

# Careers, Leadership and Allyship in Football

## EFC–WIF Partnership Launch

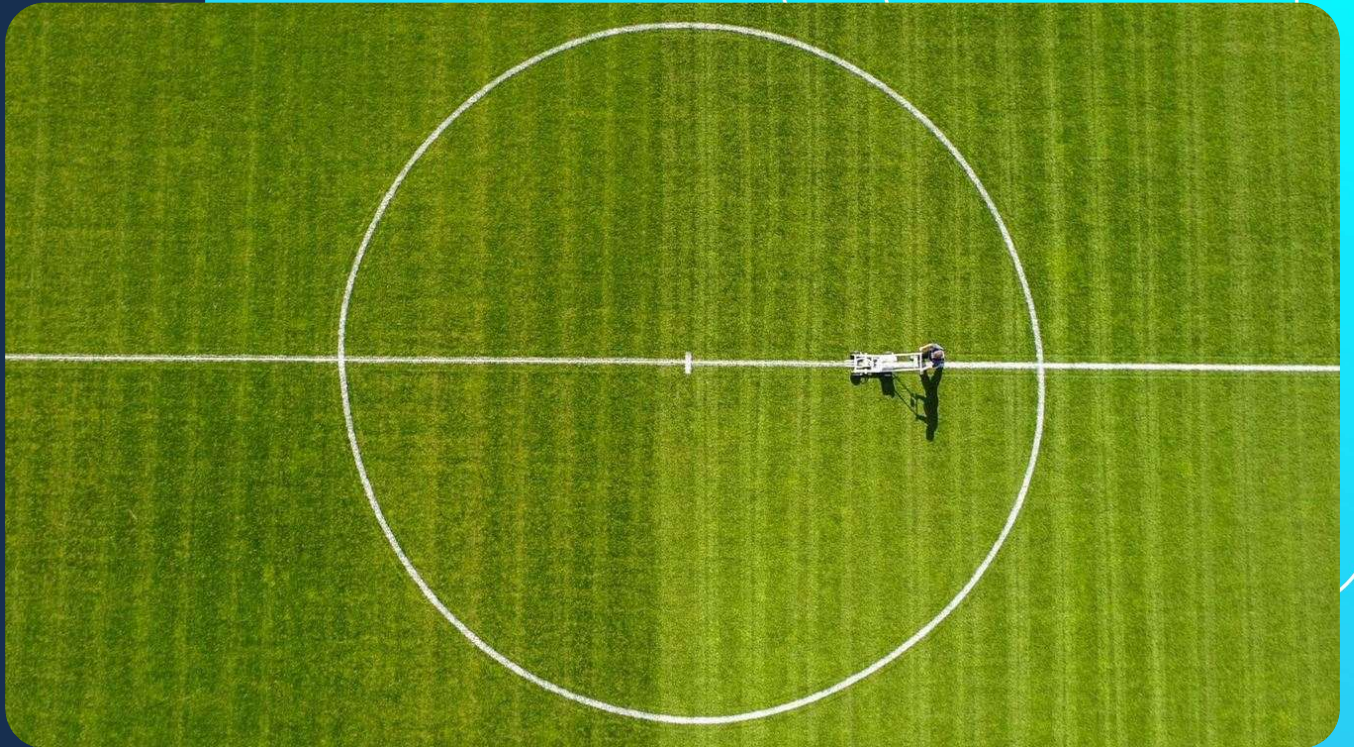


A JOINT EFC X WIF WEBINAR  
MARCH 6<sup>TH</sup>, 2026



This session will be recorded.  
Questions, ideas and comments  
are always welcome through  
the Q&A and via  
[sustainability@efcfootball.com](mailto:sustainability@efcfootball.com)

Recording of the session and  
presentation will be available.



# Agenda points from 10h30 to 12h

## Opening



**Charlie Marshall**

EFC  
CEO



**Yvonne Harrison**

WIF  
CEO

## Network overview and activities



**Gaia Pretner**

EFC  
Head of Sustainability

## Interview



**Hayley McQueen**

Sky Sports News  
Sports Broadcaster



**Ebru Koksal**

WIF  
Chairwoman

# Everyone's Game FC

6 MARCH 2026

# Developing the Network

## EFC – WIF Partnership



January 2023  
SURVEY

Q2-Q3 2023  
Stakeholder  
Engagement

April 2024  
Sustainability  
Strategy with  
Gender targets

September  
2024  
WOBP pilot

October 2024  
Research

October 2025  
Network side  
event at GA

JANUARY 2023

## Survey Results

### Female representation within EFC Member Clubs

#### Sample

- **94** football clubs from 37 different countries
- Participating clubs have an average of **184** employees.

#### Administration

- Female representation at the Administration level in participating clubs is **30%** on average
- It varies from 5% to 55%

#### Executive level

- Female representation at the Executive level in participating clubs is **18%** on average
- It varies from 0% to 60%

A high percentage of women in administrative roles does not correlate with high female representation at the executive level



There is no clear internal progression path for women to reach leadership positions.

2023 - 2024

# Development and approval of EFC Sustainability Strategy

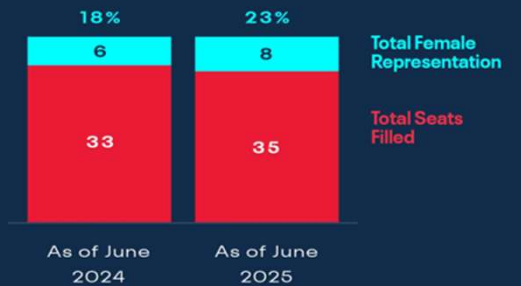
## Stakeholder Engagement

- Interviews with 20 key football stakeholders
- Survey with Member Clubs
- Sustainability Working Group Consultation
- Board approval

## Gender Equality Targets



EFC Board (Members + Observers)  
Gender Distribution



## Equality, Diversity & Inclusion identified as a priority



# WOMEN ON BOARD PROGRAMME

**OBJECTIVES:** increase awareness among EFC Members on the benefits of more diverse Boards and Senior Management Teams and encourage inclusive workplace cultures



Campus  
WOMEN ON BOARD PROGRAMME



## Target:

Women working at EFC member clubs in middle and senior management positions

## Delivery:

Online + onsite + participation to EFC General Assembly

**Cohort of  
15 participants**



## TOPICS:

- Leading self & others
- Building skills for effective leadership including communication, decision making, story-telling & negotiation
- Becoming Board ready
- Influencing others & managing up
- Personal branding

## RESULTS:

**2 editions** already delivered

From the first edition participants:

- 2 were named in EFC Board
- 2 were promoted inside their own club



## ONGOING

# Research Outcomes and Network Activities

### Methodology

Interviewed 20 women and 20 men working in Executives roles in football  
Survey to be launched soon

### Drivers and Barriers to Female Leadership

#### Visibility

Women in football tend to be less visible than men:

- Difficult to identify them in member clubs
- Lack of role models

#### Networking

Women in football are not generally sent to represent their club at external events

#### Education and Training

Women in football tend to have less training and education opportunities

#### Male Allyship

Women in football would extremely benefit from senior male leader allyship

### Proposed Activities

#### Visibility

Network webinars aim at identifying more women working in Member clubs

Interviews with powerful women working in football (role models)

#### Networking

Two side events per year dedicated to the Network:  
EFC General Assembly and EFC Club Connect

#### Education and Training

WOBP and Network webinars  
Mentorship programme

#### Male Allyship

Engage men in the Network activities

## 2026 ACTIVITY PLAN

# Everyone's Game FC

### EFC – WIF Partnership

#### Webinars

Eight Webinars including:

- **Workshop** on a specific topic or skill (e.g. Influence and persuasion, Authentic presence, Board Ready, Inspiring and Motivating others, etc.)
- **Interview** of a successful leader in the football sector (both male and female)

#### Networking Side Events

At least two Network in-person side events per year:

- **EFC Club Connect** Women's Football Lisbon, 15 – 16 April 2026
- **EFC General Assembly** Copenhagen, 28 – 30 September 2026

#### Women on Board Programme

At least two Women on Board Programme editions per year:

- **3rd Edition**  
Nyon, 21 – 23 April 2026
- **4th Edition**  
Nyon, August 2026

Participants will be invited to EFC GA 2026 and will be enrolled in the mentorship programme

**SAVE THE DATE**

**Friday, 17 April 10.30 – 12.00**



# **Inclusion for a Competitive Edge**

Followed by an Interview of

**Laura McAllister,  
UEFA Vice-President**

# WEBINAR DATES

**6 March 2026**

Launch of the Network

Hayley McQueen  
interviews Ebru  
Koksal

**29 May**

Courageous  
Conversations

**September 2026**

TBD

**17 April**

Inclusion for a  
competitive edge

Laura McAllister

**26 June**

Allyship

**October 2026**

TBD

# Which topics should be covered in upcoming Network webinars? *(select maximum 3)*



- Conflict Management
- Resilience
- Confidence Building
- Influence and Persuasion
- Inspiring and Motivating Others
- Board Ready
- Communication with Impact

Q&A

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# Thank you

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