

# Signaling Change: Exploring Gender EDI and Human Resource Management Practices, Board Gender Composition, and Board Outcomes in Non-profit Sport Governing Bodies

## Context

- Adriaanse (2016) examined the gender ratio on national sport organization (NSO) boards in 45 countries and found that women were underrepresented as board directors, board chairs, and chief executives.
- It is clear many countries have failed to achieve government mandated critical mass goals of 30% representation (Adriaanse, 2016; EIGE, 2015).
- While studies have provided valuable insights and have suggested ways how gender diversity can be improved (e.g., Adriaanse, & Schofield, 2013, 2014), another perspective is to examine system processes (i.e., HRM) to more readily understand equity and inclusion (Wicker et al., 2020).
- Prior research has addressed varied board composition by gender (Lesch et al., 2022ab; Wicker & Kerwin, 2022), and uncovered associations between high to medium representation of women and outcomes of higher memberships and per capita revenue (Wicker & Kerwin, 2022).



## Objectives

This research has the following three objectives:

1. Uncover the **common HRM practices around gender EDI** in non-profit sport organization boards to further understand the complex gender dynamics around EDI initiatives.
2. Explore the **differences in HRM practices around gender EDI** in different types of non-profit sport boards in Canada and Germany.
  - Specifically, this study will explore uniform male boards (share of women: 0%), skewed boards (share of women <20%), tilted boards (share of women between 20% and 40%), and balanced boards (share of women between 40% and 60%; Joecks et al., 2013; Kanter, 1977) in both countries to determine if HRM practices differ by board composition and country of origin.
3. Analyze if the type of board (i.e., uniform male, skewed, tilted, or balanced) of non-profit sport governing bodies **define their HRM EDI outcomes** and how board composition and HRM influence board outcomes.

## Research Design

**Cross-National Survey of Board Members regarding EDI HRM and important board factors**

**Interviews with board members from 16 boards in both Canada and Germany**



## Methods

- Survey board members regarding EDI HRM, Board Culture, Board Performance, Board Decision Quality
- Review HRM EDI policy in these sport organizations
- Conduct interviews with respondents from the survey to determine the HRM EDI policy that signals gender in sport organizations.