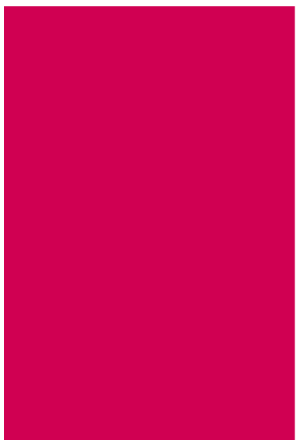


IN BRIEF: GUIDELINES FOR GENDER-RESPONSIVE SPORTS ORGANIZATIONS



Introduction

The Guidelines for Gender-Responsive Sports Organizations have been developed on the basis of the Sport for Generation Equality principles, which can guide women's empowerment in sports as well as social responsibility efforts by sports organizations. Aligned with the Kazan Action Plan and Beijing Declaration and Platform for Action, the six principles constitute an overarching framework for the sports ecosystem to be a leader in advancing gender equality and the empowerment of women and girls, in all their diversity, in and through sports.

The Guidelines assist organizations in transforming their intentions to empower women and girls and advance gender equality into actual practice, based on measurable and concrete actions and indicators. They offer a systematic method for sports organizations to comprehensively evaluate their current standing on gender equality, develop and implement measures that address gaps and barriers, and monitor and report progress.

Many types of sports organizations can apply the Guidelines. They include national Olympic committees, national Paralympic committees, international/national sports federations, governmental sports bodies, sports clubs, non-governmental sports organizations and others. They can select specific actions that are most meaningful and useful to them, and effectively chart a path toward change. Since many social, cultural and organizational factors can affect sports organizations' capacities to develop and implement sustainable gender equality policies, the Guidelines offer a menu of options, and specific implementation areas, measures, actions and indicators that can be adapted to individual national and organizational contexts.

For each of the six principles, the Guidelines cover the scope, concepts, key objectives, area of implementation and a road map for application. A longer version includes detailed background information as well as a self-assessment form. This shorter "in brief" version presents a quick orientation and regular reference guide as sports organizations commence their journey to full support for gender equality and women's empowerment.



Long version of the **Guidelines for Gender-responsive Sports Organization** is [here](#).





PRINCIPLE

01



Undertake efforts to promote women's leadership and gender equality in governance models



PRINCIPLE

02



Undertake efforts to prevent and respond to violence against women and girls in and through sports



PRINCIPLE

03



Undertake to close the gap in investment in women's sport and promote equal economic opportunities for women and girls

PRINCIPLE

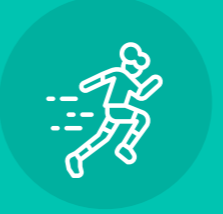


04

Undertake efforts to promote women's equal participation and bias-free representation in sports media, including communications to eliminate harmful gender stereotypes and promote positive role models



PRINCIPLE



05

Undertake efforts to support equal opportunities for girls in sports, physical activity and physical education



PRINCIPLE



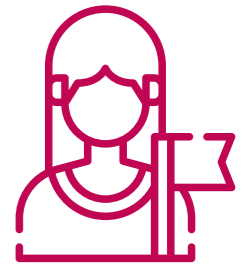
06

Agree to monitor and publicly report on progress on an annual basis



01

UNDERTAKE EFFORTS TO PROMOTE WOMEN'S LEADERSHIP AND GENDER EQUALITY IN GOVERNANCE MODELS



KEY OBJECTIVES

Establish a high-level organizational commitment to gender equality.

Develop an organizational gender equality policy/action plan.

Apply a gender mainstreaming approach to organizational policies and programmes.

Establish gender balance in all positions.

AREAS OF IMPLEMENTATION

Problem assessment

- Lack of gender equality in the policies and procedures of sports organizations
- Underrepresentation of women in decision-making
- Lack of access to opportunities for professional development
- Identify discriminatory practices

Policies and management

- Increase the number of women in decision-making.
- Provide access to opportunities for professional development.
- Promote positive practices.

ROAD MAP:



1.1. REFERENCE POINTS:

International and national normative frameworks.

Human rights, women's rights, prevention of discrimination, equal pay for work of equal value, gender-responsive policies and procedures.

Equal access to professional development, women in senior management, women in decision-making, women role models and mentorship mechanisms.

1.2. ANALYSING:

Gender analysis of current policies and procedures for professional development and career advancement.

Recruitment/election criteria and process in management positions.

Candidate nomination and election criteria of the executive board and committees.

Map gender ratio on the executive board, committees of employees with different tenures/levels/positions, areas of recruitment, promotion, job applications and in professional development opportunities.

Assess perceptions and approaches of executives, board members, athletes, coaches and stakeholders about female managers in the sports organization.

Perceptions of executives, board members, athletes, coaches and stakeholders about diversity (gender, religion, language, disability, sexual orientation) in the sports organization.

1.3. SETTING GOALS:

Establish high-level organizational commitment to gender equality.

Increase the number of women in decision-making.

Provide equal access to professional development opportunities.

1.4. WORKING WITH STAKEHOLDERS:

Specify stakeholders and identify their involvement in the gender equality work of the sports organization. Internal stakeholders comprise athletes, coaches, referees/judges, medical staff, technical staff, office clerks, etc. External stakeholders include governing sports bodies, international/national sports federations, national Olympic committees, national Paralympic committees, sports clubs, media, sponsors, facility security agencies, sports NGOs, women's NGOs, families, fans, universities, etc..

1.5. ESTABLISHING AN IMPLEMENTATION PLAN:

Establish a gender equality committee in the sports organization and ensure the involvement of female managers in the committee.

Develop an action plan for implementing gender equality initiatives in the organization.

Establish a communications plan on gender equality in sports leadership, the value of women's leadership, etc..

Establish a budgeted plan covering gender analysis, mentorship and leadership programmes, gender equality trainings, etc..

1.6. MONITORING AND ASSESSMENT:

Establish monitoring mechanisms.

Report to the organizational gender equality committee.

INDICATORS:

- ✓ Presence of a high-level organizational commitment to gender equality and gender equality policy
- ✓ Acknowledgement of the gender equality policy by stakeholders
- ✓ Gender of sports organization's president and secretary general
- ✓ Gender ratio of: executive board, committees, recruitment committees, people with disabilities in decision making positions
- ✓ Proportion of executives who have received training on gender equality
- ✓ Share of women among people invited to job interviews, share of female managers conducting job interviews
- ✓ Proportion of women executive candidates who have received mentorship and / or professional development opportunities
- ✓ Number of collaborations with stakeholders working on women's empowerment and gender equality

02

UNDERTAKE EFFORTS TO PREVENT AND RESPOND TO VIOLENCE AGAINST WOMEN AND GIRLS IN AND THROUGH SPORTS



KEY OBJECTIVES

Enable a safe and inclusive sports environment for all individuals.

Prevent violence against women and girls in society through sports.



AREAS OF IMPLEMENTATION

Problem assessment

- Existence of gender-based violence in sports
- Lack of policies and procedures for preventing gender-based violence in sports

Policies and management

- For preventing and eliminating gender-based violence in sports
- For building a safe and inclusive sports environment

ROAD MAP:

2.1. REFERENCE POINTS:

National and international normative frameworks related to gender-based violence and safeguarding athletes.

Preventive and protective mechanisms in sports organizations.

Safe sports and inclusive sports.

2.2. ANALYSING:

Determine frequency of gender-based violence in sports at all levels of teams and in social media.

Analysis of current policies and procedures for preventing gender-based violence and protecting survivors.

Assess perceptions and approaches of managers/athletes/coaches/technical staff/parents/stakeholders towards gender-based violence in sports and related policies.

Assess perceptions of managers/athletes/coaches/spectators/fan groups towards violence against women and girls in society and their thoughts on how violence against women can be prevented through sports.

2.3. SETTING GOALS:

Develop and implement policies and procedures for gender-based violence in sports.

Make sports facilities inclusive and safe.

Take responsibility for preventing violence against women in society.

2.4. WORKING WITH STAKEHOLDERS:

Collaboration with stakeholders from various areas such as the public, civil society and academia in developing policies and trainings to prevent gender-based violence (IOC, international/national sports federations, national Olympic committees, national Paralympic committees, related NGOs, etc..)

Collaboration with national and international sports federations in developing ethical codes for athletes and coaches.

Collaboration with fan groups to prevent sexist cheers in sports competitions.

2.5. ESTABLISHING AN IMPLEMENTATION PLAN:

Establish a working group to combat gender-based violence in the sports organization.

Develop and implement policies and procedures to prevent gender-based violence in sports.

2.6. MONITORING AND ASSESSMENT:

Identify indicators for monitoring gender equality work under this principle.

Report to the organizational gender equality committee.

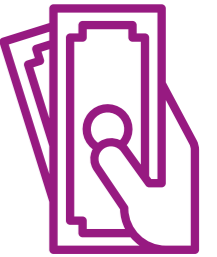


INDICATORS:

- ✓ Presence of an organizational policy to prevent gender-based violence in sports
- ✓ Presence of preventive mechanism and measures (training for prevention of gender-based violence, code of ethics, criminal records checks, etc..) in the sports organization
- ✓ Number of protective mechanism and measures (reporting procedures, investigation procedures, confidentiality policy, survivor support mechanisms, etc..) in the sports organization
- ✓ Number of cases of gender-based violence reported (bullying, peer harassment, LGBTQI homophobia)
- ✓ Presence of support mechanisms for survivors of gender-based violence
- ✓ Proportion of athletes/coaches/managers/technical staff who have received training on the prevention of gender-based violence in sports
- ✓ Presence of safeguarding policies and procedures for athletes
- ✓ Presence of ethical codes for athletes, coaches, technical staff and managers
- ✓ Number of projects/activities/campaigns that the sports organization conducted to combat violence against women and girls in society through sports
- ✓ Presence of a committee/working group to combat gender-based violence in sports and a survivor support centre
- ✓ Presence of organizational rejection of sexist cheers

03

UNDERTAKE TO CLOSE THE GAP IN INVESTMENT IN WOMEN'S SPORT AND PROMOTE EQUAL ECONOMIC OPPORTUNITIES FOR WOMEN AND GIRLS



KEY OBJECTIVES

Increase investments in the development of women's sports.

Increase the number of female athletes, coaches, referees/judges.

Enable female and male athletes, coaches, referees, technical officials/support professionals to participate in an equal, fair and safe environment.



AREAS OF IMPLEMENTATION

Problem assessment

- Underrepresentation of female athletes in all sports branches and at all levels of sports
- Lack of female coaches and referees/judges in all sports branches and levels of sports
- Barriers for women's participation in sports
- Analysis of current policies/procedures and discriminatory practices regarding women's sports

Policies and management

- Increase the number of female athletes, coaches, referees/judges
- Remove barriers to women's participation in sports
- Eliminate discriminatory practices in terms of salaries, awards, training facilities, accommodation and quality of professional coaches

ROAD MAP:



3.1. REFERENCE POINTS:

International and national normative framework on women's rights and sports.

Professional development and career advancement opportunities for female athletes/coaches, role models and mentorship mechanisms for female athletes/coaches, equal working conditions for coaches/referees/judges.

Prevention of discrimination, equal pay for work of equal value, equal practices, work-life balance.

Women-friendly sports programmes and sports facilities.

3.2. ANALYSING:

Gender analysis of current policy and procedures in relation to recruitment, payment, benefits, awards, working (training/competition) conditions, and opportunities/resources (equipment, facilities, transportation, accommodation, nutrition, etc..) offered to athletes and coaches.

Assess perceptions of executives/athletes/coaches and stakeholders about women's sports, particularly about female athletes and coaches.

Assess perceptions of executives/athletes/coaches and stakeholders about diversity (gender, religion, language, disability, sexual orientation) in athlete/coach/referee/judge positions.

3.3. SETTING GOALS:

Increase the number of female athletes, coaches and referees/judges at all levels of sports.

Remove barriers to women's participation in sports.

Provide access to professional development opportunities for women.

3.4. WORKING WITH STAKEHOLDERS:

Encourage female athletes and coaches to participate in national and international networks advocating women's empowerment in sports.

Establish platforms that will enable women role models to share their experiences with young female athletes/coaches/referees/judges.

3.5. ESTABLISHING AN IMPLEMENTATION PLAN:

Develop and implement policies and procedures to increase the number of female athletes, coaches, referees, judges, as well as their professional development opportunities and mentorship mechanisms.

Develop strategies for equal and fair distribution of opportunities and resources to female and male athletes.

Establish a communications plan promoting the value of women in sports, equal opportunities for female athletes, coaches, referees, judges, equal play for equal pay, and women-friendly/gender-sensitive sports facilities.

Establish a budgeted plan to provide professional development opportunities, mentorship mechanisms for women, gender equality trainings, women-friendly sports facilities, and improved resources and opportunities for women.

3.6. MONITORING AND ASSESSMENT:

Identify indicators for monitoring gender equality work under this principle.

Report to the organizational gender equality committee.



INDICATORS:



Gender ratio of athletes, coaches, referees/judges, technical officials/support professionals (by sports branches and levels)



Proportion of female athletes, coaches, referees/judges, technical officials/support professionals who have received professional development/mentorship



Gender ratio of female and male athletes, coaches, referees/judges, technical officials/support professionals who have received gender equality training



Contract awards and salary (regular income) ratios of female and male athletes and coaches



Sponsor support ratio of female and male athletes



Competition participation ratio of female and male athletes



Quality of transportation vehicles and accommodation for female and male athletes



Medical and technical staff support for female and male athletes



Presence of women-friendly and accessible facilities

04

UNDERTAKE EFFORTS TO PROMOTE WOMEN'S EQUAL PARTICIPATION AND BIAS-FREE REPRESENTATION IN SPORTS MEDIA, INCLUDING COMMUNICATIONS TO ELIMINATE HARMFUL GENDER STEREOTYPES AND PROMOTE POSITIVE ROLE MODELS



KEY OBJECTIVES

Increase the number of women in all positions of the media.

Increase the percentage of women's sports reporting in the media.

Eliminate the gender-stereotyped portrayal of female athletes in the media.

AREAS OF IMPLEMENTATION

Problem assessment

- Underrepresentation of women employees in corporate media
- Underrepresentation of women's sports in all forms of media
- Gender-stereotyped presentation of female athletes in all forms of communications

Policies and management

- Increase the number of women workers in corporate media (managers, editors, news reporters, commentators, programme producers, technicians, interns, etc..).
- Enable female journalists to work in a safe environment.
- Increase the share of women's sports in all forms of corporate media.
- Present gender-responsive portrayal of female athletes in all forms of communication.
- Develop and implement training materials for gender-responsive language in media.
- Ensure gender balance and equity in visuals used in organizational communications materials.
- Ensuring that athletes/managers/coaches use gender-responsive language in media communications.

ROAD MAP:

4.1. REFERENCE POINTS:

Gender imbalances against women in all positions of media.

Gender-stereotyped presentations of female athletes in media.

Importance of emphasizing gender equality in all forms of communication.

4.2. ANALYSING:

Map the gender ratio of positions in corporate media (managers, programme producers, editors, production directors, commentators, reporters, interns, etc..).

Gender analysis of the presentation of female and male athletes/sports in all forms of corporate media/communications materials.

4.3. SETTING GOALS:

Increase number of women in all positions of corporate media.

Eliminate the gender-stereotyped portrayal of female athletes in all forms of communications/corporate media.

4.4. WORKING WITH STAKEHOLDERS:

Collaborate with stakeholders working on gender equality in media while developing and implementing training for gender equality in media.

Encourage outstanding female and male athletes/managers/coaches to promote gender equality in corporate media.

4.5. ESTABLISHING AN IMPLEMENTATION PLAN:

Establish a gender equality working group in the media unit of the sports organization.

Develop and implement policies and procedures to increase the number of women workers in corporate media.

Seek support from outstanding figures in sports organizations (athletes, coaches, managers).

Establish a budgeted plan for women's employment in media, gender equality training for media workers, programmes special to female athletes/women's sports in media organs, and gender equality campaigns through media.

4.6. MONITORING AND ASSESSMENT:

Identify indicators for monitoring gender equality work under this principle.

Report to the organizational gender equality committee.

INDICATORS:

- ✓ Proportion of women and men by positions in corporate media
- ✓ Presence of policies/practices for increasing the number of women employees in corporate media
- ✓ Presence of policies/practices for increasing the representation of female athletes in corporate media
- ✓ Proportion of news/comments/publicity/programmes about female and male athletes/sports
- ✓ Proportion of visuals of female and male athletes/coaches with gender and/or disability stereotypes
- ✓ Proportion of written text on female and male athletes/coaches with gender and/or disability stereotypes
- ✓ Proportion of corporate social media accounts belonging to female and male athletes
- ✓ Proportion of visuals/messages about female and male athletes in corporate social media
- ✓ Presence of gender equality in organizational publicity materials

05

UNDERTAKE EFFORTS TO SUPPORT EQUAL OPPORTUNITIES FOR GIRLS IN SPORTS, PHYSICAL ACTIVITY AND PHYSICAL EDUCATION



KEY OBJECTIVES

Foster girls' participation in sports/physical activity/physical education in an equal and safe environment.

Raise girls' and boys' awareness of gender equality through sports.

AREAS OF IMPLEMENTATION

Problem assessment

- Scarcity of girls' participation in sports/physical activity/physical education.
- Map distribution of girls and boys in all branches of a sports organizations, community sports, school sports, and among those who drop out of sports.
- Map the physical activity levels of girls and boys.
- Barriers for girls' participation in sports, physical activity and physical education (personal, social, cultural and organizational).
- Identify girls' motivations for participation in sports/physical activity/physical education.

Policies and management

- Increase girls' participation in sports/physical activity/physical education through policies and programme development.
- Eliminate barriers to girls' participation in sports/physical activity/physical education.
- Develop and implement programmes aimed to increase the physical literacy of girls.
- Implement strategies to prevent girls from dropping out of sports at an early age.
- Seek support from key people (family, friend, physical education teacher) to provide girls' participation in sports/physical activity/physical education.
- Establish platforms for female athlete role models to share knowledge and experience with girls in intramural and extramural environments.
- Develop and implement sports programmes in accessible and safe sports facilities.

ROAD MAP:

5.1. REFERENCE POINTS:

Personal, social, cultural and organizational barriers to girls' participation in sports/physical activity/physical education.

Girl-friendly sports and physical activity programmes.

Sports and physical activity programme targeting girls' empowerment.

5.2. ANALYSING:

Proportion of girls and boys in sports/physical activity/physical education.

Identify sports and physical activity programmes targeting girls' empowerment.

Assess perceptions and approaches of managers/athletes/coaches/parents/physical education teachers and stakeholders on the empowerment of girls through sports.

Identify sports girls' perception of sports/physical activity/physical education.

5.3. SETTING GOALS:

Increase girls' participation in sports/physical activity/physical education.

Eliminate barriers to girls' participation in sports/physical activity/physical education.

Ensure girls' empowerment through sports.

Raise the gender equality awareness of girls and boys through sports.

5.4. WORKING WITH STAKEHOLDERS:

Collaborate with family/schools/physical education teachers/community centres on girls' participation in sports/physical activity/physical education.

Enable elite female athletes to share experience with girls in intramural and extramural environments.

5.5. ESTABLISHING AN IMPLEMENTATION PLAN:

Develop and implement sports and physical activity programmes that aim to improve the life skills and physical literacy of girls.

Establish a communications plan on girls' empowerment through sports, the value of girls' empowerment, the value of sports/physical activity/physical education for girls, and the value of female athlete role models for girls.

Establish a budgeted plan for a girl-friendly sport/physical activity programme, meetings with girls in schools/community centres, and training to raise awareness on gender equality through sports with the partnership of physical education teachers and school management.

5.6. MONITORING AND ASSESSMENT:

Identify indicators for monitoring gender equality work under this principle.

Report to the organizational gender equality committee.

INDICATORS:

- ✓ Proportion of girls and boys in all sports branches and community sports programmes
- ✓ Proportion of physical activity levels of girls and boys
- ✓ Proportion of girls and boys actively participating in physical education
- ✓ Number of activities that sports organization conducted for female athletes to share knowledge and experience with girls in schools/community centres
- ✓ Number of sports and physical activity programmes targeting girls' empowerment
- ✓ Number of trainings that sports organization conduct for girls and boys to raise awareness on gender equality through sports
- ✓ Presence of accessible and safe sports facilities for girls

AGREE TO MONITOR AND PUBLICLY REPORT ON PROGRESS ON AN ANNUAL BASIS



KEY OBJECTIVES

Ensure accountability and transparency in advancing gender equality in sports organizations.

Ensure the sustainability of gender equality initiatives in sports organizations.

AREAS OF IMPLEMENTATION

Measurement

- Establish goals and indicators for each principle based on organizational capacities and priorities.
- Establish platforms to monitor and evaluate implementation of organizational gender equality measures.
- Elicit feedback from stakeholders to evaluate managers' commitments to the empowerment of women and gender equality in sports.
- Include gender-disaggregated data in all organizational annual reports.
- Compare current data for the five principles, identify areas of progress and stagnation, and reflect evaluations in further plans.

Reporting

- Ensure that indicators are monitored, assessed and reported on a regular basis by developing monitoring mechanisms.
- Share progress and elicit feedback from stakeholders through public reports.
- Publish the sports organization's policies and gender equality initiatives on the official website.
- Demonstrate the sports organization's commitment to gender equality by publishing collaborative work with stakeholders along with challenges and achievements.

ROAD MAP:

6.1. REFERENCE POINTS:

Gender equality targets.

Indicators, monitoring and assessment.

Gender-disaggregated data/gender-responsive data.

6.2. ANALYSING:

Implementation areas of all principles in the Guidelines.

Gender-disaggregated data.

6.3. SETTING GOALS:

Conduct regular monitoring and assessment of organizational gender equality initiatives.

Establish mechanisms to monitor and analyse indicators.

Share gender equality progress with all stakeholders.

Include gender equality data in annual organizational reports.

Share a progress report on implementation of the principles with UN Women.

6.4. WORKING WITH STAKEHOLDERS:

Conduct a stakeholder analysis to specify which groups sports organization should collaborate with, inside or outside the organization.

Demonstrate the sports organization's commitment to gender equality by publishing the results of collaborative work with stakeholders.

6.5. ESTABLISHING AN IMPLEMENTATION PLAN:

Develop and implement a form to gather stakeholder feedback on organizational gender equality initiatives.

Develop and implement a form to gather stakeholder feedback on managers' commitments to the empowerment of women and gender equality in sports.

Assess the impacts of gender equality policies and programmes on internal and external stakeholders.

Publish a progress report on implementation of the principles.

Write and submit a progress report on implementation of the principles to UN Women.

Establish a communications plan to share reports publicly, report by establishing joint platforms with stakeholders, and uphold transparency and accountability.

Establish a budgeted plan for research, monitoring and assessment, an annual report and a Sports for Generation Equality report.

6.6. MONITORING AND ASSESSMENT:

Establish monitoring mechanisms.

Report to the organizational gender equality committee.

INDICATORS:

- ✓ Presence of a Sports for Generation Equality report
- ✓ Presence of gender-disaggregated data in organizational reports
- ✓ Presence of monitoring and assessment mechanisms for gender equality in the sports organization
- ✓ Presence of gender equality initiative of the sports organization on official website/platforms
- ✓ Presence of gender equality report of the sports organization on the official website/platforms

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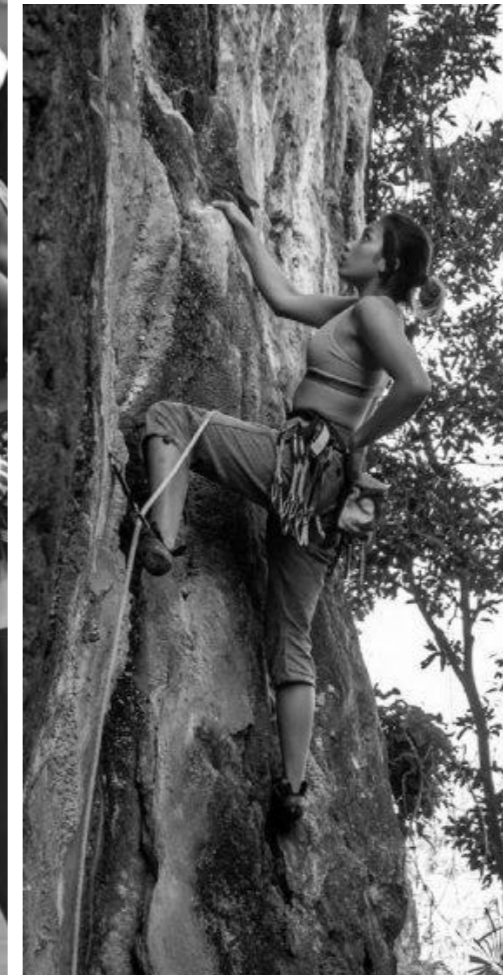
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