



**FIFA**<sup>®</sup>  
WOMEN'S FOOTBALL  
& LEADERSHIP  
CONFERENCE 2016

## ***FIFA Women's Football & Leadership Conference 2016***

### ***Our goals:***

*To deliver an annual open forum for women's football and women in leadership*

*To support FIFA's new statutory objective to do more for women in football*

*To bring together diverse voices from sport and wider society as a learning experience*

*To be a driving force in promoting gender equality at FIFA in light of recent reforms*

## Welcome!

Welcome to the second FIFA Women's Football and Leadership Conference. This event is part of FIFA's commitment to investing in women's football development, supporting girls and women in football around the world, and promoting gender equality in football leadership and governance.

With this seminal annual conference, taking place around International Women's Day, FIFA aims to provide a permanent international platform for open and honest debate on gender equality in football.

We have chosen "Equality Through Reform" as the theme for this year's event, and FIFA regards this conference as a proactive step forward to a new era for women's football and women in leadership. At this critical time of reform, we are committed to being a driving force in promoting gender equality and taking women's football to the next level.

We have come a long way, but we recognise that there is much more work we can do together to realise the full potential of women's football and the equal involvement of women at all levels of football governance.

With this conference, and our commitment to gender equality in football and football leadership, we are very much aligned with the theme of this year's UN International Women's Day: "Pledge For Parity".

We hope you find this conference constructive and inspiring. FIFA looks forward to listening, sharing and learning with you as we drive the cause of women in football, leadership and society forward.

#IWD2016

FIFA®  
WOMEN'S FOOTBALL  
& LEADERSHIP  
CONFERENCE

LEADERSHIP  
CONFERENCE

WOMEN'S FOOTBALL  
& LEADERSHIP  
CONFERENCE



## “EQUALITY THROUGH REFORM”

## Agenda

**Moderator:** Carol Tshabalala

08.00

**Registration**

08.30

**Official welcome**

08.45

**Keynote speech:** Billie Jean **King** (*founder of the Women's Sports Foundation*)

09.15

Introduction to session one: Lydia **Nsekera** (*FIFA Executive Committee Member*)

### **Session one: Taking women's football to the next level**

09.20

- Where is women's football today?
- What are the different challenges in different regions and cultures?
- What can we learn from others?
- How do we increase the popularity of women's football?
- Rules and obligations from the professional football world

### **Panellists:**

- Asisat Lamina **Oshoala** (*Nigeria national team player*)
- Abby **Wambach** (*USA national team player*)
- Samar **Nassar** (*Chief Executive Director of the Local Organising Committee for the FIFA U-17 Women's World Cup Jordan 2016*)
- Barbara **Slater** (*BBC Director of Sport*)
- Brigitte **Henriques** (*General Secretary of the French Football Association*)

- 10.45**      **Keynote speech:** Michael **Kimmel**
- 11.15**      Introduction to session two: Sonia **Bien Aime** (*FIFA Executive Committee member*)

**Session two: Diversity for success**

- 11.20**
- Women in decision-making and leadership positions
  - Success stories: retired players, examples and role models
  - Challenges and opportunities: women reaching leadership positions
  - Looking forward: policies and recommendations

**Panellists:**

- Ebru **Köksal** (*FIFA consultant/Women in Football Board Director*)
  - Michael **Kimmel** (*Professor of Sociology and Gender Studies, Stony Brook University*)
  - Donna **de Varona** (*Olympic champion, lead advisor for The EY Women Athletes Business Network*)
  - Felicite **Rwemarika** (*Executive member and President of the Women's Football Commission at the Rwanda Football Association*)
  - Annie **Zaidi** (*Founder of CoachAnnieZ Foundation*)
- 12.50**      **Lunch break**

- 14.00**      **Keynote speech:** Kristin **Hetle** (*Director of Strategic Partnerships, UN Women*)
- 14.30**      Introduction to session three: Moya **Dodd** (*FIFA co-opted Executive Committee member*)
- Session three: 2016 FIFA REFORMS – women’s football & women in football**
- 14.35**
  - Reforms: status, opportunities, challenges, and decisions
  - Policies in women’s football
  - Progress on the “calls to action” from last year’s FIFA Women’s Football symposium in Canada
  - Turning policy into action
- Panellists:**
- FIFA representative
  - Sunil Gulati (*President of the United States Soccer Federation*)
  - Moya Dodd (*FIFA Co-opted Executive Committee member*)
  - Sarai Bareman (*OFC Deputy General Secretary*)
  - Sylvia Schenk (*CAS arbitrator*)
  - Amanda Davies (*CNN sports anchor/correspondent*)
- 16.00**      **Wrap-up and Q&A**
- 16.30**      **CLOSING REMARKS followed by drinks reception**



## Carol Tshabalala

Moderator

Award-winning South African TV and radio sports broadcaster, scriptwriter and voice-over artist Carol Tshabalala is currently the anchor of several shows on SuperSport. She also regularly presents live sporting events, including football and boxing, either in the studio or pitch-side.

Carol began her career in broadcasting in 2000 on the youth sports programme "Sportsbuzz". Within a year, she was a field reporter for "Soccer Special" and soon earned the honour of being the first female anchor of the popular sports show "Mabaleng".

In 2011, Carol left SABC Sport to join SuperSport. There she presented the weekly show "Love PSL", which looks at the lifestyle aspect of football. She currently anchors her own Monday night football review show, "Backpages".

**"Never allow waiting to be a habit,  
live your dreams and take risks, life  
is happening now."**



## Billie Jean King

Founder of the Women's Sports Foundation

Named one of the "100 Most Important Americans of the 20<sup>th</sup> Century" by Life magazine and a 2009 recipient of the Presidential Medal of Freedom, Billie Jean King is the founder of the Billie Jean King Leadership Initiative and the co-founder of World Team Tennis. She founded the Women's Sports Foundation and the Women's Tennis Association. In August 2006, the National Tennis Center, home of the US Open, was renamed the USTA Billie Jean King National Tennis Center in honour of her accomplishments on and off the court. King serves on the boards of the Women's Sports Foundation, the Andy Roddick Foundation, the Elton John AIDS Foundation and is a member of the President's Council on Fitness, Sports and Nutrition.

**"From the time I was 12 years old, I have dedicated my life to equal rights and opportunities for all and I hope we can start a positive conversation within FIFA, and football in general, to promote equality for men and women, especially in terms of representation, inclusion and equal voice on and off the field."**



## Lydia Nsekera

FIFA Executive Committee member

In 2013, Lydia Nsekera made history to become the first woman elected as a full member of the FIFA Executive Committee, having served for a decade as the president of the Burundi Football Association. She chairs the FIFA Committee for Women's Football and the FIFA Women's World Cup and the International Olympic Committee's Women in Sport Commission.

Lydia has two children, a university degree in economics and runs Garage Tanganyika Cars, a business left to her by her husband who died in 2003.

Her honours include the IOC Women and Sport Award, the best female sports administrator in Africa and Burundi's Order of Friendship of the People.

Lydia is an inspiration for women in Africa and beyond. She has dedicated her life to improving opportunities for women in sport and leadership.

**"Above all, men and women have to work together in their efforts to promote women in leadership."**



## Brigitte Henriques

General Secretary of the French Football Association

Brigitte Henriques is a former international football player, three-time French champion with FCF Juvisy, qualified sports teacher, category-A licenced football coach, former assistant coach of the Pole France at Clairefontaine, regional coach from 2005 to 2009, and manager of the women's section of PSG from 2009 to 2011.

Since 2011, she has been general secretary of the French Football Association (FFF) alongside Noël Le Graët and in charge of the "federal plan for the feminisation of football".

Her tenure has seen the FFF make some of its finest achievements: doubling the number of licensed women players from 50,000 in 2011; training 9,000 women directors in addition to the initial 25,000; doubling the number of qualified female coaches (1,200 today); three European and world titles won by the French national youth teams (FIFA U-17 Women's World Cup in 2012, U-19 Women's European champions in 2013, third place in the FIFA U-20 Women's World Cup in Canada in 2014).

Her greatest satisfaction will be overseeing the organisation of the FIFA Women's World Cup in France in 2019!

**"To change the way of thinking takes a while, as not everyone is ready to do it at the same time. Therefore, we have to convince and prove every day that gender balance is the best solution in every organisation. It's a guarantee of real performance."**



## Samar Nassar

Chief Executive Director of the Local Organising Committee for the FIFA U-17 Women's World Cup Jordan 2016

Combining her experience as a professional athlete with her work and qualifications in sports management, Samar Nassar heads the LOC for the FIFA U-17 Women's World Cup Jordan 2016. As Chief Executive Officer, Nassar is leading her team to ensure a memorable and inspiring FIFA tournament.

Before joining the LOC, Nassar spearheaded Jordan's successful bid to host the upcoming FIFA U-17 Women's World Cup and was a board member of the Jordan Olympic Committee (JOC). From 2009 to 2013, she played several key roles at the JOC such as heading the athletes' commission and directing the Olympic preparation programme. She was also the Jordanian delegation's Chief of Mission to the London 2012 Olympic Games.

Nassar was member and captain of Jordan's national swimming team for 14 years. During her athletic career she participated in the Sydney 2000 and Athens 2004 Olympic Games and represented Jordan in various international competitions.

Nassar graduated from the University of Surrey with a Bachelor's degree in Molecular Biology and Genetics, and went on to earn her Master's degree in Sport Organisations Management from the Catholic University of Louvain. She is a member of the Jordan chapter of the International Women's Forum.

**"The time is ripe for all of us to shake up the status quo and even the playing fields, giving women's football the chance and recognition it deserves."**



## Asisat Lamina Oshoala

Nigeria national team player

At the age of 18, Asisat signed for Rivers Angels, one of Nigeria's biggest women's football clubs. After one championship title and two cup victories, she moved to England and signed for Liverpool Ladies in January 2015, after the club had won two successive league titles in the two previous seasons.

Asisat impressed at the FIFA U-20 Women's World Cup 2014 in Canada where she led Nigeria to the final with seven goals in five games, winning both the Golden Ball and the Golden Boot. Later that year, Asisat won the African Women's Cup of Nations with Nigeria, again receiving the Golden Ball as the tournament's top scorer.

After a good start to the season, Asisat was named the "BBC Women's Footballer of the Year 2015". She played in all three of Nigeria's games at the FIFA Women's World Cup 2015™ in Canada, scoring one goal against Sweden.

Celebrated in her native Nigeria, Asisat was made a "Member of the Order of the Niger" by the Nigerian president in 2014.

**"Next to education, football is a bridge for friendship and hope of a brighter future."**



## Barbara Slater

BBC Director of Sport

Having previously been Head of Production and Head of General Sports, Barbara Slater took up her role as BBC's Director of Sport in April 2009.

In 2012, Barbara was responsible for the BBC's cross-platform sports coverage of the London Olympic Games, the most watched TV event in UK broadcasting history. Barbara was awarded the "Inspirational Woman Prize" at the Women in Film and Television Awards in recognition of this achievement.

Barbara joined the BBC in 1983 as a trainee assistant producer in the natural history unit in Bristol, but has spent most of her career as a producer in BBC Sport, specialising in outside broadcasts and overseeing the production of a range of sports including tennis and golf. She was awarded the OBE in 2014 for her services to sports broadcasting.

Barbara grew up in Birmingham, and was an international gymnast, competing for Great Britain at the Olympic Games in Montreal in 1976. She is married with three children.

**"We're very excited about the momentum that is now behind the women's game and the BBC is committed to continuing its coverage and investment. The Women's World Cup was a huge success with the achievements of England's *Lionesses* inspiring significant increases both in TV viewership and match attendance in the UK."**



## Abby Wambach

Olympic gold medallist, World Cup winner and US soccer icon

Abby Wambach is the all-time leading scorer in international football history with 184 career goals. She was the United States' leading scorer in the 2007 and 2011 Women's World Cups and the 2004 and 2012 Olympics. Her ability to wear down defences with her physical play, aerial game and hard running has long been a key to the USA's success. After winning the Women's World Cup in 2015, Wambach retired as one of the most accomplished players in the history of women's soccer. A true leader on and off the field, Wambach is dedicating the next chapter of her career to the fight for equality and inclusion across industries. She is the youngest of seven children and claims she got her toughness from her four older brothers. She loves coffee, cooking, music and playing golf.

**"Forget me. Forget the medals won, the records broken and the sacrifices made. I want to leave a legacy where the ball keeps rolling forward, where the next generation accomplishes things so great that I am no longer remembered."**



## Sonia Bien Aime

FIFA Executive Committee member

Born on the island of Grand Turk, Sonia Bien Aime is a former multi-discipline athlete who represented her country internationally in track and field, football and softball and was the recipient of many awards. She is the mother of three children.

Her lifelong passion and commitment to sport has led to her appointment to leadership roles in sports development. As a former secretary and Chairman of the Turks & Caicos Islands Government Sports Commission, member of the TCIFA Executive Committee and Chairman of the first TCIFA Women's Football Committee, working in these various fields has served her well and has armed her with a solid infrastructure in the area of football administration.

She was welcomed into the highest ranks of football's governing body at the 63<sup>rd</sup> FIFA Congress in Mauritius when she was one of three women voted into the FIFA Executive Committee in a co-opted position. On another historic occasion, at the 30<sup>th</sup> Ordinary Congress of CONCACAF, she became the first woman to hold an elected position on the CONCACAF Executive Committee, having already been a co-opted member for two years.

Her most recent accomplishment took place on 4 July 2015 when the CONCACAF Executive Committee appointed her to a regular voting position on the FIFA Executive Committee.

**“There is no tool for development more effective than the empowerment of women.”**



## Donna de Varona

Olympic champion, lead advisor for The EY Women Athletes Business Network

Olympic champion and Emmy award-winning sports broadcaster, Donna de Varona competed in her first Olympics as a world record holder at the young age of 13. Voted the most outstanding female athlete in the world after capturing two gold medals in swimming at the Tokyo Olympics and setting a career total of some 20 world records and best times, she then pioneered the world of sports and news television.

She has also been awarded five honorary doctorates for her ground-breaking and ongoing work in education and Olympic sports-related legislation. Internationally, she is recognised for her leadership in helping promote the rights, protection and opportunities for athletes, including the establishment of WADA as a former President Clinton appointee. She has been awarded the IOC's silver Olympic order. In 1999, she served as the chairperson of the 1999 FIFA Women's World Cup.

She continues to contribute to the world of sport as a member of the International Olympic Committee's Women in Sports Commission and as a much sought-after expert on national and international sports events, issues and programmes.

**“When we embrace girls and women  
we give promise to our future.”**



## Michael Kimmel

Professor of Sociology and Gender Studies, Stony Brook University

Michael Kimmel is one of the world's leading experts on men and masculinities. He is Distinguished Professor of Sociology and Gender Studies at Stony Brook University in New York.

He has published many books, including *Manhood in America*, *Angry White Men*, *The Politics of Manhood*, *The Gendered Society*, and the bestseller, *Guyland: The Perilous World Where Boys Become Men*. With funding from the MacArthur Foundation, he founded the Center for the Study of Men and Masculinities at Stony Brook in 2013.

A tireless advocate of engaging men to support gender equality, Kimmel has lectured at more than 300 colleges, universities and high schools. He has delivered the International Women's Day annual lecture at the European Parliament, the European Commission and the Council of Europe, and has worked with the Ministers for Gender Equality of Norway, Denmark and Sweden in developing programmes for boys and men. He consults widely with corporations, NGOs and public sector organisations on gender equity issues. He was recently called "the world's most prominent male feminist" in *The Guardian* newspaper.

**"We cannot fully empower women and girls without also engaging boys and men."**



**“Give us a chance – you will be amazed at what we can achieve”**

## Ebru Köksal

FIFA Consultant/Women in Football Board Director

Ebru Köksal started as a financial analyst in corporate finance at Morgan Stanley New York, before moving back to Turkey to serve as a senior manager at Citibank for most of the nineties. In 1999, she joined AIG Private Equity Fund as a vice-president, before joining Galatasaray Sports Club in 2001.

Ebru held several senior positions at Galatasaray between 2001 and 2011, including Marketing GM, Marketing and Finance Group Head, Stadium GM and Galatasaray Football GM, as well as a board member and general secretary from 2013 to 2015.

She was the first woman elected to the Executive Board of the European Club Association in September 2010 and served as vice-chairwoman of the Institutional Relations Working Group.

In October 2011, she was appointed as the General Secretary of the Turkish Football Federation.

She received the Executive of the Year Award 2011 at the Stadium Business Awards and has been a consultant for FIFA's development programmes since 2012, a mentor for the FIFA Female Leadership Development Programme and UEFA Women in Football Leadership Programme.

Ebru is a graduate of Brown University, with a dual degree in economics and international relations.



## Felicite Rwemarika

Executive member and President of the Women's Football Commission at the Rwanda Football Association

Felicite Rwemarika grew up one of 11 sisters in a very restrictive culture for girls. In the late 1950s, she and her family had to flee Rwanda due to a violent uprising.

She developed an inferiority complex, seeing herself as a girl who was only good for domestic duties but always felt she was destined for much more. She pursued a career in nursing and was able to help people as an educated woman. She later married and had three daughters and a son.

After the civil war, football became a tool for focusing the energy and giving hope to a devastated population. Felicite created AKWOS; she travelled the world sharing her experiences of female empowerment and social change through sports; girls under her leadership became national coaches, international referees, CAF instructors, and women's football commissioners. She established a path through which women could envisage their own freedom to practice sports.

With governmental support, a women's national football league was established. After ten years of struggling to be heard, Felicite was elected president of the national football commission from 1997 to 2007.

**"Women's rights are achieved through passion, determination, perseverance and hard work for social change and development. Always be on top of your game."**



**“They can take my ball away from me but they cannot take away my passion.”**

## Annie Zaidi

Founder of CoachAnnieZ Foundation

Annie won the Helen Rollason Award for Inspiration at the Sky Sports Sportswomen of the Year Awards in 2015. She has been praised by countless sporting stars, including David Beckham, for being “an inspiration to so many people” and overcoming relentless discrimination for chasing her dreams of coaching men’s football.

She is currently head coach of the U-11s at the Leicester City Football Club Centre of Excellence and is working towards her UEFA licenses, gaining coaching experience at the youth and professional development phases at Queen Park Rangers FC. She is now living her dream, coaching elite players within a professional football club with the support of senior management and coaching staff.

Annie has recently founded the CoachAnnieZ Foundation, where she will use football as the tool to engage, empower, inspire and support the next generation of youngsters to realise their potential regardless of any barriers other people or society puts in front of them.

Described as a feisty and ambitious phenomenon by her mentor Wallace Hermitt, there is no doubt that Annie and her story will continue to break the mould and inspire young people both nationally and internationally to get involved in football.



## Kristin Hetle

Director of Strategic Partnerships, UN Women

As Director of the Strategic Partnerships Division, Kristin Hetle directs and oversees UN Women's corporate communications, resource mobilisation and partnerships with civil society, in particular with the global women's rights movement. She is also responsible for outreach to the business community and other non-governmental partners.

Before joining UN Women in 2011, she served as Director of Communications for the Ministry of Labour in Norway. Between 2002 and 2008, she was Chief of Communications for the United Nations Population Fund, where she spearheaded several public awareness campaigns on sexual and reproductive health and reproductive rights. Prior to that, Kristin was CEO of Media Lion Inc., a company she co-founded, specialising in communication strategies and media training for public and corporate leaders.

She is a journalist by training, and anchored a variety of programmes in Norwegian public radio for almost 20 years. She graduated in human geography and Romance languages from the University of Oslo, and in journalism from the Oslo University College.

**"In sports, as in all other arenas of society, gender equality is long overdue. With more women in leadership, everyone benefits."**



**“Out of crisis comes opportunity. Change is an imperative for FIFA. Gender equality must be part of that change, so we can use the whole talent pool – not just half of it – to make football better, and make the world better as well.”**

## Moya Dodd

Co-opted FIFA Executive Committee member

Moya Dodd is footballer, lawyer, MBA and a member of the FIFA and AFC Executive Committees.

She represented Australia with the “*Matildas*” from 1986 to 95, including at FIFA’s first ever women’s world tournament in 1988.

She has over 25 years experience in law and business, with experience in private practice and in-house, as well as commercial roles in the media and telecommunications industries. She is currently a partner at Gilbert+Tobin Lawyers, serves on both FIFA and AFC legal committees, and is a member of the ICAS (the governing body of the Court of Arbitration for Sport).

Moya has a keen focus on improving gender balance in football. As Chair of AFC’s Women’s Football Committee, she worked extensively on the headscarf rule change, and has spoken out against the ban on women entering stadiums in Iran. As Chair of FIFA’s Task Force on Women’s Football, she submitted a proposal entitled *FIFA, football and women: why reform must include inclusion and investment* to FIFA’s Reform Committee, and wrote in the New York Times arguing that *FIFA needs more women*, helping to position gender equality as a key issue for reform. She has been named as one of World Soccer magazine’s People of the Year (2013), and listed in the top 100 Women of Influence by the Australian Financial Review.

In her spare time, she enjoys being with her family and two kids, and playing in the over-35s.



## Sarai Bareman

OFC Deputy General Secretary

Born in 1980 in Auckland, New Zealand to a Samoan mother and Dutch father, Sarai played football for 20 years, representing the Samoa women's national team.

After a 12-year career in the banking and finance industry in New Zealand, she moved to Samoa and began working for the Football Federation Samoa shortly after the inception of normalisation by FIFA.

After two years rebuilding the financial management of the federation, Sarai took over as the CEO and continued to grow and develop the sport of football in the country. As a guest speaker at the 2013 Pacific Youth and Sports Conference, she delivered a motivational speech on gender equality, drawn from her experiences as a female leader in a male-dominated country and sport.

In July 2014, she moved back to New Zealand to take up the position of Operations Manager at the Oceania Football Confederation. Shortly thereafter, Sarai was promoted to her current position: Deputy General Secretary.

Appointed as the only female member in the FIFA 2016 Reform Committee, she is a strong advocate for women in football and sport for development. Sarai is currently a mentor on the FIFA Female Leadership Development Programme.

**“We must use adversity to strengthen us, motivate us and drive us to change things, not only for ourselves but for all generations of women to follow.”**



## Amanda Davies

CNN sports anchor/correspondent

Amanda Davies is the main face of sport on CNN International.

Since joining CNN in April 2012, Amanda has covered a wide range of live sports events and sports news stories, including the London 2012 Olympics, the 2014 Winter Olympics, and the 2014 World Cup in Brazil.

Amanda hosts CNN's daily sports news programme, "World Sport", as well as CNN's monthly Formula 1 show, "The Circuit".

Some of her high-profile interviewees include David Beckham, Zlatan Ibrahimović, Serena Williams, Alisher Usmanov, seven-time F1 champion Michael Schumacher, and Rafael Nadal.

Before joining CNN, Amanda was a presenter at the BBC, providing the sports news on the flagship BBC Weekend News bulletins and BBC Breakfast. She also hosted international football show, "Sports World", "Have Your Say" on BBC World News, and "Your News", a weekly magazine show.

**"If behind every successful man there's a great woman - just think what could happen if the women had the support of the men."**



## Sunil Gulati

President of the US Soccer Federation / FIFA Executive Committee member

A native of Allahabad, India, Gulati has played an important role in the development of football in the US for more than 30 years.

Elected US Soccer President in 2006 and re-elected in 2010 and 2014, Gulati also serves as one of three CONCACAF representatives on the FIFA Executive Committee.

As a highly regarded senior lecturer in the economics department at Columbia University, Gulati balances his academic work with numerous responsibilities within the sport worldwide.

Gulati graduated *magna cum laude* from Bucknell University and earned his MA and MPhil in economics at Columbia University.

**“Our female players inspire the next generation of leaders to be the best at what they do, whether in sports, business, science or any other field.”**



## Sylvia Schenk

CAS arbitrator

Sylvia Schenk is a lawyer in Frankfurt am Main, Germany. She worked as a judge at the Labour Court of Offenbach (1979-1989) and as a city councilor in Frankfurt (1989-2001).

She was a German champion athlete, competing in the 800m at the 1972 Olympics and has served as a volunteer in national and international sporting organisations since 1975. Between 2001 and 2004, she was president of German Cycling and from 2000 to 2005, member of the management committee of the International Cycling Union. From 2007 to 2010 she was chair of Transparency Germany and, between 2006 and 2014, was senior advisor for sport of Transparency International. Sylvia now chairs Transparency Germany's working group on sport.

She is a board member of the German Olympic Academy and an arbitrator at the Court of Arbitration for Sports (CAS) in Lausanne.

**“It is not just about women’s rights – it is about increasing the quality of decisions in football through diversity.”**



**Fédération Internationale de Football Association**

FIFA-Strasse 20 P.O. Box 8044 Zurich Switzerland

T: +41 (0)43 222 7777 F: +41 (0)43 222 7878 FIFA.com