



Change Makers Policy and Practice Guidelines *D2.3*

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INTRODUCTION

Introduction to the guidelines

ABOUT THE PROJECT

[“Change Makers - Combating Discrimination in Grassroots Sport Organisations”](#) is an Erasmus+ project dedicated to preventing and combating racism and discrimination in grassroots sports. By empowering individuals coming from racialised groups and their local communities, we aim to ensure everyone is represented and heard in the sports sector.

The Project is built around the idea of giving our “Change Makers” an active and direct role in creating and improving sport policy and practice in relation to racism and discrimination. Coordinated by ISCA (International Sport and Culture Association), this project partners with Lunaria (Italy), the German Gymnastics Federation (Germany), Unione Italiana Sport per Tutti - UISP (Italy), Sport Union of Slovenia - SUS (Slovenia), and the Norwegian Olympic and Paralympic Committee and Confederation of Sports - NIF (Norway).

ABOUT THE POLICY AND PRACTICE GUIDELINES



Aim: These guidelines aim at supporting grassroots sports organisations in promoting a **safe and welcoming sports** environment for everyone and **free from any form of discrimination** through the development of antidiscrimination policies and practices.

Scope and target: Give useful suggestions to grassroots organisations/clubs’ managers, board members and leadership teams to combat discrimination and racism in their sport environment linking **policies** and **practices**.

- **Policy** relates to organisational strategies, rules, and commitments that guide equality approaches.
- **Practice** refers to on-the-ground actions and programmes that bring equality to life.

Starting points

Antidiscrimination policies and actions should be:

- ✓ **A collective commitment** that asks for an engagement of all members of the sport community (athletes, managers, coaches, administrative staff, trainers, fans, etc.) from the top level to the bottom level.
- ✓ **The result of a participatory approach** where people at risk of discrimination participate in their design, setup, monitoring and implementation.
- ✓ **Integrated with all other policies of the organisation** (e.g. selection/recruitment policies, training, communication policies, participation and representation system).

Framing key point: Each sports organisation has its own history, social and cultural backgrounds, democratic rules and works in a specific local context. The suggestions proposed must be considered just as **recommendations** to be **adapted** to the specific needs and dimensions of your organisation.

1. PRINCIPLES OF REFERENCE

Guiding Principles

Define your cultural and social vision

Sport should be a place of belonging and wellbeing for all. By **sharing common principles** that promote equality and freedom from discrimination, clubs build trust inside their community. They also share a vision that communicates to wider society that sport is a cultural drive for fairness and respect.

Equality

Make sure that everyone has the right to participate in your sport community regardless of their nationality, national or ethnic origin, gender identity and sexual orientation, religion, social class, age, disability or any other forms of personal characteristic.

From Principle to Action → Review membership policies to ensure they explicitly welcome people from all backgrounds.

Equal opportunities

Create open and safe spaces and remove every (material or symbolic) cultural, social, and economic barrier that hinders equal access to sport activities. Ensure that participation is possible for all, regardless of resources or status.

From Principle to Action → Offer reduced fees, scholarships, or equipment-sharing programmes to make sport accessible to those with fewer resources.

Solidarity and cooperation

Sport thrives on care, respect, and mutual support. Collaboration builds harmony and strengthens wellbeing across the community. When clubs act together, they create a culture of trust and shared responsibility.

From Principle to Action → Organise regular team-building or community service activities that encourage cooperation beyond the playing field.

Participation

Ensure that every member of the sport community feels confident their voice matters. Participation in the life of the organisation must be voluntary, based on equal conditions and guided by the democratic rules of the organisation. Participation in decision-making strengthens ownership and commitment to the club's mission.

From Principle to Action → Establish open forums or suggestion boxes where members can contribute with ideas and feedback.

Anti-discrimination

Provide your sport community with a clear commitment against any form of discrimination based on nationality, national or ethnic origin, gender identity and sexual orientation, religion, social class, age, disability, or any other forms of personal characteristic. A visible stance against discrimination builds credibility and safety.

From Principle to Action → Display a code of conduct in club spaces and ensure all members sign it upon joining.

Intersectionality

Adopt an intersectional approach to design your antidiscrimination policy and practices. Discrimination is often interconnected. Policies should consider that a discriminatory act or behaviour can be based on different and coexistent grounds such as: social class, gender identity, sexual orientation, national origin, disability. An intersectional approach considers this coexistence and provides systemic solutions.

From Principle to Action → Conduct annual reviews of policies with representatives with different backgrounds to identify overlapping barriers and propose improvements.

Privacy protection

Protect the personal data of anyone reporting discrimination, harassment or abuse. Confidentiality prevents retaliation and re-victimisation. Trust grows when people know their safety is respected.

From Principle to Action → Create a secure reporting system with clear guidelines on how complaints are handled and protected.

2. DEFINITIONS

Definitions

What are we talking about?

Make sure that your sports community has the tools to **recognise** the different **typologies of discrimination and racism** that can affect the daily sports practice. Here following you can find some definitions that can help your sports community to identify and recognize discriminatory ideas, conducts, behaviours and violence when they occur.

DISCRIMINATION TYPOLOGY

Discrimination

occurs when people are treated less favourably than other people in a comparable situation only because they belong, or are perceived, to belong to a certain group or category of people. People may be discriminated against because of their age, disability, nationality, ethnic or national origin, religious beliefs and practices, physical appearance, gender identity, sexual orientation, language, cultural background, social conditions, and many other grounds, including several grounds at the same time.

Direct discrimination

is characterized by the intent to discriminate against a person or a group.

Example

- shouting insults or racist chants against an Afro-descendant player.
-

Indirect discrimination

occurs when an apparently neutral provision, criterion or practice de facto puts representatives of a particular group at a disadvantage compared with others.

Example

- the rules compelling all athletes to wear a particular type of clothing may discourage followers of certain religions from participating in sporting activities.
-

Structural discrimination

is based on the way in which society as a whole is organized and functions through norms, routines, patterns of attitudes and behaviours that create obstacles to achieving real equality or equal opportunities.

Example

- the attribution of a particular propensity for certain types of sport depending on the gender of the athletes reflects a cultural model that is still based on a power imbalance in favour of men.
-

Intersectional discrimination

Intersectional discrimination occurs when different types of discriminatory grounds overlap for one person.

Example

- a Muslim woman might face more discrimination than a Muslim man or a woman who isn't religious. This can be seen in sports where athletes who wear a hijab are sometimes not allowed to compete, showing how gender and religion can compound to create added challenges.
-

Institutional discrimination

occurs when institutional law, rules, procedures or conducts treat some people or groups less favourably than other people in a comparable situation only because they belong or are perceived to belong to a certain group or category of people.

Example

- rules asking for national citizenship to participate in an international sport competition discriminate against athletes with a migrant background.
-

Verbal abuse

can be insults, chants, banners, graffiti, symbols or messages on social networks aimed to offend, denigrate, and humiliate people or groups according to one or more discriminatory grounds.

Example

- sexist comments on the body (or part of the body) of female athletes pronounced by coaches, the public or journalists can be considered verbal abuses.

Harassment

occurs when an unwelcome comment or action has the purpose or effect of violating the dignity of a person, creating an intimidating, hostile, degrading, humiliating, or offensive environment. When the unwanted behaviour is based on one or more discriminatory grounds, the harassment can be considered a discrimination.

Example

- sharing a post on social networks that associates an Afro-Descendant player to an animal violates the human dignity of the athlete and contributes to creating an intimidating and hostile environment.

Hate speech

includes all types of expression that incite, promote, spread or justify violence, hatred or discrimination against a person or group of persons, or that denigrates them, by reason of their real or attributed personal characteristics or status.

Hate crime

is motivated by hatred or prejudice against specific groups of people identified based on a common personal characteristic. Threats, property damage, physical assault, theft, murder, and other "ordinary" crimes (i.e., those covered by the Criminal Code) based on a discriminatory ground can be defined as hate crimes.

According to many national criminal codes, the discriminatory motive of a crime entails an aggravating circumstance.

Example

- the theft of a pair of shoes belonging to a Roma player from a changing room, perhaps accompanied by a racist written message, could be considered a hate crime.

Physical violence

is “an [act](#) attempting to cause, or resulting in, pain and/or physical injury”. It “includes beating, burning, kicking, punching, biting, maiming or killing, or the use of objects or weapons”.

DISCRIMINATORY SYSTEMS

Discriminatory ideas and practices can be based on different prejudices and stigmatisation processes that can affect individuals or target groups based on different discriminatory grounds. Discrimination systems often overlap, resulting in multiple and/or intersectional forms of discrimination.

Racism

is a system of ideas, theories, actions and behaviours that have the purpose or the effect of legitimising, inciting or committing discrimination, abuse, harassment, or violence against people based on their national or “ethnic” origin, nationality, physical characteristics, religious beliefs or cultural differences.

Racism is rooted in unequal power relations between dominant and racialised groups.

Institutional or systemic racism

refers to racist laws, policies, and administrative practices that deny or limit equal recognition and enjoyment of human rights and fundamental freedoms.

Structural racism

refers to systematic and widespread discrimination against racialised groups, whether explicit or implicit, intentional, or unintentional, embedded in political, social, economic, cultural structures and all dimensions of public life. It affects both policymaking and the daily lives of those targeted.

Xenophobia

refers to prejudice, hatred or fear of people from other countries. It is fuelled by stereotypes that persist despite evidence or personal contact. In Europe, xenophobia is one of the most spread forms of racism targeting immigrants, asylum seekers, and refugees.

Sexism

can be defined by attitudes based on gender stereotypes and prejudices that reinforce a gender hierarchy that disadvantages women.

Ableism

is a set of beliefs or practices that devalue and discriminate against people with physical, intellectual, or psychiatric disabilities. Ableism may be conscious or unconscious, and may be embedded in institutions, systems, or the cultural background of a society. It can limit the opportunities of persons with disabilities and their social life.

Homolesbophobia

refers to negative attitudes, beliefs and actions towards LGBTQI+ people. Homophobia, lesbophobia, biphobia and transphobia can be present on multiple levels, from institutional policies and practices to individual and personal behaviour. It can also be interiorised, leading to LGBTQI+ people feeling ashamed, often isolating themselves and excluding themselves from relationships or work life. The expression "homo-lesbo-bi-trans negativity" can also be used as a synonym.

3. POLICIES

Policies.

Take an official commitment: Have an antidiscrimination policy.

3.1. WHAT IS A POLICY

Outlining antidiscrimination policies means making an **official and clear commitment** to prevent, counter, and safeguard against discrimination within the sport organisation.

Policies are normally **written commitments** against discrimination formally adopted by the sports organisation.



To guarantee their effectiveness, it is important to adopt a **participatory process** in their definition involving all levels of the organisation and members who are most exposed to the risk of racialisation and discrimination.

According to the level of engagement of the organisation, a policy can take **different forms**:

- an article contained in the organisation's statutes,
- a section of the code of conduct,
- a dedicated official statement,
- written guidelines for monitoring, reporting, and safeguarding,
- written guidelines for a fair language to be used in internal and external communication (etc..).

A structured antidiscrimination policy should define:

- A clear rejection of all forms of discrimination
- Key principles of reference (*see section 1*)
- Key definitions of the prohibited discriminatory behaviours
- The organisational system put in place to prevent, monitor, report, counter and safeguard against discrimination
- A clear reporting procedure
- A safeguarding officer and a smart and safe space where people affected by discrimination can receive information and support
- A disciplinary and sanction system in line with the organisation statutes and regulations and, when relevant, with the national law.

Sample of Inspiring Policies

Led organisation:	ISCA - International Sport and Culture Association (DK)
Title of the initiative:	ISCA Statutes
Quick description	ISCA introduced some principles regarding discrimination in its statutes showing that the organisation welcomes everyone, regardless of their background (art.4). The promotion of intercultural understanding between people across borders is one of the aims indicated in the statutes (art.2).
Read more:	https://changemakers.isca.org/pdf/policy/Policy_Example_ISCA_statutes.pdf

Led organisation:	UISP – Unione Italiana Sport Per Tutti (IT)
Title of the initiative:	Italian National Policy against discrimination and safeguarding
Quick description	In 2024, the national policy board of UISP reviewed and approved its policy. The new policy is comprehensive of 1. Rules and code of conduct in case of episodes of discrimination, abuse and offense for people of all ages; 2. Information about the different forms of discrimination; 3. Tools for reports and sanctions in case of episodes of discrimination/abuse/offense. It is mandatory for all members (athletes, coaches, and managers) of the organisation to be knowledgeable about and comply with these rules.
Read more:	https://changemakers.isca.org/pdf/policy/Policy_Example_UISP_Policy_against_discrimination_and_for_safeguarding.pdf

Led organisation:	NIF - Norwegian Olympic and Paralympic Committee and Confederation of Sports (Norway)
Title of the initiative:	<u>Guide on how to deal with racism and discrimination</u>
Quick description	The Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) has produced the Guide on how to deal with racism and discrimination. The Guide gives advice to both people experiencing racism/discrimination in sport, observing racism/discrimination in sport, as well as leaders, officials, coaches and others who must handle cases of reported racism/discrimination.
Read more:	https://changemakers.isca.org/pdf/practice/Practice_Example_Guide_on_how_to_deal_with_racism.pdf

Led organisation:	Hamburger Sportbund e.V. (Germany)
Title of the initiative:	<u>FAQ Sheets zum Umgang mit extremen Rechten und Positionierung gegen Rechtsextremismus</u>
Quick description	The policy includes a positioning paper that clarifies where the Hamburg Sports Federation stands in regard to right-wing populist positions and right-wing extremism. The FAQ sheet provides clear and practical guidelines for clubs in a questions and answers format to address the most frequent issues clubs and organisations face when trying to handle right-wing positions within their club and society as a whole. It gives advice on how to handle right-wing actors, how to position themselves politically and democratically, and what they can do to prevent right-wing positions within their organisation.
Read more:	https://changemakers.isca.org/pdf/policy/Policy_Example_FAQ_sheets_on_dealing_against_far_right.pdf

3.2 AREAS OF INTERVENTION RECOMMENDED

Sports communities vary in their structures, participation models, and resources, which can affect how easily they can implement a detailed anti-discrimination plan. A participatory approach helps design policies that fit the specific needs and realities of each organisation.

Below are **six key recommended areas of action** that should form the foundation of your anti-discrimination strategy.

PREVENTION includes all measures aimed to prevent the occurrence of discrimination such as:

- Awareness-raising campaigns against discrimination inside and outside the organisation,

- Information on organisation members' rights,
- Antidiscrimination training for staff members,
- Fair recruitment/selection policies,
- Equal representation of racialized members in the executive boards,
- Fair language dedicated policy.

MONITORING allows documenting the main characteristics of discrimination recurring inside the sports community (and environment) and supports the identification of needed actions of prevention, reporting, safeguarding and countering. Monitoring and data collection also encourage and support future complaints, reports, and protection measures. Monitoring and reporting systems should then be strictly interconnected.

A **monitoring protocol** of the organisation should specify the goal, objectives, and object of the monitoring, clearly distinguishing between research objectives and the purposes of supporting victims of discrimination. The protocol should be **transparent** (shared with all organisation members), **sustainable** (able to be easily applied) and **efficient** (able to collect all key information needed).

A minimum set of information collected should include:

- **date and place** of the discriminatory behaviour
- **type of discrimination**
- **sport discipline**
- **discriminatory ground**
- **age, gender, and nationality of the victim**
- **actors involved**
- **reaction of the victim**
- **discrimination consequence**

REPORTING refers to procedures, channels and tools put in place to support reporting of discrimination by the people concerned. A good reporting system should have the following elements:

- a clear reporting procedure,
- smart, accessible, and multiple reporting channels,
- the collection of a minimum set of relevant information,
- an officer/responsible in charge of collecting reports and provide the needed support

Since reporting discrimination may not be easy for the person concerned, it is important to allow **anonymous reporting** and to create a **safe space** where discriminated people can find assistance and support in conditions of **confidentiality and protection**.

SAFEGUARDING system refers to all procedures and practices aimed to protect sport practitioners affected by any form of abuse, harassment and violence, including the organisation's procedures for mediation, compensation, and sanctions.

COUNTERING refers to all activities specifically aimed at combating any form of discrimination and racism through the definition of dedicated guidelines for members of sporting communities to address discrimination when it occurs and to respond in an appropriate way.

NETWORKING with other sports organisations, *local communities of racialized people*, antidiscrimination services, schools and public authorities is fundamental to strengthen and make your antidiscrimination policy effective and enable you to maximise the available resources. If you do not have a dedicated safeguarding officer, the cooperation with an antidiscrimination centre could be a solution when a discrimination or racist violence occurs. In the most serious cases of abuse, harassment and violence, the cooperation with social services and police can be mandatory, in accordance with the national law. But, networking is also crucial to promote the most impactful prevention activities such as awareness-raising campaigns, information on fundamental rights, educational training, cultural events, and monitoring discrimination on the territory.

4. GOOD PRACTICES

Good practices



4.1. FROM POLICY TO PRACTICE

Policies set the framework, but practices make them real.

Each area of intervention outlined in Section 3 has to be translated into concrete actions that clubs can adopt in their daily work.

Below are examples of how grassroots organisations can put these commitments into practice.

4.2 SAMPLE OF INSPIRING PRACTICES

PREVENTION

Led organisation:	Atletiek Vlaanderen - Flemish Athletic Federation (Belgium)
Title of the initiative:	Diversity Youth Games
Quick description	<p>The Flemish Athletic Federation, Atletiek Vlaanderen, developed the Diversity Youth Games (Jeugdspelvormen met aandacht voor diversiteit) to be used during training sessions for the U14 category in Belgium. The Federation developed different games with the aim of fostering participation and accepting and understanding each other no matter the socio-economic status, gender identity, physical or intellectual disabilities and cultural background of the person.</p> <p>In the document shared by the Federation, you can find, in Dutch, but it's translatable, a list of games with connected objectives, rules and suggestions for debriefing so that the trainers can easily connect the theme of participation and equality and dealing with them in the training sessions!</p>
Read more:	https://changemakers.isca.org/pdf/practice/Practice_Example_Diversity_Youth_Games.pdf
💡 KEY LESSON FROM THE EXAMPLE 💡	Inserting these themes in the training of the younger generations is one of the best ways to prevent discrimination and at the same time to sensitize and enable trainers and coaches to foster a participative sport for all.

MONITORING

Led organisation:	Lunaria & UISP – Unione Italiana Sport Per Tutti (IT)
Title of the initiative:	The MONITORA protocol
Quick description	The Monitora-Monitoring racism in sport project, that ran from 2022 to 2024 and was funded by the Erasmus+ programme, proposes a protocol for monitoring racism in sport . The protocol has two complementary parts: an editable version to draft the document directly and the guidelines on how to develop a protocol for monitoring. The Monitora protocol proposal aims to provide useful indications for the construction of systematic initiatives to monitor discrimination and racism in the world of sport, based on a common classification system. The proposal offers guidelines on how to practically start elaborating a monitoring system, how to set the objectives, and how to implement it; the editable version offers then the possibility to directly draft your own monitoring system.
Read more:	https://changemakers.isca.org/pdf/practice/Practice_Example_Monitora_Protocol.pdf
 KEY LESSON FROM THE EXAMPLE 	Monitoring discrimination is an important step to establish effective prevention and safeguarding measures, it is not just data collection. Monitoring is strictly connected to having smart, clear and safe reporting systems . A good monitoring system should be accompanied by safeguarding measures and prevention (awareness raising, training, etc.) activities. Guaranteeing these factors would favour the setting up of an effective monitoring system.

REPORTING

Led organisation:	England and Wales Cricket Board
Title of the initiative:	An online reporting system
Quick description	England and Wales Cricket Board developed an online reporting system for people who were subjected to or who witnessed discrimination at any level of cricket in England and Wales. You can report any kind of discrimination to the Cricket Regulator as long as you are at least 16 years old, otherwise you will need your parent or carer support to do it. Every report is reviewed and dealt with by the relevant cricket organisation and the reporting form is easily accessible through the website. The form states clearly the possibility to report anonymously and the essential information needed to go forward with the notification. It's written in a simple and accessible way and it offers the option for some questions to choose the answer from a drop-down list, while for others it gives the space for the person to write and describe what

	happened, but also to state the desired outcome from the reporting. It also allows to attach relevant files.
Read more:	https://webform.clue.co.uk/CRAntiDiscriminationReport
💡 KEY LESSON FROM THE EXAMPLE 💡	England and Wales Cricket addresses the importance of reporting discrimination to foster a participative and safe sports environment. Having a reporting system that is easily recognizable and accessible, a form that is written in a simple language and allows for the person to remain anonymous are key factors in having people feeling like they can and have to report a discriminatory act, also guaranteeing that they will be safeguarded by the federation, in this case, throughout the process.

SAFEGUARDING

Led organisation:	Portuguese National Olympic Committee
Title of the initiative:	The project Safer Grassroots Sport
Quick description	<u>Safer Grassroots sport</u> is an Erasmus+ funded project, running from 2024 till the end of 2025 and led by the Portuguese National Olympic Committee, that wishes to help foster safer and more participative sport at a community level especially for people of young age or in vulnerable positions. The project partnership advocates for and commits to a pro-active safeguarding, so based on prevention measures and not just reactive ones. One of these measures is setting up policies for safeguarding “that create a solid foundation for activations, with clear guidelines that underscore the importance of safe sport and set standards for behaviour and practices.” The project offers a template for the redaction of the safeguarding policy that presents the main sections and areas of interventions each club should have to guarantee an overall and effective safeguarding for all people involved. It also offers a practical example developed by World Athletics for their member clubs or federations.
Read more:	https://safergrassport.eu/wp-content/uploads/W1-A4_EN.pdf
💡 KEY LESSON FROM THE EXAMPLE 💡	Safeguarding needs a holistic approach : having a policy with clear guidelines and protocols to follow is a fundamental step to establish a safe and participative sports environment where everyone knows what is admissible, what is not and what actions need to be taken when there is the need.

COUNTERING

Led organisation:	NIF - Norwegian Olympic and Paralympic Committee and Confederation of Sports (Norway)
Title of the initiative:	Action cards for racism and discrimination
Quick description	The Norwegian Olympic and Paralympic Committee and Confederation of Sports developed the so-called “ Action cards for racism and discrimination ” which give practical guidelines and concrete advice to referees, coaches, athletes, or match hosts on what they can do when racism or discrimination occur at sporting events. The action cards are developed for different federations, and they aim on the one hand at enabling sports operators in knowing how to react to a discriminatory episode, on the other at protecting the people affected and making sure they are not subjected to further incidents.
Read more:	https://www.idrettsforbundet.no/tema/mangfoldoginkludering/handlingskort/ (use a translation software to translates from Norwegian to your chosen language and discover more about the cards)
💡 KEY LESSON FROM THE EXAMPLE 💡	Promptly knowing how to counter a racist or discriminatory act in sport is fundamental. To enable all sport operators in knowing how to react properly to a discriminatory act, through training, raising awareness activities and dedicated documents, such as policies and protocols, what process to follow to safeguard the person involved and how to handle the situation, is a big part to effectively countering discrimination.

NETWORKING

Led organisation:	PlayMore! (Italy)
Title of the initiative:	Playmore! United
Quick description	PlayMore! is a non-profit organisation based in Milan whose aim is to improve the lives of the people of the local community through sports and social activities open to all, with a particular focus on people in vulnerable situations. With its Playmore! United , it promotes sports for all, enhancing the participation of people with migrant backgrounds to foster socialization and it does so with a network of 83 partner organisations including non-profit organisations, schools, companies and clubs. The initiative has been able to involve 2375 people in the sport practice. Playmore! achieved this by promoting the initiative through networking, “knocking on doors” of all the possible organisations that could enable the reaching of a wider audience.

<p>Read more:</p>	<p>https://changemakers.isca.org/pdf/D2.2_Changemakers_Library_of_Inspiring_Examples-FINAL.pdf (Page 78)</p>
<p>💡 KEY LESSON FROM THE EXAMPLE 💡</p>	<p>Building local networks can play a fundamental role in reaching and enabling more people to take part in sports activities, but also to offer something that is relevant for the community and to be able to identify, in case of need, the reality that can help address specific situations, especially connected to discrimination.</p>

5. CONCLUSION

TO SUM IT UP

Here you can find a general overview of what we stated in the previous sections: the different **areas of interventions** and antidiscrimination policy should have a **brief explanation of each** and some **examples of practices** that make them operational!

POLICY AREA	BRIEF EXPLANATION	EXAMPLES OF IMPLEMENTATION (PRACTICES)
PREVENTION	Actions to prevent discrimination and build inclusive culture.	Awareness campaigns, rights information, anti-discrimination training, fair recruitment, equal representation, fair language guidelines.
MONITORING	Collecting data to identify discrimination patterns and guide interventions.	Minimum dataset (date, place, type, actors), transparent monitoring protocol, sustainable data routines.
REPORTING	Safe and accessible systems for reporting discrimination.	Clear procedures, multiple channels (incl. anonymous), appointed officer, safe space for victims.
SAFEGUARDING	Protection and support for individuals affected by discrimination.	Mediation, sanctions, safeguarding officer, support mechanisms aligned with national law.
COUNTERING	Actions aimed at responding when discrimination occurs.	Guidelines for coaches/leaders, appropriate responses, escalation steps.
NETWORKING	Collaboration with external actors to strengthen anti-discrimination work.	Partnerships with anti-discrimination centres, schools, authorities; joint campaigns and monitoring.

Your Journey Starts Now

You've explored the framework. You've seen what's possible. Now is time to make it real. Building an anti-discrimination policy isn't about perfection—it's about progress. It's about taking that first step, learning as you go, and creating lasting change within your organisation and

community. The grassroots sport sector has the power to shape inclusive environments where everyone belongs, and you are at the heart of that transformation.

YOU DON'T HAVE TO DO THIS ALONE.

The ChangeMakers community has walked this path before you, and their experiences are yours to learn from. Whether you need inspiration for what is achievable or practical tools to build your capacity, we have gathered and developed tools to keep moving forward.

READY TO TAKE ACTION?

★ [Explore the ChangeMakers Library of Inspiring Examples](#) ∞ – Discover real policies and practices from organisations just like yours. Get more details about the ones that were briefly introduced here. See how they have tackled challenges, adapted solutions to their context, and created meaningful change. Let their stories spark your next breakthrough.

✂ [Access the ChangeMakers Resource Hub](#) ∞ – Equip yourself with more tools and resources to prevent and combat discrimination in sport, designed specifically for grassroots sport leaders. Everything you need to turn insight into action is or will be there.

The change your community needs starts with the decision you make today. What will your first step be?

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