

## Women in self-managed softball practice in Querétaro surgery

### *Mujeres en la práctica autogestiva del softbol en Querétaro*

Received November 14, 2025/ Accepted March 6, 2026

DOI: <https://doi.org/10.24310/riccafd.15.1.2026.2026.22618>

Álvarez Junco, S<sup>1AF</sup>; Regalado Velázquez, RA<sup>2AF</sup>

1 Universidad Autónoma de Querétaro, México, [shaila.alvarez@uaq.mx](mailto:shaila.alvarez@uaq.mx)

2 Universidad Autónoma de Querétaro, México, [raul.regalado@uaq.edu.mx](mailto:raul.regalado@uaq.edu.mx)

**Responsibilities.** (A Study design; B Data collection; C Manuscript drafting; D Statistical analysis; E Financial support; F Original idea and overall research coordination)

**Corresponding author:** Oscar Daniel Ruano Cárdenas. [oscar.ruano@correounivalle.edu.co](mailto:oscar.ruano@correounivalle.edu.co)

### ABSTRACT

The organization of women for sports practice has historically been stigmatized, being classified as "rebellious" and, consequently, penalized. This stigma has contributed to a significant lag in women's participation in sports, adversely affecting their physical and mental health, as well as interrupting the forms of organization and sisterhood among them. This research focuses on a description study that examines the experience of women in Querétaro who practice sports in a self-managed way, specifically in the field of softball. The study narrates the dynamics of the organization in terms of leadership, motivation, influence and interaction with authorities. The practices implemented for the appropriation of sports spaces and the empowerment that allows women to develop in public spaces are analyzed. The design of the study includes in-depth interviews and the application of a structured data collection tool through a questionnaire in google forms. The findings of the study reveal that women, by practicing sports together, transform their immediate reality and social context. This is manifested in the creation of support networks and the implementation of motivational strategies that encourage active participation. Based on the findings obtained, concrete recommendations are proposed to promote the inclusion of women in sport, both at the local and institutional levels.

**KEY WORDS:** sports, leadership, women, society

### RESUMEN

La organización de mujeres para la práctica deportiva ha sido históricamente estigmatizada, encasillando a quienes participan como "rebeldes" y, en consecuencia, penalizándolas. Este estigma ha contribuido a un rezago significativo en la participación femenina en el deporte, con repercusiones

negativas para su salud física y mental, así como las formas de organización y sororidad entre mujeres. En ese sentido, el trabajo se enmarca en un estudio descriptivo que permite explorar la experiencia de las mujeres en Querétaro, que practican deporte de manera autogestiva con énfasis en la práctica del softbol. Asimismo, se examinan estrategias de apropiación y las dinámicas de organización en términos de liderazgo, motivación, influencia e interacción. Se aplicó un diseño metodológico descriptivo de corte transversal mixto, aplicando un cuestionario en Google forms (n=67), además de un grupo focal. Los hallazgos del estudio revelan que las mujeres, al practicar deporte en conjunto, transforman su realidad inmediata y contexto social. Esto se manifiesta en la creación de redes de apoyo y en la implementación de estrategias motivacionales que fomentan la participación activa. A partir de los hallazgos obtenidos, se proponen recomendaciones concretas para promover la inclusión de mujeres en el deporte, tanto a nivel local como institucional.

**PALABRAS CLAVE:** deporte, liderazgo, mujer, sociedad.

## INTRODUCTION

This document is part of a descriptive study and analyzes the participation of women in the practice This study examines the self-managed softball community in the municipality of Querétaro, focusing on its organizational structures, leadership dynamics, and empowerment processes. Specifically, it explores how collective sports practice influences the appropriation of public spaces, such as public sports facilities, and the formation of support networks among women. The study is situated within a context where, over the past fourteen years, the role of women and their presence in softball has experienced sustained growth in the state. It is important to remember that sport engages society and is a fundamental right enshrined in Article 4 of the Mexican Constitution, which states that "Every person has the right to physical culture and the practice of sport. The State is responsible for its promotion, encouragement, and support in accordance with the relevant laws." (1)However, who ensures this right is upheld? And what are the advantages or implications of exercising it? This document outlines the self-managed organization through which women exercise their right to organized sport.

The state of Querétaro is about 30 years behind in softball development . Although softball dates back to 1985 in Mexico, it is not recognized as a federated sport in the state, and there is no association for it. This limits women's participation in the sport. However, according to a census conducted through Querétaro's sports centers, approximately 150 women play softball in the state. This number is growing in tandem with migration, and it's worth noting that " 27.6% of Querétaro's total population, equivalent to 568,945 people , comes from other states. In addition, there are 16,779 foreigners who have established residency in the state." (2)The women who arrive bring with them the values, customs, and traditions of their places of origin, including their passion for sports. In this sense, sport is permeated by everyday life and collective training,

understanding that through them culture is strengthened and what is morally good or bad is defined; " values help to better understand and explain human motivation, and one's own identity as people in a changing world." (3)

To understand the methodological implications of softball and its values in everyday life, a descriptive, cross-sectional approach was used, allowing for a non-judgmental observation of how these phenomena occur . The study employed a structured questionnaire and a focus group as instruments for collecting data and testimonies. The results include a general profile of the female players and their perceptions of leadership, as well as the characteristics of the social context in which they play. The study concludes with an analysis of the level of commitment and leadership practices that, to date, continue to be influenced by patriarchal structures.

### **Context Description**

In 2013, Querétaro began participating in women's softball recreationally, with a space allocated by the state at the request of a local family. In this context, traditional practices were maintained despite the influx of families arriving in the state, creating resistance to the incorporation and demand from women from other states and countries. Starting in 2022, a women-led organization emerged, and within this context, three key issues were explored: power structures in the public and private spheres, emphasizing concepts such as autonomy, leadership, identity, and conflict resolution; leadership from a gender perspective, strengthening women's leadership in various spaces; and women's participation, promoting their involvement in decision-making and in shaping society, aligned with existing power structures (both public and private).

In that regard, two points need clarification. First, "The State has four basic and general elements: 1) it possesses a government (political power); 2) it has a people (as a nation); 3) it possesses territory; and 4) it is regulated based on the rule of law, which legitimizes it and bases its organization on the separation of powers: Executive, Legislative, and Judicial." In that sense, women, as citizens, have every right to demand spaces for the harmonious development of their personalities. However, in the case of Querétaro, and specifically in softball, women end up adapting to spaces that were not designed for them.

The distinction between public and private is a fundamental concept in gender studies, especially in the context of women. Below is a definition of both terms from a gender perspective, highlighting how these categories affect women's lives and experiences. The public sphere refers to the realm of social life that is accessible and visible to all, where interactions, policies, discourses, and activities take place that have an impact on the community and society at large; it is a space of power. The private sphere deals with family matters, the home, and the house; it is hidden and almost always domesticated.

With the arrival of people from various states across Mexico, Querétaro's conservative leanings have been disrupted, marking the beginning of a growing wave of national migration. The average number of people arriving is from Mexico City ( 40,100 people, 20.9% of total migrants), the State of Mexico (36,100 people, 18.8% of total migrants), and Guanajuato (16,600 people, 8.66% of total

migrants). (4)It is important to highlight that women bring their culture and domestic roles to the state. International immigration consists primarily from the United States (6,490 people), Venezuela (2,590 people), and Brazil (702 people) (4)over the last five years. These arrivals bring women who are transforming the social, political, and economic landscape. Upon entering society, individuals demand rights, and it is precisely at this point that inequalities previously absent from the public sphere become visible—inequalities that those raised within these norms fail to perceive. Focusing this study on softball allows us to view the sport as a social mirror, a witness to the changes occurring in the immediate context. This could trigger and reveal changes in the social structure, particularly in the public sphere.

However, in women's sports, there are still no federated associations. This is the case with women's softball, which, besides being informal, lacks a single field in the entire state designed for its practice. Women have chosen to meet, distinguishing themselves only by gender, in an intergenerational and intersectional community.

The concept of intersectionality explains that “Women belonging to certain groups, in addition to suffering discrimination for being women, may be subject to multiple forms of discrimination for other reasons, such as race, ethnicity, religion, disability, age, class, caste, or other factors.” (5)In this sense, sport as a means of development appears to bear witness to the place that society assigns to women, revealing the inequality.

Several studies, particularly in the United States and Europe, emphasize that sport is fundamental to addressing broader gender challenges in terms of dismantling limiting stereotypes. As the Women in Sport organization states: Sport is more than a game. It is a serious task to develop and cultivate leadership, confidence, and self-reliance in the next generation of young people. Girls can be reached through accessible and healthy youth teams in communities across the country. (6)

## **MATERIALS AND METHODS**

The objective of this study is to describe women's participation in softball as players and their organizational structures within self-managed communities in Querétaro. To this end, a cross-sectional descriptive study with a mixed-methods approach was designed . Since the field of study falls within the social sciences, this approach is considered appropriate for identifying patterns and trends in action. As Chávez and López Nájera state, descriptive studies serve to familiarize researchers with a problem and to define its scope, which can be exploratory, descriptive, correlational, or explanatory. This approach aims to examine a topic or problem that has been little studied, about which there are many doubts, or which has not been observed before. (7)

The social sciences find in descriptive methodology the possibility of objective recording, as it offers sensitive information, in this case regarding the impact on the community, inclusion, and social cohesion, which are determinants

of leadership. Complementarily, the exploratory component allowed for cross-referencing data to identify opinions and attitudes and, subsequently, gathering information to compare the survey data with the focus group interviews. In this sense, it should be noted that “Attitudes are spontaneous, dynamic behaviors, in the sense of being changeable, in which the affective component predominates; whereas opinions are conscious, rational, static positions, in which the cognitive component predominates.” (8)

Data collection was conducted in two phases, from January to August 2024. The first phase involved administering a questionnaire via Google Forms . The second phase consisted of a focus group conducted via Zoom . The research aimed to identify, among the participants in the sport, the type of leadership, power structures, formal and informal organizational forms within the community, and the roles played by its members. The total population of women who regularly practice the sport is approximately 200 within the municipality of Querétaro, including Corregidora and El Marqués. The sample size is 67 women, which, while potentially limited in quantitative terms, is sufficient for the purposes of this descriptive exercise, as the confidence level is within the 95% confidence interval.

- Population (N) = 200
- Sample (n) = 67
- Variability ( $\rho = 0.5$ )

Although the margin of error for that sample is approximately  $\pm 9.8\%$ , it is valid for the research because the interviews support the results.

The questionnaire consists of 13 closed-ended questions. A focus group session with three guiding questions was also conducted with six female players from a single team , ranging in age from 10 to 44, to gain a deeper understanding of their perceptions of their experience in the sport.

## RESULTS

The following are the results of a survey of 67 women who regularly participate in sports. The age distribution shows that 15% of the participants are between 10 and 20 years old, a percentage that is repeated in the 21-25, 26-30, and 31-35 age groups. The 36-40 age group represents 9% of the sample, while the largest concentration is found between 41 and 50 years old, at 20%, indicating a predominant participation of women in middle adulthood and little support for younger women. Women's participation in sports during adulthood suggests greater autonomy in time management and the fulfillment of various social roles. Finally, women aged 51 and over constitute 11% of the total respondents.

## DISCUSSION

### ***On Leadership***

On a Likert scale, women responded to whether they had held leadership roles on their teams. With the aim of recognizing their own leadership, it was observed that almost half of the women (49.15%) are in an emerging but not

dominant leadership role, while only 18.05% identify as leaders. 31.1% indicated that most agreed they had acted pragmatically as leaders, while a smaller percentage (18.05%) disagreed, and 11.5% strongly disagreed, possibly indicating a rejection of these roles. A neutral group neither agreed nor disagreed with acting as a leader, suggesting uncertainty about their own leadership role and abilities. To contrast with the previous question, they were asked if they felt capable of positively influencing their team's decisions. Notably, a third did not feel capable of influencing other colleagues, while almost half perceived that they could influence them to some extent. The remaining 18% were unclear about their level of influence.

To the third statement, "I have acted as a mentor to a teammate," the results show that a solid group of players acknowledges having been a mentor. The combined percentages of "strongly agree" (23%) and "agree" (27.9%) indicate that **more than half of the team** has directly experienced support. The 36% who remained neutral could open avenues for future research, as they struggle to define their role and ultimately do not take a position. The 13.1% combined (9.8% disagreeing and 3.2% strongly disagreeing) could reflect the group of women participating in the sport for the first time.

Regarding the statement, "My leadership has contributed to increasing the motivation and performance of my softball team," the following results were obtained: 8.2% strongly agreed with the statement, 3.3% disagreed, and the same percentage were neutral, while 36.1% agreed and 31.1% strongly agreed. It should be noted that 21.3% did not answer the statement. The majority of responses were high, which reaffirms that women at some point feel their leadership has been recognized. However, these results could be misleading due to the lack of responses. Therefore, the concept of leadership was revisited in the focus group interview.

The fourth question reads: "My participation in leadership roles has improved my personal and professional skills." 8.2% strongly disagreed with the statement, 3.3% disagreed, 36.1% were neutral, 31.1% agreed, and 21.3% strongly agreed. Adding the positive percentages, we find that 52.4% of women believe that sports have improved their leadership skills off the field. However, strategies are still needed to help women move from neutral and disagreement to being perceived as leaders outside of sports.

The fifth question, concluding the leadership section, asks: "In my daily life, I feel capable of managing and resolving conflicts effectively." On the Likert scale, 36.1% strongly agreed, 42.6% agreed, 16.4% neutral, 4.9% disagreed, and 0% strongly disagreed. Combining these percentages yields a 78% positive response indicating that respondents perceive themselves as resolving conflicts effectively, reflecting self-confidence. However, some women strongly disagreed, suggesting a lack of recognition and empowerment, as they perceive themselves as incapable of managing conflicts.

### ***Gender Distinctions***

The same survey collected data on gender disparities, noting that despite being a women's sport, the majority of leadership positions within the organization

are held by men. There are no female umpires, and of the seven teams in the league, only two are led by women. Furthermore, only one woman holds a certified coaching position, and there are only two certified male coaches overall.

The sixth item is worded as follows: "I have faced specific challenges related to my gender in leadership positions in sports." The responses showed 18% strongly disagree, 16.4% disagree, 21.3% neutral, 24.6% agree, and 19.7% strongly agree. Adding the percentages of those who acknowledge having faced challenges due to gender issues, we find that 44.3% have encountered difficulties in exercising sports leadership. The neutral response is concerning because it appears they do not clearly identify whether they have been subject to social, economic, or other types of challenges related to leadership in sports.

The seventh statement addresses the belief regarding the opportunities women have to assume leadership roles in sports. 63.9% of respondents answered affirmatively, 21.3% chose "maybe," and 18.2% indicated they do not have enough opportunities due to their gender.

Regarding time and its use, the survey revealed, "I find it difficult to balance my daily responsibilities with the time I dedicate to softball." On the Likert scale, 31.1% of the women respondents strongly disagreed, 18.1% disagreed, 32.8% were neutral, 9.8% agreed, and 8.2% strongly agreed. As this is an intergenerational study, it is understood that women have different responsibilities depending on their age. This question is important because it helps to understand how women use their time and the obligations attributed to them. It is also important to note that a percentage of respondents identified barriers to active participation and that the women surveyed only play on Saturday or Sunday mornings. Questioning the time commitment allows us to understand the level of commitment and feasibility of their participation in the sport.

The ninth item states: "I have faced a lack of family support in my decision to play softball." 65.6% strongly disagreed, 9.8% agreed, 16.4% were neutral, 3.3% agreed, and 4.9% strongly agreed. Family is an important pillar for women to participate in sports; therefore, a total of 68% have family support. However, this group is less relevant because it affects the individual's commitment to the team and their emotional well-being.

Finally, within the survey, item 10, "Playing softball gives me great personal satisfaction," yielded the following results: 98.3% strongly disagreed, 1.6% were neutral, 13.1% agreed, and 85.2% strongly agreed. The results reveal that softball is exceptionally effective in generating personal satisfaction among its players. The near-unanimous positive responses (98.3%) suggest that the sport fulfills multiple psychological, social, and physical needs. This high level of satisfaction likely translates into greater commitment, better performance, and continued participation in the sport.

Following the analysis of the survey results, a two-hour focus group session was conducted. Six women, aged between 16 and 44, were selected, whose profiles are detailed below:

**Table 1.** Participant profile

Age	Novice in the sport	Developing in sports
16 years old	x	
23 years old	x	
28 years old	x	
30 years old		x
39 years old		x
44 years old		x

Source: Own elaboration

The following statements were collected regarding leadership:

**Table 2** Focus Group

Participant's Age	Statement	Descriptors	Originally from Querétaro
1. Woman 23 years old	The leader is a key person, as they constantly encourage the team not to give up, to keep training, and to commit to team activities. They contribute their resources for the benefit of everyone, which makes practice easier.	Inspiration Motivation Resilience	NO
2. Woman, 28 years old	The leader has a significant influence on motivation because her attitude is positive even when things aren't going well. She takes care of managing resources and encourages others to participate in that process. We've secured sponsorships to reduce costs thanks to her inspiration for everyone to take the lead when needed.	Motivation Resilience	NO
3. Female, 16 years old	It has a big influence, and for me, it affects everything, since the way things are said and how they make you see them also plays a big role. I think all the leaders we've had are lovely and good; they motivate us to bring out the best in ourselves.	I respect Empathy Good service Motivation	Yeah

Participant's Age	Statement	Descriptors	Originally from Querétaro
4. Woman, 44 years old	It makes a big difference because sometimes our blocks can be mental, and the fact that our coach is always motivating us and telling us that we are part of a team and that we are all important makes me feel very welcome.	Empowerment Motivation Inclusion	YEAH
5. Woman, 30 years old	She fulfills her objective on the field, although I haven't yet identified any teammate who pulls or pushes others.	Responsible	NO
6. Woman, 39 years old	Their support and attitude are a fundamental part of the team.	Assessment	NO
	How do you handle conflict?		
1. Woman 23 years old	I try my best to prevent those things from happening and becoming more serious, disrupting the peace. I try to stay calm, although sometimes I admit I can't and I tend to break down. I separate my personal life from sports; only sometimes can I, but I work on it to be a better person.	Responsibility Commitment Serenity Perseverance Harmony	NO
2. Woman, 28 years old	I listen to mediate the situation, but my main focus isn't on promoting peace and dialogue to avoid conflict. I try to channel my emotions in difficult situations.	Peace Modesty Empathy	NO
3. Woman, 30 years old	I analyze before giving my opinion and I act against the impact, I listen, although sometimes I interrupt, and I am able to calmly mediate conflicts under pressure.	Active listening Prudence and reflection	NO
4. Female, 16 years old	Within the team, I try to maintain a neutral stance. I know how to mediate conflicts, but it hasn't been necessary. Sometimes fear gets the better of me, and I freeze up. I have opinions , but I don't share them; I focus more on the personal aspects of training.	Peace Fear Personal growth	YEAH

Participant's Age	Statement	Descriptors	Originally from Querétaro
5. Woman, 44 years old	I try to stay calm and talk things through to clarify the situation and resolve it as quickly as possible. I try to maintain a neutral attitude, understand both sides, and reach a solution together.	Prudence Self-control Reflection	YEAH
6. Woman, 39 years old	I believe I can remain neutral ; I don't like problems, but I know I can create an atmosphere of empathy and trust.	Empathy	NO
	How has playing softball on the team influenced your life?		
1. Woman 23 years old	It has been a source of motivation during my weeks here; the space makes me feel different and see my life in a new light. I have found respect, empathy, camaraderie, solidarity, motivation, and tolerance.	Motivation Empathy I respect Fellowship Solidarity Tolerance	NO
2. Woman, 28 years old	It gave me the opportunity to return to the sport, to learn and be consistent, to take on responsibilities with my coaches . It's about being part of a community.	Sense of belonging Responsibility	NO
3. Woman, 30 years old	First, it helped me lead a healthier life. Before, I used to go out a lot and drink a lot of alcohol. Since I started, it's helped me stop going out on weekends because I have training. I was also looking for a female community, so it came at just the right time, even though I didn't know I needed it. Now I feel a sense of commitment. I'd never been in a team sport before, and this has helped me understand that it's not just about committing to yourself, it's about committing to the team and coaches.	Support Search for health Sense of belonging Community support	NO
4. Female, 16 years old	Sport has changed me in very beautiful ways, a great and wonderful support for the better, and we can all contribute in a very good way, but I have affection and gratitude for those who make this organization possible.	Support Gratitude	YEAH

Participant's Age	Statement	Descriptors	Originally from Querétaro
5. Woman, 44 years old	The team has helped me to be committed, it makes me feel part of a group and makes me feel better; I find commitment and unity.	Sense of belonging Commitment	YEAH
6. Woman, 39 years old	able to play softball is like being in my hometown ; it's like my second home.	Sense of belonging	NO

Source: Own elaboration

## CONCLUSIONS

The results of this study allow us to conclude that women in Querétaro continue to organize themselves in a self-managed way , finding empowerment within their own gender through support networks that aim to challenge traditional social dynamics. Historically, as Torné points out, it is known that:

Economic level often shows a positive proportional relationship between the degree of wealth and the practice of physical activity in leisure time, possibly motivated by the fact that people with lower incomes have longer working days and less access to conventional spaces for practice. (9)

Following the previous ruling, the fact that the players voluntarily contribute their resources and share them with others demonstrates the high level of commitment on the part of these women, who, with limited support, manage to coordinate efforts for which other countries, such as Canada, have dedicated resources. “The 2023 budget allocated \$160 million over three years, starting in 2023-24, for the Women's Program to provide funding to organizations in Canada that serve women.” (10) These organized women make decisions and support each other, forging an identity and finding refuge in sports. While reaching a new state is not easy, the practice of sports creates a symbolic sense of identity that strengthens values of sisterhood.

Based on the findings, it is evident that the participants exhibit a critical attitude toward the structures that limit their participation, leading them to reclaim public spaces that, according to the current legal framework, are rightfully theirs. In this context, women, by exercising their right to participate and engage in sports, develop more fully as individuals. Sport provides motivation and a sense of belonging, as well as networks that allow them to manage their emotions, thus improving their quality of life. These results are consistent with international evidence that underscores the role of sport as a vehicle for female empowerment.

Organizing from an intersectional perspective reveals the capacity for listening to and integrating diverse cultures that sports promote. Those who play softball require support at home, encouragement to continue playing and training

every weekend. This often requires men at home to fulfill the roles that, according to heteronormative gender conventions, have been assigned to women.

Regardless of their efforts to remain active, it is clear that they lack institutional recognition. Without a federation, leadership roles are limited, especially given that the number of female umpires or coaches is negligible, or at most one for every 60 women. This factor is related to leadership; while they acknowledge an emerging leadership that helps motivate the team by improving their personal skills, they perceive their participation as uncertain. They are either conservative about the impact they could have on their teammates or hesitant to assume legitimate positions of power held by their male peers.

Finally, let this descriptive study serve as support for future research, as a testament to those who build networks through self-management, and as a call to sports authorities to promote policies that guarantee adequate spaces, resources, and opportunities to democratize sport, as well as the development of leadership.

## REFERENCES

1. Secretaría de Servicios Parlamentarios. Ley General de Cultura Física y Deporte. Diario Oficial de la Federación. 2023 Oct 18;Sección 1:1.
2. Hudson GG. Querétaro en el lugar 6 con mayor recepción migrante. Diario de Querétaro. 2023 May 23. Disponible en: <https://oem.com.mx/diariodequeretaro/local/queretaro-en-el-lugar-6-con-mayor-recepcion-migrante-13100605>.
3. Sánchez AV. La importancia de los valores en la vida personal y social: enfoques y medición. Miscelánea Comillas. 2021;2021(109-147).
4. Data México. Inmigración interna [Internet]. México: Secretaría de Economía; 2024 [citado 2026 Mar 25]. Disponible en: <https://www.economia.gob.mx/datamexico/es/profile/geo/queretaro-qt?indicatorCensus1=Total+Income>.
5. Comité para la Eliminación de la Discriminación contra la Mujer. Recomendación general N° 25, sobre el párrafo 1 del artículo 4 de la Convención sobre la eliminación de todas las formas de discriminación contra la mujer [Internet]. Nueva York: Naciones Unidas; 2004 [citado 2024 Nov 21]. Disponible en: <https://www.refworld.org/es/leg/coment/cedaw/2004/es/87588>.
6. Sharrow SE, DeBoer DB. Play to Lead: The Generational Impact of Sports on Women's Leadership. New York: Women's Sports Foundation; 2024.
7. Chávez JCLN. Epistemología y metodología. México: Patria; 2015.
8. Baena Paz GME. Metodología de la investigación. México D.F.: Patria; 2017.
9. Torné S. El diseño del espacio público urbano para la promoción de la práctica deportiva. Rev Esp Sociol. 2019;(445-460).
10. Government of Canada. Government of Canada announces funding to improve economic security for women in professional sport [Internet]. Ottawa: Women and Gender Equality Canada; 2023 Nov [citado 2026 Mar 25]. Disponible en: <https://www.canada.ca/en/women-gender->

[equality/news/2023/11/government-of-canada-announces-funding-to-improve-economic-security-for-women-in-professional-sport.html](#).