

Strong *Her*



Federation of the European
Sporting Goods Industry

MANIFESTO

2022

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Foreword



**Charlotte Cox -
President EMEA at
Pentland Brands Limited
and FESI Vice-President**

We're fortunate to work in an industry where brands have the ability, through different sporting categories, to touch so many lives. This means we have the opportunity to engage with a very diverse range of consumers. That breadth of consumer also brings a number of challenges. For example, in rugby there's definitely under-representation of women in the sport (we know women represent 25% of the player population) and in swim, there's a recognition that more needs to be done to encourage women to enjoy the water (many women feel body conscious). Our industry has a role to play in understanding the barriers that exist for consumers to enjoy the benefits of sport and take action. Whether it is creating rugby kit designed to fit women or developing modesty swimwear, we have a great opportunity to unlock the opportunities to support greater inclusivity and role model change.

Sport needs to connect emotionally with people and culture, and you can't do this if you're not inclusive. Inclusivity in sport is an important and deep-rooted value for consumers in our industry; it's not a trend. We have to be committed to being truly consumer centric and putting the consumer at the heart of our businesses. We need to make sure the way we think and what we do is in service of delighting our consumers. It's our duty to represent that broad range of consumers; not just speak to a subset. I'm extremely delighted that FESI has signed a pledge in support of the

European Commission **#HealthyLifestyle4All**¹ initiative, in which we have committed to launch our "**StrongHer**" campaign, that I hope will help further promoting gender inclusion in sport.

Attracting and developing more women into leadership roles within the sport industry requires company-wide change and, in my experience, this has to be driven from the top. It requires increased levels of senior engagement in gender balance and CEO driven initiatives to recruit, promote and retain women. Equality in leadership is not a women's issue; it's a business issue.

I am definitely beginning to see a shift in organisations in our industry, in terms of greater women's representation at leadership level, but there's a long way to go in that space and representing broader diversity.

In the first part of my career, I didn't appreciate the benefit to working with a diverse group of people. Instinctively I used to gravitate towards people like me but, with experience and seeing the output you get by having 'diversity of thought' in the room, you get far better output if you have different views, challenges and perspectives. I think unlocking the benefits to diversity and creating an environment of inclusion requires effort from leaders; I know I still have a huge amount of learning to do.

¹ <https://sport.ec.europa.eu/initiatives/healthylifestyle4all>





Executive summary

Based on the observation that the level of physical inactivity of young girls in Europe is significantly higher than that of their boys' counterparts, FESI has been working with its members to identify the main barriers to girls' participation in sport. Together, based on the experience and initiatives developed by several members of the sporting goods industry, FESI has identified a series of recommendations addressed to the European institutions, Member States and sports organisations, in order to collectively help increase physical activity among young girls. These can be summarised into three main categories: promoting women coaching role, creating the proper environment and equipment for girls to practice sport, and further developing women sporting role models.

Introduction

Sport. It unites us. It heals us. It empowers us. Its tremendous proven societal, economic, physical, and mental health benefits have been known for decades. Yet, physical activity participation keeps declining in Europe². And while FESI and its members try to turn this wave around, an even more worrying trend should attract our combined attention: **33% of young women between 15 and 24 never exercise or play sport**³. Hence, they miss out on all the benefits that an active lifestyle can have on their personal development and wellbeing.

Often, women drop out of sport in their teenage years. In fact, recent WHO data show that 85% of adolescent girls are not doing enough physical activity⁴. This gender-related gap in sport participation among adolescents is a stark reminder that greater efforts are needed at global, national and local levels to reduce these inequalities and provide equal opportunities for physical activity for all.

Against this backdrop, FESI has recently signed a pledge in support of the “**#HealthyLifestyle4All**”⁵ initiative, an EU driven campaign aimed at increasing awareness of a healthy lifestyle across generations and to improve access to sport. Bearing in mind the EU campaign’s focus on inclusion and non-discrimination, FESI has committed to work alongside the European Commission to help promote sport and physical activity among teenage girls⁶ through the “**StrongHer**” campaign.

Why « StrongHer » ?

Because research shows that girls’ participation in sports represents an important social and economic empowerment tool, which helps them acquiring new professional networks and access opportunities to become more engaged at school and in their communities. Studies also show a direct correlation between girls’ participation in sports and higher education and employment, as well as a direct way to improve access to leadership roles and participation in decision-making. Besides that, girls who play sports have stronger immune systems, run a reduced risk of chronic illnesses such as heart disease, high blood pressure, diabetes, endometrial, colon and breast cancers⁷. Hence, sport makes them stronger.

Many FESI members are doing their bit to promote girls’ access to sport⁸. Based on these experiences, we have identified three key barriers hampering girls’ participation in sport, and a series of guiding principles and recommendations that would help to overcome them. Because we all have a role to play in this process, our Manifesto strives to address a global call. 1./ To the entire sporting goods industry, to further build on these good practices. 2./ To EU and national policy makers and sport organisations, to commit to a sustainable long-term strategy, with defined actions and responsibilities, for gender equality in sport.

² <https://europa.eu/eurobarometer/surveys/detail/2164>

³ https://sport.ec.europa.eu/sites/default/files/special-eurobarometer-472_en.pdf

⁴ <https://www.euro.who.int/en/health-topics/noncommunicable-diseases/obesity/news/news/2022/3/85-of-adolescent-girls-dont-do-enough-physical-activity-new-who-study-calls-for-action>

⁵ <https://sport.ec.europa.eu/initiatives/healthylifestyle4all>

⁶ Each time the document refers to girls, it also includes those who identify as girls.

⁷ <https://childrensmedicalgroup.net/sports-benefit-girls-in-many-ways/>

⁸ For more information, see for example: Speedo (“Swim United”), Canterbury (“Give it a Try”), Puma (“She moves us”), adidas (“Breaking barriers”), Nike (“Made To Play”)



Neil Narriman - FESI President

Speech during the opening ceremony of the European Week of Sport in Bled (Slovenia) on 23 September 2021

“For many years now, FESI and its members have been engaged with public authorities to promote healthy lifestyles through sport and physical activity. Now, the moment is even more crucial as we face an unprecedented global health crisis and figures on sport participation remain stagnant. Yet, paradoxically, I want to believe there is a glimmer of hope as this crisis has shown us how essential sport is for our health. FESI therefore welcomes and strongly supports today’s launch of the HealthyLifestyle4all initiative. As a long-term partner of the European Commission on sport issues, our objective will be to contribute at our level to overcome some of the barriers that still prevent young girls from accessing sport and healthy lifestyles”.



1 Key barriers

Several barriers have been identified to have a crucial impact on girls' behaviour and attitudes towards sport. These can be divided into three main categories.

- **Personal: body image and lack of self-confidence**

Studies have shown that in their teenage years, girls are more self-conscious about their body image than boys at the same age⁹. And the link between body image and physical activity can sometimes be self-contradictory: in fact, the more body-conscious girls are, the less likely they are to take part in sport, while doing sport positively affects girls' perception of their bodies¹⁰.

In general, society tends to give the image that young girls are less self-confident than boys and judge their performance or capacities more negatively than boys do. Self-confidence is also linked to competition. Although lots of girls appreciate the competitive aspect of sport, some might however turn away from sport because they still perceive sport competition as an essentially masculine arena. This also explains why «aesthetic» but non-competitive sports activities such as fitness or yoga are gaining popularity among young women, as opposed to more traditional team sports¹¹. However, it is important to break down these stereotypes from childhood and encourage girls who want to compete or just move and play sport.

- **Practical: access to facilities**

Girls cannot play sport if they don't have access to the appropriate infrastructures. Too often, sports facilities are built without taking into account girls' needs.

In fact, sports facilities often prioritise boys' activities over girls' when it comes to play time, so boys have access to facilities at their preferred times, while girls must cope with less convenient hours.

Another aspect which can limit girls' access to sport facilities is related to safety. Many girls, especially in dense urban settings, need to travel on their own far away to go

to a sport venue, and sometimes through unsafe areas or simply have no possibility of accessing a good facility kilometers away.

Security is not only related to the transport but to the infrastructure itself. Young girls need to feel safe in the places where they practice sport. This won't be the case if the facilities are not properly adapted (unisex changing rooms, no lighting at night, etc.).

- **Societal: men-dominated sport culture**

Despite some improvements in recent years, women are still under-represented at all levels and in all roles in the sports sector, which can give young girls the impression that they do not belong to the world of sport.

In addition, there are significant differences in the media coverage of women's and men's sports competitions, with the latter receiving far more media coverage. According to UNESCO, only 4% of sports media content is dedicated to women's sport and only 12% of sports news is presented by women¹². However, the media play a key role in disseminating knowledge, awareness, opinions, and attitudes towards women¹³, which in turn can have an impact on participation levels.

Moreover, some studies¹⁴ argue that the media tend to depict women athletes in a hypersexualised way, showing them as women first and athletes second, thus contributing to the development of negative gender stereotypes. Reinforcing traditional expectations, the media also seem to keep portraying a gendered view of sports as being either for men (e.g. football and rugby) or for women (e.g. gymnastics and dance). Indeed, the media often only cover women athletes if they are playing traditional "women" sports¹⁵. This in turn creates more difficulties in breaking down traditional gender barriers and allowing women to participate in «men» sports and men to participate in «women» sports. This biased and under representation of women's sport competitions in the media tends to create a lack of women role models who could potentially be a source of inspiration for young girls and help them become more active women.

⁹ Margaret Lawler and Elizabeth Nixon, "Body Dissatisfaction Among Adolescent Boys and Girls: The Effects of Body Mass, Peer Appearance Culture and Internalization of Appearance Ideals", 2011: https://www.researchgate.net/publication/40895949_Body_Dissatisfaction_Among_Adolescent_Boys_and_Girls_The_Effects_of_Body_Mass_Peer_Appearance_Culture_and_Internalization_of_Appearance_Ideals

¹⁰ Ref: Women Sports and Fitness Foundation

¹¹ Ref: Women Sports and Fitness Foundation

¹² <https://en.unesco.org/news/unesco-calls-fairer-media-coverage-sportswomen#:~:text=%E2%80%9CThe%20fight%20for%20equality%20between,news%20is%20presented%20by%20women.%E2%80%9D>

¹³ Council of Europe, "Gender equality and the media at national level", 2014: <https://rm.coe.int/1680590557>

¹⁴ Warren A. Whisenant, Paul M. Pedersen & Bill L. Obenour, "Success and Gender: Determining the Rate of Advancement for Intercollegiate Athletic Directors", 2022: <https://link.springer.com/article/10.1023/A:1021656628604>

¹⁵ Roxane Coche and Charlie Tuggle, "The Women's Olympics? A Gender Analysis of NBC's Coverage of the 2012 London Summer Games", 2016: https://www.researchgate.net/publication/302776560_The_Women%27s_Olympics_A_Gender_Analysis_of_NBCs_Coverage_of_the_2012_London_Summer_Games



2 Recommendations : what can easily be implemented?

• Promoting women coaching role

Despite more and more women athletes being in the spotlight, women coaches are still not much represented in the sports world. In fact, in Europe, only 20-30 % of all sports coaches are women¹⁶. The current landscape needs to shift. Because women coaches represent fantastic role models for young girls. Inspiring women coaches help to build self-esteem, self-belief, and keep girls active and engaged in sports. They are great examples of what women can achieve and make it easier for girls to take part in “men dominated sports”. Women coaches also

understand better than anyone else “girls’ needs”. They relate to the pressures that girls face, whether it is to do with body image, confidence, friends, or periods. Having someone close to them who understands and supports them with their everyday problems, which sometimes can also affect their performances on the field, can help girls to keep on doing sport. Women coaches also play a powerful role in breaking down stereotypes and educating boys on how to respect girls. Seeing women in leadership positions make them learn how to treat girls as equals and prepares them to respect women of any social position in the present and the future.

Recommendations :



To the EU institutions:

- Promote coaching as a relevant career option for women/end of career athletes.
- Set up EU standards, based on existing good practices, to make sure coaches have the proper training and education to train young girls.



To EU Member States:

- Further invest in coaching education for women through funding, equipment, and trainings.
- Make sure women coaches get the same salary than their men counterparts.



To sport organisations:

- Fix specific targets for a balanced participation of women coaches in sports competitions.
- Make sure to have an equal number of men and women coaches in every club.



To the sporting goods industry:

- Continue to create long-term partnerships with NGOs and foundations to further develop and implement good practices supporting girls’ coaching.
- Encourage former sponsored athletes to engage in coaching education and training.

¹⁶ European Parliament Research Service, Gender equality in sport: Getting closer every day – 2019, <https://www.european-council.europa.eu/media/16019/attachment/data/file/16019/GenderEquality.pdf>



Nike's "Coaching Girls Guide" Introduces 5 Ways to Create Better Experiences for Girls

To break barriers and create a more active and equitable future for girls, Nike co-created the *Made to Play Coaching Girls Guide*¹ in partnership with the Center for Healing and Justice Through Sport (formerly We Coach) and Youth Sport Trust. The guide designed to shine a light on barriers to play that are specific to girls, and those who identify as girls, while equipping coaches and other caring adults with tools that can help make sport fun for girls. Adapted for different countries and cultures, this open-source guide is translated into 14 languages and focuses on five pillars to create a more inclusive play and sport environment :

- 1. Make sure the playing space and team culture work for girls:** Coaches should make spaces as safe and welcoming as possible for all girls. This applies to physical spaces as well as team culture.
- 2. Create connections with girls:** To help girls feel like they belong in sports, coaches can model good decision-making, provide support when things are hard and share their own experiences.
- 3. Let girls compete:** It's a myth that girls don't want to compete. Girls are most motivated by coaches who can both create meaningful relationships and challenge them to improve and compete.
- 4. Focus on progress, not the final outcome:** Girls want feedback that is relevant to their development and not only based on the win-loss record.
- 5. Encourage girls to be brave, not perfect:** Coaches and caring adults can support girls by rewarding bravery, not perfection.

Sporting goods industry's initiatives



adidas Breaking Barriers Academy

As part of its 'Breaking Barriers Project', a five-year commitment to breaking down barriers for women and girls across Europe, adidas recently launched the '*Breaking Barriers Academy*', a new online educational platform for coaches, staff, sports organisations and athletes who are driving systemic change for women and girls in sport. The platform is made up of three modules: 'In The Organisations', 'On The Sidelines' and 'On The Pitch'. Focusing on leadership training that will empower individuals to lead and coach gender-sensitive activities, the platform provides content, activities, and tools to help creating a more inclusive and gender equitable space for all.

- 1. In the organisations:** the module examines the different ways to create an environment within organizations, teams, or companies that embraces unique ideas, perspectives, experiences, and people.
- 2. On the sidelines:** the module offers leadership training to empower individuals to lead and coach gender-sensitive activities while developing their skills as an inclusive role model.
- 3. On the pitch:** the module offers key knowledge on how to access, retain, and recruit more women in sport while being a more inclusive coach and teammate.

- **Creating the proper environment and equipment**

Some of the practical barriers to girls' participation in sport can be addressed by adopting a gender-sensitive approach to the redesigning of existing facilities, the development of new infrastructure, and the regulations of sporting activities and organisations. The scheduling of girls' sports activities in sports clubs can, for example, be reorganised so that girls can access the facilities at times that are more convenient for them¹⁷. When a new sports facility is built, it should be designed as a welcoming place where girls

can feel safe, for example by providing separate changing rooms or making sure that cycle paths are lit at night.

Another barrier girls face is access to the right apparel and equipment. In fact, it is common for girls to have to play and train using sports gear that is designed for men. But women's performances and participation in sport can be directly affected by the equipment and apparel that they have at their disposal. By ensuring that the material that is available for women and girls is adapted to their needs (design, size etc.), it is possible to play a major role in increasing teenage girls' participation in sport.

Recommendations :



To the EU institutions:

- Develop EU safety standards/guidelines for sport facilities and areas, including for example the disposal of separate changing rooms, security of the area around the venue, street lighting, transport connections, etc.
- Increase fundings and support for the development of safe sport infrastructures and equipment.



To EU Member States:

- Conduct regular safety evaluations of existing sports infrastructures, based on the adopted EU standards.
- Increase the availability of public transport in less connected areas.



To sport organisations:

- Review the allocation of time and access to facilities for girls and reserve some fields during peak hours.
- Make sure girls have access to equipment suited to their needs and body shape.



To the sporting goods industry:

- Ensure that for each sport category there is an offer of both men and women friendly equipment.
- Continue to develop a wider range of women's sports apparel that is designed to all types of women's body shapes.

¹⁷ Ref: Women Sports and Fitness Foundation



Canterbury supports up-and-coming women sports stars

Canterbury is on a mission to tackle the barriers that prevent women from pursuing sport and inspire the next generation of players to take up rugby. The brand is taking a number of actions, including launching a £10,000 'Future Fund' dedicated to driving greater participation in the grassroots game for women, by increasing accessibility to kit and equipment. Canterbury is committed to supporting girls to access new opportunities to develop their skills.

The brand's "Give It A Try" programme with the IRFU has so far helped 4,000 young girls in Ireland to take part in introductory rugby lessons. The programme runs for eight weeks and gives girls aged 8-14 the opportunity to play rugby in a safe and fun environment.

Canterbury is also supporting women in rugby with equipment through its charity partnership with SportsAid. The initiative provides young players with vital financial assistance, as well as regular bundles of kit to help them perform at their best on the pitch and tips and advice from Canterbury's ambassador squad, including two-time Lions captain Sam Warburton. The partnership is the latest example of Canterbury's desire to champion and support women athletes and help up-and-coming stars to reach their full potential.

Sporting goods industry's initiatives

"Support for all": why adidas has re-engineered its entire sports bra portfolio

A sports bra is the single most important piece of workout apparel for those with breasts, but 90% of women aren't wearing the right size. That's why adidas – after comprehensive research and development – has re-engineered its entire portfolio with 43 new styles, available in 72 sizes, catering to more bodies and workouts than ever before. In sport, everybody should feel free and inspired by what their bodies can achieve. But women's needs are historically underserved when it comes to sportswear designed to support their form. In fact, just 17 years ago when Professor Joanna Wakefield-Scurr set up a pioneering research group in breast health at the University of Portsmouth, there were only 6 scientific studies on the biomechanics and support requirements of the breast, while there were 1000's of studies on sports shoes. Together with Professor Wakefield-Scurr and the University of Portsmouth, adidas set out to shine a light on the importance of proper breast support, and the lifechanging benefits it can have on sports participation and performance.

Nike Sports Bra and Hijabs: making sure girls feel comfortable and confident when they play sport

Over the past two years, Nike has donated 75 000 Swoosh sports bras and 3 000 Pro hijabs through their community partners to girls around the world. The brand has also created tools like the *Sports Bra Playbook*, in partnership with the Center for Appearance Research at UWE Bristol in the U.K., and *Hijab Playbook*. Knowing that the right apparel and equipment to participate in sports is key for comfort and inclusion, the Playbooks help coaches and other caring adults create a positive and informative experience for girls, as well as visual cards for girls to help them determine the right fit. Because product, combined with a positive experience, provides the best opportunity for girls to play with comfort and confidence.



• Developing women sporting role models

Women role models represent crucial assets to encourage more girls to play sport and take part in physical activity. They also play a key role in inspiring young women coaches to keep on and stay in their position. And as we have seen, the more women coaches there are, the more likely girls are to play sport. Because young girls need to witness the confidence, the leadership, and the achievements of other women, in order to imagine themselves with these qualities and to realise that it is possible for them to achieve the same success.

Role models are not just about coaches. Strong evidence exists to suggest that role models are an important

element in the development of young girls, whether it is on the pitch, in the office, in community life or in politics. The media play a key role in promoting these women role models. Hence, more efforts should be done to ensure equal representation of women athletes in all European media.

Tennis is also a good practice example to follow, since it is one of the sports that is best represented by women role models around the world. This is due to various reasons, for example the fact that women are paid equal prize money for grand slam tournaments¹⁸, but also because games are organised in such a way that women have an equal chance of attracting large crowds.

Recommendations :



To the EU institutions:

- Further promote young European women role-models through EU-wide communication campaigns¹⁹.
- Provide access to effective platforms to promote female role models and leaders across Europe.



To sport organisations:

- Ensure that women athletes receive the same prize money as their men counterparts.
- Make sure women are represented at all levels in sports clubs and organisations, for example in terms of volunteers, staff, coaches, officials, and managers.



To EU Member States:

- Encourage gender-balanced coverage of sports competitions in all public sector media and propose incentives for private media to do the same.
- Improve monitoring mechanisms and data collection in order to set improved targets for women's representation in the media.



To the sporting goods industry:

- Ensure that women are equally represented in managerial and leadership positions in companies, and that they are paid the same.
- Continue to develop sponsorship contracts with young female athletes.
- Further promote these athletes towards the young generation of sports girls through targeted communication and marketing campaigns, including through social media platforms (Snapchat, Instagram, Tik-Tok...etc).

¹⁸ European Parliament Research Service, "Gender equality in sport: Getting closer every day", 2019: [https://www.europarl.europa.eu/RegData/etudes/BRIE/2019/635560/EPRS_BRI\(2019\)635560_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2019/635560/EPRS_BRI(2019)635560_EN.pdf)

¹⁹ For example: <https://sport.ec.europa.eu/news/italian-ambassador-with-a-determination-like-no-other>



She Moves us: PUMA partners with Women Win to promote gender equality in sports

Through the partnership with Women Win, PUMA aims to increase the visibility of women athletes and sports role models and support initiatives that tear down obstacles to girls' and women's access to sports. Women Win was started in 2006 as a global women's fund dedicated to advancing girls' and women's rights through sports. Since then, their programs have impacted more than 4 million girls in 100 countries around the world. It is not the first time PUMA and Women Win have worked together. In 2020, PUMA donated 100,000 euros to the organization as part of its "Forever Tied Together" campaign to support Women Win's efforts in advancing gender equity from the bottom up.

Sporting goods industry's initiatives

Athlete's testimony



**Anja Toplek - Professional Volleyball player
& Coach CCPA**
Participant in the adidas Breaking Barriers project

"The opportunities for women and girls in sports are modest. All the programs are made for boys or mixed groups. The girls in younger age groups usually do not feel comfortable playing sports with boys. [In 2020] I joined CCPA and got an opportunity to become a part of the adidas Breaking Barriers program for girls in Europe. As a Champion, I get to implement sports projects and programs in my community to help spread sports, mostly with girls since they are less involved. Every sport is important for every community. For health, for personality, for experience, for friendships. We wanted to involve girls a little more in - as everyone says - "men sports". We wanted to break the barriers for girls, to show them they can do anything as well as the boys. We wanted to be role models for them, as women athletes and coaches."



Conclusion

Key recommendations

Globally, girls face complex cultural, social, practical, and personal barriers to play and practice sport. As a result, they drop out of sport at twice the rate of boys and have fewer sport opportunities overall.

To break barriers and create a more active and equitable future for girls, FESI, together with its members, have worked on a list of recommendations addressed to European and national decision makers, as well as sports' organisations and stakeholders.



To the EU institutions:

- 1 Promote **coaching as a relevant career option for women**/end of career athletes.
- 2 Set up **EU standards, based on existing good practices**, to make sure coaches have the proper training and education to train young girls.
- 3 Develop **EU safety standards/guidelines** for sport facilities and areas, including for example the disposal of separate changing rooms, security of the area around the venue, street lighting, transport connections, etc.
- 4 **Increase fundings and support for the development of safe sport infrastructures** and equipment.
- 5 Further **promote young European women role-models** through EU-wide communication campaigns.
- 6 Provide **access to effective platforms** to promote female role models and leaders across Europe.



To EU Member States:

- 7 Further **invest in coaching education for women** through funding, equipment, and trainings.
- 8 Make sure **women coaches get the same salary** than their men counterparts.
- 9 Conduct **regular safety evaluations of existing sports infrastructures**, based on the adopted EU standards.
- 10 **Increase the availability of public transport** in less connected areas.
- 11 Encourage **gender-balanced coverage of sports competitions** in all public sector media and propose incentives for private media to do the same.
- 12 Improve **monitoring mechanisms and data collection** in order to set improved targets for women's representation in the media.



To sport organisations:

- 13 Fix specific **targets for a balanced participation of women coaches** in sports competitions.
- 14 Make sure to have an **equal number of men and women coaches** in every club.
- 15 **Review the allocation of time and access to facilities** for girls and reserve some fields during peak hours.
- 16 Make sure **girls have access to equipment suited to their needs** and body shape.
- 17 Ensure that **women athletes receive the same prize money** as their men counterparts.
- 18 Make sure **women are represented at all levels** in sports clubs and organisations, for example in terms of volunteers, staff, coaches, officials, and managers.



To the sporting goods industry:

- 19 Continue to **create long-term partnerships with NGOs and foundations** to further develop and implement good practices supporting girls' coaching.
- 20 Encourage **former sponsored athletes to engage in coaching education** and training.
- 21 Ensure that for each sport category there is an offer of both **men and women friendly equipment**.
- 22 Continue to develop a **wider range of women's sports apparel** that is designed to all types of women's body shapes.
- 23 Ensure that **women are equally represented in managerial and leadership positions** in companies, and that they are paid the same.
- 24 Continue to develop **sponsorship contracts with young female athletes**.
- 25 Further **promote these athletes towards the young generation** of sports girls through targeted communication and marketing campaigns, including through social media platforms (Snapchat, Instagram, Tik-Tok...etc).

²⁶ For example: <https://sport.ec.europa.eu/news/italian-ambassador-with-a-determination-like-no-other>

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