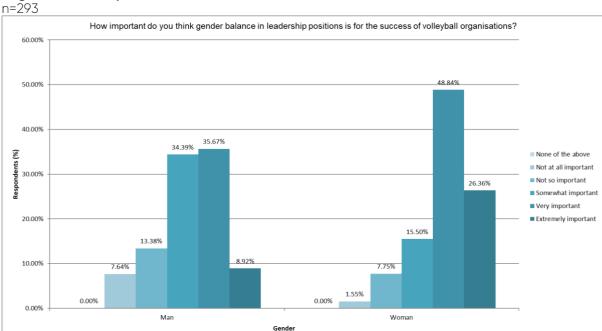






Do Women and Men Value Gender Balance Equally?

Figure 18. Perceived Importance of Gender Balance in Leadership for the Success of Volleyball Organisations - By Gender



Again, responses vary widely by gender:

- 74.8% of female respondents rated gender balance as very or extremely important, compared to 44.6% of male respondents.
- 26.4% of female respondents selected extremely important—three times more than male respondents (8.9%).
- Conversely, 21% of male respondents considered it not so important or not at all important, compared to only 9.3% of female respondents.

These findings suggest that women, likely shaped by their own experiences of underrepresentation, tend to view gender balance as essential to organisational success. In contrast, some men may either underestimate the benefits of balanced leadership or perceive current levels of representation as sufficient.

For organisations striving toward gender equality, this gap underscores the need for inclusive conversations and awareness-building-especially among male leaders-on why balanced leadership is not just symbolic, but also linked to better decision-making, performance, and representation of the sport's diverse community.

















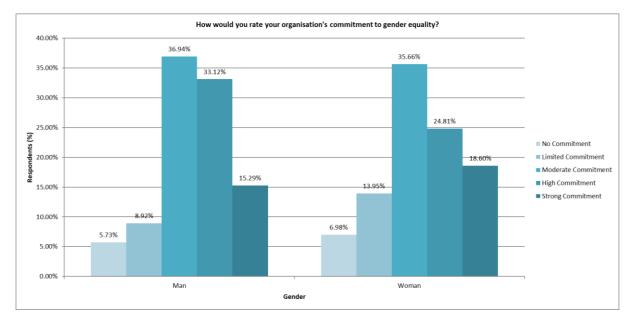


How Do Women and Men Perceive Organisational Commitment to Equality?

Organisational Commitment - By Gender

Figure 19. Perceived Organisation Commitment to Gender Equality - By Gender

n=293



Although both men and women tend to give similar overall ratings, there are subtle differences that reveal a gendered lens in evaluating institutional efforts:

- Both groups most frequently rated their organisation's commitment as moderate (~36%).
- However, female respondents are more likely to express concern:
 - 13.95% say the commitment is *limited* (vs. 8.92% of male respondents)
 - 6.98% say there is no commitment (vs. 5.73% of male respondents)
- Male respondents, on the other hand, were more likely to say the commitment is high (33.12% vs. 24.81% of female respondents).
- Interestingly, a slightly larger share of female respondents (18.6%) reported strong commitment compared to male respondents (15.29%).

These results suggest that while men may view their organisations more favourably overall, women—who may be more attuned to gaps in practice-express a more cautious view of how deeply gender equality is prioritised in day-to-day operations.











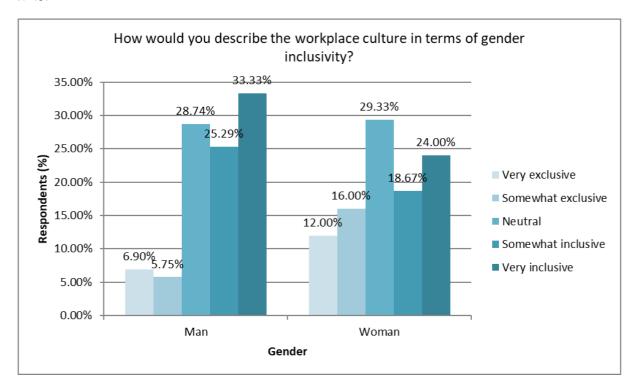






Perceptions of inclusivity diverge by gender.

Figure 20. Perceptions of Workplace Culture and Gender Inclusivity - by Gender n=167



Male respondents rated workplace culture more positively, with 58% describing it as *somewhat* or *very inclusive*, compared to 42% of female respondents. Female respondents were also twice as likely to see their culture as *very exclusive* or *somewhat exclusive* (28% vs 13% of men). While both groups had similar shares choosing *neutral* (~29%), the gap highlights that men experience the workplace as more inclusive than women do, underscoring how cultural barriers are perceived differently depending on lived experience.

3.2.2. Experiences of Discrimination

Understanding who feels excluded—and why—is essential for identifying the hidden cultural dynamics that policies alone cannot fix. Experiences of discrimination offer a window into the informal norms, biases, and power structures that continue to shape access to leadership. These experiences, though often underreported, speak to the emotional and psychological cost of operating in environments that are not fully inclusive.











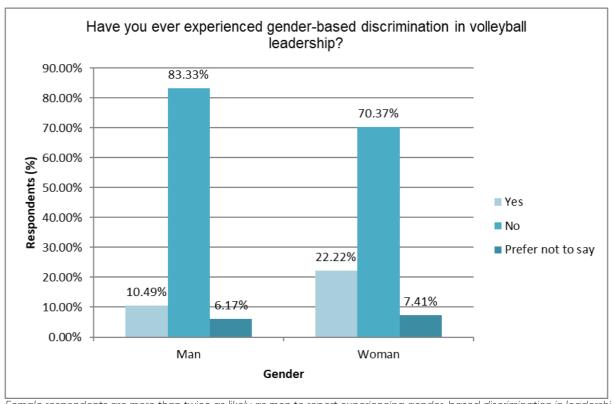






Who Experiences Discrimination in Leadership?

Figure 21. Experiences of Gender-Based Discrimination in Volleyball Leadership n = 304



Female respondents are more than twice as likely as men to report experiencing gender-based discrimination in leadership.

The data reveal a clear gender gap:

- 22.2% of female respondents report having experienced gender-based discrimination.
- By contrast, only 10.5% of male respondents say the same.
- 83.3% of male respondents said they had not experienced discrimination, compared to 70.4% of female respondents.
- Notably, 7.4% of female respondents preferred not to disclose, slightly higher than men (6.2%).

These differences suggest that gender-based barriers in leadership may be more visible or acutely felt by women, while many men may remain unaware of their prevalence. This perception gap underlines the challenge of addressing discrimination that is often systemic, informal, or difficult to detect from the outside. In sum, the data highlights how different lived experiences can shape views on leadership environments: what feels inclusive for some may still be experienced as exclusionary by others.











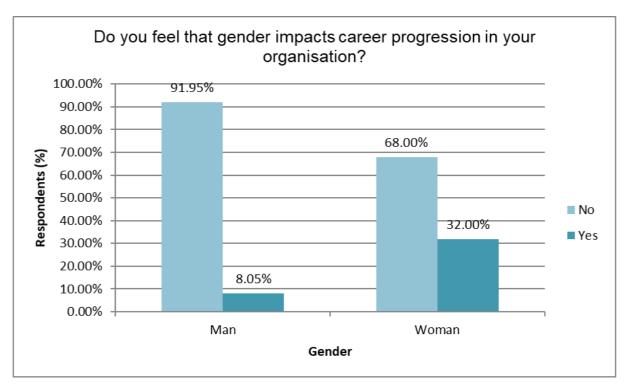






Most respondents do not perceive gender as a barrier to career progression, but a notable minority do.

Figure 22. Perceptions of Gender and Career Advancement n=167



While 92% of male respondents stated that gender does not affect advancement in their organisation, nearly 32% of female respondents reported that it does. This split suggests that although many workplaces may appear gender-neutral in formal progression, a significant share of individuals still experience gender as a limiting factor-pointing to underlying cultural or informal barriers not captured by policy alone.

3.2.3. Cultural and Norm-Based Barriers

Even when formal structures appear neutral or inclusive, unspoken norms, traditions, and cultural assumptions often reinforce unequal outcomes. These barriers are harder to measure, but they deeply shape how leadership is experienced-who is seen as a "natural" leader, whose voices are heard, and whose contributions are valued. This section captures the perceptions of those working within volleyball organisations and sheds light on the invisible forces that sustain inequality.











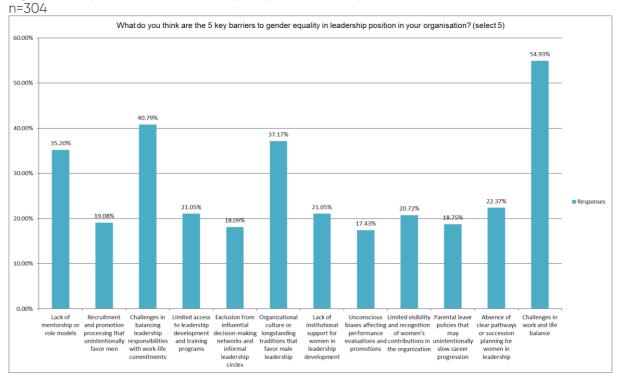






Barriers to Gender Equality

Figure 23. Key Barriers to Gender Equality in Leadership



The responses to this question offer insight into the structural and cultural challenges that respondents perceive within their organisations. The most frequently selected barrier-identified by 54.9% of respondents—was "organisational culture or longstanding traditions that favour male leadership." This points to the continued influence of entrenched norms and attitudes, which may limit women's access to leadership positions regardless of formal commitments to gender equality.

The second most cited barrier was "challenges in balancing leadership responsibilities with work-life commitments" (40.8%), followed by:

- Limited access to leadership development or training programmes (37.2%)
- Lack of mentorship or role models (35.2%)
- Lack of institutional support or formal policies (30.3%)
- Limited visibility or recognition of women's leadership potential (28.9%)
- Absence of succession planning or leadership pathways (22.4%)

Less frequently cited, but still relevant, were:

- Unconscious bias in evaluation/promotion processes (20.7%)
- Exclusion from informal decision-making networks (21.0%)
- Parental leave policies not supportive of leadership roles (18.8%)
- Recruitment processes unintentionally favouring men (19.1%)













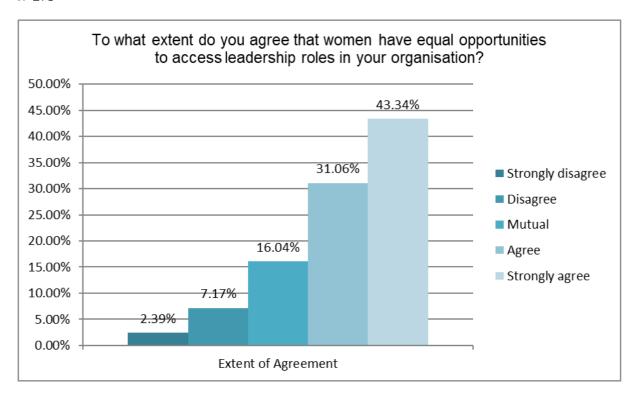






Figure 24. Perceptions of equal opportunities are divided.

n=293



A majority expressed agreement that women have equal chances to access leadership in their organisation, with 74% selecting agree or strongly agree, yet 9.5% disagreed and 16% remained neutral. The overall average score of 4.1/5 indicates cautious optimism, but the presence of sceptical and undecided respondents suggests that while many see progress, equal opportunity is not yet universally recognised or consistently experienced across organisations.



















3.3. Pillar 3: Empowerment

This section focuses on actions and strategies that support women's advancement into leadership roles. It covers both structural interventions (e.g. training, transparent recruitment) and contextual recommendations from respondents, pointing to pathways for sustained progress.

3.3.1. Key Actions to Support Female Leadership

Empowerment is not an abstract concept—it is the outcome of deliberate, strategic actions that open doors, shift norms, and create sustainable pathways for women to step into and thrive in leadership. This section captures what respondents believe are the most essential actions needed to support genderequal leadership opportunities in volleyball governance.













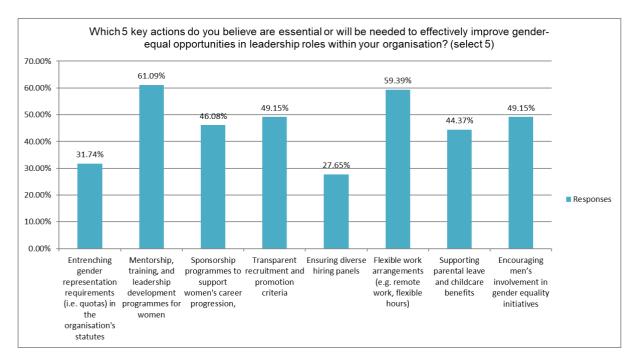




What works: the top actions to drive change

Figure 25. Key Actions to Improve Gender Equality in Leadership

n=293



The most frequently chosen action was mentorship, training, and leadership development programmes (61%), followed closely by transparent recruitment and promotion processes (59%). Around half highlighted the need for diverse recruitment panels and sponsorship schemes (both ~49%), while 46% called for flexible working arrangements. More directive measures such as quotas/targets were supported by 32%, and male allyship initiatives by 28%. This pattern suggests that while most stakeholders favour practical tools that build skills and create fairer processes, there is also recognition of the importance of visible structural levers (like quotas) and cultural shifts (allyship). Together, these findings underline that empowerment is not seen as a single measure, but as a package of complementary interventions that combine capacity-building, fairness, and accountability.













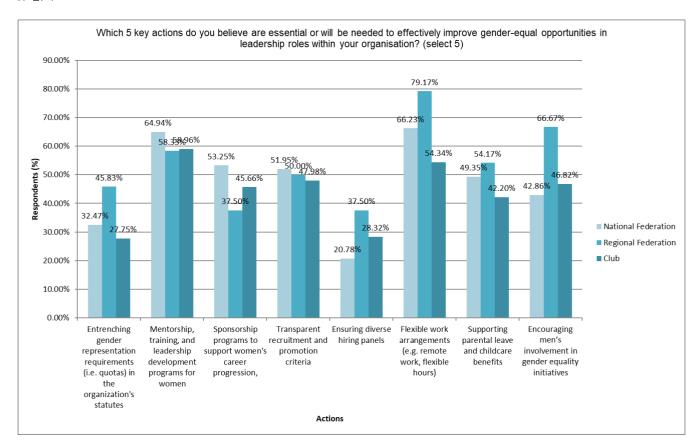






Figure 26. Perceptions of Gender Impact on Career Progression

n = 274



At National Federations, the strongest calls were for mentorship and leadership development (65%), sponsorship (53%), and flexible work (68%), showing a mix of capacity-building and structural support. Regional Federations placed the highest emphasis on flexible arrangements (74%) and quotas (46%), reflecting limited resources but also recognition of structural barriers. Clubs, by contrast, leaned more evenly across measures, with mentorship (59%) and transparent recruitment (47%) standing out, but less appetite for quotas (28%). At the CEV, priorities included mentorship (68%), quotas (48%), and diverse hiring panels (36%), aligning with its role in setting norms for the wider system. These differences suggest that while mentorship and fair recruitment are consistently valued, smaller organisations emphasise flexibility, larger ones quotas and panels, and clubs procedural fairness—highlighting that empowerment strategies must be tailored to organisational context.

3.3.2. National Voices and Contextual Recommendations

Quantitative indicators tell what's happening—but qualitative insights show why it is happening, and how people feel about it. This section draws on the open-ended responses from across Europe, offering a window into the diverse perspectives, lived experiences, and country-specific recommendations that cannot be captured in multiple-choice questions alone.

Examples of support show both progress and gaps

When asked to provide examples of how their organisation has supported women in leadership in the past year, many respondents pointed to **representation** measures (*60 mentions), often highlighting that women already hold leadership roles or that their clubs are predominantly led by women. Concrete initiatives included **appointments and promotions** (*19 cases, e.g., appointing female vice presidents or managers) and **training opportunities** (*19 cases, such as sending women to FIVB coaching courses or supporting further studies). A smaller number cited **mentorship or individual support** (*8 cases). However, a sizable share (*27 responses) explicitly stated they had **no examples to provide**, underscoring that



















empowerment remains uneven across organisations. Overall, while many federations and clubs can point to tangible steps, the lack of widespread, structured initiatives suggests that support for women's leadership is still more situational than systematic.

Voices from the Field: Recommendations for Change

Beyond the figures and percentages, the survey also invited participants to share their own recommendations and ideas for improving gender balance in leadership positions in volleyball. These open-ended responses add valuable depth to the data, highlighting both common priorities across countries and some striking differences in perspective. They reveal not only the barriers still faced but also the strategies and cultural shifts that respondents believe are necessary to move forward.

Respondents highlighted a wide spectrum of enablers and barriers. Many stressed the importance of mentorship, visibility, and leadership development, "If she can't see it, she can't be it," as one put it, underlining the need for visible female role models. Others emphasised cultural change within organisations, urging leaders to "get rid of the old mindset" and replace informal, male-dominated practices with transparent structures. The theme of fairness also came through strongly, with calls to reduce bias in recruitment and promotion and to ensure women's leadership is valued with the same recognition — and remuneration — as men's.

At the same time, the responses reveal diverging philosophies on how best to achieve equality. Some argued for quotas and reserved places on boards, while others rejected such measures as counterproductive: "Quotas will just create more and more tension." There were also sharp differences in context: in some countries, respondents called for basic steps to bring women into decision-making, while in others, like Sweden, the view was that "we did those 20 years ago – what we need now is to work with men, not women." These contrasting perspectives highlight both the common ground - mentorship, visibility, cultural change – and the fact that strategies must be tailored to local realities rather than one-size-fits-all.

Together, these insights remind us that improving gender balance in leadership is not a single recipe but a journey shaped by context - requiring both shared tools, such as mentorship and fair recruitment, and flexible, country-specific approaches that reflect where each federation stands today.

4. CONCLUSIONS, LIMITATIONS AND NEXT STEPS

4.1 Conclusions

The EVGC Gender Equality Survey reveals a sport in transition: while progress is visible, especially in awareness and recognition of the value of balanced leadership, structural and cultural barriers continue to limit women's full participation in decision-making. Representation remains uneven, with many organisations clustering at low to moderate levels of women in leadership. Where formal equality policies, recruitment guidelines, or leadership renewal mechanisms are in place, they are strongly associated with higher female representation, confirming the value of clear frameworks and transparent processes. Yet, such measures remain the exception rather than the rule, and monitoring, accountability, and visibility of policies are still weak across much of the system.

Culturally, perceptions of equality differ sharply between men and women: while most men see leadership opportunities as equally accessible, women more frequently report barriers and discrimination, and rate workplace inclusivity less positively. This perceptual gap underlines how entrenched norms, traditions favouring male leadership, and limited access to mentorship or networks continue to shape everyday experiences. Encouragingly, empowerment strategies such as mentorship, transparent recruitment, sponsorship schemes, and flexible working arrangements emerge as widely supported priorities, with both men and women recognising their potential to drive change.

Taken together, the findings suggest that European volleyball is at a pivotal moment. The foundations for progress are in place (growing awareness, pilot initiatives, and recognition of the issue's importance), but sustained structural reforms, cultural shifts, and targeted empowerment actions are needed to close the

















gap between intention and impact. With coordinated effort, federations can move beyond symbolic commitments toward embedding inclusive governance as a lasting legacy for the sport.

4.2 Limitations

While the survey gathered responses from a wide range of countries and organisational levels, the distribution of answers was uneven. In several cases, the number of responses per country was too limited to provide a fully representative picture of the national situation, and the sample leaned more heavily toward clubs than federations. Despite extensive dissemination efforts, some of Europe's largest volleyball countries are underrepresented in the dataset, which necessarily narrows the scope of comparative analysis. These limitations mean that the findings should be read as indicative of broader patterns rather than definitive portraits of each country or organisational tier.

5. ANNEX

Full Questionnaire





















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EVGC Gender Equality Assessment Survey

Welcome to the EVGC Gender Equality Assessment Survey!

Thank you for taking the time to participate in this important survey.

Your input will help better understand the **current state of gender representation in leadership roles** within national volleyball federations and volleyball clubs within the scope of the European Volleyball Confederation (CEV).

This survey is conducted as part of the **EmpowHER Volleyball Game Changer (EVGC) project**, led by the European Volleyball Confederation (CEV) and co-funded by the European Union.

In collaboration with the European Olympic Committees EU Office (EOC EU Office), the European Observatoire of Sport and Employment (EOSE), and national volleyball federations from Albania, Georgia, Germany, Luxembourg, Malta, and Sweden, this initiative seeks to identify barriers, develop policies, provide training, and foster mentorship to support more women in advancing to leadership roles within volleyball organizations.

This initiative reinforces CEV's commitment to inclusivity and lasting change in the sport.

Survey details:

- Targets of the survey: Volleyball federations and clubs
- Official language: English
- Deadline to complete: 31 July 2025
- Estimated time to complete: 20 minutes
- Mandatory questions: marked with an asterisk (*)
- Anonymous participation: you have an option to complete the survey anonymously to encourage honest feedback and thoughts
- The survey results will be published on the EVGC webpage.

If you are unable to complete the survey in one sitting and would like to resume later, please email us with the date and approximate time you began filling out the survey. We will then provide you with a link to access your incomplete response.

Your contribution matters!

This survey is NOT an evaluation or ranking tool—there are no "right" or "wrong" answers. Our goal is to gather insights into the current landscape of gender representation, allowing us to understand and collectively identify areas for support and improvement.

Your responses will help shape more effective strategies for gender equality in volleyball governance across Europe. The survey results will be published on the <u>EVGC webpage</u>.

What do we mean by Leadership?

For this online survey, leadership refers to individuals within national volleyball federations or volleyball clubs who hold decision-making roles with the ability to influence the strategic direction of their organization.

This includes, but is not limited to the following roles:

- Presidents
- Vice-Presidents
- Executive board members
- Secretary General / CEO
- Chairs of committee and working groups
- Staff with direct line-management responsibilities

Additionally, individuals with titles such as 'Director' or 'Head of,' as well as those with decision-making authority, are considered part of leadership, as they play a crucial role in shaping policies, setting priorities, and defining the overall agenda of the organization.

In case you have any inquiries, please contact development@cev.eu

Your responses to the survey will be treated anonymously in a way that does not identify you. They will only be seen by the project team who will be responsible for the analysis. Data will be handled securely and in compliance with GDPR regulations.





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EVGC Gender Equality Assessment Survey

Section 1: Information About You and Your Organization

Your Email address (optional)	
* Your gender	
○ Man	
○ Woman	
O Prefer not to say	
* Your age range	
\$	
Your job title / position (optional)	





EVGC Gender Equality Assessment Survey

Section 1: Information About You and Your Organization

" what is the type of your organization?
National Federation
Regional Federation
Club
European Volleyball Confederation (CEV)
* Which country is your organization located in?
<u></u>
○ 5 - 9
O 10 - 19
O 20 - 49
O 50 - 99
O 100 - 199
O 200+
* How many individuals in your organization are employed (i.e., receiving financial compensation)?

	anization have a designated staff member responsible for gender on, and/or diversity?
○ Yes	
○ No	
Other (pleas	se specify)
	Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the
	Equality Assessment Survey ce-Level Representation
How many MALI rganization?	E full-time equivalent (FTE) staff members do you have in your
vith the organizat	lude staff or volunteers helping you only on specific occasions, such as ion of certain events. One full-time employee will count as 1 FTE. An at 50% will count as 0.5FTE)

* How man organizatio	-	full-time equi	valent (FTE) staf	f members do you	have in your
with the or	ganization		nts. One full-time	only on specific o employee will cou	
		senior manage by women (in t		the administratic	on of your
0				10	00
* Does y the offic	_	ation have a s _l	pecific gender pol	icy in recruitment.	and promotion at
○ Yes					
○ No					
○ Not	Sure				
If 'Yes', h	nas it led to	increased gen	der diversity in th	ne office?	
○ Yes					
○ No					
○ Not	Sure				
* How wou	ld you desc	ribe the workp	olace culture in te	rms of gender incl	usivity?
Very exclu	usive Sor	newhat exclusive	Neutral	Somewhat inclusive	Very inclusive

* Do you feel that gender impacts career progression in your organization?
○ No
Yes (please specify)
* Does your organization provide policies such as flexible working hours, parental leave, or other gender-supportive measures? (Select all that apply)
Flexible Working Hours
Paid Parental Leave
Childcare Support
Other (please specify)





EVGC Gender Equality Assessment Survey

Section 3: Gender Representation in Leadership (NFs & RFs)

In the context of this questionnaire, leadership refers to <u>individuals within National</u>

<u>Federations or other organizations who hold decision-making roles with the ability to influence the organization's strategic direction.</u>

This includes positions such as:

-President;

- Vice-President(s);
- Executive body/board members;
- Secretary general/CEO;
- Chairs of committees & working groups;
- Staff with direct line-management responsibility.

Additionally, individuals with titles such as 'Director' or 'Head of,' as well as those with decision-making authority, are considered part of leadership, as they play a crucial role in shaping policies, setting priorities, and defining the overall agenda of the organization.

* Do you hold a leadership or decision-making role?
○ Yes
○ No
○ Unsure





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EVGC Gender Equality Assessment Survey

Section 3: Leadership Representation (NFs & RFs)

What is your leadership position? (Select all that apply)
President
☐ Vice-President
Executive Committee / Board Member
Secretary General
CEO
Chair of Committee / Commission
Member of Committee / Commission
Chair of Working Group
Director
Staff with direct line-management (Head Of, Manager, etc.)
Prefer not to say
Other (please specify)
* What are your decision-making responsibilities? (Select all that apply)
Setting strategic direction
☐ Budget allocation and financial decisions
Hiring and staff management
Policy development and implementation
Governance and compliance oversight
Event or competition planning
Sponsorship and partnerships
Other (please specify)

* How many years have you been in this role?
C Less than 1 year
○ 1 - 3 years
○ 4 - 6 years
7 - 10 years
O 10+ years





EVGC Gender Equality Assessment Survey

Section 3: Leadership Representation (NFs & RFs)

* What percenta women?	ige of leadership p	positions in your o	rganization would	you say are held by
○ None				
O 1 - 10%				
O 11 - 30%				
31 - 50%				
O 51 - 70%				
O 71 -100%				
O Do not know	ı			
* What percenta	age of women in le	eadership receive f	inancial compens	ation, or salary?
○ None				
O 1 - 10%				
<u> </u>				
31 - 50%				
O 51 - 70%				
71 -100%				
O Do not know	ı			
Voting Rights - P	lease specify belo	w the number of v	oting rights for ea	ich body
	Men - total number	Men with voting rights	Women - total number	Women with voting rights
General Assembly	\$	\$	+	\$
Board Members	\$	\$	\$	\$
Commissions	•	•	_	•

\$

\$

Committees

Working Groups

\$

\$

\$

\$

* Does a leadership position in your organization have age and/or term limits?
Yes - Age Limits
Yes - Term Limits
□ No
* Overall, how would you describe the gender balance in leadership positions in your organization?
O Very balanced
O Somewhat balanced
O Somewhat imbalanced
O Very imbalanced
O Do not know





EVGC Gender Equality Assessment Survey

Does your organization have policies / guidelines to promote gender equality in eadership recruitment?
Yes - We do have policies
Yes - We do have guidelines
○ No
O Not Sure





EVGC Gender Equality Assessment Survey

If yes, please specify what policies or guidelines are in place (select all that apply)
Commitment to gender-balanced shortlists[*] for leadership roles
[*] A gender-balanced shortlist ensures that final candidates for a position include a fair representation of different genders, preventing bias and promoting equal hiring opportunities.
Diverse hiring panels to ensure fair and unbiased selection processes
Transparent and structured promotion criteria to reduce bias
Targeted leadership development programs for women
Active outreach and recruitment efforts to attract qualified women candidates
Other (please specify)
Kindly share the link of the relevant policies and/or guidelines.
Kindly upload the relevant policies and/or guidelines. Choose File Choose File No file chosen
enpow VOLLEYBALL GAME CHANGER



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EVGC Gender Equality Assessment Survey

Section 4: Gender Policies & Implementation

* Does your organization take account of the impact on gender equality in making budgeting decisions?
○ Yes
○ No
O Not Sure
•





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EVGC Gender Equality Assessment Survey

If yes, which of the following practices are in place (select all that apply)?
Established rules to ensure equal budget allocations for women and men.
Dedicated budget is allocated specifically for the implementation of the gender equality strategy, including activities such as leadership development
In line with the strategic approach, all budget measures must be accompanied by a gender impact assessment.
Other (please specify)
empow HER VOLLEYBALL GAME CHANGER
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EVGC Gender Equality Assessment Survey Section 4: Gender Policies & Implementation
* Does your organization have a formal gender equality policy?
○ Yes
○ No
○ In development





EVGC Gender Equality Assessment Survey

* If Yes, what measures are in place to implement your gender policy (select all that apply)?
Commitment to equal pay and closing the gender gap
Structured and unbiased recruitment and promotion processes
Leadership mentorship and sponsorship programs for women
Mandatory gender sensitivity and bias training for employees
Regular monitoring and reporting on gender representation and pay equity
Work-life balance policies (e.g., flexible work arrangements, parental leave support)
Annual policy review and adaptation based on best practices and progress reports
Other (please specify)

* What is the ger	eral state of the	implementation?		
Fully in place	and actively enfor	ced		
O Partially in pl	ace but not fully er	nforced		
O Developed bu	ut not yet in action			
Other (please	e specify)			
* Are the policies	s published on yo	our website and pu	blicly accessible	?
○ No				
Yes (please p	rovide the link)			
Kindly upload the r	elevant documer	nts		
Choose File Choo	se File No file cho	osen		
* Is there an eval policy/guidelines		ng measures to as	sess the effectiv	eness of the
○ Yes				
○ No				
O Not Sure				
* Do you agree that equality?	the policies/mea	asures led to a mea	asurable improve	ement in gender
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree





EVGC Gender Equality Assessment Survey

* If not, what are the main obstacles preventing your organization from having a gender equality policy (select all that apply)?
Lack of awareness or prioritization of gender equality issues
Limited resources (financial, human, or time constraints)
☐ No legal or regulatory requirement to implement such a policy
Resistance to change or lack of leadership commitment
Perception that gender equality is not an issue within the organization
Lack of expertise or guidance on developing an effective policy,
Cultural or traditional barriers within the organization
Other (please specify)





EVGC Gender Equality Assessment Survey

Section 5: Challenges for Women in Leadership

* What do you think are the 5 key barriers to gender equality in leadership position in your organization? (select 5)

Lack of mentorship or role models
Recruitment and promotion processing that unintentionally favor men
Challenges in balancing leadership responsibilities with work-life commitments
Limited access to leadership development and training programs
Exclusion from influential decision-making networks and informal leadership circles
Organizational culture or longstanding traditions that favor male leadership
Lack of institutional support for women in leadership development
Unconscious biases affecting performance evaluations and promotions
Limited visibility and recognition of women's contributions in the organization
Parental leave policies that may unintentionally slow career progression
Absence of clear pathways or succession planning for women in leadership
Challenges in work and life balance

	In your experience, would you say that leadership position opportunities in volleyba re equally accessible to women and men?
(○ Yes
(○ No
(O Do not know
*	Have you ever experienced gender-based discrimination in volleyball leadership?
(○ Yes
(○ No
(Prefer not to say
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Section 6: Perception and Future Needs

* How importar of volleyball org		nder balance in lead	dership positions	s is for the success
O Not at all im	portant			
○ Not so impo	ortant			
O Somewhat i	mportant			
O Very import	ant			
C Extremely in	mportant			
* How would you r	ate your organiza	tion's commitment	to gender equal	ity?
No Commitment	Limited Commitment	Moderate Commitment	High Commitment	Strong Commitment
5) Entrenching Mentorship,	gender representa training, and leade	ties in leadership ro tion requirements (i.e rship development po ort women's career po	e. quotas) in the org	
Transparent	recruitment and p	romotion criteria		
Ensuring div	verse hiring panels			
Flexible wor	k arrangements (e.	g. remote work, flexib	le hours)	
Supporting	parental leave and	childcare benefits		
☐ Encouraging	g men's involvemen	t in gender equality ir	nitiatives	
* To what extent d roles in your orgar		women have equal	opportunities to	access leadership
Strongly disagree	Disagree	Mutual	Agree	Strongly agree

Can you provide an example of how your organization has supported women in leadership in the past year?
What recommendations or ideas do you want to share for improving gender balance in leadership positions within volleyball?
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* Would you be willing to be contacted for a follow-up interview to explore your insights and experience in greater detail?
O No, I prefer not to be contacted
Yes, I am willing to be contacted (Please specify your name and contactable email address)