IN BRIEF: GUIDELINES FOR GENDER-RESPONSIVE SPORTS ORGANIZATIONS
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, 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.

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, 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

02

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

03

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

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

05

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

06

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

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

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.
- 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, 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.
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/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 committee, 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

**ENCOURAGE SUPPORT FROM OUTSTANDING FIGURES (ATHLETES/COACHES/LEADERS/FANS) IN THE SPORTS ORGANIZATION.**

**ESTABLISH A BUDGETED PLAN FOR RESEARCH ON GENDER-BASED VIOLENCE IN SPORTS, PREVENTIVE AND PROTECTIVE MECHANISMS, DESIGN AND MANAGEMENT OF INCLUSIVE AND SAFE SPORTS FACILITIES, AND SOCIAL RESPONSIBILITY ACTIVITIES FOR PREVENTING VIOLENCE AGAINST WOMEN IN SOCIETY.**

**PREVENT VIOLENCE AGAINST WOMEN IN SOCIETY.**
UNDEARTAKE 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 judges to participate in an equal, fair and safe environment.

ROAD MAP:

3.1. REFERENCE POINTS:

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

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

3.2. ANALYSING:

Gender analysis of current policies 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, 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.

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

**UNDEARTAKE 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**

<table>
<thead>
<tr>
<th>KEY OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of women in all positions of the media.</td>
</tr>
<tr>
<td>Increase the percentage of women’s sports reporting in the media.</td>
</tr>
<tr>
<td>Eliminate the gender-stereotyped portrayal of female athletes in the media.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AREAS OF IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Problem assessment</strong></td>
</tr>
<tr>
<td>- Underrepresentation of women employees in corporate media</td>
</tr>
<tr>
<td>- Underrepresentation of women’s sports in all forms of media</td>
</tr>
<tr>
<td>- Gender-stereotyped presentation of female athletes in all forms of communications</td>
</tr>
<tr>
<td><strong>Policies and management</strong></td>
</tr>
<tr>
<td>- Increase the number of women workers in corporate media (managers, editors, news reporters, commentators, programme producers, technicians, interns, etc.).</td>
</tr>
<tr>
<td>- Enable female journalists to work in a safe environment.</td>
</tr>
<tr>
<td>- Increase the share of women’s sports in all forms of corporate media.</td>
</tr>
<tr>
<td>- Present gender-responsive portrayal of female athletes in all forms of communication.</td>
</tr>
<tr>
<td>- Develop and implement training materials for gender-responsive language in media.</td>
</tr>
<tr>
<td>- Ensure gender balance and equity in visuals used in organizational communications materials.</td>
</tr>
<tr>
<td>- Ensuring that athletes/managers/coaches use gender-responsive language in media communications.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>ROAD MAP:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.1. REFERENCE POINTS:</strong></td>
</tr>
<tr>
<td>Gender imbalances against women in all positions of media.</td>
</tr>
<tr>
<td>Gender-stereotyped presentations of female athletes in media.</td>
</tr>
<tr>
<td>Importance of emphasizing gender equality in all forms of communication.</td>
</tr>
</tbody>
</table>

| **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. |
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.

- **Problem assessment**
  - Scarcity of girls’ participation in sports/physical activity/physical education.
  - Map distribution of girls and boys in all branches of a sports organization, 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.

- **Areas of implementation**
  - 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 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.

- **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 intramural and extramural environments.
  - 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.
**6.6. MONITORING AND ASSESSMENT:** Establish monitoring mechanisms. Report to the organizational gender equality committee.

**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.
- Publish a progress report on implementation of the principles.
- 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.

**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
These Guidelines are aligned with the objectives of UN Women’s campaign “Generation Equality – Realizing Women’s Rights for an Equal Future”.

The views expressed in this publication are those of the author(s) and do not necessarily represent the views of UN Women, the United Nations or any of its affiliated organizations.

Lead author: Professor Canan Koca
Co-author: Professor Rosa Lopez de D’Amico

Significant contributions were made by Advisory Group members: Gizem Gürslen (national athlete, Paralympic and world champion archer), Lilamani de Soysa (Global Executive Member of the International Working Group on Women and Sport), Dr. Nese Gumoğan (General Secretary, Turkish National Olympic Committee, and member of the Olympic Programme Commission, International Olympic Committee), Philipp Müller-Wirth (Executive Officer for Sport and Youth Section Sector for Social and Human Sciences, UNESCO), Dr. Pınar Öztürk (Research Associate, Faculty of Sports Sciences, Hacettepe University) and Sarai Bareman (Head of the Women’s Football Division, FIFA).

Prepared for publishing by UN Women staff: Asya Varbanova, Güneş Deren Erbas, Ipek Naz Çınar, Jennifer Cooper, Sinem Aydın and Zeliha Unalı

Editor: Gretchen Luchsinger
Design: Asya Fatma Bagcı
Date: May 2021

This publication was developed within the framework of the HeForShe Turkey–Fenerbahçe Sports Club partnership with the support of Tüpraş.