



SheAds

A HANDBOOK FOR SPORT INSTITUTIONS

Gender-Equal Advertising for Sports

From awareness to action: a practical framework for embedding gender-sensitive communication into the strategy, policy and everyday practice of sport organisations.

SheAds — Promoting Gender Equality in Sports Communication
Erasmus+ Sport · Project 101183896
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Gender-Equal Advertising for Sports — A Handbook for Sport Institutions

First edition, 2026

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Why an institution needs this handbook

Sport has reached a turning point. Women now compete at the highest levels in numbers equal to men, yet the way sport is communicated (its language, its images, its headlines) has not kept pace. The gap between what women achieve in sport and how that achievement is represented is the single most persistent inequality in the sector today.

This handbook exists because awareness, on its own, is not enough. Most communication professionals already sense that women's sport is covered less, and differently. What they lack is not conviction but a framework: a clear, adoptable set of standards, policies and tools that turn good intentions into consistent institutional practice.

That is precisely the gap the SheAds research uncovered. When the project surveyed sport-media professionals, an overwhelming majority recognised the media's power to shape who participates in sport, yet almost none worked within an organisation that had written guidelines for gender-sensitive coverage. Willingness was high; structure was absent. This handbook is that missing structure.

An organisation does not become gender-equal by agreeing that it should be. It becomes gender-equal by **changing what it does, deliberately, and on the record.**

Whether you lead a national federation, manage communications for a club, edit a sports desk, or shape policy for a ministry, this handbook is written to be used and not just read. We invite you to adopt it, adapt it to your context, and hold your organisation to it.

How to use this handbook

This is a working document. It is structured to move you from understanding the problem to operating a system that prevents it in eight parts that build on one another.

IF YOU ARE...	START HERE
A communications officer	Parts 04 & 05 give you the day-to-day language and visual standards. Keep the checklists in Part 06 on your desk.
A director or board member	Parts 01, 03 and 07 make the case, give you the policy to adopt, and the roadmap to govern its rollout.
An editor or journalist	Part 04 is your style guide; Part 05 covers image selection. Part 01 explains why it matters.
A policymaker	Parts 01 and 03 connect the evidence to the institutional and regulatory levers available to you.

The four types of box you'll see

■ EVIDENCE

Grounds a recommendation in research, from the SheAds studies or the wider literature.

► DO THIS NOW

A concrete action your organisation can take immediately, often in under a week.

◆ KEY IDEA

A principle worth remembering and repeating across your team.

Tools you can copy and use, such as the self-assessment, the model policy, the pre-publication checklist and the monitoring template, are gathered in Part 06, designed to be lifted straight out and put to work.

01

PART ONE

The case for change

Before standards and tools, the evidence. This part sets out what research, international and Albanian, including the SheAds project's own studies, tells us about how women's sport is represented, and why that representation is an institutional responsibility.



The evidence behind the work

Two facts sit at the centre of this handbook. The first is a triumph: women's participation in elite sport has risen to parity. The second is a failure: the visibility of that participation has not followed. Understanding the distance between them is the starting point for every standard in these pages.

Participation has reached parity

The trajectory of women at the Olympic Games tells a story of remarkable progress. In 1972, women made up just 14% of Olympic athletes. By the Paris 2024 Games, they represented 50% — a genuine milestone in the pursuit of gender parity in global sport. On the field of play, the case for women's sport has effectively been won.

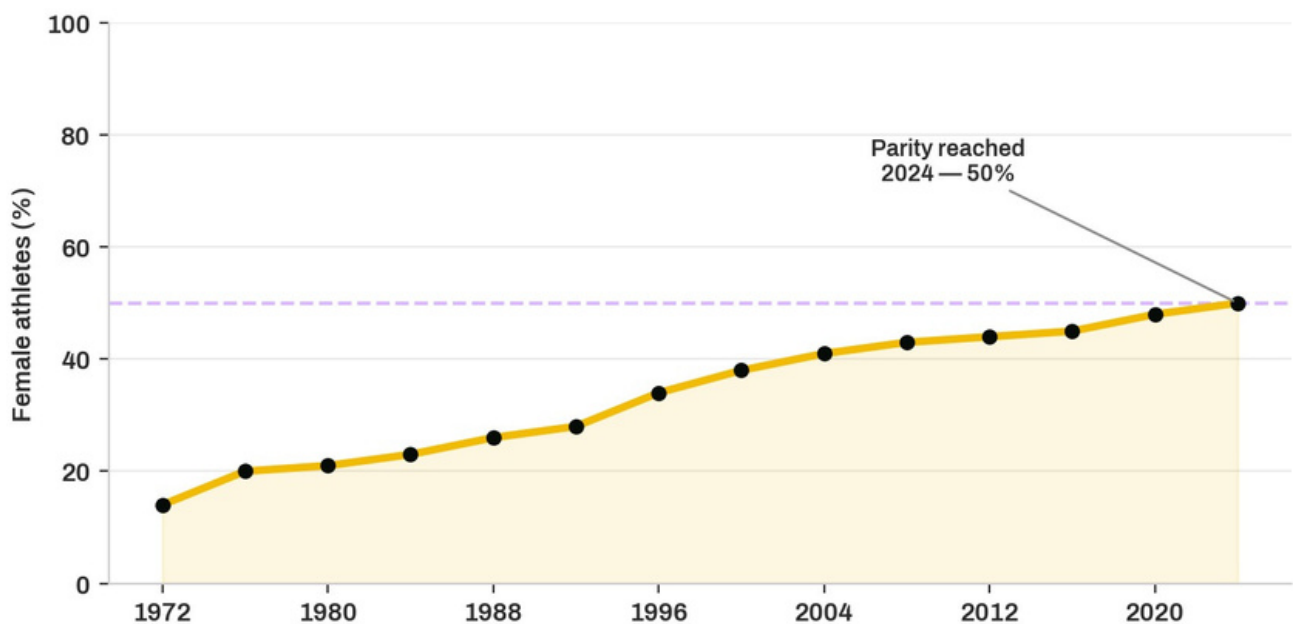


Figure 1. Representation of female athletes at the Olympic Games, 1972–2024. Women rose from 14% of competitors to full parity over five decades. Source: SheAds desk research (Mehmeti & Orhani, 2025).

Visibility has not

Media coverage tells a very different story. Even as participation climbed to 50%, the share of sports media attention given to women's sport has remained far lower, rising slowly to around 40% on the most generous measures, and far less in routine national coverage. The result is a structural mismatch: women compete in equal numbers but are seen far less often.

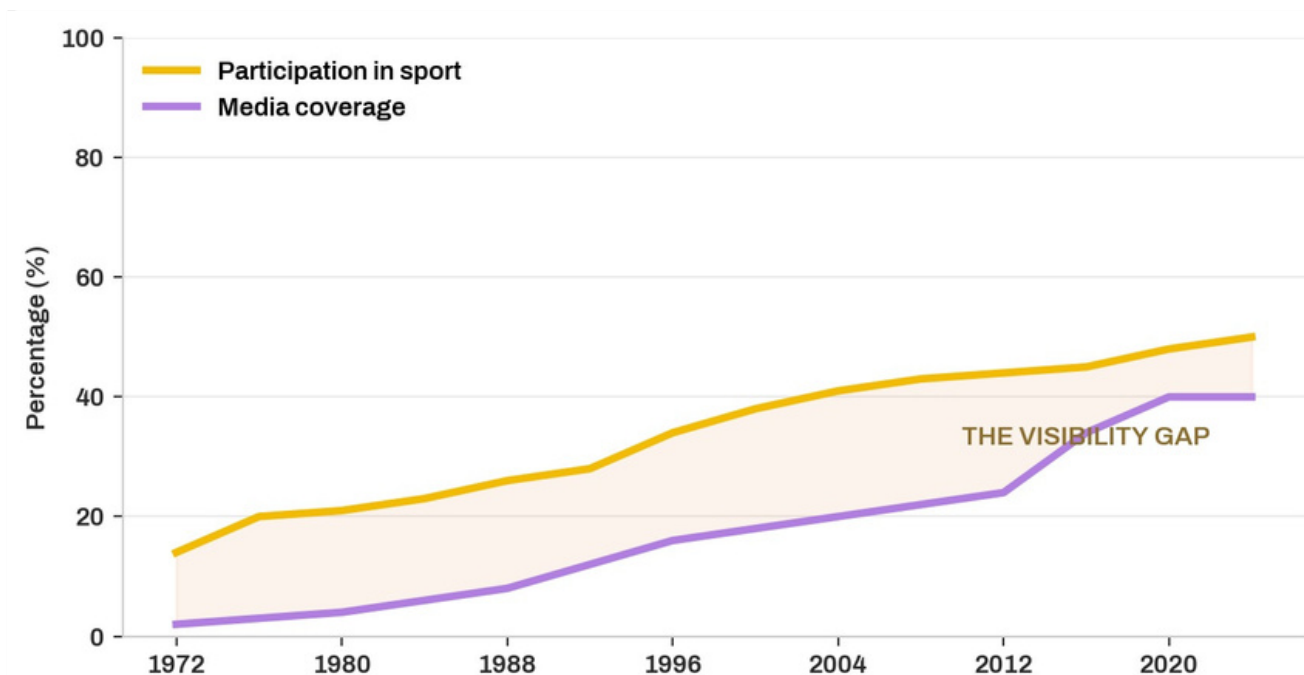


Figure 2. The visibility gap. The shaded area shows the persistent distance between women's participation in sport and their share of media coverage, 1972–2024. Source: SheAds desk research.

◆ KEY IDEA

The problem is no longer getting women onto the field. It is ensuring that what they do there is seen, named and valued on equal terms. Representation is now the frontier of equality in sport.

It is not only how much, but how

When women's sport is covered, the framing often differs sharply from men's. Research consistently finds that male athletes are portrayed as strong, resilient and strategically intelligent, while female athletes are more frequently described through their appearance, personal lives or emotional qualities. This gendered language reinforces a traditional hierarchy, implying that men's athleticism is the authentic, default form of sporting achievement, and women's a secondary variant.

■ EVIDENCE

A qualitative analysis of 131 Nike advertisements over a decade found a significant gap between the brand's progressive public image and its actual portrayal of gender, with sport still presented predominantly as a male domain and diversity, where included, conforming to conventional standards rather than embracing genuine inclusivity. The consequences extend well beyond the screen: framing shapes audience engagement, sponsorship, funding and the supply of visible role models, which in turn shapes whether the next generation of girls takes up sport at all.

The Albanian picture: the SheAds findings

The SheAds project grounded these global patterns in a specific national context. Drawing on the Council of Europe's ALL IN data and the project's own primary research, it found gender imbalance running through every layer of Albanian sport, from the field, to the coaching bench, to the boardroom, to the newsroom.

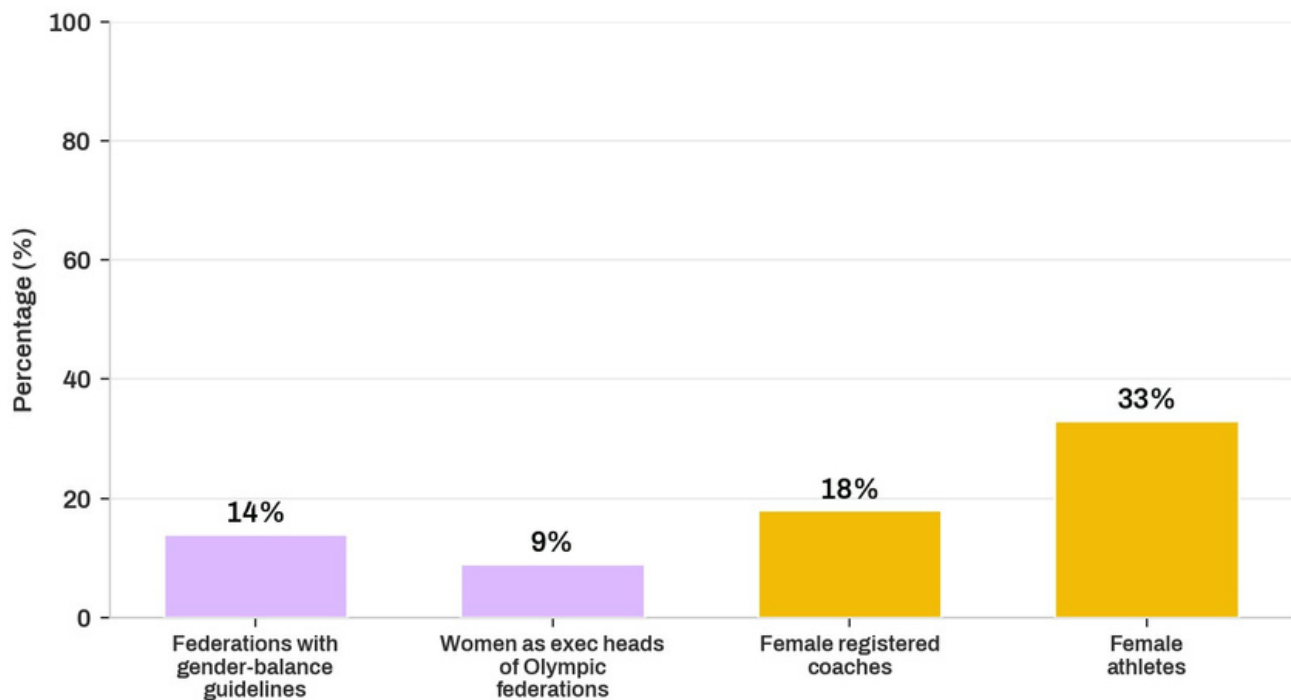


Figure 3. Gender imbalance across Albanian sport. Women remain a minority of athletes and a small minority of coaches and federation leaders; only 14% of federations have any gender-balance guidelines for their communications. Sources: Council of Europe ALL IN; SheAds research.

To understand the newsroom specifically, the project surveyed 34 Albanian sport-media professionals. Their responses produced five findings that, together, define the task this handbook is built to address.

1. Women's sport is underrepresented

The majority of respondents confirmed that female athletes receive significantly less coverage than men, and that their achievements are rarely prioritised in headlines.

2. Stereotypical framing persists

Respondents acknowledged that female athletes are frequently depicted through aesthetic frames — appearance, clothing, beauty — rather than sporting performance.

3. Institutional guidelines are missing

Most organisations provide no ethical framework for gender-sensitive reporting, leaving every decision to individual editorial discretion and producing inconsistent practice.

4. There is a training gap — and a demand to close it

Very few respondents had ever attended training on gender equality in media, yet strong interest was expressed in future opportunities. The gap is structural, but the appetite for reform is real.

5. Professionals understand the stakes

Almost all respondents agreed that media can play a crucial role in encouraging girls to take up sport, clear evidence that the will to change is already present.

34

ALBANIAN MEDIA
PROFESSIONALS SURVEYED

14%

OF FEDERATIONS HAVE
GENDER-BALANCE
GUIDELINES

~40%

CEILING ON WOMEN'S MEDIA
COVERAGE

◆ KEY IDEA

The SheAds research reveals an open door. Professionals already believe in the goal and want the skills, what stops them is the absence of a framework to work within. Supplying that framework is the entire purpose of this handbook.

From evidence to obligation

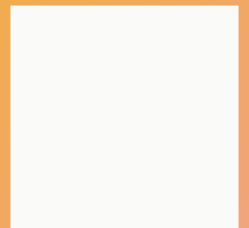
These findings reframe gender-equal communication. It is not a matter of individual goodwill or editorial taste, it is an institutional responsibility, as concrete as financial accountability or safeguarding. An organisation that leaves representation to chance will reproduce the imbalance by default. An organisation that treats it as a managed system can change it. The remainder of this handbook builds that system, part by part.

02

PART TWO

From principles to commitments

Four foundations underpin gender equal communication. This part turns each from an idea you agree with into a commitment your organisation can make, measure and be held to.



Four foundations

Inclusive sport communication rests on four principles. They are simple to state and widely endorsed, which is exactly why they so often remain abstract. The work of this handbook is to convert each principle into an explicit institutional commitment: a statement of intent paired with a way to know whether you are living up to it.

1 • Equal representation

The principle. Women and men should receive comparable levels of visibility and coverage across an organisation's communication output.

The commitment. Move from symbolic gestures to a measurable target. An organisation that commits to equal representation sets a baseline (what share of our output features women today?), a goal, and a regular review, treating the balance of coverage as a metric, not an afterthought.

► DO THIS NOW

Count the last 20 posts, articles or features your organisation published. What proportion centred women athletes, coaches or leaders? That single number is your baseline.

2 • Fair framing

The principle. Coverage should foreground athletic performance, skill and achievement, not appearance, relationships or emotion.

The commitment. Adopt performance as the default frame for every athlete, regardless of gender. Fair framing is about applying the same professional, achievement-focused lens to everyone, so that the narrative stays on the sport.

3 • Inclusive language

The principle. Language should avoid biased or diminutive expressions, such as referring to women athletes by first names while using surnames for men, or marking women's competition as a qualified variant of the "real" version.

The commitment. Hold all athletes to symmetrical terminology. The detailed standards in Part 04 make this commitment operational; here, the commitment itself is what matters: that your organisation treats its language as a deliberate choice, not a habit.

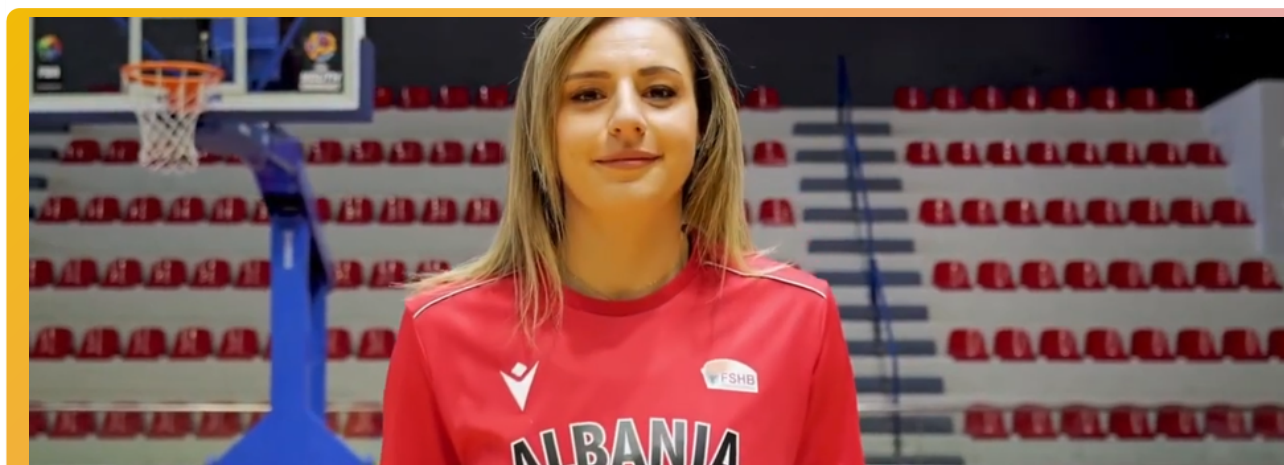
4 • Diversity in voices

The principle. Gender balance should extend to the people producing the coverage, commentators, journalists, photographers and decision-makers, not only the people in it.

The commitment. Build balance into who speaks and who decides. Representation in front of the camera is fragile if the newsroom, the press office and the leadership behind it remain one-sided. A multi-dimensional perspective in storytelling begins with a multi-dimensional team.

◆ KEY IDEA

A principle is something you believe. A commitment is something you can be measured against. This handbook asks your organisation to make all four commitments, on the record, with a way to check progress.



03

PART THREE

Governance & policy

Commitments need a home in the way an organisation is run. This part sets out the governance structures, roles and the model policy that move gender equal communication from individual discretion to institutional standard, directly answering the gap the SheAds research found.



Building the institutional framework

The clearest finding of the SheAds research was an absence: most organisations have no written guidelines for gender-sensitive communication, leaving outcomes to chance. This part fills that absence. It describes how to embed equality into the structure of an organisation, through policy, roles and accountability, so that fair representation no longer depends on who happens to be at the keyboard.

Why discretion is not enough

When every decision about how to portray an athlete rests on individual judgement, two things follow. Practice becomes inconsistent, the same organisation covers one athlete fairly and another through stereotype, depending on the author. And progress becomes fragile, a single staff change can undo it. Policy converts scattered good intentions into a dependable standard that survives turnover.

■ EVIDENCE

Only 14% of Albanian sport federations have any guidelines for ensuring gender balance in their communication materials. The SheAds survey confirmed the consequence: in the absence of frameworks, decisions default to editorial discretion and practice is inconsistent. Policy is the remedy the sector itself is missing.

The four levers of institutional change

Embedding equality into an organisation's culture, rather than treating it as an optional campaign, works through four connected levers.

LEVEL	WHAT IT MEANS IN PRACTICE
Policy development	Establish formal, written guidelines that require equitable coverage and representation across all channels.
Training & education	Equip communication staff, journalists and media teams with gender-sensitivity skills. The SheAds online course is built for exactly this.
Monitoring & evaluation	Track output and representation against your targets, so accountability rests on data rather than impression.
Partnerships & campaigns	Work with advocacy groups and run awareness campaigns to shift external perceptions and amplify reach.

Roles and accountability

A policy without an owner is a document, not a practice. Assign responsibility explicitly:

- Leadership / board: adopts the policy, names it a strategic priority, and reviews progress at least annually.
- A designated equality lead: a named person (not necessarily full-time) who owns the policy, answers questions and reports on the metrics.
- Communications & editorial staff: apply the standards day to day and run the pre-publication checklist.
- All staff: understand the commitment and can flag content that falls short.

A model gender-sensitive communication policy

The template below is written to be adopted. Copy it, insert your organisation's name, adjust the specifics to your context, and put it before your board for formal approval. It is intentionally short, a policy that fits on two pages is one people will actually read and use.

► ADOPT THIS — MODEL POLICY

[Organisation] Gender-Sensitive Communication Policy

1. Purpose. [Organisation] is committed to representing all athletes, staff and members fairly and equally in its communications, and to using its visibility to advance gender equality in sport.
2. Scope. This policy applies to all communication output — press releases, websites, social media, broadcast, print, event materials and internal communications — and to all staff, contractors and partners producing content on our behalf.
3. Commitments. We will: (a) seek balanced visibility of women and men across our output; (b) frame all athletes around performance and achievement; (c) use symmetrical, non-diminutive language; (d) select images that show athletes in action and avoid sexualisation; and (e) work toward gender balance among the people who produce our communications.
4. Implementation. The standards in the SheAds handbook (Parts 04–05) form part of this policy.
The pre-publication checklist will be applied to significant content.
5. Accountability. [Name / role] is responsible for this policy. Output will be reviewed [quarterly] against our representation target of [X%], and reported to leadership [annually].
6. Review. This policy will be reviewed every [12] months.

◆ KEY IDEA

Adopting a policy is the single highest-leverage action in this handbook. It is the difference between hoping for fair representation and requiring it.

04

PART FOUR

Language & narrative standards

The editorial style guide. Concrete, copy ready standards for the words your organisation uses, the level at which gender bias most often hides, and the level at which it is easiest to correct.



The editorial style guide

Bias rarely arrives as an obvious insult. It lives in defaults: the small, habitual choices of wording that, repeated across thousands of items, build an unequal picture. This part is a working style guide: a set of standards your writers and editors can apply directly, each illustrated with the wrong and right version.

Standard 1 · Use symmetrical terminology

Name women's and men's sport in the same way. A persistent habit marks women's competition as a qualified variant — "women footballers" against simply "footballers", implying the men's version is the real one. Drop the qualifier unless you would apply it equally to both.

✗ Avoid

"Female football team wins championship"

✓ Prefer

"The team wins the championship with a dominant performance"

Standard 2 · Apply equivalent descriptors across genders

Male athletes are routinely described with strength-based vocabulary — "dominant", "powerful" — while women, even in high-intensity competition, are praised as "graceful" or "elegant". Use performance-based description consistently, whoever the athlete.

✗ Avoid

"She looked stunning on the court"

✓ Prefer

"She demonstrated strong baseline control and tactical consistency"

Standard 3 · Remove appearance-based commentary

Coverage that foregrounds a woman's looks, clothing or personal relationships displaces her athletic achievement, the dynamic that historically reduced major champions to their appearance. Unless physical detail is directly relevant to the sporting action, leave it out.

- Cut references to clothing and physical appearance.
- Keep personal relationships out of sports coverage unless the athlete has made them the story.
- Ask: would I write this sentence about a male athlete in the same situation?

Standard 4 • Use surnames and titles symmetrically

A subtle but well-documented bias refers to women athletes by first name while giving men the more formal surname. First-name reference reads as familiar and diminutive; apply whatever convention you choose equally to all athletes.

Standard 5 • Reframe the narrative

Beyond individual words lies the shape of the story itself. The most powerful inclusive communication does not merely avoid stereotype, it actively reframes. Campaigns that took words used to belittle ambitious women and turned them into symbols of strength show how narrative can challenge a stereotype while still engaging a wide audience. This approach, sometimes called "femvertising", is most effective when the reframing is genuine rather than decorative.

■ EVIDENCE

Landmark campaigns demonstrate the principle: one took the label "crazy", long used to dismiss ambitious sportswomen, and recast it as a marker of extraordinary achievement; another examined how a single phrase can function as an insult or as empowerment depending entirely on framing. The lesson for institutions is that narrative choice is a lever, not a constraint.

A note on authenticity

Audiences increasingly recognise empowerment used purely as decoration. A progressive slogan attached to communication that still, in its images and language, reinforces the old hierarchy reads as hollow. The standards in this handbook work together: inclusive language is credible only when matched by inclusive framing, inclusive imagery (Part 05) and genuine institutional commitment (Part 03).

◆ KEY IDEA

A reliable test runs through this entire style guide: would I write this the same way about a man? If the answer is no, the sentence needs to change.

05

PART FIVE

Visual standards

Images carry as much meaning as words, often more, and faster. This part sets the standards for selecting and commissioning imagery that represents athletes of all genders on equal, performance focused terms.



Imagery that represents fairly

A photograph establishes credibility in an instant. Research shows male athletes are typically pictured in motion — tackling, sprinting, scoring — while women are more often shown in posed or styled portraits. The difference quietly tells the viewer whose athleticism is the real subject. These standards close that gap.

Standard 1 · Choose action over pose

Prioritise competitive moments. Show athletes in motion, under pressure, performing their skill. Where an organisation routinely pictures male athletes mid-action but female athletes in static portraits, the imagery itself communicates a hierarchy, regardless of the words beside it.

► DO THIS NOW

Review the last ten images you published of women athletes. How many showed them actually competing? Set a simple rule: action first, portrait only when there is a specific editorial reason.

Standard 2 · Prevent sexualisation

Certain sports have long attracted coverage that foregrounds clothing and body exposure over technique. Direct the camera (and the edit) to the athletic action: the serve, the dive, the sprint. The question is always whether the image documents the sport or the body.

Standard 3 · Align the image with the story

When reporting a record-breaking performance, a posed studio shot undercuts the narrative; the real moment carries the credibility. Match visual to achievement so that the two reinforce, rather than contradict, each other.

Standard 4 · Show real diversity

Authentic representation means picturing women of all body types, ages, abilities and backgrounds genuinely taking part, not a narrow, conventional ideal. Campaigns that deliberately featured women of every shape and skill level participating in sport changed perceptions precisely because the imagery was real rather than aspirational-in-the-narrow-sense.

■ EVIDENCE

Where diversity is included only to adhere to conventional standards rather than to embrace genuine inclusivity, the effect can demotivate the very groups it claims to represent, limiting participation rather than encouraging it. Authentic imagery is not a cosmetic choice; it has measurable consequences for who feels sport is for them.

The SheAds visual device

The project's own visual identity offers a ready model. Its logo "lens", an athlete's image framed within the brand mark, foregrounds focus and performance rather than pose. Organisations are encouraged to use their own visibility-campaign photography in the same spirit. The frames below indicate where such images belong in your adaptations of this handbook.



◆ KEY IDEA

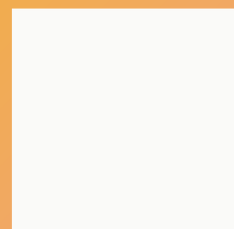
Words and images must say the same thing. Performance-focused language beside a posed, styled photograph sends a mixed message, and the image usually wins. Align them deliberately.

06

PART SIX

The toolkit

Assess, adopt, audit. Four instruments designed to be lifted straight out of the handbook and put to work: a maturity self-assessment, the model policy (cross referenced from Part 03), a pre-publication checklist, and a monitoring template.



Assess, adopt, audit

Everything to this point has built understanding and standards. This part makes them operational. The four tools here form a simple cycle: assess where you stand, adopt the policy and standards, and audit your output regularly to see whether practice is following intent.

Tool 1 · The maturity self-assessment

Begin by locating your organisation honestly. For each dimension, identify which level best describes you today. The goal is not to score well, it is to see clearly where to act first.

DIMENSION	LEVEL 1 — ABSENT	LEVEL 2 — AWARE	LEVEL 3 — ACTIVE	LEVEL 4 — EMBEDDED
Policy	No guidelines exist.	In formal awareness; nothing written.	Written policy adopted.	Policy reviewed, owned and enforced.
Language	No standards; bias common.	Some staff self-correct.	Style guide in use.	Symmetrical language is the norm.
Imagery	Posed/stereotyped images default.	Occasional action imagery.	Action -first rule applied.	Imagery consistently performance focused.
Monitoring	Output never measured.	Ad-hoc observation.	Periodic counts kept.	Tracked against targets, reported up.
People	No balance in who produces content.	Issue recognised.	Balance actively sought.	Diverse team, by design.

► DO THIS NOW

Mark your level on each row. Any dimension at Level 1 or 2 is a priority for the roadmap in Part 07. Re-assess every six months and watch the profile shift right.

Tool 2 • The model policy

The adoptable policy template is set out in full in Part 03. It is the central instrument of the toolkit: assessment tells you that you need it, and the audit tools that follow tell you whether it is working. Copy it, adapt it, and take it to your board.

Tool 3 • The pre-publication checklist

This is the everyday workhorse, a quick gate to run over any significant piece of content before it goes out.

Keep it visible in your editorial workflow. It operationalises Parts 04 and 05 in under a minute.

☐ Framing. Does the piece centre performance and achievement rather than appearance, emotion or personal life?

☐ Language. Is the terminology symmetrical — no unnecessary "women's" qualifier, no first-name/surname asymmetry?

☐ The mirror test. Would I write this the same way about an athlete of another gender?

☐ Image — action. Does the photograph show the athlete competing, rather than posed or styled?

☐ Image — respect. Does it document the sport rather than the body? No gratuitous focus on clothing or physique?

☐ Alignment. Do the words and the image tell the same, performance-focused story?

☐ Balance. Across recent output, are women and men receiving comparable visibility?

Tool 4 • The monitoring template

What gets measured gets managed. Use this simple log on a recurring basis, monthly or quarterly, to turn the abstract goal of "balance" into a number you can act on. It need not be elaborate; a shared spreadsheet is enough.

METRIC	HOW TO MEASURE	TARGET
Share of coverage featuring women	Count items centring women athletes / coaches / leaders, as a % of all items.	Set toward parity (e.g. 40–50%).
Performance-framed items	% of women-focused items framed around performance vs. appearance/personal.	Rising each period.
Action imagery	% of images of women showing competition/action.	Majority, then near total.
Checklist compliance	% of significant items run through the pre-publication checklist.	100% of major content.
Team balance	Gender balance among content producers and decision-makers.	Improving toward balance.

◆ KEY IDEA

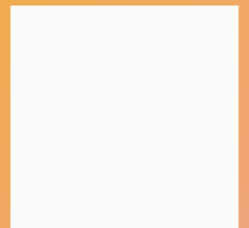
The cycle is the point. Assess → adopt → audit → re-assess. A single measurement is a snapshot; the repeated cycle is what actually moves an organisation up the maturity ladder.

07

PART SEVEN

Implementation roadmap

A realistic twelve-month path from first commitment to embedded practice, with quick wins early to build momentum, and structure later to make change durable.



Twelve months to embed change

Lasting change is sequenced, not switched on. This roadmap turns the handbook into a plan: visible early wins to build belief, then the policy, training and monitoring that make the new practice the normal one. Adapt the pace to your size and capacity, the order matters more than the calendar.

MONTHS 1–2 · FOUNDATION

Assess and commit

Run the maturity self-assessment (Tool 1) and establish your baseline by counting recent output. Secure a leadership commitment in principle and name an equality lead. Quick win: fix the most obvious language and image defaults straight away, visible progress in week one.

MONTHS 2–3 · POLICY

Adopt the framework

Adapt the model policy (Part 03) to your context and take it through formal approval. Integrate the pre-publication checklist into your editorial workflow so it is used from day one.

MONTHS 3–5 · CAPABILITY

Train the team

Build the skills the policy assumes. Enrol communication staff in the SheAds online course (Part 08), and run an internal session so the standards are shared, not just published. This directly answers the training gap the SheAds research identified.

MONTHS 5–9 · PRACTICE

Apply and monitor

Operate the standards as routine. Begin the monitoring log (Tool 4), reviewing the numbers each month. Expect early inconsistency, use the data to coach, not to blame.

MONTHS 9–12 · EMBED

Review, report, partner

Re-run the self-assessment and report progress to leadership. Celebrate movement up the maturity ladder. Extend reach through partnerships and a visibility campaign of your own, and set targets for the next year.

► DO THIS NOW

Don't wait for the full plan. The three week-one actions (assess your baseline, fix obvious defaults, and name an owner) can begin today and create the momentum the rest depends on.

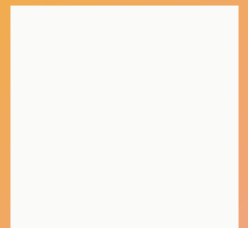
Change that is sequenced becomes change that sticks. Quick wins earn belief; structure makes it permanent.

08

PART EIGHT

Going further

This handbook is one part of the SheAds offer. Where it gives you the framework to act, the online course gives your team the depth to understand, and the resources below extend both.



The SheAds course & resources

A handbook can set standards and supply tools, but deep capability is built through learning. The SheAds project produced a dedicated online course that complements this handbook directly, and the curated resources here point your team toward the wider evidence base and the best practical examples.

The SheAds online course

Where this handbook is the institution's reference, the course is the individual's training. It takes communication professionals, media practitioners and sport-organisation staff through the landscape of gender in sports media, the practical craft of inclusive content, and the strategies for raising women's visibility, combining theory with hands-on analysis and a certificate of completion. It is the natural Month 3–5 step in the implementation roadmap.

► DO THIS NOW

Enrol your communications team in the SheAds online course as the training pillar of your policy. The handbook tells them what standard to meet; the course builds the judgement to meet it well.

Curated resources

The following organisations and initiatives offer reliable evidence, monitoring data and exemplary practice for teams going deeper.

RESOURCE	WHY IT'S USEFUL
UN Women	Global campaigns and reporting on gender equality and media representation; helps frame the structural picture and policy context.
Global Media Monitoring Project (GMMP)	Global data on gender representation in news, useful for benchmarking your own monitoring against international figures.
Sport England — This Girl Can	A reference case for inclusive, authentic campaigns showing women of all kinds taking part.
Council of Europe — Gender Equality in Sport	European policy framework, the ALL IN data, and work on the visibility of female athletes in e-media.
IOC Portrayal Guidelines	Practical, checklist-based guidance on gender-balanced, respectful coverage from the Olympic movement.

◆ KEY IDEA

The handbook, the course and these resources are designed to reinforce one another. Use the handbook to set the system, the course to build the skill, and the resources to keep learning, together they move an organisation from aware to embedded.

A closing word

The SheAds research found a sector that already believes in fairer representation and wants the means to deliver it. That is an unusually hopeful starting point. The means are now in your hands. What remains is the decision to use them, to make gender-equal communication not an aspiration your organisation holds, but a practice it runs.

References & sources

This handbook draws on the SheAds project's own research outputs and a selection of the wider literature and policy frameworks underpinning them. Full reference lists are available in the cited project manuscripts.

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