

# EWSE

EMPOWERING WOMEN  
FOR SPORT EVENTS IN EUROPE



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Erasmus+ Programme  
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## GUIDING TOOLKIT FOR SPORT EVENTS ORGANIZERS

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# Introduction

This document is an output of the “Empowering Women for Sport Events in Europe - EWSE” Erasmus+ Sport project. It was drafted by the various stakeholders in the consortium.

EWSE aims at promoting an inclusive, accessible and sustainable model of sports events in Europe through the creation of a quality network for training and mutual support among professional women in sport and young women willing to become sport events manager and promoters, in a logic of cooperation, mentoring and scaling up capacities, impacts and networking.

This toolkit is a continuation of the report of analysis made earlier on and has the objective to give keys and tips to any person interested in organizing sports events in general but also specifically sports events dedicated to women and girls addressing the barriers raised in different areas.

This document is meant to give guidelines to anyone who reads it with the idea to enhance the impact of sports events and empower its organizers. We are aware that it is difficult to organise “the perfect event” and realise all recommendations we collected here. In particular if you are lacking resources, time and infrastructure, which is a fact for most of the women sport events we know. So the aim should be to make it better each time, to focus on one or the other thing from our checklists, and not trying to realise everything at once. Change takes some time and we can get better every time

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# Module 1: Increasing Women Leadership in Sports (ASSIST - Italy)

## I. Why are we addressing this topic?

Persistent structural barriers, which permeate the sport system at all levels and especially within its leadership, prevent women from reaching the highest positions. Despite the gradual increase in women's participation rates in sport, there are still very few women in leadership positions in Olympic and Paralympic committees, European and national sport governing bodies, and national sport federations.

Using data collected for the Sydney Scoreboard, Adriaanse (2016) reported that women comprised an average (global mean) of 19.7% of board members of national sport organizations.

In contrast to widespread assumptions, the recent project "Step Up Equality" carried out on the topic of the promotion of women leadership in the field of sport has shown that women are highly interested in leadership positions. The survey showed also that there are also more women holding lower-level management positions than high-level positions and existing support structures and career pathways for women are inadequate

According to women in leadership positions, the most common barriers that women face when entering a leadership position in sports include an unsupportive environment/lack of recognition and lack of financial recognition.

Gender-based discrimination is prevalent in sport and it appears in a variety of forms

- 67% of women leaders experiences different treatment based on their gender
- 69% of women leaders witnessed different treatment of women based on their gender

Today it is necessary to pause and reflect on the multiplicity of faces with which the discipline of sport enters into daily relations with human beings, and every reflection is capable of grasping a new aspect of Sport

The organization of sports events must answer these questions in order to be able to move on two difficult sides of action, which are:

- the competence and capacity of the organizers and
- the management of all the specific details that are relevant for the success of the event.

This is a complex performance model that requires many skills, often deployed by actual 'orga-

nizing committees' comprising many collaborators. Therefore, the concept of leadership and team building also assume particular importance in the field of the organization of sports events and management.

The main skill is precisely that of moving step by step, staying focused on real, concrete processes. Therefore, it is an evolution from problem solving towards finding the next possible step, decided with the involvement of all the actors that could contribute to the organisation's development.

## II. Practical tips

### **1# Raising awareness on gender inequalities within the organisation and the organisation committee**

There are many ways to raise awareness on sexism and gender inequalities within an association, a club or a company. It is possible to organize activities and a time to share the statistics showing the important gap remaining between men and women in terms of representation, salary, as well as media coverage in the field of sport. For example, there are several proposals to start a discussion on gender equality, in the Report - EWSE available on the project website. You can also share resources on the topic to all the persons involved in the organization.

### **2# Promote gender equality among staff and participants**

Simple tools exist to promote gender diversity and parity within your team and encourage women to join:

- flexible working arrangements : To avoid further penalizing women, who still carry out the majority of domestic work, allow your staff to refuse meetings that are too early or too late. It is also possible to offer reduced time packages. For example, the person who chooses a 95% reduced time package is paid 95% of his or her gross salary and in return acquires thirteen extra days of vacation to be taken whenever he or she wishes.
- teleworking: This gives staff flexibility in their daily organization. It is proven that women use telework more than men.
- maternity leave: Involve the person in the implementation of her replacement. Some companies suggest that their managers use a maternity charter to ensure that they use appropriate language, free of any discriminatory language, even unintentional.
- Open salary grid : if women are aware of how much their male counterparts are paid, it makes it easier to reduce the gender pay gap

### **3# Create safe and inclusive environment**

In order to ensure a balance between members of your team and receive as much feedback and comment from everyone during a meeting for example, timing the speaking time of each person intervening can be useful. It enables the voice of everyone to be heard equally and have a say in the decision.

It is important to share with the people working on the organization of the event a list of contact information they can refer to if there are issues within the organization.

Create a charter of good conduct to state commitment against sexism and make it signed by all the staff.

#### **4# Share or organize activities to work on skills to be a good leader and manager**

- Make a brochure of sport-related existing training courses in your own country and make it available during the event
- Provide a workshop during the event on topics related to the position of manager : speaking, attitude in meetings, how to get the attention of the audience. E.g.: theatre course

For example, in Italy, Assist created LEA, the Leadership Empowerment Academy created which is open to women and to men. LEA is a course of study dedicated to those who want to acquire skills and knowledge to operate, both as a volunteer and professionally, in the sports management sector. In particular, LEA aims to enhance the enormous resources represented by athletes, coaches and coaches, technicians and technicians, all workers and all sports workers, who wish to make their talent and passion available also in the management field.

#### **5# Role models:**

Present role models/examples of successful female leaders during the event and in the preparation of the event can inspire the committee

- Alice Milliat focus on historical context, value for women's emancipation <http://www.sportmagazinefvg.it/racconti/alice-milliat-donna-sportiva-visionaria/>
- B.J.King focus on: fighting for women players' rights and the LGBT community <https://tennis.it/settembre-1973-king-riggs-la-battaglia-dei-sessi-cambio-il-tennis/>
- Megan Rapinoe focus on: role on and off the field, pay equity <https://olympics.com/en/news/football-megan-rapinoe-talks-activism-retirement-forbes-summit>
- a national example that every partner finds in its own sporting history ...

# Module 2: Reaching equal visibility in media (AMA - France)

## I. Why are we addressing this topic?

Studies have shown that media is one of the most influential forms of socialization in generating gender norms<sup>1</sup> and that its content can be considered as important social learning processes<sup>2</sup>. Moreover, because of the high levels of media consumption, especially among youth, the content disseminated participates in creating role models and inspirations for everyone.

The media and sports can reproduce gender stereotypes and consequently perpetuate gender inequality and accentuate gender differences. Women are not often seen as “real athletes” because the media, on the one hand, objectifies women and highlights aspects of their bodies and personal life and, on the other hand, contributes to the reproduction of sport’s hegemonic masculinity. This misrepresentation of women’s sports accounts for the lack of interest among sports fans and reinforces the public’s generally negative attitudes towards women in sport. The excitement that media stories can generate around athletes and competitions is crucial for sport events to be successful in terms of audience and sponsors. In this section we will explain how to design a sustainable long-term visibility strategy for women’s events.

Eoin J. Trolan (2013)<sup>3</sup>, have highlighted that patriarchal values as they have been historically associated with sport have been reinforced by the media in underrepresenting female athletes and portraying them as women first and athletes second, often hypersexualizing and infantilizing them. A study made by Cambridge University Press after the 2016 Olympics and Paralympics in Rio showed that commentaries about women athletes were most of the time more focus on their appearance or personal life, with the words ‘aged’, ‘older’, ‘pregnant’ and ‘married’ or ‘un-married’ whereas top combination of word for men in sport were more likely to be adjectives such as “fastest”, “big”, “strong”, “real”, “great”...

## II. Practical tips

### 1# How to attract media attention?

Use positive stories from the past: tell stories of female athletes of the past who, with their successes, have contributed to the emancipation of women (each nation has its famous and unknown heroines, for example Alice Miliat, BJ King, etc.)

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<sup>1</sup> Pederson, P.M. (2002). Examining equity in newspaper photographs. *International Review for the Sociology of Sport*, 37(3), 303-318.

<sup>2</sup> Signorielli N. 2012. Gender stereotyping on television. In *Media Psychology*, ed. G Brewer, pp. 170–86. New York: Palgrave Macmillan

<sup>3</sup> Eoin J. Trolan / *Procedia - Social and Behavioral Sciences* 91 (2013) 215 – 227



Create a storytelling around athletes and competitions (tell the story of the athlete(s) present at the event (their sporting career, how they got there, what distinctions they have obtained, what is at stake for them in this competition)

Writing a press release : The press release (PR) is a short document that presents a project, an event or a tool to journalists. The announcement of an event is the ideal moment to send a press release.

The press release should be a basis for articles for journalists who might pick up your information. Note that you will not be the only one to send them articles. To give your articles the best chance of being picked up, adopt a journalistic, synthetic, precise and neutral tone.

The ideal press release is half a page long: the headline should be punchy and informative, the first sentence should answer the questions “what, who, when, where” and the rest should develop “why” and “how”, possibly with intertitles. At the end of the CP, include a contact person, their contacts and add a paragraph to introduce your association.

In terms of deadlines, your press release should be sent out two to three days before the launch of the project. If the first press release does not work, persevere. Journalists will get to know you and react more.

A little practical advice: always send your file as an Invisible Carbon Copy (ICC) when you send it by email to all your contacts (press file, partners, various contacts), this is a guarantee of credit

## **2# Create a database of media and journalists (local, regional, national and international level)**

It is important to make a list of the media you could contact. Use your network and your circle of knowledge to get contacts. Find out which media outlets have already promoted women’s events, as they will be more likely to promote your event.

Build up a small file of contacts of relevant journalists in order to follow up personally. Often, sending a press release is not enough: you have to pick up the phone to call your media contact and convince them of the interest of your news for their readers.

The International Sports Press Survey 2011<sup>4</sup> stated that more than 90% of articles were written by male journalists and more than 85% of the articles focused on sportsmen. To be more precise, only 8% of the sports articles studied were signed by identified female journalists, as indicated by the study. It is therefore important to try and create a database without excluding women journalists.

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<sup>4</sup> Horky T. and Nieland J-U. (2011), ISPS 2011 – First results of the International Sports Press Survey 2011, available at: [www.playthegame.org/fileadmin/image/PTG2011/Presentation/PTG\\_Nieland-Horky\\_ISPS\\_2011\\_3.10.2011\\_final.pdf](http://www.playthegame.org/fileadmin/image/PTG2011/Presentation/PTG_Nieland-Horky_ISPS_2011_3.10.2011_final.pdf).

### **3# Reach local media and press**

Getting in touch with local media will enable you to have a greater chance of response from their side rather than national media. The local level can be interesting to first attract people in the area, and it will contribute to making the event sustainable. It can also give people and especially women and girls incentives to join the organizing structure whether it is a sports club or an association.

The regional press is an information medium that covers the news of a territory. Behind the regional press, we need to look more broadly at the regional news media: journalists in the field of the written press, the web, radio and TV at the heart of territorial information. These media are numerous with a variety of listeners and readers (professionals and individuals). The regional press is a very good communication tool to use for organisations wishing to develop their reputation, publicise their event and send messages to their local targets.

### **4# Using social networks**

However, Wendie Renard, for example, has more than 113 000 followers on Twitter. Maria Sharapova more than 8 billions. The statistics defeat simplistic arguments that there is simply not interest in female sports personalities. Social media can be used as valuable tool to demand content and to share content. The more quickly social networking sites grow, the more quickly the content uploaded to them spreads. This viral quality is therefore an appealing way to promote the cause of women in sport and of women's events.

### **Communication channels**

- Website: creating a website dedicated to your tournament provides a hub to and through which all other chosen communication channels will lead. In addition to practical information, favour interactive content, mainly share videos and photos (content considered more engaging for Internet users). Dedicate a space to your partners, another to your ticketing service (you can integrate your ticketing module directly into your site), another to tell your story... Be imaginative! Finally, newsletters and professional mailing lists are often left behind and considered as outdated, but are still an interesting tool to promote an event.
- Social networks: Social networks can serve as a relay to a wider audience. Set up competitions to win tickets or gifts (posts to be liked/commented on and shared to win tickets and prizes will increase your visibility). Social networks are the best place to share the exclusive content we mentioned at the beginning of the article. But be careful to respect the specificities of each network.
- Facebook is a real tool for promoting events. Create an event page with the date, the place and a visual. Communicate the practical information. Remember to invite your friends and encourage them to share the event. Facebook is the platform on which you can share all the types of content you want: video teasing, photos, links to articles related to your tournament... Facebook will serve as a point of contact with your audience before, during and after the event.
- Twitter, before the event, can be used as a portal to your site to provide practical

information to potential participants. This is an opportunity to create a hashtag “#” specific to your event. Twitter will be more useful during your event: post live photos and videos of the matches and accompanying entertainment. Remember to include photos in each of your tweets to be more visible. Comment on live matches with your hashtag.

- LinkedIn, as well as Twitter, can also be used as a portal to provide practical information to potential participants, especially if the event is addressed to professionals.
- Instagram and TikTok, could also be used in the same way, especially for the promotion of events addressed to young participants, more likely to be connected to those social media platforms.

### **5# Find ambassadors**

To “humanise” your communication and gain visibility, look for ambassadors for your event. Think of this new generation “influencers”. They will enable you to reach a smaller but much more relevant community if you target young people for example. Choose carefully according to the sport of your tournament and its profile. They must be regularly active and their community must be loyal so that you can have more benefits in terms of image. Offer them an exchange of visibility (retweet, Instagram or Facebook story), to come and participate in the tournament or, even better, to take care of a section on the event for the web.

### **6# Examples of initiatives for medias:**

- Organise a special radio programme on “gender and sports”: Invite local sports celebrities to participate in a debate on how women and men are represented in sports coverage. Involve the listeners.
- Give women the microphone: highlight female sports commentators to show that gender is not a guarantee of quality commentary, and report on your gender equality policies in the long term.
- Highlight mixed and women’s sports: Report on women’s or mixed sports events in your country or region to help achieve more balanced coverage of these sports.
- Measure gender equality in your operations and content: Apply gender equality indicators.

# Module 3: Attracting funds and sponsors (AMA - France)

## I. Why are we addressing this topic?

The social and cultural barriers reflect their impact directly on the economic sphere and the access to sport events revenue and economic opportunities for women. Sports, including sport events, also represent a professional opportunity, a job for many and a source of employment. Therefore, the higher barriers and lasting inequalities in attention and recognition of women sport events result in less professional opportunities for both women and men and in the difficulty in finding stable and relevant sponsorships for sport events as well. The financial difficulties also leave less room for organizers to choose which sponsors should ideally fit into women sport events, especially considering the will to create a positive impact on young people and young girls specifically through these events. In order to attract funding, we will talk in this section about how it is necessary to network, and to create the best conditions to reach different spheres. We will also mention the financial support available.

Women's sports attract. On television, in stadiums, on social networks. So much so that according to a Deloitte report, women's sports is "well on its way" to being worth more than a billion dollars. But to get there, it will be necessary to count on sustained investments from all the actors of the sports economy.

Because if the craze for women's sports is growing and brands are gradually realizing the sponsorship opportunities in women's sports, the gap is still abysmal. In 2021, women have won 15 of the 25 French Olympic medals, but they represent only 20% of sponsorship investments in France.

Yet, this is a golden opportunity for brands because women's sports fans are more receptive to sponsorship actions than men's sports fans.

## II. Practical tips

**1# Clear communication around the event:** having a slogan, a visual identity, a web platform (social media or website), accessible contacts.

A clear communication around a sport event will enable the public to better understand what are the objectives of the event, what is the target audience and what are the stakeholders involved. It is also important for the sustainability of the event since a well established "brand" around a sport event will contribute to its visibility and recognition by the audience from one edition to another. It allows the event to distinguish itself from the others as well. It is therefore important

to have a communication schedule for social media and stick to it in order to create a desire to come to the event. Most importantly it creates an incentive for sponsors and patrons to get involved or stay involved in the support of the event.

A good communication strategy aimed at attracting a maximum of participants and give a good image to financial contributors should include the following items:

- A clear timeline to launch the different tools/communication material. The different guidelines should be respected as much as possible in order to implement a strong and logical strategy.
- A clear understanding of the targeted attendees (background, age, and so on). The communication strategy should be adapted to reach and raise the interest of the targeted participants.
- A precise and all inclusive budget. Budget management is probably not the easiest part but it is for sure one of the most important ones that should be taken into consideration, even before the drafting of the communication strategy.

For instance: organizing a sport event involving teenage girls would probably require focusing on tools such as social media (Instagram, Facebook and TikTok), while organizing an event for women between 50-60 years old should probably require focusing on other tools such as emails, LinkedIn, websites and so on.

- A great event page on your website including the agenda and a link to register to the event. Having a registration link is essential for the good delivery of the event, since it will allow the organizer to track the number of attendees but also to understand their background. This information can then be used to upgrade the communication strategy.
- Communication materials: Creation of a Roll-up to be displayed during the event, Leaflets, a programme, appealing visuals (pictures and videos), to be disseminated via web page, social media's promotion, newsletters, mailing list... It is also interesting to consider the possibility of translating the most important communication material into other languages, especially if the event is aimed at attracting international participants.
- Creation of badges inclusive of the name and organization (if applicable) of participants based on the list of attendees. This will be an interesting tool to help network amongst participants.
- After the event, a feedback survey can be sent to all participants to gather their feedback and understand the main strength and weakness of the event. This will help to improve the organization of the next one!

**2# Being aware of public funds available:** city council, county council, call for projects (at the national or European level). Make the Erasmus+ program visible and the opportunities known (especially on inclusion, gender diversity..etc). Few people and organizations are aware of the opportunities existing at the European level, therefore, it can be an option to look at the possibilities with the program (especially in the field of sport). - Even the effort to build a project and discuss with other partners can be of use in order to improve the organization by learning from their experience and expertise. It can also be a new step in the development of one project/event by starting to reach public at a European level.

A lot of projects at the European level are focusing on sport, gender equality, diversity and inclusion. Do not hesitate to contact the leader and the partners of a project you consider as relevant for you. In most cases, they will be delighted to answer your potential questions.

Create a list of public funds available per country.

- As an example in France, it is possible to apply for grants at the level of local authorities, cities or regions. There is help from the Ile-de-France Region for sport events. The French Olympic Sport Committee has published a document in 2021 listing the different financial opportunities available for sport associations depending on the territories.
- There are also funds in support of associations in general, it can be worth checking if your organization can be eligible.

**3# Networking:** beneficiaries, associations, sports clubs, mentors, companies, schools, universities...

- Contact sport clubs on social media, on the phone or through emails
- Register to open events in a relevant sector (e.g. sport forum, feminist forum or roundtables) to create contacts and talk about your actions
  - Identify key stakeholders
  - Prepare questions in advance
  - Listen
  - Ask for advice
  - Keep in touch after the interaction (follow up email for example)
- Go talk to associations in order to propose a collaboration (e.g. an exchange in terms of communication, both associations can share news about each other event)

**4# Find sponsors for your event:** A lot of companies are interested in sponsoring an event, especially in the field of sport. Sponsors will not only help you with the promotion of your event, but they can also support you from a budget perspective and help you in structuring your event. It can be useful to get in touch with companies which have already sponsored other projects/ events addressing topics close to yours. Having a clear and well structured presentation file of the event for which you are looking for sponsors is essential when approaching potentially interested sponsors, it will demonstrate your level of professionalism, help them understand how they could benefit from such a partnership, and give the several possibilities depending on the degree of involvement they want to go for (e.g.add their logo on communication materials including sports jerseys used during the event)

**5# Recruiting ambassadors / influencer:** It can be very impactful to “recruit” and reach out to ambassadors and/or influencers in order to help promote an event. This will for sure help you if you need extra visibility and contribute to engage their community. The conditions should be negotiated on a case by case basis.

**6# Create a cultural or social dimension of the event:** This dimension is closely linked to the participants targeted. Creating a cultural or a social dimension of the event will help to increase the number of potential interested participants, but also the number of potential sponsors, ambassadors and other entities that could help you with the promotion of the event.

## **7# Measure economical and social impact of the event**

The economical model and impact of sport events is often if not always measured when it comes to sport events. However, less attention is paid to the social impact of sport events. According to the higher council of the social and solidarity economy, social impact consists of all the consequences (developments, changes and break ups) of an organisation's activities on direct or indirect external stakeholders (beneficiaries, users and clients) in its area, on people within the organisation (employees, volunteers) and on society in general.

Measuring the social impact of a sport event can enable organisations and stakeholders to see the added value and interest of the initiative while reinforcing the social aspect related to sport activities. In 2017, UNESCO adopted the Kazan Action Plan which addresses the need for the development of common indicators to measure the contribution of physical education, sport and physical activity<sup>5</sup>.

Steps to measure social impact of an event:

- Define the indicators and specific topics you want to analyze
- Define the perimeters of the framework
- Create a survey to be distributed to the participants and stakeholders
- Conduct qualitative interviews with participants and/or stakeholders
- Analysis of the feedbacks and data
- Dissemination of the results

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<sup>5</sup> <https://unesdoc.unesco.org/ark:/48223/pf0000252725>

# Module 4: Accessibility (IWA - Ireland)

## I. Why are we addressing this topic?

The possibility to propose a more inclusive and accessible model of sport events is more likely to be generated from womensport, or better said, from an equal sport. Nevertheless, when analysing the accessibility of the events themselves, very few of organizers have skills and knowledge to include parasport or engage families of athletes with disabilities in their events for example. This also applies to all the groups of people that need a specific approach or support to participate in sport events for several reasons, as cultural minorities for example. This section proposes to develop the skills and knowledge of organisations around the accessibility and inclusion of events.

Accessibility Guidelines

### **Equal Status Acts 2000-2012**

These acts protect people with a disability from discrimination in the workplace and in wider society. For example, if a sports organisation, club, leisure centre treats a person unfavourably due to their disability. It is required by law to make 'reasonable accommodation' for people with a disability who may be users, employees or volunteers. For example, this includes physical changes to the building, including ramps for wheelchair users, automatic entrance doors, lowered counters at reception areas, induction/hearing loops at reception areas and information in accessible formats, e.g. larger font/audio/braille. 'Reasonable accommodation' means providing specific treatment or facilities to make sure that people with a disability can avail of particular goods and services.

### **Disability Act 2005**

The Disability Act 2005 places a statutory obligation on public service providers to support access to services and facilities for people with disabilities. Under the Act, people with disabilities are entitled to:

- Have their health and educational needs assessed.
- Have individual service statements drawn up, setting out what services they should get.
- Access independent complaints and appeals procedures.
- Access public buildings and public service employment.

## II. Practical tips

### **1# Accessible Events**

Access For many people with disabilities, access is restricted by more than just physical bar-



riers. Barriers can be cultural, economic, attitudinal or organisational.

Organising Successful Events Assessing the access requirements for an event requires more forward planning. The earlier that participants' needs are identified, the better the chances of effectively meeting those needs. It is important to take into consideration the extra time some adjustments may take to organise.

Venue When planning an event ask the venue provider what facilities are available for disabled delegates, and if there are any potential issues that need to be addressed. When sourcing a venue for an event, enquire if the venue has had accessibility issues in the past. This helps to identify if the venue is suitable or if additional arrangements need to be made. If possible arrange a site visit to ascertain the attitude a venue provider has regarding access and provision of arrangements, the facilities and services for disabled people, and any potential access problems.

## **2# Access**

- Venue should be aware of the Disability Discrimination Act and the requirements to provide an accessible venue.
- Venue should have participated in an accessibility audit as this may indicate a positive approach to accessibility.
- The accessibility of toilets, lifts, refreshment areas and other venues being used during the event, and their proximity to the meeting or function rooms being used for the event.
- Ensure that delegates with mobility difficulties can use the same entrance as other delegates. Wheelchairs users should be able to use ramped access routes independently.
- Appropriately trained staff: disability and accessibility awareness, do the venue have a designated member of staff that can assist with any issues.

## **Event Planning and Administration**

Budget Organisers should be aware that some additional support arrangements will have cost implications and plan the event budget accordingly.

Planning the programme :It is important to ensure some degree of flexibility within a proposed event timetable to consider any alterations or adaptations that may need to be added.

- People with mobility issues may need added time to move between rooms and sessions.
- Support workers may require regular breaks and changeovers to ensure they do not become fatigued.
- Diabetic delegates may require more frequent refreshment breaks.

## **3# Speakers, facilitators, and exhibitors**

Provide guidance for speakers, facilitators and exhibitors outlining expectations prior to the event. For example, ensure the timing of submission deadlines to allow for provision of information in alternative formats, and check use of acceptable terminology.

Make sure speakers are fully informed about event delivery methods and possible needs of participants. For example, the speaker may have to use a microphone connected to a loop system.

- Advise speakers to ensure that the content and meaning of slides is communicated to the audience orally, and they follow best practice guidelines for presenting. For example, encourage speakers to always face the audience to ensure lip readers can understand their presentation.
- Check requirements of speakers and facilitators, in case they need additional arrangements to be made. For example, to speak through an interpreter, to use a personal assistant, or to have information provided in alternative formats.

### **Pre-Event Information**

#### *Publicity*

- Make all publicity information as clear as possible; ensure the expected outcomes are stated.
- Publicise events in a variety of formats via a range of media (print, web, email forums etc).
- Decide if you wish to ensure that disabled people are targeted to attend the event. If so, circulate publicity where it is likely to find this target audience. For example, use disability organisations and networks
- Provide venue details early to inform participants of accessibility arrangements.

#### *Registration arrangements*

- When producing a registration form it is imperative to ensure delegates have an opportunity to note down any specific individual requirements. For example, personal support, access or dietary requirements.
- Provide a range of alternative registering options. For example online, telephone, text phone and email.
- Once a delegate has informed organisers about their requirements, it is appropriate to contact that delegate to clarify their specific requirements for the event. For example, it may not be appropriate for event documentation to be produced in Braille for a blind delegate; they may prefer information to be provided in electronic format.
- Inform participants in good time if difficulties are encountered making individual arrangements. w If appropriate elicit workshop preferences on the booking form to facilitate forward planning of adjustments.
- Offer information in alternative formats (be sure to know where you can get this service first). Venue details Provide specific information about the venue (including in alternative formats) to delegates, where possible, regarding:
  - Details of reserved, accessible parking.
  - Maps and directions which are clear and include access routes into and, where relevant, between buildings.
  - Local transport and access details. For example: accessible local taxi companies, accessible public transport, accessible entrances, reserved parking bays, residential accommodation and social facilities.
- Assistance dog toileting arrangement, Ensure fresh water is available.

### **Booking confirmation**

Send to delegates in appropriate alternative formats.

Offer an opportunity to add additional individual requirements which may have arisen after booking. In order to ensure all requirements are met it is appropriate to give delegates a deadline by which they have to inform you of all requirements (for example one week prior to the event). Even if notified after this deadline do your best to meet the delegate's requirements.

Confirm details about the arrangements made to meet individual requirements without prompting, for example, accessible rooms, sign language interpreter support or reserved car parking.

### ***Supply of Additional Support Requirements***

Identify suppliers of professional support worker services.

Book support workers as far in advance as possible.

Consider event timings and session options when planning the number of staff to engage. For example, more than one interpreter will be needed for events longer than two hours, and sufficient numbers of support workers will be required to allow delegates a full choice of workshop sessions.

Provide copies of presentations in advance to allow support workers to contextualise the content of, and prepare for, each session.

Prepare event badges for support workers, including their names where possible. Plan timings to allow for support workers to carry out their role effectively including allowing time for staff changeover and rest breaks.

Reserve seating in a suitable location for support workers.

### ***Specific support worker issues***

- a) Interpreting and Communication Support Workers (CSW)
  - a. Identify the type of communication support required by participants. For example Sign Language Interpreters, Lip speakers or Palantypists.
  - b. Ensure delegates are consulted on the best position to place an Interpreter and CSW. For example a lip speaker will require suitable lighting.
  - c. Ensure power sockets and a table are provided for Palantypists. Place the screen to allow all delegates to view the output.
- b) Note Takers w Identify the type of note takers required. For example, a manual or electronic note taker. Ensure they know whether they will be required to produce a summary of the document or a verbatim output.
  - a. Identify facilities required for note takers. For example, a table, power socket or additional lighting, and whether they should be located adjacent to the delegate they are supporting.
- c) Enablers w If event organisers are employing enablers, brief them on their expected duties. For example, providing assistance with mobility around the venue, access to catering, and getting into and out of taxis.
  - a. If using event staff as enablers ensure they are trained or briefed for the task and are available for the times they are needed during the event.

b. Ensure enablers are easily identifiable. Do not expect other delegates to act as enablers; disabled people should not have to wait until other participants are free to assist them.

### **Alternative formats**

- Obtain electronic copies of presentations and workshop papers to ensure these can be sent to delegates in advance if required.
- Ensure copies of presentations and handouts are available in alternative formats, and are provided in advance if required.
- After the event, make papers available electronically

### **Hire of extra equipment**

The following equipment might be necessary:

- Loop systems.
- Roving microphones.
- Portable ramps. For example, for accessing entrances and staging.
- Accessible Information and Computer Technologies (see below).
- Height adjustable lecterns.

Make sure there are signs that indicate this equipment is available

### *Information and computer technologies (ICT)*

Make explicit in publicity if the event or workshops intend to focus on using ICT. List the kinds of activities that will occur, state what programs will be used. This will allow disabled delegates to judge how they can best access the workshop and what requirements they may have, for example there may be compatibility issues with some specialist assistive technology.

Where possible, invite disabled delegates to bring their own equipment. Many disabled people prefer this as they are familiar with their own. For example, a blind user may have screen reader software installed on a computer, or someone with a repetitive strain injury may have an adapted keyboard or special wrist rests.

If using particular software in workshops provide copies to disabled delegates in advance, if required, to enable checks on the compatibility of the software with any assistive technology. This also allows the delegate to familiarise themselves with the new software.

### **Planning Support During the Event**

#### *Signage*

If you are providing (or asking the venue to provide) signage on the day, then ensure it is:

- Clear and printed in dark lettering on a light background. Use large print, sans serif font with initial capitals and lower-case text, avoid block capitals.
- Displayed at a height at which can be read by wheelchair users (1400-1700mm or 55-67inches). Registration
- Ensure staff are aware of disability equality issues, and how to meet and greet

disabled participants.

If you are aware of delegates', or speakers', specific requirements then fully brief all registration staff as to what additional services they will have to perform. For example, ensuring Interpreters are introduced to delegates who require sign language interpretation.

It may be necessary to produce information and delegate packs in alternative formats. If these are required to be distributed at registration then ensure you have an adequate system in place to identify the recipients of the alternative packs.

Ensure all name badges are printed in minimum size 18 font, preferably in bold type.

### **Seating**

Irrespective of the styles of seating you are providing, ensure there is a choice of seating location and sufficient space in gangways and between rows for wheelchair navigation, guiding blind delegates etc. This should be taken into consideration for all workshops, breakout rooms and catering facilities.

### **First aid and medical support**

If someone has specific medical needs, make sure you know about these and take the appropriate actions. For example, provide storage facilities for prescription drugs such as insulin, or provide trained staff who can respond appropriately to someone who has an epileptic seizure.

### **Refreshment areas**

Check layout is wheelchair navigable and sufficient accessible venues are available to provide parity of service.

Where possible use moveable tables and chairs or ensure there is sufficient space between seating areas. Be aware that fixed seating attached to tables can present substantial difficulties to a lot of people.

Ensure the full range of refreshments is available to all delegates, situated at accessible locations, and served on counters of a suitable height.

Check menus are available in alternative formats or that assistance is available to outline options. Food and drink make sure food is "accessible". For example, a finger buffet with 'mouth sized' pieces will enable people to eat without having to use utensils or hold a plate.

Provide personal assistance for those who require it. This is particularly important for buffet and self-service catered refreshments.

### **Using Web Technologies to Support an Event**

#### *Adherence to guidelines*

In order to ensure that the material presented on the web is as inclusive as possible it is advisable to use well established guidelines as a benchmark.

TechDis ([www.techdis.ac.uk](http://www.techdis.ac.uk)) can provide advice on selecting specific guidelines, but as a guide it is suggested that websites used to support an event conform to the World Wide Web Consortium's Web Accessibility Initiative's guidelines. These can be found at [www.w3c.org/wai](http://www.w3c.org/wai). As a starting point web developers should aim to achieve a conformance level of "Double-A" of the WCAG 1.0 guidelines. However developers should also monitor the status of new guidelines to be found on the same website.

Ensure that any online forms that delegates are required to complete are accessible.

Be aware that 'text only' alternatives are not universally accessible. A well-designed site utilising guidelines from W3C will in most cases negate the need for 'text only' versions. Developers should consider that providing a 'text only' version of a website as the 'accessible alternative' may create accessibility barriers for some users. Large pages of text can create navigation difficulties for users of screen readers, people who have difficulties processing large pieces of text and those whose first language is not that used on the site (including British Sign Language Users). Automated text-only generators are also becoming common. However, automated generators may create browsing problems on some pages for users of speaking software and people with dyslexia and other cognitive processing difficulties.

#### *Accessibility statements and user testing*

When utilising web technologies to support events and activities it is essential that disabled user

It is recommended that a web accessibility statement or policy is developed. Invite disabled users to test out elements of the website and give feedback about whether it worked for them. In addition, be willing to make changes to the site in order to get information to appropriate users and offer material in different formats.

#### *Contact details*

- A contact point should be prominent on the event website for anyone having difficulty accessing information.

# Module 5: Inclusion and Equal Participation of women/girls and migrants (VIDC - Austria)

## I. Why are we addressing this topic?

### **Background**

Even if open forms of discrimination on Europe's sports fields have decreased in the last 10 years, racism, homophobia, sexism and right-wing extremism have not disappeared - neither in top-class nor in popular sport. This makes it more difficult for certain social groups to participate in sport and represents a major problem from a human rights perspective, because everyone has the right to participate while maintaining their\*/her\* integrity and dignity.

In many areas of society, diversity has become a reality that is perceived as positive and enriching. And sport in particular has the potential to have an equalising and unifying effect - everyone can theoretically and independently of gender, origin, ethnicity, religion, social class, age or sexual orientation participate in sport actively or passively.

In many cases, however, "sport for everyone" is still an unattainable ideal. The reason for this is often prejudice and stereotypical and negative attitudes towards certain groups such as migrant communities, LGBTIQs or women and girls. These lead to unequal treatment, discrimination or exclusion at all levels: As athletes, trainers, officials, decision-makers, fans or sports journalists, certain people are treated differently and their access to sport is made more difficult.

Looking at society at large, women and girls and in particular migrant and ethnic minority women are belonging to the most excluded and vulnerable groups in Europe. They face double discrimination as women and as migrants not belonging to the so called majority. This training course is designed to help clubs and organisers, to improve equal participation of women and girls as well as migrant and minority groups. Both in their everyday club culture as well as when organising sporting events.

Sport as an important facet of society, presents opportunities for social inclusion – similarly within the field of sport, just like society, social exclusion can occur. And whether this is manifested intentionally or unintentionally the impact on participation, and on sport, can be huge. Sport provides the chance to stay physically active, socialise with others, where interested, improve mental health and wellbeing, learning and improve skills and many more psychosocial and physiological benefits.

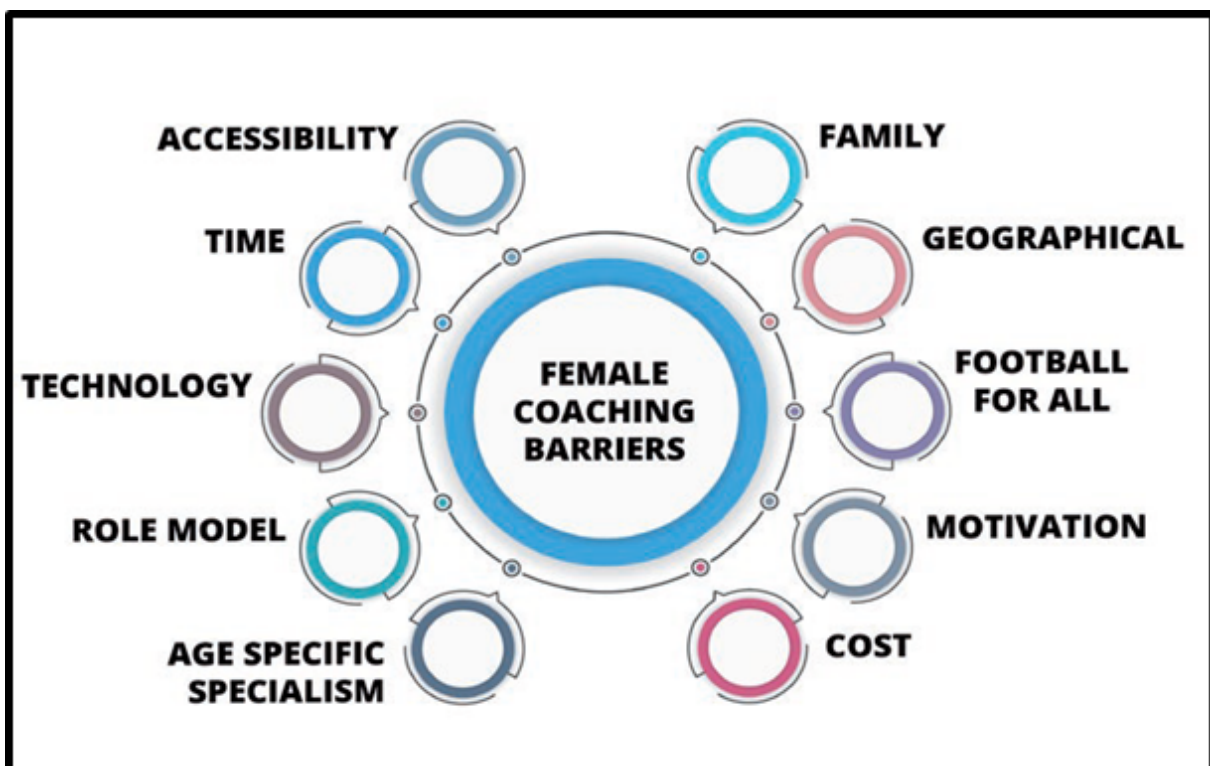
Despite this, the full realisation of these benefits for marginalized groups like females, migrant,

minorities and refugees lags that of males from the dominant culture.

A training on social inclusion, anti-discrimination and equal participation of women and girls should be based on two parts:

### 1. Understanding of barriers and status quo

The diversification of European mass sport and sporting events, and the removal of barriers remains a major task, in organized sport (clubs, associations, etc.) but also in (informal) initiatives or leisure groups (e.g. sport in public spaces, parks, social initiatives, etc.). According to a study by Statistics Austria (2018), only 14% of people with a migration background, 19% of them men and 8% women, are members of Austrian sports clubs. In the majority population, it is 31% of men and 18% of women. In order to increase these numbers, barriers need to be broken down and the participation of underrepresented population groups increased.



### 2. Strategies to increase involvement of all in sports

Raising awareness through campaigns and educational work, international exchange and studies as well as empowerment, networking and advice for minorities, proactive initiatives and sports clubs and associations are still the central methods today. fairplay works together with the relevant stakeholders in the areas of sport and anti-discrimination. The long-term vision of the fairplay initiative is to create a sports culture free from discrimination and exclusion.

Different sports actors should be encouraged and empowered to work for diversity and against discrimination in their sphere of influence.

The current European sport institutions clearly emphasize the inclusive character of sport, at least on a verbal level. The commitment to the joint fight against racism and homophobia, to more



sustainable major sporting events and the projects for equality in sport are particularly positive. The establishment of a network of integration promoters in the sports clubs is also an important project. The fairplay service point makes an important contribution to this with its activities and measures in the area of diversity and inclusion in sport.

The European Commission's "White Paper on Sport" from 2007 emphasizes the potential of sport for social cohesion, solidarity and the integration and inclusion of migrants and other minorities, and indeed of all citizens, regardless of gender, ethnicity, Age, disability, religion and belief, sexual orientation and social or economic background.

According to the Federal Sports Promotion Act (BSFF 2017 § 2 (1)), it is the task of sports promotion to promote, among other things, the "social integration of people with a migration background through sport" as well as "the provision of sports-specific offers for people who are not physically active".

Section 112 of the Austrian Football Association's (ÖFB) legal administration regulations regulates the issue of discrimination. On the one hand, penalties for players, coaches, officials and clubs are defined here, on the other hand, these sanctions can also be combined with specific measures that are suitable to counteract discriminatory behavior (§ 112 (5)).

## II. Practical tips / Checklists

It is in the interests of (organized) sport to address anti-discrimination and diversity issues. On the one hand, new target groups can be won and the full sporting and social potential of sport can be used, on the other hand, it is also important to take on social responsibility: everyone has the right to be treated with respect and while maintaining their integrity in sport.

Event organisers, clubs and associations can act at all levels and contribute to reducing discrimination in sport, for example:

### # Level 1: Inviting and approaching marginalised groups directly

- **CREATING OFFERS AND EVENTS FOR GIRLS and MARGINALISED GROUPS**  
Background/Barriers: The main reason few Girls are in football clubs is the missing offer for girls. There are few girls clubs and teams and also where girls theoretically play could, this is seldom made explicit. Lots of girls play volleyball, handball or basketball first – though they always wanted to play football
- **EXPLICITLY INVITE MARGINALISED GROUPS (e.g. club flyer, photos)**  
Background/barriers: Girls and BPOC often do not feel addressed by associations and their information material and are unsure whether they are even welcome in the event.
- **CREATE SAFE SPACES and OWN EVENTS/TRAINING SESSIONS TO INVITE (migrant) GIRLS**  
Background/Barriers: From an early age, girls become less encouraged to get into sports, spend less time practicing a physical activity and trust themselves correspondingly less when they join a club for the first time. At the same time they see in public space and on the football fields often boys who already have a lot simply

because they play football much more often. For it is therefore helpful for many girls if they try it out in a protected space.

- LIVING DIVERSITY IN EVERY RESPECT

Background/Barriers: All human beings have different backgrounds and experiences, due to their (social) origin, sexuality, gender identity, skin colors, religions, (dis)abilities etc. Diversity and inclusion means an intersectional approach reflecting on all these differences.

### # Level 2: Communication (umbrella and professional associations & leagues and clubs)

- CLEAR COMMUNICATION OF THE POSITION AGAINST DISCRIMINATION: internally (anti-discrimination paragraph in all policy documents, statutes and statutes) and externally (visibility on all media: websites, printed matter, social media etc.; and in the sports facilities: banners and stadium or hall regulations)
- CONSISTENT APPROACH AND INTERVENTION DISCRIMINATORY INCIDENTS: guidelines, procedures, contact persons for those affected by discrimination in the association / league, for the topic in general
- NON-DISCRIMINATORY LANGUAGE  
Background/Barriers: The effect of language is not to underestimate. Language carries to a great extent contributes to whether we feel comfortable and respected or not. Accordingly, respect is central here.
- DEMOCRATIC CONVERSATION AND DISCUSSION CULTURE DURING THE EVENT

### # Level 3: campaign (associations, with the support of the umbrella and professional associations)

- Having posters and banners with inclusive messages
- Organising events in the framework of specific events to enhance impact, e.g. world refugee day, womens day, fairplay action weeks, EWOS
- Creating something bigger than the sporting events: media campaign etc.
- BREAKING STEREOTYPES

Background/Barriers: Stereotypes about how e.g. girls and boys should be and that girls “don’t play football” persist - with parents, players and clubs. Here it is necessary to intervene and counter-images to produce

### # Level 4: create role models to enhance identification: making marginalised groups & women/girls visible

- TESTIMONIALS & ROLE MODELS: Players and officials/coaches support diversity in advance of the event and invite a diverse audience
- MAKING QUEER, MIGRANT, ... ATHLETES VISIBLE (internally and externally)(e.g. pictures in the clubhouse or the cloakroom, etc.)

Background/barriers: I feel welcomed where I see myself probably. This doesn’t just affect websites and social media, where Girls and women in the club are equally visible and equal have to be represented like the boys and men. But also the visibility “on site”: girls are annoying themselves and are not taken seriously when their pictures not hanging in the clubhouse or the canteen (even if they don’t have the same measurable successes too booked like the boys).

## # Level 5: Education and awareness on anti-discrimination and inclusion (umbrella and professional associations & leagues and clubs)

- SOCIAL ACTIVITIES & INCLUSION AND ANTIDISCRIMINATION WORKSHOPS as part of the event | Duration 2-3 hours, target group: children and young people between 10-20 years
- INCLUSION / ANTI-DISCRIMINATION TRAINING FOR ALL TRAINERS AND FACILITATORS of the event | Duration 1.5 hours, target group: athletes/ trainers/ officials/ referees
- INSTALL AWARENESS MANAGERS DURING THE EVENT  
Background/barriers: Contact persons are needed who you can trust if you need help problems. It starts and ends with small things in cases of discrimination and abuse. An association life is much easier when he has contact persons installed, because so often problems are recognized early and immediately can be traded before they become larger and at some point possibly difficult to solve. That gives security and creates trust in the club.

## # Level 6: infrastructure

- OWN AND SAFE RETREATS FOR GIRLS (e.g. a fixed girls wardrobe)  
Background/barriers: Especially in places where before Every lad and man traveling must have it own Giving spaces to girls: On the one hand, because they are in the sense equality also has its own space on the other hand, these are also safe retreats where girls can be among themselves and with each other can strengthen. This need is justified and applies to respect and protect it.
- EQUAL TRAINING & MATCH TIMES FOR GIRLS AND MARGINALISED GROUPS  
Background/barriers: Girls' and women's teams often do not get the same training times as boys and girls Men, women players report that girls only one to exercise twice a week for an hour during the Slots are for the lads more often and at better times. This gives girls the impression that they are less are worth. Ideally, the training sessions and matches take place separate, but held at the same time to create an equal to enable interaction and exchange. The quality of the court/field where the sport is practiced should be equal between girls and boys. When a club has differences between the sport facilities (court surface, visibility and accessibility for the public...), they tend to plan boys match on best courts. Same : stop planning women's matches at inconvenient times for people to come and attend the match
- FEMALE and MINORITY COACHES and CONTACT/TRUST PERSONS  
Background/barriers: In general, it is when dealing with Minors necessary that particular case Training camps or away games, but also in general at the seat, always a same-sex contact person is present. Girls have the right to have issues/problems with adults of the same sex discuss. This is about questions of well-being and of support as well as fundamental questions of security and protection against violence.

# Module 6: Sustainability (VIDC - Austria)

## I. Why are you addressing this topic?

The topic of environmental impact of sport events is still far from being tackled in a systematic and organised way. The difficulties in advancing more systematic and effective countermeasures around the environment despite the general awareness are mostly an economic question. There is a lot of potential for improvement and this section suggests some ways forward.

Sports clubs are places where many people come together and exchange ideas. Sports clubs and different kinds of sporting events have the potential to spread positive and powerful messages to a broad audience, and thus contribute to greater sustainability as defined by the United Nations' (UN) Sustainable Development Goals (SDGs).

Sports clubs and sporting events have a major responsibility and can set a positive example for sustainability challenges through proactive approaches to environmental and climate protection, as well as to social justice.

The unifying and positive qualities of sports already contribute in part to the SDGs. But sports clubs could do a lot more to increase the sustainability of their everyday activities and the events they organise by taking deliberate measures in areas from transport between training sessions and matches, to sustainable trophies, right through to accessibility. But how exactly can sports operate in a more effective and sustainable way?

Training for sports clubs offered by the fairplay Initiative are intended to help make everyday club life and sporting events more sustainable, so that all activities are in harmony with the environment, are socially sustainable and the activities of the sports club actively contribute to achieving the SDGs.



## What is sustainability?

In Austria, we are living far beyond our means. From a global perspective, we need more sustainable development. Sustainability means using our resources efficiently. People today should not be living at the expense of people in other regions of the world and of future generations. Sustainability affects all areas of our lives and economies and is thus a task for the whole of society. It requires societal development that is ecologically viable, socially fair and economically efficient. Sustainability must have a “lasting” value and contribute positively to the 17 goals listed above.

A training on sustainability should cover the following topics:

- How to reduce the impact on the environment when organising sport events? (ICT: for example that having the possibility to access energy and waste separation technology when organising the events)
- Reduce food waste, thinking about the recycling of materials (e.g. golf and tennis balls), how to save resources (e.g. water for tennis on clay court)
- Logistics of the event : use existing amenities
- Contact networks with expertise on eco-responsibility, sustainability
- Sustainability of the project over time

## II. Practical tips / Checklists

### In which areas can we increase our sustainability when organising a sport event?

Sports clubs have many options for adapting their activities to make them more sustainable. To communicate these options as clearly as possible they have been divided into categories of everyday club activities and sporting events (with some overlaps, naturally). Following each measure is an indication of which of the 17 SDGs is being addressed.

### SPORTING EVENTS

While there tends to be more focus on major sporting events with regards to concerns about environmental impact or social injustice, small and medium-sized sporting events play at least as important a role, if not more so, since they are more frequent and have a broader impact.

Below are some considerations to improve sustainability in event activities, catering, accommodation and social sustainability.

#### 1# Event activities

- Provide prominent recycling options for visitors (SDGs 6, 13)
- Reuse and/or recycle goods and supplies used during the event; record and monitor overall volume and proportion of unsorted waste produced (SDGs 6, 12, 13)
- Adapt trophies, starter/finisher bags, competition numbers, barrier tape and similar items to sustainability criteria, i.e., self-produced or fair and/or ecologically produced items that have utility value (e.g., sustainable potted plants as gifts instead of flower bouquets) (SDG 12)
- Giveaways are limited (and sustainable/ethical) or eliminated (SDGs 12, 13)
- Promotional items and clothing are perennial (no annual numbers) (SDGs 12, 13)
- Support local businesses and second-hand supplies, and hire, share or re-use as

much as possible (SDGs 8, 12)

- Use flower petals or biodegradable paper confetti instead of plastic confetti (SDGs 12, 13)
- Laser shows instead of fireworks (SDG 13)
- Bubble machines instead of balloons (SDGs 12, 13)
- Water-based fog machines instead of conventional fog machines (SDGs 13, 15)
- Keep the event venue as tidy as possible to avoid the vicious circle of the untidier it gets, the more likely visitors will leave trash behind (SDGs 6, 13, 15)
- Use the opening ceremony for social messaging (SDGs 1, 3, 4, 5, 8, 10, 16)
- Keep event volume within official guidelines (excessive volume affects not only people but wildlife too) (SDG 15)

## 2# Catering

- Ensure that there is a waste management concept for sorting and recycling waste (SDGs 6, 13)
- Serve all food in reusable or compostable dishes, avoid plastic or disposable items (SDGs 12, 13)
- Avoid plastic, disposable bottles and cans (use a deposit system) (SDGs 12, 13)
- Offer tap water to drink (SDGs 6, 13)
- Offer regional, seasonal, organic food and beverages with particular attention to ensure sustainably sourced meat and fish. Provide vegan and vegetarian options (SDGs 12, 13, 15)
- Self-produced catering (SDGs 3, 12)
- Calculate food needs carefully to reduce waste as well as costs. Donate leftover food or dispose of sustainably, avoid unnecessary food waste (by distribution of food or donating to a food bank) (SDG 12)
- Accommodate special dietary needs where possible (SDGs 3, 10)
- Avoid single-serve packaging (e.g., ketchup) (SDGs 12, 13)

## 3# Accommodation

- Choose accommodation options that have been certified as eco-friendly. Clubs could start partnerships with eco-friendly accommodation providers for e.g., by offering special discounts to event participants and visitors (SDG 13)
- Choose accommodation easily accessible by foot, bicycle or public transport (SDG 13)
- Choose and recommend accessible accommodation (SDGs 3, 10)



#### 4# Transport

- The majority of carbon emissions at sporting events come from transport, particularly of foreign spectators (over 80% of emissions)
- Encourage the use of public transport and clean vehicles (bicycle, electric car). For example, offer a discount to people who can prove that they came by public transport.
- To reduce transport-related emissions, it may be necessary to consider the maximum size of the event. If foreign spectators are limited (quota), this can drastically reduce emissions



#### 5# Social sustainability

- Plan and implement events that are accessible and barrier-free (make website and online booking barrier-free) (SDGs 3, 5, 10)
- Fair play and socially oriented pedagogical responsibility, i.e., responsibility for a successful game and for the teammates and opponents (SDGs 3, 4, 5, 7, 8, 10, 12, 13)
- Appoint specially trained security staff (e.g., sensitive to LGBTQI+ issues, anti-racism training, etc.) (SDGs 5, 10)
- Offer special deals, e.g., for seniors, students, families (SDGs 3, 10)
- Ensure decent and fair employment and safety conditions for all participants, including subcontractors, volunteers and competitors
- Offer trial sessions for the public to try out the respective sport for themselves (SDGs 3, 5, 10)
- Aim for diversity and a balanced gender ratio of competitors, spectators, team members, volunteers, referees, awards presenters, artists, etc. (SDGs 5, 10)
- Take into consideration the local residents whose surroundings are likely to be affected by the event: initiate dialogue to determine, for e.g., the optimum timing for the event to avoid negative impacts on the local community (SDGs 11, 15, 17)

### III. Examples

Success stories, options for courses of action: <https://www.green-champions.de/index.php?id=26&L=1>

# RESOURCES

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- Forest Green Rovers Football Club. (n.d.). Another Way.
- Green Events Austria Network. (2020). Nachhaltig zum Green Event. [Sustainably towards Green Events].
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- Swedish Sports Confederation. (2020). Aspects of Sustainability – that Inspire.

## Additional information

- Self-tests for clubs to assess current sustainability as well as success stories: <https://www.nachhaltiger-sport.at/en/>
- Poster ideas to download: <https://vereinshelden.org/engagieren/sdgs-im-sport/>

### Websites and articles

1. Topic leadership

<https://www.diversity-management.it/2016/04/22/le-donne-sono-orientate-alla-leadership/>

<https://stepupequality.geacoop.org/>

<https://www.kornferry.com/seachresult?query=women+in+leadeship+position>

<https://www.coach-you.co.uk/leadership-style-assessment/>

2. Topic inclusion of migrants and in particular migrant/minority women and girls:

<https://sportinclusion.net/publications/>

<https://www.fairplay.or.at/projekte/ausstellung-invisible/> (fair play exhibition “[in]visible – minority and migrant women in sport”)



[sportinclusion.net/fileadmin/mediapool/pdf/spin/SPIN-Equal\\_access\\_migrant\\_women\\_in\\_sports\\_Camino\\_2020.pdf](https://sportinclusion.net/fileadmin/mediapool/pdf/spin/SPIN-Equal_access_migrant_women_in_sports_Camino_2020.pdf) (SPIN Women: Equal Access and Participation of Migrant Women and Girls in Sports. A Study Report by Camino, 2020)

[sportinclusion.net/fileadmin/mediapool/pdf/spin/2021-05\\_SPIN-Women\\_Action\\_Research-web.pdf](https://sportinclusion.net/fileadmin/mediapool/pdf/spin/2021-05_SPIN-Women_Action_Research-web.pdf) (SPIN Women: Action research for inclusion: migrant women and girls in sports, published by Camino, 2021)

[camino-werkstatt.limequery.com/54769?lang=de](https://camino-werkstatt.limequery.com/54769?lang=de) (Self-assessment tool for associations to assess how inclusive they are towards migrants)

### 3. Topic Homophobia

[www.fairplay.or.at/fileadmin/Bibliothek/Fairplay/download/Antidiskriminierung/Broschuere\\_Fussball-f-Vielfalt.pdf](https://www.fairplay.or.at/fileadmin/Bibliothek/Fairplay/download/Antidiskriminierung/Broschuere_Fussball-f-Vielfalt.pdf) (Football for Diversity brochure, published by the fairplay initiative, ÖFB + Austrian Football Bundesliga, 2014)

[www.fussballfueralle.at](https://www.fussballfueralle.at) (Ombudsman for discrimination with a homophobic background and based on the sexuality of those affected)

[www.out-sport.eu/wp-content/uploads/2019/11/OUTSPORT-Report-Relevance-of-SO-GI-in-Sport-in-Europe\\_corrected-version-September-2019.pdf](https://www.out-sport.eu/wp-content/uploads/2019/11/OUTSPORT-Report-Relevance-of-SO-GI-in-Sport-in-Europe_corrected-version-September-2019.pdf) (Download study on homophobia in sport as part of the Erasmus+ project Outsports, 2019)

[www.bmkoes.gv.at/dam/jcr:797d0dd6-0fd4-4871-8869-b72335b0f007/1\\_Abschlussbericht\\_Homophobie-Studie\\_fairplay\\_Juni2021.pdf](https://www.bmkoes.gv.at/dam/jcr:797d0dd6-0fd4-4871-8869-b72335b0f007/1_Abschlussbericht_Homophobie-Studie_fairplay_Juni2021.pdf) (Download fair play study on homophobia in Austrian sport, 2016)

### 4. Topic sexism / participation of girls:

[www.fairplay.or.at/projekte/let-the-girls-play](https://www.fairplay.or.at/projekte/let-the-girls-play)

[www.fairplay.or.at/projekte/spin-women](https://www.fairplay.or.at/projekte/spin-women)

<https://www.vu.edu.au/about-vu/news-events/media-releases/gender-equality-in-sport-needs-to-start-at-the-clubhouse>

### 5. European networks

SPIN network: <https://sportinclusion.net>

FARE network: [www.farenet.org](http://www.farenet.org)

# EWSE

EMPOWERING WOMEN  
FOR SPORT EVENTS IN EUROPE



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