



# FIFA GOOD PRACTICE GUIDE

**ON DIVERSITY AND  
ANTI-DISCRIMINATION**

**FIFA®**



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**Note:** for the sake of simplicity, this FIFA Good Practice Guide only uses the masculine form, but is aimed at every person, regardless of gender.





Football is for all. That statement does not come from me, or FIFA: it is a defining trait of the game and that is what makes it such a powerful cultural phenomenon. FIFA's role is to foster and safeguard this precious attribute.

We are doing this by investing more funds than ever in the sport to ensure that everyone can participate in it. Investment in football development brings with it a greater social responsibility, of which diversity and anti-discrimination are an integral part.

That is why FIFA is demonstrating in word and deed that discrimination has no place in football, which is spelled out clearly in article 4 of the FIFA Statutes:

*"Discrimination of any kind against a country, private person or group of people on account of race, skin colour, ethnic, national or social origin, gender, disability, language, religion, political opinion or any other opinion, wealth, birth or any other status, sexual orientation or any other reason is strictly prohibited and punishable by suspension or expulsion."*

At FIFA, we are aware that social inequality is constantly producing new forms of discrimination that are, unfortunately, also reflected in football and stadiums, and we therefore strive to identify and understand them in order to effectively shape our commitment to

promoting diversity and anti-discrimination. This applies in particular to our 211 member associations and, of course, to football fans worldwide.

This revised Good Practice Guide on Diversity and Anti-Discrimination is a significant milestone, bringing to life the progressive ideas on diversity and inclusivity that are part of "FIFA 2.0: The Vision for the Future".

The guide is thus aimed at FIFA's member associations, and contains a selection of existing solutions while it also provides constructive encouragement for them to examine their structures, optimise successful projects and adopt a fresh approach.

By eliminating discrimination from the game, football will become more attractive for players, spectators, TV viewers and users of social media. And if we all look upon diversity as a strength, football will also become more attractive for each of its different stakeholders.

The knowledge and expertise of our member associations is crucial in our commitment towards ensuring that football is for all. Only by working together can we ensure that this aim is achieved – that the game becomes a veritable festival of cultures.

So speak out, lend a hand, take action. Safeguarding diversity in football is something we must all do.

Yours in football,

A handwritten signature in blue ink, which appears to be 'Gianni Infantino'. The signature is fluid and stylized.

**Gianni Infantino**

*FIFA President*





On a good day, any footballer, whether professional or amateur, can place the ball perfectly in the top corner of the goal. That is the beauty of our game, and it also says a lot about individual freedom. While fitness and strategy are of course essential, such moments and opportunities are always possible in football, while excitement and passion are never far away. These are all vital elements for the millions of people around the world who play the game or meet at the stadiums as fans. This is why we love football.

However, so powerful is the excitement generated by the game that it carries the potential of triggering negative consequences, too. It is a part of human nature. Emotions can lead way to discrimination at matches or outside the stadiums in the form of hostile comments by players or coaches, abuse hurled by fans, or messages and statements displayed via banners, stickers, clothing or tattoos. Discrimination can also manifest itself as physical threats or attacks, for example of a racist, sexist or homophobic nature. All of its forms involve either mental or physical violence, and in some cases both.

To fight discrimination, therefore, we must learn from each other and take a stand against it while supporting diversity. This is vital so that we can keep the excitement and passion that fans produce

through supporting their teams and maintaining rivalries, which creates such positive energy. As on the pitch, this is a commitment that everyone involved in the game should make voluntarily.

Putting diversity and anti-discrimination into practice in global football calls for much more than waving banners. To bring about the associated social values of unity and openness in the long term, it is imperative that FIFA's 211 member associations take a broad yet systematic approach to the issue.

This FIFA Good Practice Guide therefore provides member associations with a set of tools packed with strategic advice and practical recommendations on how to integrate diversity and anti-discrimination into their organisational structures and activities.

It serves as a point of reference with which to promote diversity, as well as lasting and mutual respect. As a constant reminder that, in football, it does not matter where you come from, what you look like, what you own, what your abilities are, how you think, what you believe, or how you love.

Together, we must ensure that there is a level playing field for all. We certainly have the strength, the knowledge and the passion to do so.

A stylized, handwritten signature in blue ink, consisting of several fluid, overlapping strokes that form the letters 'F' and 'S'.

**Fatma Samoura**  
*FIFA Secretary General*



# I BACKGROUND AND OBJECTIVES









## I BACKGROUND AND OBJECTIVES

This Good Practice Guide is aimed first and foremost at the national football associations as members of FIFA. It is also intended to:

- **act as a constructive support to strengthen their diversity and anti-discrimination activities;**
- **spread practical awareness of the issue among clubs;**
- **underpin cooperation with the confederations.**





To help our member associations implement good practices, this guide provides positive approaches and practical examples of how football is experienced worldwide – both on and off the pitch. It contains a range of options and provides in-depth information on diversity and anti-discrimination as it exists in global football today. The purpose of the guide is to encourage member associations to learn both from each other and from their own activities so that they can project themselves as outward-facing organisations in a convincing manner.





## 1 Motivation behind this Good Practice Guide

Since 1960, FIFA has taken a determined stance in favour of diversity and against discrimination in its Statutes, and later in the FIFA Code of Ethics and FIFA Code of Conduct, thus laying the foundations for a respectful and peaceful coexistence in the global football family. Concrete examples include FIFA's

resolution against racism at the Extraordinary FIFA Congress in Argentina in 2001 and its resolution on the fight against racism and discrimination at the 2013 FIFA Congress in Mauritius, as well as the action plan FIFA 2.0: The Vision for the Future.



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*"FIFA's influence and global reach creates a responsibility for the organisation to have a powerful voice in the areas of social responsibility and philanthropy. FIFA plays an active role in promoting sports as a vehicle for social development, fighting racism and discrimination in all its forms, promoting sustainability at sporting mega-events, and highlighting fair play as a fundamental part of football."*  
(FIFA 2.0, 2016)

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"There is no reasonable motive for racism: in fact, it arises from pure ignorance and prejudice. There is a fear of being different. Racism is cowardice, and cowardice comes from fear."

(Pelé at the FIFA Conference against Racism in Buenos Aires, 6 July 2001)





**Héctor Castro** (front, third from left) scored the crucial fourth goal in Uruguay's 4-2 win over Argentina in the final of the first-ever FIFA World Cup™, held in 1930. Castro was in fact disabled, having lost his right forearm in an accident.

With its FIFA 2.0 action plan and FIFA Forward Programme to promote football around the world, FIFA is developing its vision of an inclusive global football community that treats everyone equally. Every person should be welcomed with respect and appreciation, and should have the same opportunity to access all levels of football.

Many millions of people see football as an important part of their lives and thus want to become involved in it in the best possible way. To ensure that they can contribute to the social and economic aspects of the game, any barriers need to be identified, examined and removed. FIFA has always made it clear (and always will do) that football is all about teamwork – in other

words, it is what you do that counts, not who you are. Football is for all!



**1960:** the 32<sup>nd</sup> FIFA Congress in Rome marks a significant milestone by approving an article promoting anti-discrimination in the FIFA Statutes.

## 2 FIFA's strategic approach as a role model for its member associations

If diversity and anti-discrimination are to be promoted in the long term, it is not always helpful to have a detailed set of measures issued from a central source. For this reason, the following guiding principle was borne in mind when creating this guide: every member association is subject to its own national laws and religions and has its own particular history and traditions. Discrimination can take many different forms and vary widely from region to region. These aspects must be considered if measures are to be effective and to reach the people at whom they are aimed. Member associations therefore face their own particular challenges when seeking to promote diversity and anti-discrimination.

That is why this guide provides a variety of recommendations that associations can tailor to their own requirements in order to be more successful in this area. What works for association X

may not necessarily work for association Y, and national football organisations and their partners know best how to go about the task in hand on the ground.

To guide its members, FIFA has developed a viable model that offers recommendations based on five basic pillars to clearly structure the promotion of diversity and anti-discrimination in football:

- **Pillar 1: Regulations**
- **Pillar 2: Controls and sanctions**
- **Pillar 3: Education**
- **Pillar 4: Networking and cooperation**
- **Pillar 5: Communications**



“The FIFA Statutes are unequivocal – there is no place for any kind of discrimination in football. We have started to work with special match observers to help us punish breaches of conduct in the FIFA World Cup qualifiers. However, another important element of fighting discrimination is proactive work and educational initiatives that foster and celebrate diversity in all its forms.”

**FIFA President Gianni Infantino**





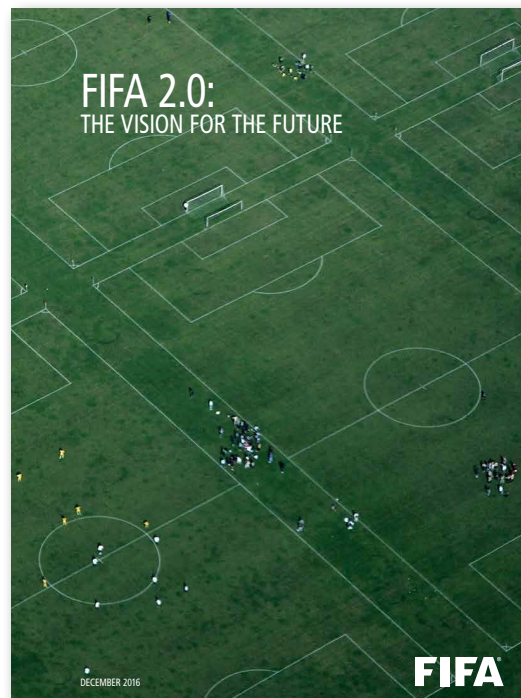
their commitment as being set in stone. Having awareness and constantly reviewing one's own work for diversity and anti-discrimination are also necessary, but most importantly of all, it must be borne in mind that initiatives, campaigns, prudent sanctions and cooperative networks do not necessarily have to involve a high budget or significant technological effort. It is often the simple measures that are the most effective – those that directly and personally involve and integrate football's stakeholders and fans on the ground.

After all, the qualities being encouraged here are very human: showing dignity, kindness and empathy. The global football family will greatly appreciate it if every association does its utmost in the bid to promote diversity and anti-discrimination.

This model helps to develop a country-specific action plan or to improve an existing one. It covers all of the key areas in which member associations operate or may operate in the future by bringing their own situations and practice to bear on article 4 of the FIFA Statutes ("Non-discrimination, gender equality and stance against racism"). Together, the five pillars offer a balanced and promising concept to encourage diversity and anti-discrimination in football.

The pillars can overlap: for example, a member association active in education will benefit from networking and cooperation, while communications can be combined with every other pillar in line with the motto: do good things and talk about them!

Like the various forms of discrimination and the opportunities to champion the cause of diversity, football's groups and stakeholders around the world are changing all the time, so it can only do member associations good if they refrain from considering



In October 2016, FIFA President Gianni Infantino presents the strategy "FIFA 2.0: The Vision for the Future", which shows how FIFA is embedding equality and inclusion in its activities.









## II HUMAN RIGHTS, DIVERSITY AND ANTI-DISCRIMINATION



## 1 Human rights in football

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*FIFA is committed to respecting all internationally recognised human rights and shall strive to promote the protection of these rights. (FIFA Statutes, art. 3: Human rights)*

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FIFA moves people all over the world. It also creates jobs and works with a wide range of organisations for its football competitions and development initiatives. As a result of this global reach and influence, FIFA is committed to protecting the dignity and rights of everyone affected by its activities. To that end, FIFA upholds the United Nations' Guiding Principles on Business and Human Rights, which are an international standard in this respect.

FIFA therefore committed to respecting all internationally recognised human rights and striving to promote the protection of them in its key set

of regulations, the FIFA Statutes, in February 2016. This commitment was embodied in its Human Rights Policy, which was approved by the FIFA Council in May 2017 and which embeds and strengthens its resolution to protect human rights in all of its activities.

Fighting discrimination is a key component of the policy, paragraph 5 of which is unequivocal on the subject: "Discrimination is an issue in the world of football both on and off the pitch. FIFA strives to create a discrimination-free environment within its organisation and throughout all of its activities."

On 14 April 2016, human rights expert and Harvard Kennedy School Professor John Ruggie submits his independent report, which supports the ongoing development of a new FIFA human rights policy.

**FIFA President Gianni Infantino:**  
"FIFA is committed to playing its part in ensuring respect for human rights and to being a leader among international sports organisations in this important area."







"We are encouraged by the steps FIFA has already begun taking to implement some of our recommendations."

The first report of the independent Human Rights Advisory Board, published in September 2017, specifically refers to the adoption of the FIFA Human Rights Policy in May 2017, setting up mechanisms to combat human rights risks for those working on stadium construction sites for the FIFA World Cups™ in Russia and Qatar, integrating detailed human rights criteria into the bidding and hosting requirements for future FIFA tournaments and strengthening cooperation between FIFA and external stakeholders.

The Human Rights Advisory Board at the second meeting at the Home of FIFA in Zurich. From left: Ignacio Packer, Terre des Hommes; Ambet Yuson, Bau- und Holzarbeiter Internationale; Theo van Seggelen, FIFPro; Rachel Davis, Shift; Lene Wendland, Office of the United Nations High Commissioner for Human Rights; Brent Wilton, The Coca-Cola Company; Sylvia Schenk, Transparency International Germany; William Anderson, adidas Group.

## 2 What does diversity mean for football?

Diversity means enrichment. Acceptance of diversity, talking about diversity and constantly learning from diversity ensures that humankind can survive and continue to develop. The same holds true for football.

Diversity creates chances and opportunities, and it also allows creativity and innovation to develop. Without all of this, football would not be so full of tricks and speed, and it certainly would not be such a strategic yet compelling game. Without all of this, football would not be so successful, and instead it would be predictable and monotonous. It is precisely because it is none of these things, and because it is so diverse, that we all love football for what it is today.

Groups are defined by their diversity, just as their individual members are. Equality in diversity means that nobody puts his or her own personal freedom above that of anyone else's. Diversity blooms when nobody uses his or her own freedom to repress or exclude anybody else.

Different people will always have different hopes and dreams, and, depending on their background, they may well be driven on by different things. They will have the most diverse expectations, abilities, responsibilities and needs. All of this is subconsciously reflected on the football pitch and in its immediate environment, and all of this ensures that every single person can contribute in their own way to the bigger picture.

Treating everyone equally and fairly involves recognising all of these attributes, respecting them, and acting accordingly in common interactions. To achieve this, different initiatives have to be aimed at different people to ensure diversity among member associations' employees and volunteers, among everyone actively involved on and off the football pitch, including spectators – the diversity that all of these people create together.

The FIFA 2.0: The Vision for the Future action plan specifically mentions women as one of its main target



**Prof. Michael Kimmel** in 2016 at the second FIFA Women's Football and Leadership Conference, the theme of which was "Equality through reform".





groups. Starting with the member associations, the aim is clearly stated for all of FIFA's stakeholders:

"FIFA and its stakeholders must go beyond ensuring that women are not discriminated against in football, but rather are actively encouraged to be part of the game – as players, spectators, and administrators.

To that end, FIFA will fully commit itself to ensuring that its policies, community, and cultural attitudes will drive transformative change at multiple levels. FIFA will also ensure that gender equality initiatives will be implemented in its Member Associations, Confederations, and within the entire football ecosystem." (FIFA 2.0, 2016)

#### Diversity means:

- respecting human rights and promoting equal opportunities for all;
- not putting one's own personal freedom above that of anyone else's;
- mutual acceptance and respect;
- not reducing individuals to members of a group;
- recognising every individual as unique;
- achieving recognition through mutual respect and social awareness;
- identifying conflict as an opportunity for personal growth;
- peaceful coexistence.



### 3 What does discrimination mean in football?

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*“Discrimination of any kind against a country, private person or group of people on account of race, skin colour, ethnic, national or social origin, gender, disability, language, religion, political opinion or any other opinion, wealth, birth or any other status, sexual orientation or any other reason is strictly prohibited and punishable by suspension or expulsion.” (FIFA Statutes, art. 4: Non-discrimination, gender equality and stance against racism)*

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The basis for the anti-discrimination, gender equality and stance against racism laid down in article 4 of the FIFA Statutes is provided particularly by the United Nations’ Universal Declaration of Human Rights, which unequivocally states that every single person is “entitled to equal protection against any discrimination [...] and against any incitement to such discrimination” (article 7).

Discrimination leads to inequality and social exclusion. The term “discrimination” covers the degradation and discrimination of groups and people on the basis of attributes, whether they be perceived or genuine. Such degradation and discrimination includes verbal and physical abuse as well as a lack of equal rights in terms of access to social life and its institutions.





**Furthermore, discrimination:**

- can be intentional but also unintentional;
- does not just concern far-right individuals and groups. Many people in society make and accept discriminatory statements and actions at a cultural level without questioning them;
- means using stereotypes and prejudice in a negative way.

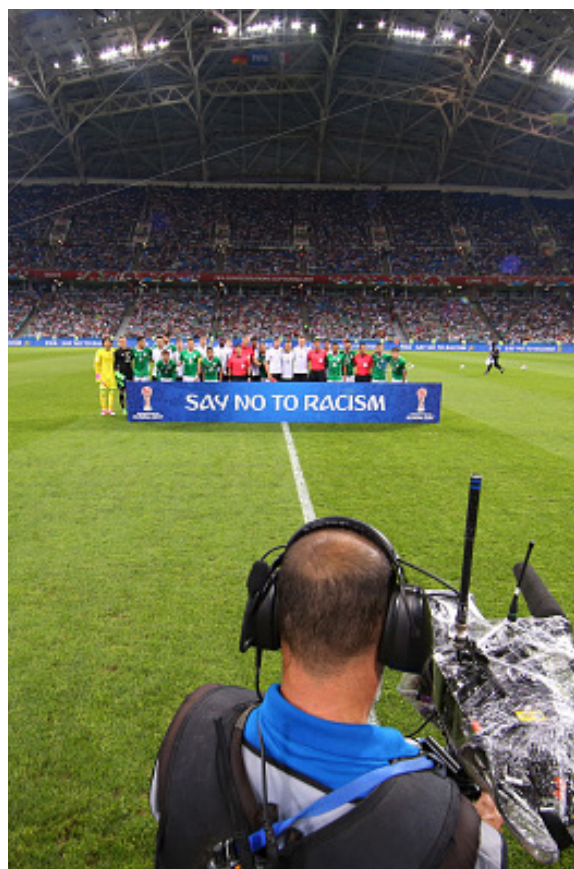
**What is a stereotype?**

- A preconceived idea or generalisation of a person or group of people.
- A widely held but fixed and oversimplified image or idea of a particular type of person, thing or group of people. Stereotypes assign individuals to groups in a careless way.

**What is a prejudice?**

- An irrational, preconceived opinion that is not based on reason or actual experience.
- An emotional attitude that, due to ignorance of the facts (or in direct contradiction thereof), produces a preference for a person or group of people and a negative opinion of or animosity towards another person or group of people.
- Prejudices literally mean prejudging a group of people.

As different countries have different legal and academic bases, when it comes to defining the various forms of discrimination listed in the FIFA Statutes, it is best to refer to the United Nations' resolutions and reports in this regard.



FIFA itself also has a long tradition of promoting anti-discrimination. It was one of the first international organisations, apart from the United Nations, to lay down such rules. More specifically, art. 2 of the FIFA Statutes that were passed at the 1960 FIFA Congress in Italy read as follows:

“The national federation must be open to all who play football in the country without any racial, religious or political discrimination, or discrimination by category (i.e. amateurs, non-amateurs, professionals). By approving these two principles, it is the case that only associations respecting these principles may henceforth be accepted as FIFA members.”



## 4 Examples of discrimination in football



Unfortunately, discrimination in football has many faces. Discrimination can be open or subtle, loud or silent. Expressions of discrimination can change over time, such as by adapting to cultural and geopolitical shifts.

Discrimination can also be expressed through violence, although this does not necessarily mean that all violent incidents involving football fans are motivated by discrimination or even right-wing extremism.



“The whole process of talking about racism is difficult. People might say that they understand, but it’s another thing entirely to actually experience it,” explains **Roque Júnior**, a World Cup winner in 2002 with Brazil, in an interview with FIFA.com.

Discrimination in and around stadiums is frequently characterised by:

- Chants, shouts, conversations and jokes
- Gestures and expressions
- Banners, flags and so-called choreography
- Clothing including items with overprints (T-shirts, scarves, badges, etc.)
- Missiles (depending on the situation)
- Destruction of certain items (banners, scarves, etc.)
- Stickers, brochures and flyers
- Graffiti and tattoos
- People who stand in a specific formation to represent a symbol
- Physical attacks

Combinations of the above are also possible.

The Fare network published the Global Guide to Discriminatory Practices in Football, an online brochure, which it constantly updates (see

bibliography). On matchday, stadium rules give the organisers of football matches the power to exclude any person who displays such discriminatory symbols or codes or indulges in other practices.

Discrimination can also come to the fore away from the stands of football stadiums. For example, players and coaches can discriminate against other players and coaches through their comments or actions. Many such incidents have been cautioned or punished by authorities.

Often, comments or acts that a victim regards as sexist, racist, anti-Semitic or homophobic are not regarded as such by the person who made the comment or committed the act. In such situations, it is advisable to take people who believe they have suffered discrimination seriously, to investigate the matter, and, if necessary, to act as a mediator between the two parties involved.



## 5 FIFA against discrimination in football – history

Date	Event/measure
July 2001	<p><b>FIFA Conference against Racism in Buenos Aires</b></p> <p>Several hundred delegates from member associations, confederations as well as non-governmental organisations and other representatives debate ways and means to eliminate racism from football by being firm in promoting the values of tolerance and proactive in working towards its ultimate eradication.</p>
July 2001	<p><b>Extraordinary FIFA Congress ratifies resolution against racism</b></p> <p>The Extraordinary Congress of FIFA, meeting in Buenos Aires, ratifies the resolution to fight racism that had been approved the day before by the FIFA Conference against Racism.</p>
July 2002	<p>FIFA organises the first international day to kick racism out of football, exactly one year after the Extraordinary Congress in Buenos Aires in 2001 ratified the resolution against racism (1<sup>st</sup> FIFA Anti-Discrimination Day).</p>
June 2003	<p>During the FIFA Confederations Cup France 2003 group stage, world football’s governing body dedicates two matchdays to the fight against racism and discrimination. For the first time in a final competition of FIFA, a handshake procedure among rival players at the end of the match forms an integral and official part of the protocol (2<sup>nd</sup> FIFA Anti-Discrimination Day).</p>
2004	<p><b>Amendment of the FIFA Statutes</b></p> <p>II – Objects, article 2 par 3.1 of the FIFA Statutes: “There shall be no discrimination against a country or an individual on grounds of race, religion or politics.”</p> <p>is amended to:</p> <p><b>“Article 3 – Non-discrimination and stance against racism:</b> Discrimination of any kind against a country, private person or groups of people on account of ethnic origin, gender, language, religion, politics or any other reason is strictly prohibited and punishable by suspension or expulsion.”</p>
September 2004	<p>FIFA links its commitment to the fight against racism with the UN International Day of Peace (3<sup>rd</sup> FIFA Anti-Discrimination Day).</p>
October 2004	<p><b>Creation of the Code of Ethics</b></p> <p>On 6 October 2004, the FIFA Executive Committee approves a Code of Ethics drawn up by the Committee for Ethics and Fair Play, amended in 2012 to read:</p> <p><b>“Article 23 – Persons bound by this Code may not offend the dignity or integrity of a country, private person or group of people through contemptuous, discriminatory or denigratory words or actions on account of race, skin colour, ethnic, national or social origin, gender, language, religion, political opinion or any other opinion, wealth, birth or any other status, sexual orientation or any other reason.”</b></p>
June 2005	<p>FIFA dedicates both semi-finals of the FIFA Confederations Cup Germany 2005 as well as the quarter-final matches of the FIFA World Youth Championship Netherlands 2005 to a special “Say No to Racism” campaign (4<sup>th</sup> FIFA Anti-Discrimination Day).</p>

Date	Event/measure
<b>June and July 2006</b>	<p>At the 2006 FIFA World Cup™, the FIFA Anti-Discrimination Day is held on the occasion of the quarter-finals, to offer the fight against racism the most attractive communication platform in football (5<sup>th</sup> FIFA Anti-Discrimination Day).</p> <p>A racism monitoring system is put in place at all 12 stadiums, with security officers trained to identify possible messages of a racist, political or generally discriminatory nature, and the fans' embassies also include content on anti-racism.</p>
<b>2007</b>	<p>The FIFA Anti-Discrimination Day takes centre stage during the FIFA U-20 World Cup Canada 2007 (6<sup>th</sup> FIFA Anti-Discrimination Day).</p>
<b>December 2008</b>	<p>The FIFA Anti-Discrimination Day takes place in Chile at the FIFA U-20 Women's World Cup semi-finals (7<sup>th</sup> FIFA Anti-Discrimination Day).</p>
<b>2009</b>	<p><b>Amendment to the provision on discrimination in the FIFA Code of Ethics</b>  <b>"Article 7 – Discrimination:</b> Officials may not offend the dignity of a person or group of persons through contemptuous, discriminatory or denigratory words or actions concerning ethnicity, race, colour, culture, language, religion or gender."</p>
<b>June 2009</b>	<p>At the FIFA Confederations Cup South Africa 2009, FIFA dedicates the semi-finals to the fight against racism, coinciding with the 8<sup>th</sup> FIFA Anti-Discrimination Day.</p> <p>The first Football for Hope Forum is held from 23 to 25 June in Vanderbijlpark, South Africa. More than 100 global experts in the field of social development through football meet to explore ways of finding new solutions to social problems using the beautiful game.</p>
<b>September 2009</b>	<p>FIFA issues Sexual Harassment and Workplace Bullying Guidelines for its employees.</p>
<b>2010</b>	<p>FIFA TMS Global Transfers &amp; Compliance is created, helping to increase the protection of minors by systematically regulating the transfer of players, both amateurs and professionals. The sub-committee of the FIFA Players' Status Committee assesses such applications by taking into account the individual circumstances of the case as well as the opportunities for integration that football undoubtedly presents.</p>
<b>June and July 2010</b>	<p>At the 2010 FIFA World Cup™, the 9<sup>th</sup> FIFA Anti-Discrimination Day is held on the occasion of the quarter-finals to once again offer the fight against racism the most attractive communication platform in football.</p> <p>The first Football for Hope Festival starts on 10 July. Over the next few days, the South African township of Alexandra plays host to an intercultural exchange, showcasing 32 youth teams who have all benefited from the Football for Hope programme and who are a living embodiment of football's power to touch society.</p>



## II HUMAN RIGHTS, DIVERSITY AND ANTI-DISCRIMINATION

Date	Event/measure
<b>June and July 2011</b>	<p>The FIFA Women's World Cup™ in Germany kicks off the Live Your Goals campaign, through which FIFA aims to promote the women's game.</p> <p>The 10<sup>th</sup> FIFA Anti-Discrimination Day is held on the occasion of the semi-finals.</p>
<b>November 2012</b>	<p>The 11<sup>th</sup> FIFA Anti-Discrimination Day is held at the FIFA Futsal World Cup in Thailand. FIFA takes the opportunity to condemn all forms of discrimination at the round-of-16 match between two-time world champions Spain and the tournament hosts.</p>
<b>2013/2014</b>	<p><b>FIFA Task Force Against Racism and Discrimination</b></p> <p>The FIFA Task Force Against Racism and Discrimination meets three times between 2013 and 2014 and approves pioneering recommendations for the long-term implementation of diversity and anti-discrimination.</p> <p><a href="http://www.fifa.com/about-fifa/news/y=2016/m=9/news=clarification-on-fifa-task-force-against-racism-and-discrimination-2837757.html">http://www.fifa.com/about-fifa/news/y=2016/m=9/news=clarification-on-fifa-task-force-against-racism-and-discrimination-2837757.html</a></p>
<b>May 2013</b>	<p>The newly created FIFA Task Force Against Racism and Discrimination holds its first meeting at the Home of FIFA in Zurich. The main subject is disciplinary measures.</p>
<b>May 2013</b>	<p>The 63<sup>rd</sup> FIFA Congress approves the FIFA resolution against racism and discrimination, which is based on three major principles: education, prevention, and sanctions, which include sporting sanctions, such as point deductions and relegation.</p> <p><a href="http://www.fifa.com/mm/document/afsocial/anti-racism/02/08/56/92/fifa-paper-against-racism-en-def_neutral.pdf">http://www.fifa.com/mm/document/afsocial/anti-racism/02/08/56/92/fifa-paper-against-racism-en-def_neutral.pdf</a></p>
<b>June 2013</b>	<p>Before the semi-finals of the FIFA Confederations Cup Brazil 2013 kick off, both teams unequivocally support the statement that there is no place for racism and discrimination in football.</p> <p>The second Football for Hope Forum from 26 to 29 June brings together 200 executives and proponents of change from 50 countries to discuss issues such as how the power of football can be leveraged to achieve social development.</p>
<b>June 2013</b>	<p><b>Global initiative for refugees</b></p> <p>Over five days, 28 instructors are trained in how to use their newly acquired knowledge in the next few months to help Syrian refugees based in refugee camps in the area around Irbid, Jordan, via football festivals and workshops. The course in Irbid is one of several initiatives organised by FIFA to support Syrian refugees. There is also a donation of USD 200,000, to be used to construct an artificial turf pitch in At-Turrah, six kilometres from the Syrian border. The refugees are also given 15,000 football shirts.</p> <p><a href="http://www.fifa.com/development/news/y=2013/m=6/news=fifa-support-syrian-refugees-2103397.html">http://www.fifa.com/development/news/y=2013/m=6/news=fifa-support-syrian-refugees-2103397.html</a></p>
<b>September 2013</b>	<p>The 2<sup>nd</sup> meeting of the FIFA Task Force Against Racism and Discrimination is held at the Home of FIFA in Zurich, the focus being on prevention and education.</p>

Date	Event/measure
<b>July 2014</b>	<p>The football community celebrates the 13<sup>th</sup> FIFA Anti-Discrimination Day at the quarter-finals of the 2014 FIFA World Cup™. In addition to the special match protocol to spread the message, FIFA launches an interactive social media campaign to raise awareness on this important issue.</p> <p>Thirty-two non-governmental organisation teams from around the world take part in a football tournament at the Football for Hope Festival in Caju, Rio de Janeiro (Brazil) for an intercultural exchange.</p>
<b>December 2014</b>	<p>The FIFA Task Force Against Racism and Discrimination meets for the third and last time at the Home of FIFA in Zurich. Its recommendations have since been implemented on a long-term basis.</p>
<b>March 2015</b>	<p><b>1<sup>st</sup> FIFA Women's Football and Leadership Conference</b></p> <p>Coinciding with International Women's Day, the FIFA Women's Football &amp; Leadership Conference takes place in Zurich and includes speeches and discussions on equality and anti-discrimination.</p> <p><a href="http://www.fifa.com/womens-football/news/y=2015/m=3/news=football-experts-voice-need-for-quotas-for-women-2555749.html">http://www.fifa.com/womens-football/news/y=2015/m=3/news=football-experts-voice-need-for-quotas-for-women-2555749.html</a></p>
<b>May 2015</b>	<p><b>FIFA Anti-Discrimination Monitoring System</b></p> <p>The FIFA Anti-Discrimination Monitoring System is presented at Wembley Stadium before the qualifiers commence for the 2018 FIFA World Cup™.</p> <p><a href="http://www.fifa.com/sustainability/news/y=2015/m=5/news=discrimination-monitoring-to-be-introduced-at-2018-fifa-world-cuptm-qu-2604235.html">http://www.fifa.com/sustainability/news/y=2015/m=5/news=discrimination-monitoring-to-be-introduced-at-2018-fifa-world-cuptm-qu-2604235.html</a></p> <p><a href="https://www.youtube.com/watch?v=yZskblAsmnY">https://www.youtube.com/watch?v=yZskblAsmnY</a></p> <p><a href="http://resources.fifa.com/mm/document/afsocial/anti-racism/02/60/42/16/fifaanti-discriminationmonitoringsystem_summary_may2015_neutral.pdf">http://resources.fifa.com/mm/document/afsocial/anti-racism/02/60/42/16/fifaanti-discriminationmonitoringsystem_summary_may2015_neutral.pdf</a></p>
<b>May 2015</b>	<p><b>Ten years of Football for Hope</b></p> <p>In ten years, Football for Hope has supported 450 programmes run by 170 non-governmental organisations in 78 countries aimed at using football as a tool for long-term social development. The focus in the numerous projects was on diversity and inclusion, such as by empowering girls and young women in society or supporting disabled people, children and young people from disadvantaged backgrounds and refugees.</p> <p>To coincide with the 2010 FIFA World Cup South Africa™, 20 Football for Hope centres were constructed across Africa in partnership with local organisations, so that the latter could benefit from the infrastructure that they so badly need to provide football facilities for young people and locals. Ahead of the 2014 FIFA World Cup Brazil™, FIFA sought non-governmental organisations in Brazil that advocated using football to achieve social change, and extended its support from five to 27 such organisations.</p> <p><a href="http://www.fifa.com/sustainability/news/y=2015/m=5/news=fifa-celebrates-ten-years-of-football-for-hope-2603062.html">http://www.fifa.com/sustainability/news/y=2015/m=5/news=fifa-celebrates-ten-years-of-football-for-hope-2603062.html</a></p>



Date	Event/measure
<p><b>June 2015</b></p>	<p><b>FIFA Female Leadership Development Programme</b>                      Thirty-five talented women from all over the world take part in a nine-month programme comprising three practical modules, a core element of which is the selection of tailored projects by each participant to drive the development of girls' and women's football in their member association.</p> <p><a href="http://www.fifa.com/womens-football/news/y=2015/m=6/news=fifa-launches-new-programme-targeting-representation-of-women-in-leade-2652812.html">http://www.fifa.com/womens-football/news/y=2015/m=6/news=fifa-launches-new-programme-targeting-representation-of-women-in-leade-2652812.html</a></p> <p><a href="http://www.fifa.com/womens-football/news/y=2016/m=6/news=female-leaders-conclude-first-development-module-2800785.html">http://www.fifa.com/womens-football/news/y=2016/m=6/news=female-leaders-conclude-first-development-module-2800785.html</a></p>
<p><b>June 2015</b></p>	<p>The 14<sup>th</sup> FIFA Anti-Discrimination Day is held at the semi-finals of the FIFA U-20 World Cup in New Zealand.</p> <p><a href="http://www.fifa.com/sustainability/news/y=2015/m=6/news=volunteers-mark-2015-anti-discrimination-day-2650275.html">http://www.fifa.com/sustainability/news/y=2015/m=6/news=volunteers-mark-2015-anti-discrimination-day-2650275.html</a></p>
<p><b>July 2015</b></p>	<p><b>Presentation of the Sustainability Strategy for the 2018 FIFA World Cup Russia™</b>                      The strategy forms the basis of a practical action plan for sustainability that contains activities for diversity and anti-discrimination.</p> <p><a href="http://www.fifa.com/worldcup/news/y=2015/m=7/news=wide-ranging-sustainability-strategy-in-place-for-the-2018-fifa-world--2666924.html">http://www.fifa.com/worldcup/news/y=2015/m=7/news=wide-ranging-sustainability-strategy-in-place-for-the-2018-fifa-world--2666924.html</a></p>
<p><b>September 2015</b></p>	<p>In recognition of the global refugee crisis, UN Refugee Agency UNHCR receives a donation of USD 1 million.</p>
<p><b>September 2015</b></p>	<p>FIFA lets the European network Queer Football Fanclubs (QFF) use its auditorium in Zurich for the organisation's annual meeting. QFF combats all forms of discrimination in football, particularly those based on sexual orientation.</p>
<p><b>October 2015</b></p>	<p><b>FIFA Good Practice Guide on Diversity and Anti-Discrimination</b>                      The FIFA Good Practice Guide on Diversity and Anti-Discrimination, designed to support the commitment of its member associations in the area, is presented.</p> <p><a href="http://www.fifa.com/sustainability/news/y=2015/m=10/news=fifa-releases-new-good-practice-guide-on-diversity-and-anti-discrimina-2709917.html">http://www.fifa.com/sustainability/news/y=2015/m=10/news=fifa-releases-new-good-practice-guide-on-diversity-and-anti-discrimina-2709917.html</a></p>
<p><b>January 2016</b></p>	<p>On behalf of everyone involved in football who helps refugees around the world, ex-Germany international Gerald Asamoah, himself the son of a Ghanaian refugee, accepts the FIFA Fair Play Award in Zurich.</p> <p><a href="http://www.fifa.com/the-best-fifa-football-awards/fair-play-award/index.html">http://www.fifa.com/the-best-fifa-football-awards/fair-play-award/index.html</a></p>

Date	Event/measure
<b>February 2016</b>	<p>As part of a raft of reforms, the Extraordinary FIFA Congress 2016 agrees on greater recognition and support of women in football: there shall be at least one woman from each confederation on the FIFA Council and the promotion of women's football is now a statutory objective, with the aim of increasing diversity in football's structures and culture.</p> <p><a href="http://www.fifa.com/governance/how-fifa-works/the-reform-process.html">http://www.fifa.com/governance/how-fifa-works/the-reform-process.html</a></p>
<b>March 2016</b>	<p><b>2<sup>nd</sup> FIFA Women's Football &amp; Leadership Conference</b></p> <p>Under the theme "Equality through reform", the 2<sup>nd</sup> FIFA Women's Football &amp; Leadership Conference is held in Zurich, with speakers including Women's World Cup winner Abby Wambach and tennis legend Billie Jean King.</p> <p><a href="http://www.fifa.com/womens-football/news/y=2016/m=3/news=fifa-president-calls-for-ambitious-targets-for-women-in-decision-makin-2769108.html">http://www.fifa.com/womens-football/news/y=2016/m=3/news=fifa-president-calls-for-ambitious-targets-for-women-in-decision-makin-2769108.html</a></p> <p><a href="http://www.fifa.com/womens-football/news/y=2016/m=3/news=fifa-women-s-football-and-leadership-conference-to-be-streamed-live-2768509.html">http://www.fifa.com/womens-football/news/y=2016/m=3/news=fifa-women-s-football-and-leadership-conference-to-be-streamed-live-2768509.html</a></p>
<b>April 2016</b>	<p>FIFA provides a football pitch at its headquarters to Swiss organisation Raumfang for its "Football Connects" project so that 20 to 30 unaccompanied refugees aged between 12 and 18 can train once a week with professional coaches. FIFA President Gianni Infantino kicks off the first session. Football Connects organises football training for some 250 12-to-18-year-olds from countries including Eritrea, Afghanistan and Syria at 12 locations in Switzerland.</p> <p><a href="http://www.fifa.com/sustainability/news/y=2016/m=4/news=football-helping-young-migrants-connect-with-new-communities-2780010.html">http://www.fifa.com/sustainability/news/y=2016/m=4/news=football-helping-young-migrants-connect-with-new-communities-2780010.html</a></p>
<b>June 2016</b>	<p>The second edition of the FIFA Female Leadership Development Programme takes place.</p> <p><a href="http://www.fifa.com/womens-football/news/y=2016/m=6/news=zurich-session-for-the-second-edition-of-fifa-s-female-leadership-deve-2799692.html">http://www.fifa.com/womens-football/news/y=2016/m=6/news=zurich-session-for-the-second-edition-of-fifa-s-female-leadership-deve-2799692.html</a></p> <p><a href="http://www.fifa.com/womens-football/news/y=2016/m=6/news=female-leaders-conclude-first-development-module-2800785.html">http://www.fifa.com/womens-football/news/y=2016/m=6/news=female-leaders-conclude-first-development-module-2800785.html</a></p> <p><a href="http://www.fifa.com/womens-football/news/y=2016/m=9/news=female-leaders-continue-journey-2831623.html">http://www.fifa.com/womens-football/news/y=2016/m=9/news=female-leaders-continue-journey-2831623.html</a></p>
<b>September 2016</b>	<p><b>FIFA Diversity Award 2016</b></p> <p>An 11-strong jury comprising experts from global football and prominent figures from governmental and non-governmental organisations confers the FIFA Diversity Award on Indian organisation Slum Soccer. Secretary General Fatma Samoura hands over the award in Manchester in the presence of jury members and former internationals Clarence Seedorf and Thomas Hitzlsperger. The other finalists of the 2016 award are the International Gay and Lesbian Football Association (IGLFA) and British organisation Kick It Out (KIO).</p> <p><a href="http://www.fifa.com/sustainability/news/y=2016/m=8/news=a-vision-of-the-future-2824397.html">http://www.fifa.com/sustainability/news/y=2016/m=8/news=a-vision-of-the-future-2824397.html</a></p> <p><a href="http://www.fifa.com/sustainability/news/y=2016/m=9/news=slum-soccer-claim-inaugural-fifa-diversity-award-2836958.html">http://www.fifa.com/sustainability/news/y=2016/m=9/news=slum-soccer-claim-inaugural-fifa-diversity-award-2836958.html</a></p>



Date	Event/measure
<p><b>September 2016</b></p>	<p>After the FIFA U-17 Women’s World Cup Trophy Tour makes a stop at the Zaatari refugee camp in Jordan in August 2016, FIFA, together with the Office of the United Nations High Commissioner for Refugees (UNHCR), the Asian Football Development Project (AFDP), the UEFA Foundation for Children and the Jordanian Local Organising Committee, invites 250 refugee girls and young women to the opening match of the World Cup. At the match in Amman, which sees Mexico beating New Zealand 5-0, 150 balls are donated to refugees for every goal scored.</p> <p><a href="http://www.fifa.com/u17womensworldcup/news/y=2016/m=9/news=football-gives-brief-moment-of-relief-to-al-zaatari-s-refugee-girls-2838110.html">http://www.fifa.com/u17womensworldcup/news/y=2016/m=9/news=football-gives-brief-moment-of-relief-to-al-zaatari-s-refugee-girls-2838110.html</a></p>
<p><b>October 2016</b></p>	<p><b>Presentation of FIFA 2.0: The Vision for the Future</b></p> <p>The FIFA 2.0 action plan defines the promotion of human rights, the inclusion of girls and women and diversity in football as an integral part of FIFA’s overarching vision for the future.</p> <p><a href="http://www.fifa.com/about-fifa/news/y=2016/m=10/news=fifa-president-infantino-unveils-fifa-2-0-the-vision-for-the-future-2843428.html">http://www.fifa.com/about-fifa/news/y=2016/m=10/news=fifa-president-infantino-unveils-fifa-2-0-the-vision-for-the-future-2843428.html</a></p>
<p><b>November 2016</b></p>	<p><b>#ENDviolence campaign at the FIFA U-20 Women’s World Cup Papua New Guinea 2016</b></p> <p>Together with the Oceania Football Confederation, UNICEF, UN Women, the Urban Youth Employment Project, the Australian High Commission and the US Embassy in Port Moresby, FIFA uses the tournament as a platform to promote the campaign aiming to end violence against women and children. There are workshops for young people, a public procession through the streets and a video clip to finish.</p> <p><a href="http://www.fifa.com/u20womensworldcup/videos/y=2016/m=11/video=give-the-red-card-to-violence-against-women-and-children-endviolence-2856655.html">http://www.fifa.com/u20womensworldcup/videos/y=2016/m=11/video=give-the-red-card-to-violence-against-women-and-children-endviolence-2856655.html</a></p>
<p><b>March 2017</b></p>	<p>The list of reasons for applying for an international transfer and first registration of a minor is expanded. Associations can now submit an application in TMS on behalf of a minor who is transferring for humanitarian reasons. If the player was previously registered with his or her current association or a different association, the former association can no longer access the information contained in TMS, is not requested to make a statement and is not informed about the sub-committee’s decision.</p> <p>To protect the minor player and his or her family and prevent the authorities of his or her country of origin from finding out their current whereabouts, the player’s former association is not involved in the process.</p> <p><a href="http://farenet.org/news/fifa-announce-changes-make-easier-young-refugees-play/">http://farenet.org/news/fifa-announce-changes-make-easier-young-refugees-play/</a></p>

Date	Event/measure
<b>March 2017</b>	<p><b>FIFA Conference for Equality and Inclusion</b></p> <p>The FIFA Conference for Equality and Inclusion 2017 is held in Zurich under the theme “Making Equality a Reality” and ties in with the previous years’ conferences on women’s football and leadership.</p> <p><a href="http://www.fifa.com/womens-football/news/y=2017/m=3/news=fifa-conference-for-equality-and-inclusion-moving-from-words-to-action-2874783.html">http://www.fifa.com/womens-football/news/y=2017/m=3/news=fifa-conference-for-equality-and-inclusion-moving-from-words-to-action-2874783.html</a></p> <p><a href="http://www.fifa.com/about-fifa/fifa-1904/issues/newsid=2878323.html">http://www.fifa.com/about-fifa/fifa-1904/issues/newsid=2878323.html</a></p>
<b>March 2017</b>	<p><b>Anti-discrimination among topics discussed by independent Human Rights Advisory Board</b></p> <p>An independent Human Rights Advisory Board comprising international experts from the UN, trade unions, civil society and business is established to bolster the promotion of human rights. Its first meeting in Zurich focuses on FIFA’s approach to diversity and anti-discrimination in football, among other matters.</p> <p><a href="http://www.fifa.com/governance/news/y=2017/m=3/news=independent-advisory-board-of-human-rights-experts-to-meet-on-13-march-2875485.html">http://www.fifa.com/governance/news/y=2017/m=3/news=independent-advisory-board-of-human-rights-experts-to-meet-on-13-march-2875485.html</a></p>
<b>March 2017</b>	<p>A special working group is formed to discuss and create opportunities for barrier-free access to 2018 FIFA World Cup Russia™ matches for people with disabilities and/or restricted mobility.</p>
<b>April 2017</b>	<p><b>Barrier-free access to the stadiums of the FIFA Confederations Cup Russia 2017</b></p> <p>All Confederations Cup stadiums contain facilities for people with disabilities and those with restricted mobility. Four types of ticket are available to ensure that spectators who require barrier-free access, including people with disabilities, those with restricted mobility and obese people, can enjoy unforgettable moments and an unhindered match experience. Most of these ticket categories also ensure free entry for the holder’s companion.</p> <p><a href="http://www.fifa.com/confederationscup/news/y=2017/m=4/news=wheelchair-user-sachkov-lauds-confeds-facilities-2879849.html">http://www.fifa.com/confederationscup/news/y=2017/m=4/news=wheelchair-user-sachkov-lauds-confeds-facilities-2879849.html</a></p>
<b>April to June 2017</b>	<p>Anti-discrimination training is provided for various roles at the FIFA Confederations Cup Russia 2017, ranging from referees to volunteers. Supported by McDonald’s, all volunteers also receive training on accessibility.</p>
<b>May 2017</b>	<p>The FIFA Council discusses the situation regarding the fight against discrimination, particularly given recent incidents that have been in the news. It emphasises that member associations and referees should adopt a three-step protocol, under which referees would first stop the match and request a public announcement to insist that the racist behaviour cease. If this has no effect, he or she can then suspend play again and, if the racist behaviour persists, abandon the match.</p> <p><a href="http://www.fifa.com/about-fifa/news/y=2017/m=5/news=fifa-council-prepares-congress-takes-key-decisions-for-the-future-of-t-2883353.html">http://www.fifa.com/about-fifa/news/y=2017/m=5/news=fifa-council-prepares-congress-takes-key-decisions-for-the-future-of-t-2883353.html</a></p>



Date	Event/measure
<p><b>June and July 2017</b></p>	<p><b>Range of anti-discrimination activities for the FIFA Confederations Cup Russia 2017</b></p> <p>The FIFA Confederations Cup 2017 is the first FIFA tournament to use a three-step procedure against discriminatory incidents, with anti-discrimination match observers also present at each of the 16 matches. The protocol allows referees to stop the match and instruct the stadium authorities to read out an announcement, calling upon the spectators to stop the discriminatory behaviour. If this announcement does not have the desired effect, the referee can suspend the match for a further announcement and then, if necessary, abandon the game.</p> <p>Every FAN ID that the fans wear in the stadium and must produce as a ticket on public transport bears the message “Say No to Racism”.</p> <p>The third Football for Hope Forum is held in Kazan, Russia, from 26 to 28 June, bringing together numerous non-governmental organisations as well as enabling discussions with FIFA and the Local Organising Committee. Many non-governmental organisations are fighting discrimination by promoting diversity and anti-discrimination at various levels.</p> <p>FIFA’s activities at the tournament are rounded off by the 15<sup>th</sup> Anti-Discrimination Days, which are held during both semi-finals.</p> <p><a href="http://www.fifa.com/confederationscup/news/y=2017/m=6/news=fifa-to-step-up-anti-discrimination-mechanisms-at-confederations-cup-2-2895101.html">http://www.fifa.com/confederationscup/news/y=2017/m=6/news=fifa-to-step-up-anti-discrimination-mechanisms-at-confederations-cup-2-2895101.html</a></p> <p><a href="https://www.youtube.com/watch?v=-q3n9_mkdhY">https://www.youtube.com/watch?v=-q3n9_mkdhY</a></p> <p><a href="http://www.fifa.com/sustainability/news/y=2017/m=6/news=football-for-hope-forum-inspires-in-kazan-2898955.html">http://www.fifa.com/sustainability/news/y=2017/m=6/news=football-for-hope-forum-inspires-in-kazan-2898955.html</a></p>
<p><b>July 2017</b></p>	<p>As part of the Women in Football Leadership Programme, an event is held in Amsterdam under the motto “Taking the Next Step Together”, women who have benefited from the joint UEFA/FIFA programme come together. Over two days, they exchange views, learn from each other and update their knowledge.</p> <p><a href="http://www.fifa.com/womens-football/news/y=2017/m=7/news=smoothing-the-path-to-the-future-2901382.html">http://www.fifa.com/womens-football/news/y=2017/m=7/news=smoothing-the-path-to-the-future-2901382.html</a></p>
<p><b>September 2017</b></p>	<p>At the accessibility working group’s second meeting in Moscow, FIFA, the Local Organising Committee and McDonald’s representatives discuss with experts from non-governmental organisation how the stadiums of the 2018 FIFA World Cup Russia™ can be made accessible to all based on the World Cup recommendations and requirements.</p>

Date	Event/measure
<b>October 2017</b>	<p><b>Ethics workshop at the FIFA U-17 World Cup India 2017</b></p> <p>An anti-discrimination workshop is held with all eight teams from Groups A and F as a pilot project, with the focus on sexual harassment and gender equality.</p> <p>In addition, for the first time since the FIFA U-17 World Cup Trinidad and Tobago 2001, female referees officiate at a FIFA men's tournament.</p> <p><a href="http://www.fifa.com/u17worldcup/photos/galleries/y=2017/m=10/gallery=fifa-ethics-workshop-at-the-u-17-world-cup-india-2017-2912551.html">http://www.fifa.com/u17worldcup/photos/galleries/y=2017/m=10/gallery=fifa-ethics-workshop-at-the-u-17-world-cup-india-2017-2912551.html</a></p>
<b>October 2017</b>	<p><b>FIFA Diversity Award 2017</b></p> <p>At the 2017 edition of the FIFA Diversity Award in London, Secretary General Fatma Samoura presents the award to the non-governmental organisation Soccer Without Borders, which operates in the USA, Nicaragua and Uganda. FIFA Legend Emmanuel Amunike is also in attendance. The other finalists are Moving the Goalposts (Kenya), Uni Papua Football Community (Indonesia) and the international network Discover Football.</p> <p><a href="http://www.fifa.com/sustainability/news/y=2017/m=11/news=fifa-diversity-award-2017-crowns-soccer-without-borders-2918447.html">http://www.fifa.com/sustainability/news/y=2017/m=11/news=fifa-diversity-award-2017-crowns-soccer-without-borders-2918447.html</a></p>
<b>November 2017</b>	<p>Non-governmental organisations from Russia and elsewhere in Europe attend a workshop organised by FIFA and adidas to discuss how effective training modules can be used to achieve positive change in the lives of children with disabilities.</p> <p><a href="http://www.fifa.com/sustainability/news/y=2017/m=10/news=disabled-children-learn-life-skills-through-football-2915829.html">http://www.fifa.com/sustainability/news/y=2017/m=10/news=disabled-children-learn-life-skills-through-football-2915829.html</a></p>
<b>December 2017</b>	<p>The three-step procedure to combat discriminatory incidents is used at the FIFA Club World Cup UAE 2017.</p>



# III IMPLEMENTATION OF DIVERSITY AND ANTI-DISCRIMINATION IN FOOTBALL









### III IMPLEMENTATION OF DIVERSITY AND ANTI-DISCRIMINATION IN FOOTBALL

In this chapter, the activities of each of FIFA's five action pillars are listed for the benefit of the member associations. All of the examples listed have been drawn from the experience of FIFA, its member associations or the clubs.





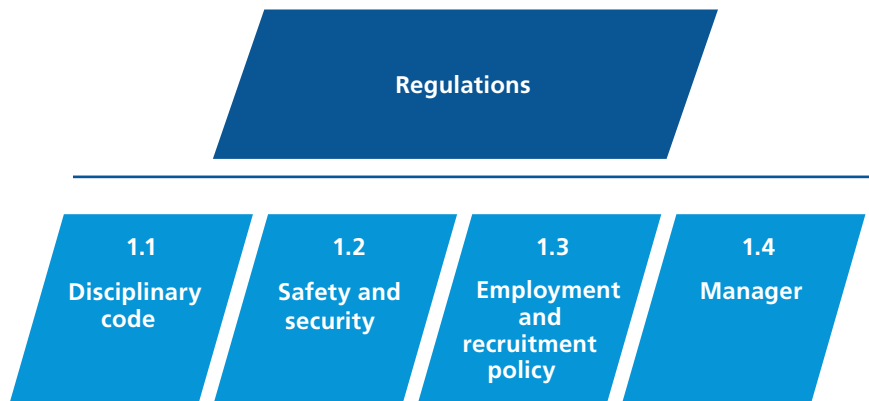






# PILLAR 1: REGULATIONS





A member association's structure can help to put self-contained and successful regulations for diversity and anti-discrimination in place. The regulations provide common legal ground for the work of employees of all departments and the members of all committees. This applies to communications as well as for sanctions, education, and networking and cooperation. Conversely, incidents that occur in practice can also create ways to amend club or league regulations.

FIFA's structure in this regard can be taken as an example. The document on which FIFA's internal policy is based is the FIFA Statutes, and articles 3 and 4 in particular, from which the relevant wordings in the FIFA Code of Ethics and FIFA Code of Conduct derive. The FIFA Statutes also heavily shape the structure and wording of the FIFA Disciplinary Code and the FIFA

Stadium Safety and Security Regulations. This structure ensures that the FIFA Sustainability & Diversity Department, in particular, can take the initiative in the area of diversity and anti-discrimination.

A FIFA member association has sporting, economic and social interests for wanting to ensure that football, as an international game, is open and accessible to everyone. The first step is to make sure that discriminatory incidents are not ignored, but instead are proactively investigated. Only then can action be taken in a credible and sustainable manner.

An organisation can take a significant step towards equality by ensuring that diversity is reflected in the make-up of its own personnel and in its working conditions.



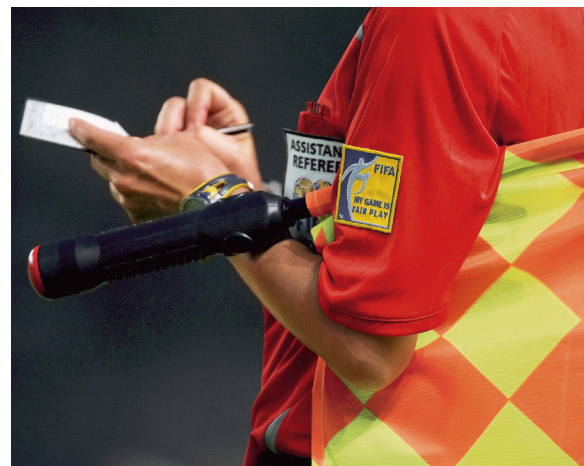
## 1.1 Disciplinary code

It is recommended that associations have procedures for discriminatory incidents occurring at football matches and – where necessary – strict sanctions to ensure that it has a practical sports-legal framework in place in order to react to incidents of discrimination in football and its immediate environment. In this way, an association shows everyone that it is willing to take action. The necessary regulations should be communicated in a transparent manner to match officials as well as to spectators.

An association could also reinvest fines in social responsibility projects based around football. If these points are followed in relation to the Disciplinary Code, they will also have a preventive instead of just a reactive effect.

Article 58 (“Discrimination”) of the FIFA Disciplinary Code provides a good basis for reactions to discriminatory incidents, but passages from article 57 (“Offensive

behaviour and fair play”) and article 67 (“Liability for spectator conduct”) also come into play. They are described in detail in the chapter on pillar 2, “Controls and sanctions”.



## 1.2 Safety and security in and around the stadium



It is vital that players, coaches, officials and spectators are protected from discrimination both in and around the stadium. Reliable rules on stadium safety and security will have a preventive effect, but they should also stipulate what action should be taken in the event of a serious discriminatory incident, whether it is by the stadium security officer, by stewards, or by stadium announcers. A steward will help to foster a friendly and inclusive atmosphere among spectators with his or her personal aura but also acting in an appropriate and considered manner to incidents of discrimination or alleged discrimination.

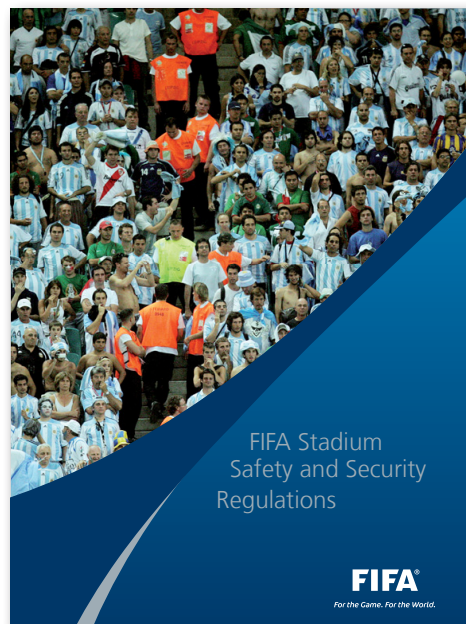
Article 7 of the FIFA Stadium Safety and Security Regulations contains a recommended risk assessment to be carried out by the relevant security officials to enable them to identify, in advance, any possible aspects of discrimination and to prepare themselves accordingly. In addition, stadium safety and security regulations can give details on construction and structural aspects that will enable fans to enjoy a barrier-free stadium.

Annexe C of the FIFA Stadium Safety and Security Regulations lays down guidelines for a recommended paragraph on anti-discrimination in matchday and stadium codes of conduct. For the 2014 FIFA World Cup Brazil™, for example, the code of conduct informed ticket holders that “materials related to offensive, racist, xenophobic cause[s], charity or ideological concern[s], including but not limited to



banners, flags, signs, symbols and leaflets, objects or clothing, which could impair the enjoyment of the Event by other spectators, detract from the sporting focus of the Event or which stimulate any form of discrimination” were prohibited.

Depending on the local laws, state organisations should also be involved in critical situations to ensure that people act in a preventive and responsible manner. This applies to the police force as well as to organisations that provide social prevention and services. This will ensure safety and security with regard to incidents of discrimination.





## 1.3 Employment and recruitment policy

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*"FIFA established a minimum of one female representative elected as a Council member per Confederation; FIFA also included the promotion of women as an explicit statutory objective of FIFA to create a more diverse decision-making environment and culture." (FIFA 2.0, 2016 edition)*

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If a member association pursues an inclusive employment policy, it will create an atmosphere of respect and solidarity among its employees, which in turn will ensure that they work together in a harmonious manner with mutual consideration. This will not only have a positive effect upon the association's work, but also upon its image and on how it cooperates with others.

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*"We do not tolerate discrimination, sexual harassment or abuse of power of any kind." (FIFA Code of Conduct, 2018 edition)*

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The FIFA Code of Conduct provides an example for ensuring that all employees are treated equally, citing integrity and ethical behaviour, respect and dignity, and zero tolerance of discrimination and harassment as cornerstones of the code. All new FIFA employees are informed about these principles and also receive, for example, a copy of guidelines against sexual harassment and workplace bullying.



**María Sol Muñoz Altamirano** from Ecuador is the first woman to represent the South American Football Confederation (CONMEBOL) on the FIFA Council. She is also a member of the FIFA Diversity Award jury. Previously, she served as Public Relations Director for Club Deportivo Universidad Católica in Quito in Ecuador's top division for nearly three years.



"It is FIFA's duty to promote diversity on the pitch, in the stands and in each area of society that is touched by the most popular sport in the world." Before joining FIFA on 20 June 2016 as the organisation's Secretary General, the Senegalese **Fatma Samoura** was the UN Resident Coordinator and Humanitarian Coordinator and United Nations Development Programme (UNDP) Resident Representative in Nigeria.

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*"FIFA strictly prohibits discrimination in employment or employment-related decisions based on any concept of race, skin colour, gender, age, national or ethnic origin, religion, ideology, disability, sexual orientation, political opinion, social status, marital status, citizenship, or any other status protected by law."*  
(FIFA Code of Conduct, 2018 edition)

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Diversity expands the pool of talent, which makes an association stronger and more competitive both at home and abroad. If an association places equal store on personal backgrounds and abilities, it will only enrich its own working methods.



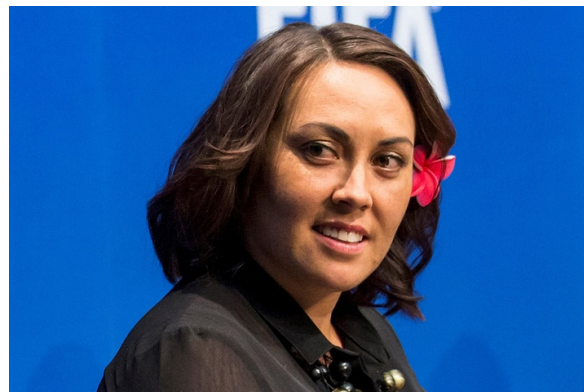
**Joyce Cook**, Commander of the British Empire (CBE), founder of the Centre for Access to Football in Europe (CAFE) and former board member of the Fare network, is a passionate advocate of equality and inclusion in sport. In November 2016, she was appointed FIFA Chief Member Associations Officer. She has also served on the FIFA Diversity Award jury. During the 2014 FIFA World Cup Brazil™, she helped FIFA to make the tournament more accessible for people with disabilities, and was involved in the project to provide partially sighted and blind fans with audio match commentaries.

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*"Companies that commit to diverse leadership are more successful."* (McKinsey & Company, 2015)

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A code of conduct and employee regulations that also contain clear references to diversity and anti-discrimination will also have an effect on recruitment policy. It therefore makes sense to highlight the association's open and socially-inclusive attitude in the job advert. If an association is recruiting new employees and creating new job descriptions, it should also bear the current composition of the team in mind in order to ensure that there is diversity within it.



"Our strategy for women's football consists of governance and leadership. The implementation of this strategy in every member association is an important task," says **Sarai Bareman**, FIFA Chief Women's Football Officer. The New Zealander, a former CEO of the Samoan Football Association (FFS) and previously Deputy General Secretary of the Oceania Football Confederation (OFC), was an ardent champion of reform as a member of the 2016 FIFA Reform Committee.

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*"All FIFA team members deserve to be treated with fairness, respect and dignity. We endeavour to provide the proper environment and resources to promote every team member's performance and growth. Team spirit also means protecting our colleagues. We are one team, so we speak up if we witness disrespectful behaviour or unfair employment practices. [...] FIFA will take disciplinary action, including possible termination of employment, against any FIFA team member who violates our workplace harassment policies."* (FIFA Code of Conduct, 2018 edition)

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## 1.4 Diversity and anti-discrimination manager

A member association must also appoint a contact person for diversity and anti-discrimination so as to ensure that its own strategy is cohesive. Such an appointment would not only ensure that its work and expertise in this area is coordinated internally, it would also send out a clear message to its sponsors and other partners that it is continuing to take responsibility.

The association's clubs would then have a specific contact person in the form of the diversity and anti-discrimination manager for issues relating to social inclusion in football. Furthermore, the association's international exchanges on the subject of diversity and anti-discrimination would be given a public face, as would the association's dealings with its own confederation and FIFA. This manager would ensure a balance between the association's above-mentioned five pillars of work in the area of diversity and anti-discrimination. What is more, he or she would make sure that all forms of discrimination in football were covered in the development of the association's strategy and actions.



"It is crucial that we, as a collective society, continue to empower the diverse women and inspire a cultural shift towards advancing their equality, inclusion, leadership and active citizenship in all aspects of life." **Hala Ousta**, Diversity and Inclusion Manager, Scottish Football Association, at the 3rd FIFA Conference for Equality and Inclusion in March 2017. Football associations are increasingly appointing diversity and anti-discrimination managers.

**The manager's duties comprise the following:**

- Coordinating diversity and anti-discrimination matters with the association's other departments (e.g. communications and disciplinary departments)
- Supporting accessibility in the workplace
- Creating training materials for coaches and refereeing teams
- Assessing all possible activities, projects and cooperation partners
- Replying to external enquiries
- Enhancing the association's stance and activities at events
- Drafting annual progress reports
- Making proposals to improve the association's policies etc.



"I will make every effort to ensure that racism and discrimination has no place in my country." FIFA Legend **Alexey Smertin**, former Russia international, who played at the 2002 World Cup and whose clubs included Lokomotiv Moscow, Bordeaux and Chelsea, has been Anti-Discrimination Manager at the Football Union of Russia since February 2017.

## 1.5 Examples from the global football family

### ⚽ Safety signs and announcements by stadium announcers

To help prevent incidents of discrimination, signs in the stadium indicating unwanted and discriminatory symbols, chants and banners indicating can be used. Spectators can be reminded that they can report any incidents of discrimination around them to the stadium stewards. There could be draft stadium announcements and displays on stadium screens (if they exist) for incidents of discrimination, which would also help to improve safety and security.

### ⚽ Involvement in licensing procedure

Some associations and leagues have made diversity and anti-discrimination a fixed part of their licensing procedure, such as by making it obligatory to include an anti-discrimination paragraph in an association's code. There are also examples of stadium codes of conduct that include a clause on anti-discrimination. Associations could also make specific long-term activities on diversity and anti-discrimination part of a licence granted.

### ⚽ Equality policies and quotas

Quotas should not be necessary, but there are certain situations in which they can help to take advantage of an opportunity to make changes to the organisation. Quotas in an association should only be used to kick-start the process. After a certain period of time, they should be unnecessary.

Accordingly, FIFA obliges every confederation to elect at least one woman to the FIFA Council, in order to promote women at the highest level. There have also been occasional examples with quota rules, such as for refereeing teams to have a larger representation of minorities.

### ⚽ Establishment of a quality label

Associations could also consider a system in which clubs receive a quality label for their work in the area of diversity and anti-discrimination. To receive such a

label, clubs would have to create an action plan and provide proof of its implementation. This certification process could be based on the five-pillar approach presented in this guide.

### ⚽ Learning from an association's own history and policy of remembrance

An association can benefit greatly if it decides to reappraise its own history and actively consider whether it has possibly made any errors in relation to discrimination. At the same time, however, information on any positive steps that the association has taken should also be collated. Taken together, all of this would not only improve the association's credibility and social identity, but would also in the medium term have a positive effect on current and future partners. A reappraisal of an association's or club's history is all



**Cristiano Ronaldo** plants a kiss on the forehead of ten-year-old Polina Haeredinova ahead of the Russia v. Portugal match in the FIFA Confederations Cup at Spartak Stadium, Moscow.



### III IMPLEMENTATION OF DIVERSITY AND ANTI-DISCRIMINATION IN FOOTBALL

about being aware of any mistakes that were made in the past so as to avoid making them again in the future, and also about sending a clear message to the outside world that the matter is being taken seriously.

This will include hosting events with related panel discussions. An association could also consider publishing statements or books, or maybe asking independent historians to assess the issue. Furthermore,



an association or club could open up its archives to any students who are interested in researching the matter. Annual memorial days are another way to pay respectful tribute to past events. Finally, tournaments or awards can bear the name of a person who stood up for diversity and anti-discrimination in the past.

### Persons of trust

When necessary, FIFA employees can contact an external person of trust (male or female). Associations should also appoint diversity and anti-discrimination persons of trust to be available for discussions about any issues in relation to racist or sexual harassment and any other complaints. Such persons should be specially trained and be bound by a duty of confidentiality. Their role should include:

- listening to, advising and supporting any person affected;
- at that person's request and with that person's assistance, taking steps to put an end to any harassment, intimidation, defamation, etc. through such measures as discussions with the harasser and the relevant line manager;
- informing that person of the remedies available under criminal and civil law;
- at that person's request or together with that person, informing the association's management bodies and requesting an investigation of the occurrences;
- at the committee's request, informing the complaints committee on an annual basis and anonymously of the number of consultations and – with a view to making improvements – of the basic content of the advisory work undertaken. In the interests of equality, such a complaints committee should be composed of equal numbers of male and female employees.

### Information from FIFA on simplifying the registration of minor refugees with clubs

In 2016, FIFA extended the conditions under which an application for the international transfer or first registration of a minor player in the FIFA Transfer Matching System (TMS) could be accepted by the sub-committee of the Players' Status Committee. These conditions included the possibility of a minor refugee being permitted to take part in the club football of the association of his or her current place of residence.

Since early 2017, associations have therefore been able to submit applications for the following reasons:

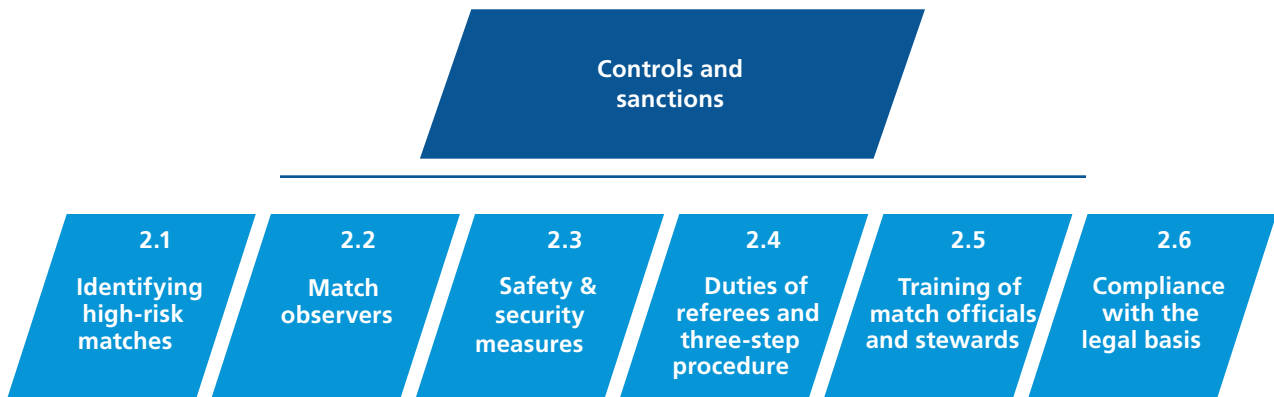
- The minor player moves to another country with his or her parents due to humanitarian reasons.
- The minor player moves to another country without his or her parents due to humanitarian reasons.

If an association submits an application in TMS on behalf of a minor who is transferring for humanitarian reasons (the player having previously been registered with his or her current association or a different association), the former association has no access to the information contained in TMS, is not requested to make a statement and is not informed about the sub-committee's decision. To protect the minor player and his or her family and prevent the authorities of his or her country of origin from finding out their current whereabouts, the player's former association is thus not involved in the TMS process.



# PILLAR 2: CONTROLS AND SANCTIONS





Controls and sanctions are key tools when it comes to implementing the legal basis. A situation should not occur whereby a player or team walks off the pitch due to discriminatory acts, for example. It is vital, therefore, that safety-relevant matters are dealt with before and after the match and involve the relevant association departments and match officials. Informing players about anti-discrimination measures can also be useful for their protection before a match. Article 4 of the FIFA Statutes should form part of an association's regulations.

As far as FIFA is concerned, it is not a question of banishing passion and everything that goes with it from the stadium. It is solely about sanctioning and banishing discriminatory abuse. If member associations introduce preventive measures, this can lighten sanctions. To give member associations the necessary confidence in their actions, clear categories need to be defined for discrimination. Players, coaches and officials, but also spectators, must be aware of the sports law framework, including the associated sanctions, before a match begins.



## 2.1 Identifying high-risk matches

Where possible, FIFA tries to identify matches where there is a risk of discrimination six weeks before the match. Identifying such matches involves all the forms of discrimination mentioned in the FIFA Statutes as well as the match-specific evaluation criteria listed below.

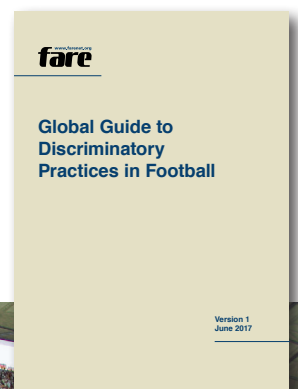
#### This includes research and analysis of:

- previous discriminatory incidents at or after matches involving the teams/associations;
- known far-right and other xenophobic groups, including their football-related activities and supporter links in the countries of the participating teams/associations;
- the historical context of the participating teams/associations in terms of tension or even violence (including in relation to specific sensitive events or days);
- troublesome relationships between the participating teams'/associations' countries;
  - any religious tension relating to the national identities of the participating teams/associations;

- current geopolitical crises in the countries of the participating teams/associations and in their region that could affect the spectators' attitude;
- possible crowd dynamics during the match;
- the importance of the match in the context of the competition and the dynamics that could result from it.

To support the identification of high-risk matches before they take place, the host association and confederation can obtain the assessments of the clubs, their local authorities, the police and external experts, as well as conduct a media analysis, in order to create the best possible security plan.

The Fare network presents its Global Guide to Discriminatory Practices in Football.



## 2.2 Anti-discrimination match observers

With a view to improving the availability of evidence for judicial bodies to take decisions, the 63<sup>rd</sup> FIFA Congress in 2013 approved the introduction of anti-discrimination observers in its resolution on the fight against racism and discrimination. Since the start of the qualifying rounds for the 2018 FIFA World Cup Russia™, FIFA has been working with the Fare network to identify matches with a high risk of discriminatory acts, which will be attended by neutral anti-discrimination match observers working anonymously in the stadium who are recruited, trained and deployed by FIFA and Fare network. Their task is to report acts to FIFA in which there is solid evidence of discrimination.

Following the experience of working with this monitoring system, it would be advisable for confederations and associations to follow suit and introduce anti-discrimination observers for the competitions for which they are responsible.



12 May 2015, Wembley Stadium, London: **Federico Addiechi**, Head of the FIFA Sustainability and Diversity Department, and **Piara Powar**, Executive Director of the Fare network, present their collaboration for the FIFA Anti-Discrimination Monitoring System.



"I am now the voice of the people. I want to try to give them a voice and adjust that for them so they can express these things," says **Yaya Touré**, Côte d'Ivoire international and African Footballer of the Year from 2011 to 2014, launching the FIFA Anti-Discrimination Monitoring System together with FIFA at Wembley Stadium on 12 May 2015.



## 2.3 Security measures in and around the stadium

**The following security measures currently apply:**

- Including discrimination in the list of prohibited objects and the corresponding signs in and around the stadium;
- Approaching spectators directly regarding discriminatory behaviour (via dialogue and instructions);
- Removing or covering up discriminatory objects (banners, clothing, stickers, etc.);
- Removing individuals from the stadium.

Anti-discrimination match observers can also be requested to provide advice during matches, which may help security staff to identify discriminatory behaviour

and objects, introduce security measures and report incidents in the crowd to the referee.

The anti-discrimination match observers were in attendance at the FIFA Confederations Cup Russia 2017 and were in direct contact with FIFA's security officers for the first time before and during every match. The same system will apply at the 2018 FIFA World Cup Russia™.



## 2.4 Referees' duties and three-step procedure for discriminatory incidents

It is recommended to constantly develop instructions for referee teams so that they can respond in a safe manner to verbal or physical acts of discrimination by players, coaches, other match officials or spectators.

### Reference is made here to Law 5, under which the referee:

- “takes disciplinary action against players guilty of cautionable and sending-off offences”;
- “takes action against team officials who fail to conduct themselves in a responsible manner and may expel them from the field of play and its immediate surrounds”;
- “acts on the advice of other match officials regarding incidents that he has not seen”;
- “stops, suspends or abandons the match for any offences or because of outside interference”.

This also applies to spectators' behaviour.

### The three-step procedure for discriminatory incidents

FIFA applied the three-step procedure for discriminatory incidents for the first time at the FIFA Confederations Cup 2017. With this procedure, the referee can:

1. Stop the match and instruct the stadium authorities to read out an announcement, calling upon the spectators to stop the discriminatory behaviour;
2. If this announcement does not have the desired effect, make another announcement, suspend the match and send the players to their dressing rooms for a specific period;
3. After consultation, abandon the match if the discriminatory behaviour still does not cease or breaks out again.

Member associations are welcome to request material from FIFA to implement the three-step procedure and deploy the necessary staff.



On 9 May 2017, the FIFA Council meet in Manama, Bahrain, and emphasise that member associations and referees should be ready to adopt a strict policy to deal with incidents of a racist nature by following a three-step protocol. Introducing the Anti-Discrimination Monitoring System and three-step procedure for referees at the FIFA Confederations Cup Russia 2017, FIFA President **Gianni Infantino** says: “The work that has been carried out in FIFA World Cup qualifier matches in all confederations has now been implemented for the first time in a FIFA tournament. Together with the possibility to apply the three-step procedure, these are ground-breaking changes in the global fight against discrimination that marked the 2017 edition of the FIFA Confederations Cup. Both initiatives are extra tools for the referees and match officials to prevent discriminatory attitudes and ensure that the atmosphere in the stadium is one of fair play and respect.”



## 2.5 Training of match officials and security personnel

Every region produces its own constantly changing symbols and codes, chants and songs that are discriminatory in nature, whether overtly or covertly. It is therefore advisable to make officials such as match commissioners and security officers as well as security personnel aware of potential discriminatory acts. It would make sense to produce a brochure on the subject describing the various forms of discrimination as they currently stand and outlining the required composed responses and partnerships according to regional experience and knowledge. The Fare network's Global Guide to Discriminatory Practices in Football is a useful aid to identifying discriminatory behaviour.



Numerous stakeholder groups received diversity and anti-discrimination training ahead of the FIFA Confederations Cup Russia 2017 and 2018 FIFA World Cup Russia™, including volunteers.

## 2.6 Examples of compliance with legal basis

Art. 57 of the FIFA Disciplinary Code condemns offensive behaviour and promotes fair play. It states: “Anyone who insults someone in any way, especially by using offensive gestures or language, or who violates the principles of fair play or whose behaviour is unsporting in any other way may be subject to sanctions in accordance with art. 10 ff.”

Art. 58 then covers the prohibition of discrimination: “Anyone who offends the dignity of a person or group of persons through contemptuous, discriminatory or denigratory words or actions... shall be suspended for at least five matches.” A stadium ban and a fine of at least CHF 20,000 are also imposed. If the perpetrator is an official, the fine shall be at least CHF 30,000 (see art. 58 par. 1 a)).

Art. 58 par. 1 b) adds: “Where several persons (officials and/or players) from the same club or association simultaneously breach par. 1 a) or there are other aggravating circumstances, the team concerned may be deducted three points for a first offence and six points



**Anin Yeboah**, a judge at Ghana’s highest court, is formally elected as chairperson of the FIFA Disciplinary Committee at the 67<sup>th</sup> FIFA Congress in Bahrain. In this position, he will play a key role in shaping the disciplinary proceedings for discriminatory incidents recorded at FIFA competitions.

for a second offence; a further offence may result in relegation to a lower division. In the case of matches in which no points are awarded, the team may be disqualified from the competition.”

If the persons causing the discriminatory act are supporters of a team, a fine of at least CHF 30,000 shall be imposed on the association concerned, “regardless of the question of culpable conduct or culpable oversight” (see art. 58 par. 2 a). More serious offences may be punished with additional sanctions, such as an order to play a match behind closed doors. Serious offences can also incur the forfeit of a match, a points deduction or disqualification from the competition.

Art. 58 par. 3 refers to individual perpetrators: “Spectators who breach par. 1 a) of this article shall receive a stadium ban of at least two years.”

For the purpose of harmonising regulations, it is important to underline that art. 58 shall be incorporated by FIFA member associations in their own regulations, in accordance with art. 146 par. 2 of the FIFA Disciplinary Code.





## 2.7 Examples from the global football family

### ⚽ Anti-Discrimination Monitoring System

Firstly, clubs and teams (sometimes together with the police) determine high-risk matches according to the above criteria. External experts may also be brought in from governmental and/or non-governmental organisations, e.g. security consultancies. Finally, trained anti-discrimination match observers are deployed at the matches in question. It may be that two neutral anti-discrimination match observers are needed to be deployed anonymously in the stadium when gathering evidence in order to sufficiently understand the idiosyncrasies of both clubs and their fan cultures.

### ⚽ Anti-discrimination in the match report form

Some associations have modified the match report form so that the referee can ask the teams following the match whether they noticed any discriminatory statements on the pitch or from spectators during the game, or whether they themselves were discriminated against. If any such incident occurred, the referee can note this in a designated space on the form, and the relevant sports tribunal must then investigate the matter.



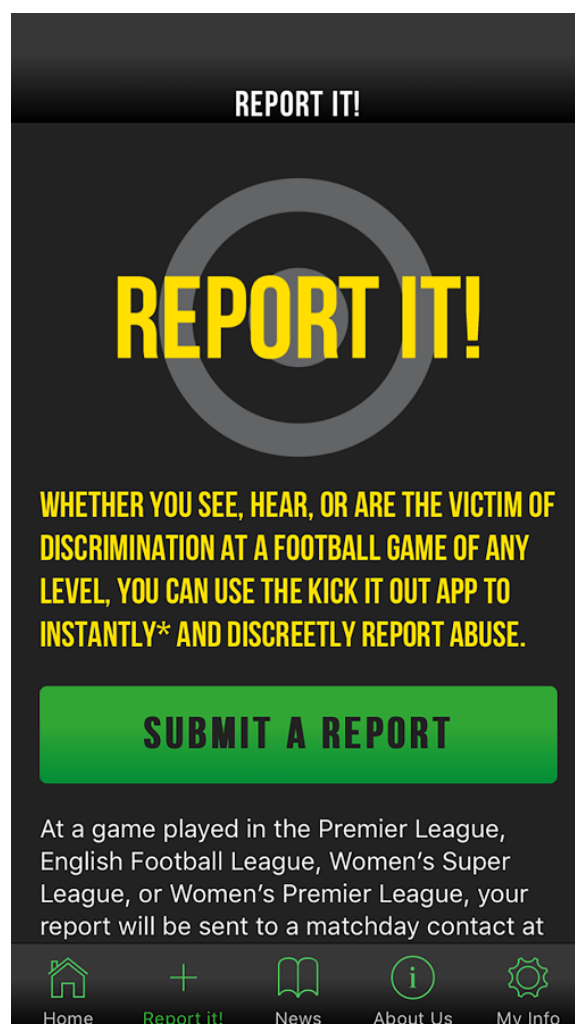
### **Complaints mechanism for anti-discrimination**

A complaints form can be created to make it easier to make complaints and gather evidence of discriminatory incidents experienced or witnessed by people such as spectators or journalists. The form can be completed online, and pictures or videos attached. Alternatively, member associations can make it possible for complaints to be submitted by phone or in writing. Incoming reports may then be passed on to the association's disciplinary department for its attention.

### **Fan dialogue and probation models**

Before imposing bans, dialogue can be held among fans between potential or identified people or groups. Task forces set up to meet regularly with fan groups and individuals in order to spread the anti-discriminatory message can have a preventative effect, e.g. before a national competition.

Some associations have organised educational programmes in this area specifically for fans who have already been sanctioned. Discussions between accuser and accused, potentially with the aid of a neutral moderator, help to make the accused aware of the potential punishment, thus preventing discriminatory offences from occurring. Dialogue paves the way for sincere apologies or, in some cases, for victim-offender reconciliation. There are examples of clubs holding such discussions over an entire season, with monthly meetings systematically adapted to the case in hand. In addition, some stadium bans permit a range of probation models.



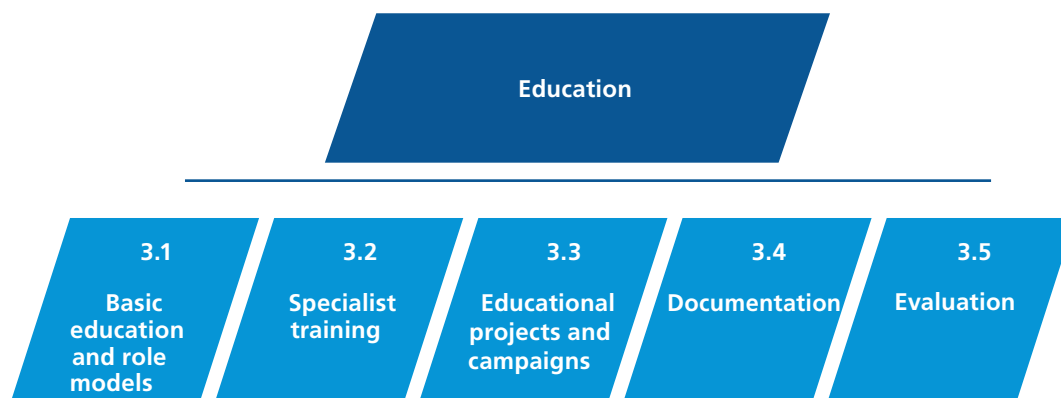
UK organisation Kick it Out, a finalist at the FIFA Diversity Award 2016 and a recipient of support from The Football Association, uses an app that collects complaints and picture/video evidence of discriminatory incidents across the country.





**PILLAR 3:  
EDUCATION**





When combined with education, football's integrative benefits can be put to good use. Incorporating educational work in diversity and anti-discrimination in associations' strategies is a very demanding task, but investing in the training of an association's active members and employees will pay dividends in the medium term, from both a sporting and an economic perspective.

The "Education" pillar is intended to provide players, coaches and match officials with the means to act as socially responsible individuals. There are many ways to convey how to portray diversity and anti-discrimination as important values. Education in, around and through football can pass on basic information on how to avoid discrimination and about how people should react in the event of discriminatory incidents occurring in their own environment. Education in a football context is characterised by the fact that it can be tailored to people's needs, and as a result it can provide

programmes and projects that differ from region to region. It will fail if an association simply tries to use the solutions used by other associations without adapting them to their own needs.

In football, education is about reaching out to people in their social environment. In this regard, knowledge of (socio-)pedagogy and teaching methods is vital, as the type of educational work in football involves much more than a promotional video. It must have a sustained effect, integrate the various stakeholders (such as young players, football fans and match officials) and support knowledge sharing. Highly visible slogans, such as "For diversity, against discrimination", news and infotainment are important for communications (see chapter 5), but they are not sufficient to form part of the "Education" pillar, as is also the case with information, requests or even instructions for spectators. Below are some educational examples.



## 3.1 Basic education and role models

When it comes to basic education, member associations and clubs have many opportunities to spread the diversity and anti-discrimination message, ranging from young club players to referees and coaches in the leagues and associations' own apprentices.



"Young players can see from my example that you can be gay and a successful professional footballer at the same time." Former Germany international and FIFA Diversity Award jury member **Thomas Hitzlsperger** is a role model for anti-discrimination in football.

Associations and clubs should systematically assess how they could possibly use sporting education to improve elements of their players' social education. Current and former players who are well known in the region along with full-time or voluntary employees of associations and clubs should be trained to be role models, including in relation to diversity and anti-discrimination. At an association, managers and players should act in a way that makes it easier to promote diversity and anti-discrimination. They should always be aware of their position as role models.

It is not just about educating youngsters or finger-wagging, however – the approach should be to constantly learn from each other. Associations can

create areas in which this is actively promoted and rewarded, as it is in these areas that a mutual exchange between match officials, club representatives, coaches and officials will be the most harmonious.

The necessary special training sessions should include elements focusing on social inclusion and anti-discrimination. A clear attitude on diversity and anti-discrimination should be backed up by explanations, activities and case studies. If necessary, external support can be called upon to improve the quality of such sessions, such as experts in social inclusion and pedagogics, students of the game or the arts, or diversity specialists, for example.

At the same time, understanding the day-to-day lives of those receiving basic education is just as important, as is proactively supporting the organisation's own members in their direct environment.



"I'm a black woman. I would love to walk into a room and know everyone sees me as an equal. But I know that's not my reality. Gender equality around the world starts with the conversation, it starts with awareness, it starts with the small changes." **Karina Leblanc**, former Canada international and FIFA Legend, knows how to use her story to motivate people, especially young women and girls who want to make it as footballers.

## 3.2 Specialist training

Where diversity and anti-discrimination in football are concerned, common sense is rarely sufficient. Specialist training is needed, as discrimination in football can take many forms, whether direct or indirect, blatant or subtle, and it is important to know who should react – and how – in a serious situation.

Such training is useful if it is based on prior research into people's needs, but general training sessions, such as a seminar on the association's history or on gender equality in action, or a forum for people to swap tips on stress management, can also provide an alternative to narrow-mindedness.

To create role models for diversity and anti-discrimination, associations can offer their employees a practical portfolio for everyday use combined with training sessions, preferably with external course leaders.

To obtain knowledge from various stakeholders so that everyone can use it, an association can, for example,

To prepare its match commissioners and security officers around the world, FIFA provides them with a training module covering diversity and anti-discrimination as well as its own measures. Other match officials, particularly referee teams, are also trained for specific tournaments. Furthermore, FIFA delivered tailored training to all of its stadium-based employees, from security staff to volunteers, before the FIFA Confederations Cup Russia 2017 and 2018 FIFA World Cup Russia™.

produce a brochure or an online platform to collate and combine details of experiences and proposals for how to react, as well as information on country-specific symbols and codes of discrimination.



Former Spain international and FIFA Legend **Michel Salgado** talked to players from the England U-17 team at the FIFA Ethics Workshop during the U-17 World Cup in India. England's coach Steve Cooper reports: "The FIFA Ethics Workshop covered a range of important topics in a way that kept the players fully engaged. Adding a competitive element in the form of quizzes also gave the players an added incentive to give their full attention to the presentation."



"I'm a FIFA ambassador and it is great to be here, but it is also about the Papua New Guinea girls. When the tournament is finished and we all go home, these girls need to step up and be the role models and continue the fight against violence in this country." At the FIFA U-20 Women's World Cup Papua New Guinea 2016, England international and FIFA Legend **Alex Scott** enthusiastically supported the #ENDviolence campaign to combat violence against women and children.



### 3.3 Educational projects and campaigns

There are many educational projects and campaigns in the world of football. They should all be in line with the needs of their respective target audience, e.g. for children and young people of various ages and for adults. If we take a look at the bigger picture, football can always assess its own experiences of projects and compare them with current, established practices in general educational work. Such initiatives will be more effective if the social milieus of the target audience are taken into account as well as the regional circumstances.

Projects and education are intertwined: in workshops, panel discussions, presentations, seminars, international youth exchanges, video

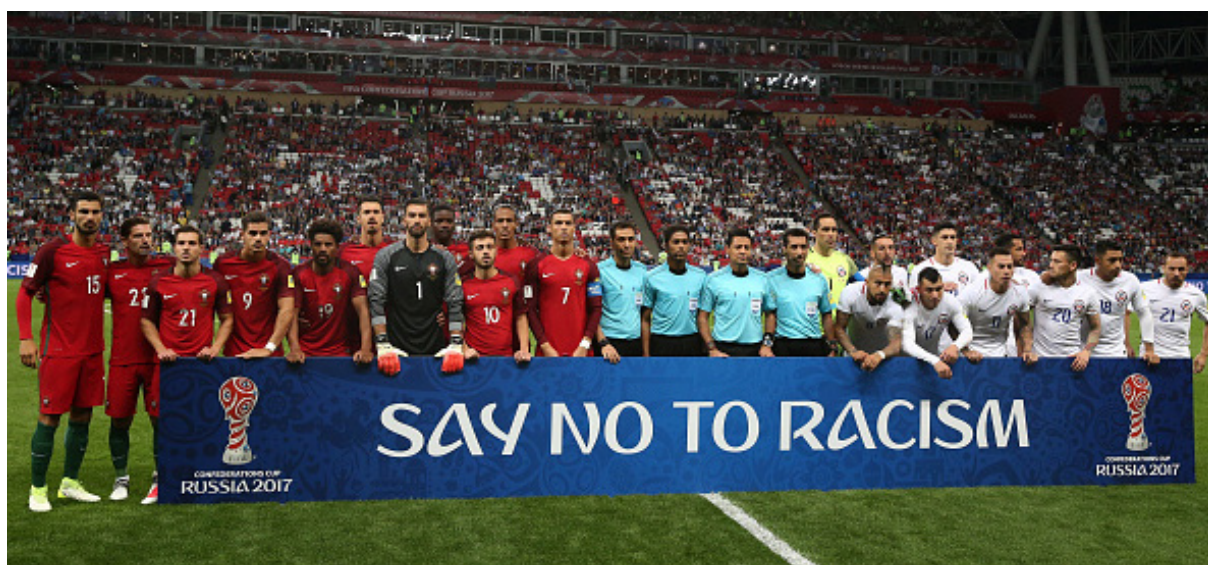
projects and exhibitions. An association cooperating with other initiatives in the region will always be welcome.



In 2016, FIFA provides a football pitch at the Home of FIFA to Swiss organisation Raumfang for its "Football Connects" project so that 20 to 30 unaccompanied refugees aged between 12 and 18 can train once a week with professional coaches.

*Opinions don't change overnight: providing information, identifying and removing prejudices and stereotypes, educating and making people in football aware of diversity and anti-discrimination all takes time.*

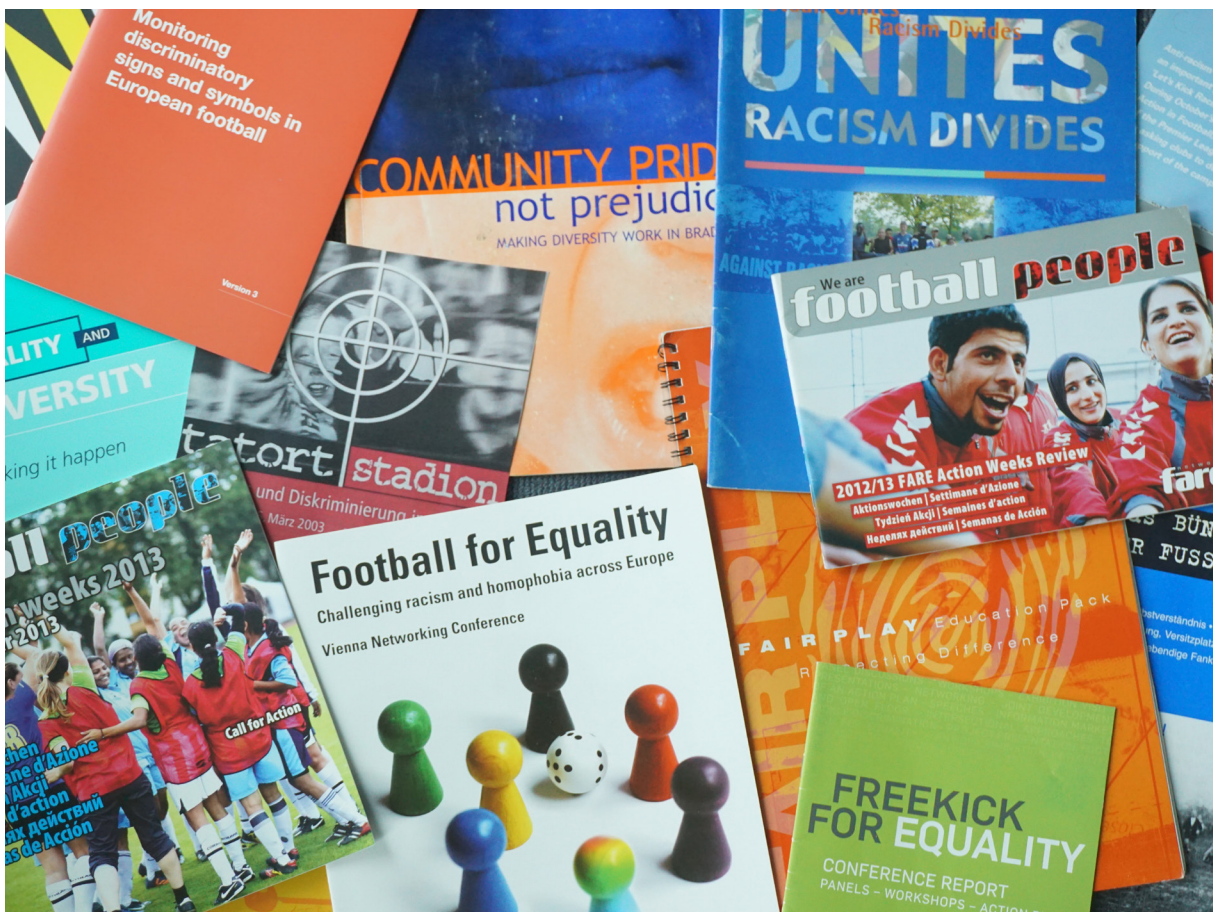
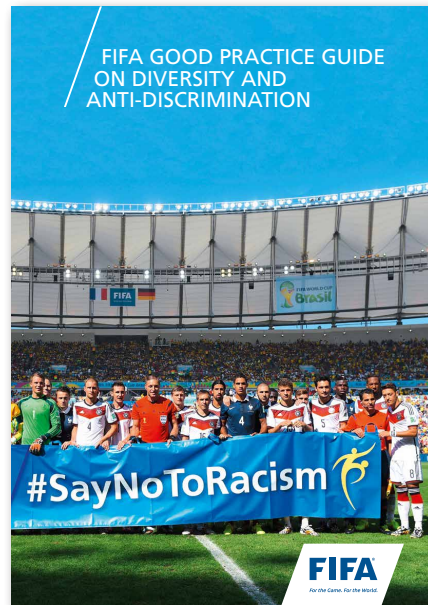
*If an association can combine the opportunities outlined here, it will create an appealing campaign that will give an association a certain structure. Campaigns are always more authentic and successful if an organisation ensures that its own football fans are involved.*



The annual FIFA Anti-Discrimination Days take place at each of the quarter-finals of the FIFA Confederations Cup Russia 2017.

### 3.4 Documentation

Documentation of discriminatory incidents, particularly of positive examples of diversity and anti-discrimination in football in both word and images, are important for an association to keep developing education as one of its pillars. In this way, an association can put the foundations in place for disseminating good examples of diversity and anti-discrimination, and for ensuring that its members and all other stakeholders have the opportunity to receive further training and learn from one another. Such documentation will also help with evaluation and increase awareness of this important issue.





## 3.5 Evaluation

Regular evaluations are vital for all five pillars of an association's concept and the resulting initiatives for diversity and anti-discrimination. Nevertheless, this is particularly important in the area of education because of the many differing approaches from one region to the next. An annual report, for example, is a helpful way of comparing successful elements of educational work with elements that have not been quite so successful. Furthermore, it can also be stressed which projects need to be implemented on a case-by-case basis, and which could be recurring elements to help the association's profile.

Educational trends and methods are reviewed. This avoids the danger of taking a one-size-fits-all approach to teaching methods and practices. Successfully combining approaches taken from different methodologies and practices will ensure that an association's initiatives will not become ineffective. Evaluation will also ensure that the

correct terminology is always used in the context of diversity and anti-discrimination.



Supporting diversity and anti-discrimination: **Emmanuel Amunike**, former Nigeria international and FIFA Legend.



**Federico Addiechi**, Head of the FIFA Sustainability and Diversity Department; **Milana Verkhunova**, Head of Sustainability of the 2018 FIFA World Cup Russia™ Local Organising Committee and **Yuri Boychenko**, Chief of the Anti-Racial Discrimination Section of the Office of the High Commissioner for Human Rights, present the FIFA Sustainability Strategy two days before the Preliminary Draw for the 2018 World Cup.

### 3.6 Examples from the global football family



The promotion of education in the area of diversity and anti-discrimination will be most effective if the local methods are taken as the starting point. These can then be built upon using the inspiration of international approaches.

#### **Declaration of commitment**

The introduction of commitments agreed upon by players and coaches can be a simple but effective project. To put this into practice, only a simple sheet of paper or a board is required so that everyone involved can, before the next match, write down what they need to do and what they need to avoid. These agreements can come from a discussion between the coach and the team, or from discussions presided over by external experts. If necessary, people can be reminded about the commitment before certain matches.

Such declarations of commitment can be crucial before matches that may be charged with emotion due to historical conflicts or current affairs. They will, on the one hand, serve to calm the players down and make sure that their focus is on sportsmanship and fair play, and on the other hand they will have a positive

effect on the spectators. While it is not always necessary, it is certainly a good idea to ask an external party to preside over the discussions as this person will not have any interests in either of the teams or the conflict itself.

#### **Involvement of clubs**

An association can provide its members with information material with a view towards promoting diversity and anti-discrimination. Although this FIFA Good Practice Guide serves as a framework, an association could also draft a regional good practice guide for its clubs that could, depending on the legal situation in the country concerned, offer more in-depth and practical strategies and examples.

#### **Involvement of players and coaches**

Contracts with players and coaches could include a clause stipulating a specific number of working hours for diversity and anti-discrimination work. If they receive information about diversity and anti-discrimination, players and coaches can act as patrons for local schools or educational projects. They can then use their familiar face, their status as a role model, their



### III IMPLEMENTATION OF DIVERSITY AND ANTI-DISCRIMINATION IN FOOTBALL

knowledge and their experience, not only in terms of diversity and anti-discrimination, to connect with people in the region.

#### ⚽ Involvement of spectators

Spectators can be encouraged to get involved by initiating a joint action in a stadium. A task force could be used, for example, to encourage fans to also take action to foster diversity and anti-discrimination in the stadium and in their immediate environment.

#### ⚽ Recognition of the role played by immigrants and ethnic minorities in football

Some associations as well as governmental and non-governmental organisations have taken it upon themselves to adapt the little-known stories of footballers from immigrant and ethnic minority backgrounds so that they are “one of us” and role models.

In some places, there is a Black History Month or Hall of Fame, while in others, action weeks support and involve refugees.



Shedding a light on the plight of immigrants and on the importance of ethnic minorities to football and its environment at a national level enables associations and clubs to tell their stories from a different perspective, one that creates a diverse sense of identity.

#### ⚽ Using sports events

Workshops, panel discussions, etc. can also take place in conjunction with a football or fan tournament so that players can come together between matches to talk about their experiences of diversity and



anti-discrimination and to learn about other people's experiences. Football tournaments can also be held under the motto of diversity and anti-discrimination, with tournament organisers also using a fair play system, in addition to the usual points system, to reward positive behaviour.

### **Raising awareness among youngsters and football fans**

There would not be enough space in this Good Practice Guide to list all of the education-oriented projects that offer information and guidance in this area, which stretch from campaigns against racism and discrimination to visits to schools from players, coaches, referees and other officials with a focus on education.

Players can discuss their experiences of racism and other forms of discrimination with youngsters, and in some cases, those players will themselves receive training and guidance from experts prior to their visit, perhaps from anti-discrimination advisers to help dismantle prejudices and myths about immigrants and their families or about people of certain religions.



In addition, educational materials can be developed for teachers at schools or for social workers in local projects. Such materials can make clever use of people's interest in football, its history and its fan

cultures in order to address target audiences such as youngsters and fans in the most appropriate way.

In this regard, a visit to the homepage of the European initiative Show Racism the Red Card (SRTRC) is recommended.



### **Organisation of project days**

Partnerships with schools, local authorities, universities, companies or respected educational establishments can be put in place to launch educational project days focusing on football, diversity and anti-discrimination. Such initiatives can also be launched by an association, clubs or the establishments themselves. Teaching and educational materials can also be drafted to incorporate the subject of diversity and anti-discrimination in football. Footballers, coaches and referees can also talk to school classes about their experiences.

### **Establishment of meeting place**

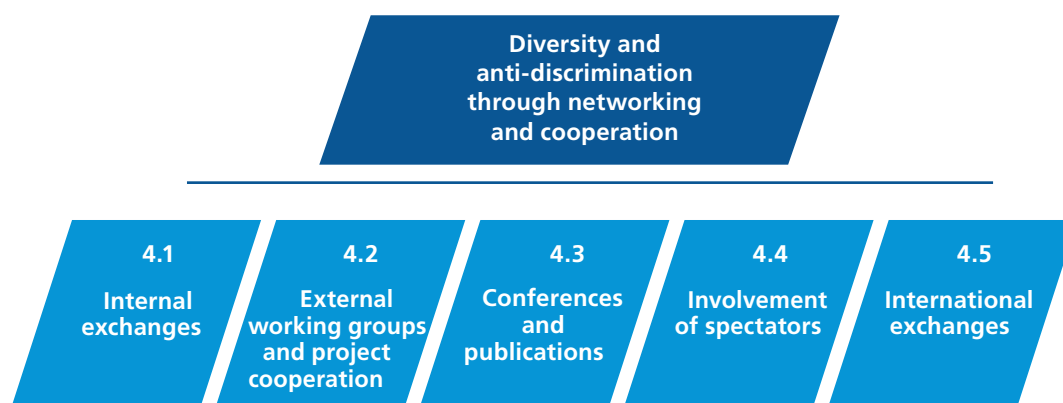
Many associations and clubs have established a meeting place for fans to coordinate the above examples. These rooms can be managed by the fans themselves. In other instances, they can have meetings there with fan officers or receive support from an educational expert. Such facilities can also offer traditional social work and provide fans with stability in their social lives and conflicts. This can go a long way towards ensuring that fans channel their aggression and discrimination into something far more positive.





**PILLAR 4:  
NETWORKING AND  
COOPERATION**





An association's internal and external networking and cooperation work creates a platform for knowledge transfer and the exchange of lessons learned from a range of perspectives. It supports participation, innovation, social development and, importantly, the running of the association in a socially responsible manner. This will strengthen the organisation's credibility, while members of minority groups will be better targeted and can participate.

Networking and cooperation are a prerequisite for the other pillars. FIFA believes that it is vital that experiences, energy, time and resources are all brought together with the relevant expert partners in order to safeguard diversity and anti-discrimination.

The regulations, controls and sanctions, communications and education pillars are all reflected in networking and cooperation, which in turn is particularly linked to the area of education. Overall, it is about involving people not only as athletes and organisers, but also addressing their social requirements.

Networks establish think tanks, which are needed because the issues of diversity and anti-discrimination are always posing new challenges for football. The basic concepts of diversity and anti-discrimination require people to approach one another and constantly learn from each other. Networking and cooperation can create productive synergies and interaction.

Working for diversity and anti-discrimination is not a political issue. It follows the basic principle of human

rights that, where football is concerned, dictates that everyone should be able to play and experience the game according to their interests and talents. There are many governmental and non-governmental partners to help establish diversity and anti-discrimination in a professional manner. They can launch projects that use the integrating power of football, including with associations and clubs.

Networks not only present opportunities to obtain better results together, they also create mechanisms to react quickly and appropriately to emergencies. Networks are ideal for that. As a result, it can be a good idea to introduce network meetings, which create a forum for either a local or national exchange of ideas about future proposals and developments in the area of diversity and anti-discrimination. Exchanging information about current issues, e.g. racism or homophobia in football and in fan scenes or the prevention of sexual harassment, can be important for all departments. An international exchange about problems, experiences and solutions will broaden one's own horizons and create partnerships.

FIFA's work in the area of diversity and anti-discrimination feeds off the cooperation of its member associations, and as such, FIFA is reliant upon networks and comments from its members. Likewise, input from experts who professionally connect football with diversity and anti-discrimination is also helpful. This Good Practice Guide would never have been written without the cooperation of various parties.



## 4.1 Internal exchanges

### Cross-departmental exchanges

In the best-case scenario, diversity and anti-discrimination will incorporate all of the association's operational areas. Different technical requirements can sometimes create different beneficial perspectives and solutions, so it is vital that there is a strategic agreement between the departments responsible for the disciplinary code, security, sports education, the organisation of competitions and events, social responsibility, sustainability and human resources. Member associations should set up cross-departmental working groups on diversity and anti-discrimination to discuss ongoing issues and ensure that the approaches to be taken take everyone's needs into account.

As diversity and anti-discrimination is part of social life, it also makes sense to invite employees and officials to take part in these working groups regardless of their position at the association. It is possible that associations will have employees and officials who are knowledgeable about the issue or who have

been subjected to discrimination themselves. In this way, an association can use all of the knowledge in its association in a fair and equal manner.

It is also recommended that such working groups hold regular meetings, regardless of any issues that are suddenly the subject of public discussions, enabling the association to act in a more confident and targeted manner, instead of simply reacting when under pressure to do so. The quality of such a working group can be further improved by inviting guest experts in line with the issues to be discussed.

As people can have different personal and professional approaches to diversity and anti-discrimination, these working groups and employee exchanges should be given the necessary time to develop a common working ground and, subsequently, objectives. Diversity and anti-discrimination can thus gradually become embedded in each department's operations – for the long term.



"Racism and discrimination is a society problem. If we don't stand up, if we allow racism to overpower sport, we will be doomed to existence in a hostile world." **Tokyo Sexwale**, anti-apartheid activist, FIFA Diversity Award jury member and chairman of the FIFA Monitoring Committee Israel-Palestine, talks to FIFA President **Gianni Infantino**.

### Cross-organisational exchanges

External experts who link football with diversity and anti-discrimination can also be invited to take part in ad-hoc or regular meetings to exchange information or provide advice. Such experts may work for governmental and non-governmental organisations, they may be researchers, journalists or other people in the public eye, but all will be experienced in matters concerning diversity and anti-discrimination in football and its fan cultures.

They may also be involved in an association's working groups. Productive exchanges like this can therefore not only consist of representatives of the relevant association departments but also of representatives of the relevant confederation, football clubs, governmental and non-state organisations (e.g. scientific community, police), fan organisations and specialist journalists.

Such exchanges, which can also take the form of working groups, can advise on the revision of

association guidelines and create drafts for a mission statement on diversity and anti-discrimination. An expert advisory board can also provide support for an association's sanctioning practice. A mixed working group can give advice on greater diversity and anti-discrimination in media reports. Associations should use such interdisciplinary exchanges to continually refresh the pillars listed in this Good Practice Guide on diversity and anti-discrimination in football and the resulting action plans.

Nevertheless, an association should always define the opportunities but also the limits of such an exchange so that they are in line with the participants' expectations.

"Discrimination has a lot to do with ignorance and non-acceptance. The world is changing step by step, and when we are all equal, then we will be able to talk about one human nature." **Anthony Baffoe**, former Ghana team captain, had to defend himself against discrimination as a player. The former FIFA anti-racism ambassador is now a FIFA coordinator at tournaments such as the FIFA Confederations Cup Russia 2017.





## 4.2 External working groups and project cooperation

Involvement in working groups of governmental and non-governmental organisations will establish an association as a professional, social player in the region. If an association receives an invitation from a state or non-governmental body to become involved in a working group or other similar body, it should first decide whether working together would help to develop its own concept for diversity and anti-discrimination.

There are working groups that are not always immediately useful, but will be so in the future. Some working groups can help to compare matters and to develop projects, whereas others are simply a pool of possible future partner organisations. An association can also symbolically offer other organisations' task forces the opportunity to use its meeting rooms.

First of all, questions must be asked in working group meetings so that objectives can be formulated. Associations should always be open to criticism – whether positive or negative – and regard it as constructive. Successful working groups with

participants from different walks of life can result in project cooperations that will mean that some working group members will have to work together for a specific period of time. Such project cooperations can be transferred to the communications pillar to create, for example, handouts for media reports to embrace diversity and anti-discrimination in football.



On the occasion of the FIFA Anti-Discrimination Days during the quarter-finals of the 2014 FIFA World Cup Brazil™, Argentina captain **Lionel Messi** speaks out against discrimination in football.



FIFA Anti-Discrimination Days before the France v. USA semi-final of the FIFA Women's World Cup Germany 2011™: USA captain **Christie Rampone** with a strong message for anti-discrimination in football.

### 4.3 Conferences and publications

Conferences can initiate a fresh approach. They are another way to listen to and activate networks on a specific topic, as they will ensure that members at all levels of football are reached in greater numbers. Experts will attend, not only as speakers, but also as participants in discussions.

Conferences can either be held on a specific topic on a one-off basis, or introduced as a recurring event, with each individual conference focusing on a different subject in the context of diversity and anti-discrimination.

Conferences do not always have to be held in one central location but can also be held in different regions. Associations can also encourage clubs and regional organisations to set up their own events.

Such events can be organised as regional affairs in which clubs, their officials and fans can exchange praise, criticism and constructive ideas. This would allow an association to align itself with the opinions and needs of its members, depending on the topic.

Publications can be created at the end of the conference not only to document the discussions and results, but also to provide examples and solutions that can be used as guides to be developed further as assistance.



The *FIFA 1904* magazine devotes its entire April 2017 issue to equality and inclusion in world football.



Podium discussion during the presentation of the FIFA Anti-Discrimination Monitoring System for the 2018 FIFA World Cup™ qualifiers at Wembley Stadium on 12 May 2015.



## 4.4 Involvement of spectators

Spectators are often reduced down to their potential risk factor, but in fact they can also be partners and provide proposals as well as their own expectations concerning the association's commitment if invited to answer a survey promoting diversity and anti-discrimination. In this way, an association can reassure its fans, encourage innovation, and prepare the ground for cooperation with upcoming campaigns.

An association can give spectators the necessary forum by organising or promoting meetings or a fan congress. Fan representatives can be invited to be permanent members or occasional guest experts at meetings of task forces that deal with diversity and anti-discrimination, ensuring a direct form of conflict resolution.

Before or during major tournaments, fan group representatives should be invited to recognise their mutual awareness of anti-discrimination, despite their differences in terms of team supported. If football

fans are directly involved in the planning stage of fan-related campaigns and given advance notice of an association's planned campaigns, there is a greater probability that the latter will also be accepted. Involving spectators will also increase self-regulation as well as promote civil courage for diversity and anti-discrimination in the interests of the association.



## 4.5 International exchanges



This Good Practice Guide is an attempt to collate experiences and place them at the disposal of others. As such, it can be a good idea for associations to forge international contacts with parties that are actively involved with various areas related to diversity and anti-discrimination. After all, learning from neighbours and fellow players from all around the world should be part and parcel of football as a global sport. In this way, milestones and developments should serve as a learning environment and point the way forward.



In particular, working with neighbouring football rivals can also help to eradicate mutual hostility. Constructive exchanges are useful for putting the message across that “healthy” rivalry and the passion that goes with it do not necessarily have to overlap into everyday life.

In addition to their involvement in international working groups and bodies, associations and clubs can also enter into binding partnerships with other associations or clubs in relation to a joint project to promote diversity and anti-discrimination, for example to improve neighbourly relations or include people with a migration background. It can also be a good idea to offer international placements to people who wish to focus on the legal, sporting and sociological sides of diversity and anti-discrimination.

International sporting exchanges, in particular in relation to children and youngsters, should also explicitly include the topic of diversity and anti-discrimination. Many towns and cities are twinned with towns and cities in other countries - and this concept can also be extended to include football and help to link football with social issues.



## 4.6 Examples from the global football family



Many examples have already been touched upon, which is inevitable when talk turns to networking and cooperation in football. Some more specific examples are below.

#### **Involvement of family members of minority groups**

Some football associations have bodies or working groups to promote the inclusion of immigrants, their descendants and ethnic minorities, with discussions focusing on how football clubs can be more welcoming to members of minority groups so that they are actively involved.

Such bodies can lead to targeted poster campaigns or trial training sessions in specific neighbourhoods, while major clubs can also enter into partnerships with teams from lower divisions. Another option is to host story-telling evenings with the involvement of players, or to host parents' evenings for youth players so that personal experiences can be shared.

Lesser-known events from the association or club's history can also be highlighted, with stories about people and the social background of the club that focus on aspects of diversity. This could take the form of an exhibition with the involvement of local people who show an interest in the project.

Furthermore, liaison officers can also be appointed to advise players who have to appear before disciplinary bodies. Some associations and clubs have also employed diversity managers or social inclusion officers to explicitly promote coexistence in diversity.

#### **Club foundations**

There are many positive examples of social inclusion in which clubs formed by members of minority groups take part in the regular activities of associations. This can be regarded as a moment of participation and integration, as opposed to self-segregation.

Then there are examples of clubs that have been founded by homosexuals or by people of a specific religion. These clubs state that they are open to everyone and anyone – as is every other club. Such clubs make it easier to approach certain groups in society, and it is indeed understandable that people who play football in their spare time will enjoy doing so with those of like mind. It is this social contact and exchange that makes football special because away from professional sport, such interaction is sometimes even more important.

#### **Campaigns by and with football fans**

All around the world, football fans are known for launching or participating in extremely creative

initiatives for diversity and anti-discrimination, whether of their own accord or in cooperation with associations, clubs and non-governmental organisations. Many of these initiatives are described in publications such as the “Unite against Racism in European Football. UEFA Guide to Good Practice” handbook published by UEFA and the Fare network in 2003.

Instead of launching their own campaigns, associations should consider supporting activities and initiatives that the fans themselves have either commenced or wish to introduce, which offers a greater chance of success.

#### **Football People – Fare network action week**

One example of a cross-pillar initiative is the Fare network’s “Football People” action week, which brings together professional football and fans for a series of diversity and anti-discrimination activities and events that inform, explain and educate. The cooperation of



hundreds of groups and organisations has been in place for many years, and it always draws significant media attention.

For two weeks every October, the non-governmental body Fare network calls upon fan groups, football clubs and football associations all over Europe to organise activities for diversity and anti-discrimination in and around European cities under the Football People banner. In the past, these activities have included fan or

club banners, as well as panel discussions, workshops and conferences that have, for example, dealt with the



topic of the social inclusion of women in football and in its fan scenes. There have also been instances of the focus being placed, for example, on current issues of homophobia or transphobia in football and its fan scenes.

#### **Support for refugees**

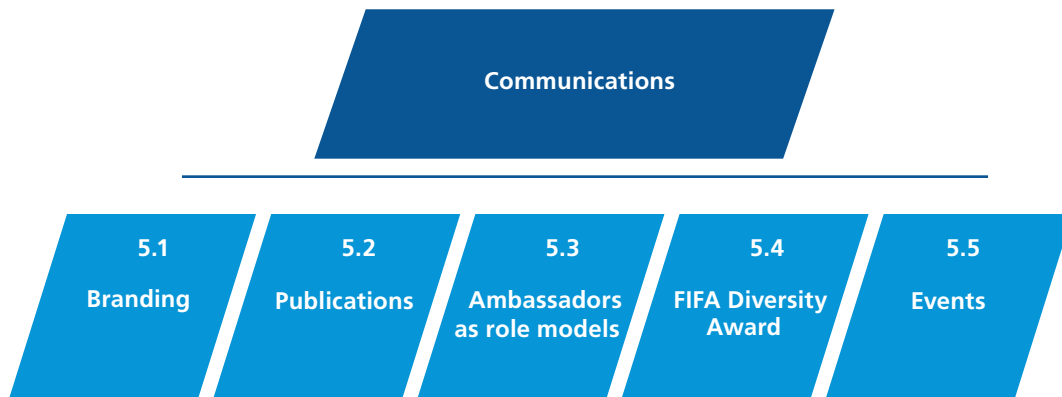
There are also clubs and groups of football fans who support refugees, and particularly unaccompanied refugees who are minors, by inviting them to visit their stadiums and giving them free tickets. They donate football equipment and organise other fundraising collections and activities.

In addition, there are initiatives whereby clubs integrate refugees into their club activities and as players. Fan groups have been known to help refugees play football amongst themselves too, while various people have donated equipment. Some clubs provide counselling to refugees in their new environment.



# PILLAR 5: COMMUNICATIONS





Before sports tribunal proceedings are launched, discriminatory incidents may come to the public's attention via external reports or social media. Football associations can use such situations to their advantage and position themselves without actually launching any investigations of their own, by developing a preventative, proactive strategy for diversity and anti-discrimination and integrating it in their communications and public relations work.

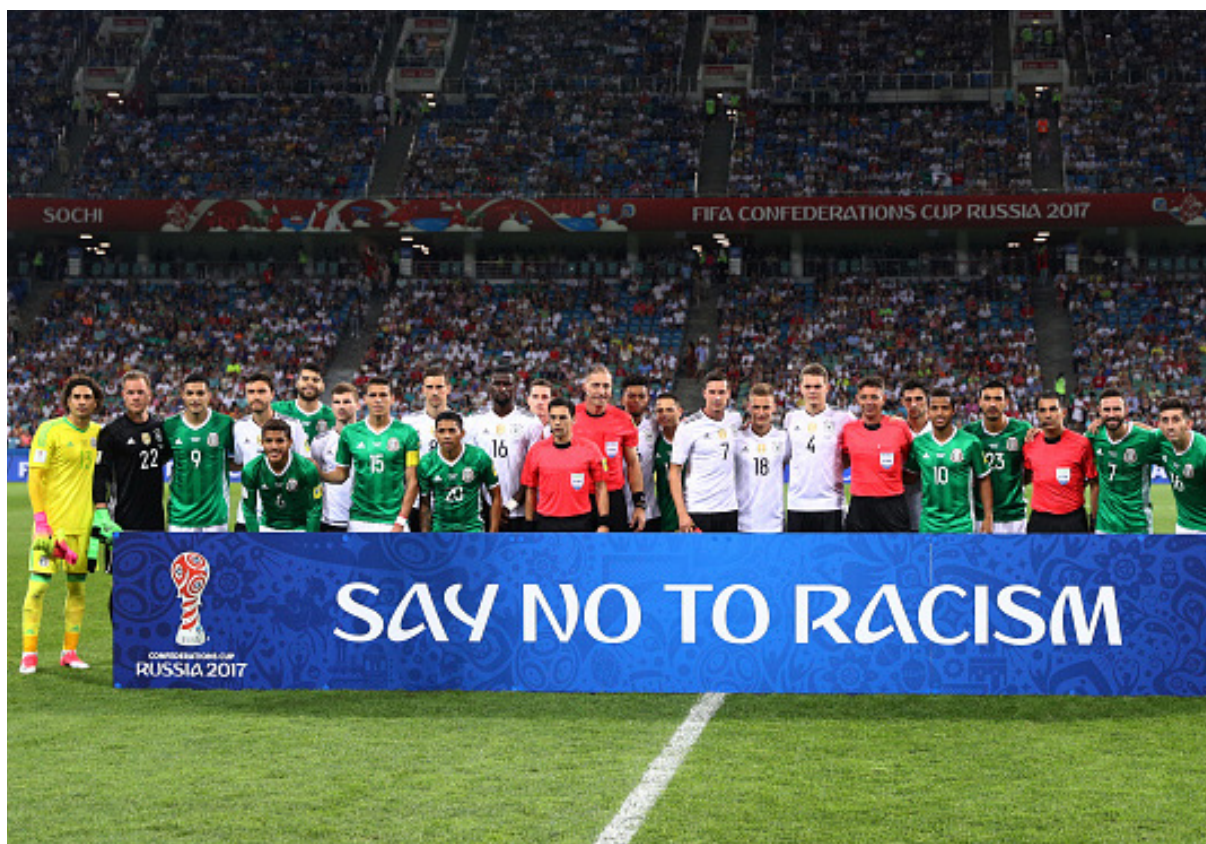
Potentially discriminatory incidents can be a good opportunity for associations to clearly present their commitment to diversity and anti-discrimination. They should position their projects and concepts in the media similarly to the guarantee that current incidents are being thoroughly reviewed in order to act decisively in this area.

In public relations work, it is important not to neglect the other four main pillars, as media campaigns to strengthen diversity and anti-discrimination are only effective if they are backed up by long-term action. Ultimately, it is the pillars of regulations, controls and sanctions, education, and networking and cooperation that deliver the images and text that an association needs for its public relations.

Essentially, it is about deciding whether to tackle the various forms of discrimination systematically or on an event-related basis.



## 5.1 Branding



Anti-Discrimination Days during the semi-finals of the FIFA Confederations Cup Russia 2017: Germany v. Mexico.

A visual identity is vital for placing an organisation's stance on diversity and anti-discrimination in the public spotlight in an effective and sustainable manner. This identity could be a logo, or possibly a recurring design element that conveys a message online, or on display boards or T-shirts.

Branding makes all five pillars for diversity and anti-discrimination – regulations, controls and sanctions, education, networking and cooperation, and communications (PR work) – visible and recognisable.





"On behalf of the national team of Portugal, we wholeheartedly reject discrimination on any grounds, including race, gender, sexual orientation, ethnic origin, disability and religion. Using the power of football, we can help to promote diversity and to eradicate racism and discrimination from our sport and society at large. We pledge to pursue this goal and urge you to join us in this fight." Portugal's captain **Cristiano Ronaldo** read out this message on the FIFA Anti-Discrimination Day before his team's FIFA Confederations Cup 2017 semi-final against Chile.



## 5.2 Publications

PR covers media releases as well as an association's online presence. In order to ensure that the association's commitment to diversity and anti-discrimination is always visible, it is recommended that its homepage has its own menu item or sub-item dedicated to sustainability or suchlike or a regular column in its magazine. Information can also be disseminated at events in a way that is visible to the public (e.g. billboards, in stadium announcements and entertainment systems, videos on large stadium screens, etc.).

It is all about ensuring that the organisation's general stance on diversity and anti-discrimination is always clear and visible, and that all relevant activities are brought together.



The theme of *The FIFA Weekly's* October 2015 issue is "United Against Discrimination".

### News, interviews, background articles and social media

These include:

- Press releases;
- Regular news;
- In-depth interviews and background stories;
- Reports on any incidents and the results of investigations conducted by the association's disciplinary bodies;
- Downloadable material on the association's/club's best practices as a guide (the association should also provide links to FIFA's guidance in this area);
- Social media presence.

Having a social media presence has become an increasingly important way of presenting one's position and encouraging discussion. Online communication generally provides many highly popular formats, which should be used to put one's diversity and anti-discrimination message across – either via statements or video spots.

### Infotainment

Infotainment can be another useful way to place messages successfully. Combining information and entertainment can attract people's attention and communicate complex content at the same time. Infotainment is recommended if the association produces its own news and videos on diversity and anti-discrimination. It can also be used by associations for their events: how will the event title be worded, who will be invited, how will the subject matter be presented?

At the FIFA Confederations Cup Russia 2017, FIFA included an anti-discrimination video into its stadium infotainment. The video was played twice before every match and featured FIFA Legends delivering a clear statement in multiple languages in connection with the "Say No to Racism" campaign:

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*“Fair play and mutual respect are fundamental to football. Discriminatory behaviour is not permitted. We ask you to maintain the principles of fair play and to take part in football in a spirit of unity, respect and equality. Say no to racism!”*

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The statement was also displayed in various languages on the stadiums’ giant screens before the coin toss.

### Effective short formats

During the 2014 FIFA World Cup Brazil™, FIFA asked public figures and fans alike to get involved in a selfie campaign that entailed them holding up a sign with the “Say No to Racism” campaign message. Another idea would be to invite public figures and other significant people in this area to take part in an association’s online chat forum and answer questions on diversity and anti-discrimination.

PR is also strengthened by a visual presence in the stadium. This could possibly be on an advertising board or a banner that players and escorts carry on to the pitch together to display a message. Banners or signs could also be placed at official events or Fan Fests. Signs and short, sharp messages can get specific information on diversity and anti-discrimination across, either by being printed on entry tickets, flyers or T-shirts, or maybe in match programmes or on placards.

### Supporting journalists who conduct background research

It is all too often the case that examples of commitment to anti-discrimination are overshadowed by tabloid headlines on the latest discriminatory acts. Placing positive news with the media is a thankless task, and anti-discrimination in football can be a particularly complex area – so it is generally recommended to seek out journalists

and media organisations that are prepared to invest in medium- and long-term research and provide background stories in a cooperative spirit.



**Jaiyah Saelua**, in Samoan culture a person of the “third gender”, plays for the American Samoa national team and is a FIFA Diversity Award jury member.



## 5.3 Ambassadors as role models

Individuals can also convey important stances on diversity and discrimination, with role models (such as the FIFA Legends) being the most suitable for such a purpose. Popular footballers, coaches and referees as well as famous names from the worlds of politics and entertainment can promote activities with a recognisable face, for example on posters or in a public campaign on diversity and anti-discrimination. They can ensure that messages are given broad exposure and back up these messages by drawing upon their personal experience in football.

The appointment of one or more ambassadors by an association can in itself be a media event. It is crucial that the ambassadors are well informed about the

finer details of the association's stance on diversity and discrimination as well as on the association's current projects before they appear in public to talk about the issue.

There are many opportunities for public appearances: during and in the lead-up to football matches, tournaments and special events. Their mere presence and face can give an association's projects and partners the necessary recognition. During panel discussions, for example, ambassadors can link the discussion topics with their own personal experience. They can also draft forewords for publications, exhibitions and projects that are relevant for sport and society and that touch upon diversity and anti-discrimination.



"Prejudice is what we need to fight in a very concrete way. Inclusion of all minorities and creating a diverse environment in football is key. I think the FIFA President has set the tone in a very positive way." **Clarence Seedorf**, former Netherlands international, four-time Champions League winner, FIFA Legend and FIFA Diversity Award jury member.



"We had a very old football at our school, but didn't have any other activities after school. So we would kick the ball around and have fun, but one day we had trouble with some men, who said, 'Football isn't for women. It's an insult for the game if women play.' That made us stand up for our right to play, stand up for women's rights and for gender equality." **Khalida Popal**, captain of the first Afghanistan women's national team (2007), FIFA Legend and FIFA Diversity Award jury member.

## 5.4 FIFA Diversity Award

In 2016, FIFA launched an annual diversity award, the recipient of which is chosen by an 11-strong jury of experts. It could be a further milestone if associations decided to introduce such an award at a national level, as the accompanying media exposure would enable the association to highlight specific projects and programmes that exemplify its significant commitment to diversity and anti-discrimination in football on a daily basis. At the same time, this symbolic recognition and award ought to inspire other national initiatives, which in turn will motivate organisations, initiatives and individuals to exchange best practices and build up networks.

A fine example is that of Indian organisation Slum Soccer, which won the inaugural FIFA Diversity Award in 2016 and offers sustainable solutions to combat widespread homelessness in the country and improve living standards in disadvantaged areas. Slum Soccer helps people to help themselves so that the communities will one day be able to stand on their own two feet, using football to overcome ethnic, religious, linguistic and gender-based barriers, to connect, to teach basic life skills, and to work towards improving the overall standard of living. The organisation's centres act as safe places free of discrimination, providing positive role models and a place to develop and enjoy oneself.

The award also provides the association with an opportunity to present and strengthen its own strategic approach and activities to promote diversity and anti-discrimination, for example by firming up relations with key stakeholders or fostering the debate around diversity and anti-discrimination.



At the FIFA Diversity Award 2017 ceremony in London (from left): FIFA Legend Emmanuel Amunike, FIFA Secretary General Fatma Samoura, Ben Gucciardi of award winners Soccer Without Borders from the USA and Sarah Forde of finalists Moving the Goalposts from Kenya. The other finalists in 2017 were the global network Discover Football from Germany and the Uni Papua Football Community from Indonesia. Soccer Without Borders combines football with education to build a more inclusive environment for refugees in the USA, Nicaragua and Uganda.



The first-ever FIFA Diversity Award in 2016 goes to the Indian organisation Slum Soccer. The other finalists are the International Gay and Lesbian Football Association and British organisation Kick It Out. Winners Slum Soccer use football to overcome ethnic, religious, language and gender barriers to help create sustained development in the extremely marginalised sectors of Indian society.



## 5.5 Events

### Diversity and anti-discrimination days

Associations can hold annual diversity and anti-discrimination days as a symbolic cornerstone of their strategies in this area.

FIFA has successfully held its own annual Anti-Discrimination Days since 2002. At the FIFA Confederations Cup Russia 2017, they featured a special protocol before each semi-final. In all other matches, the teams

had posed in the centre circle with a banner displaying the legend "Say No to Racism" in English and Russian. For the semi-finals, team captains Cristiano Ronaldo (POR), Arturo Vidal (CHI), Julian Draxler (GER) and Hector Moreno (MEX) read out the following statements in their own language:



"Women's football and women in football are a priority – it's part of the solution for the future of football." FIFA President **Gianni Infantino** opens the 3<sup>rd</sup> FIFA Conference for Equality and Inclusion at the Home of FIFA in Zurich on 6 March 2017.





"Football has the power to bring people together." Former Germany international **Gerald Asamoah**, whose father once fled from Ghana, accepts the FIFA Fair Play Award 2015 on behalf of all football organisations, clubs and fans who work to support refugees.

### Open days

Organising an open day and placing it under the banner of diversity and anti-discrimination creates another public event, offering individual members and people from various parts of the surrounding area the opportunity to get involved. Associations, clubs and teams as well as groups of experts and organisations can set up their own information stands to present their ideas on diversity and anti-discrimination and to encourage discussions.

An open day can also include workshops and presentations, panel discussions, small exhibitions, youth theatre performances or book presentations, as well as autograph sessions with players and

coaches. Even if they are not held on an open day, such events can strengthen an association's public image as well as the general perception of its social responsibility.



Podium discussion at the 3<sup>rd</sup> FIFA Conference for Equality and Inclusion at the Home of FIFA in Zurich in 2017.



## 5.6 Examples from the global football family

As soon as a discriminatory incident occurs, an association will find itself under increasing pressure from society. Media representatives will ask for specific answers. At this point, the association or club should first state that the incident will be examined, and that the public will be informed in due course.

As such a statement by media representatives will often be regarded as unsatisfactory, the association or club should make it clear if the incident is of significant public interest that:

- it takes all reports of discrimination seriously and will investigate them thoroughly;
- it wholeheartedly rejects all forms of discrimination, making reference to the positive activities and plans that it has already put in place or that it supports;
- irrespective of the potential legal proceedings, it expresses empathy for any player, match official or fan if he/she regards this situation as discriminatory in any way. Irrespective of the legal issues at hand, in such a situation an association or club can state that its doors are always open to anyone who has been or may have been affected by discrimination. Details of any victim advisory centres can also be provided.

In its fight against discrimination, the association should show that it takes any potential incident seriously and will assess it thoroughly. By taking a clear stand against discriminatory incidents in national football, it can also make a contribution to matters that do not fall directly within its remit, such as by warning journalists who make racist or homophobic comments or withdrawing accreditation for official association events or matches.

It is preferable to avoid using statements that wholly downplay the issue.



Some leagues feature campaigns in which players wear rainbow-coloured bootlaces to signify their acceptance of homosexuality.



UEFA President **Aleksander Čeferin** with France and Manchester United midfielder **Paul Pogba** at the launch of #EqualGame in Monaco: “#EqualGame is designed to spread the positive spirit of inclusion and amplify a clear and uplifting message about the benefits that football brings to the community. It is about how the game will be enriched by greater diversity and explaining the European football family’s role to make the sport open and accessible to all.” (UEFA.com)



At a FIFA workshop on the special audio commentaries to be provided for blind and partially sighted people at 2014 FIFA World Cup Brazil™ matches, former FIFA referee **Arnaldo César Coelho** displays a T-shirt showing his name in Braille.

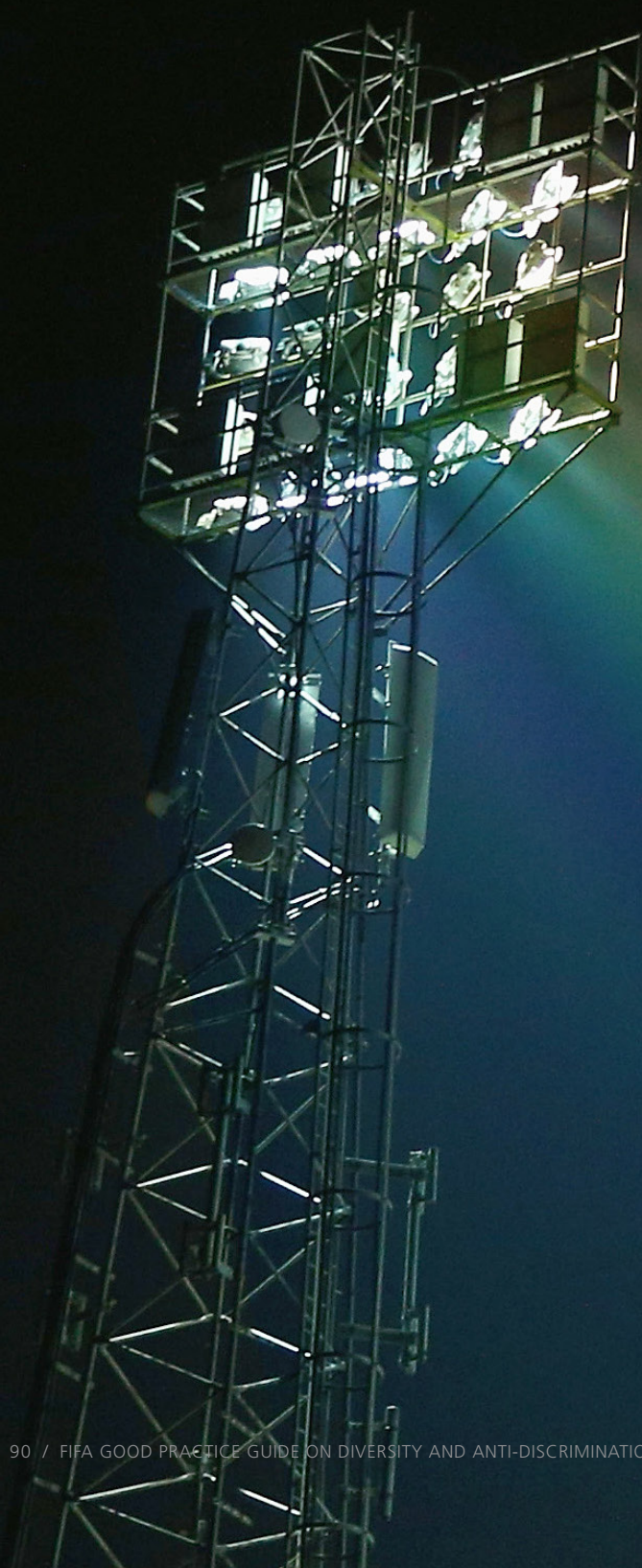


The Football Union of Russia’s campaign against discrimination in football.



## What should member associations avoid at all costs?

The following examples are taken from FIFA's analysis. They are not intended as precepts, but to provide examples from our experience and create a space for reflection:





**“Every country in [continent X] has this problem.  
We shouldn’t always talk about incidents in one country/our country.”**

Explanation: A statement like this is irrelevant and appears to be playing the matter down because an incident/situation in the territory of an association will not be improved by referring to another country.

**“We shouldn’t pay so much attention to people who make racist comments. /  
There shouldn’t be so many reports on this. It only gives these people more self-confidence  
as well as a greater audience and more fans.”**

Explanation: If there were never any reports on allegations or incidents of discrimination, then awareness of the issue would not increase. The above statement is also indicative of a lack of trust in the majority of the members and inhabitants of the country concerned.

**“We have players from many different countries and continents.  
So there is no problem really.”**

Explanation: Just because there are people from different countries and continents in the immediate environment does not necessarily mean that discriminatory statements will not be made. The above statement could apply to the team and relations within the club or the association, but nobody should have to vouch for each and every fan.

**“One of my best friends is gay, so what I said can’t be homophobic at all.”  
Or: “I have worked for many years with people from other countries and  
continents/cultures, so what I said can’t be racist at all.”**

Explanation: The fact that someone has friends or colleagues from different countries, or friends or colleagues who are homosexual, does not mean that this person will not make racist or homophobic comments. Likewise, one racist or homophobic comment does not necessarily make a person racist or homophobic.

**“Football is, by its very nature, the perfect example of social inclusion and integration.”**

Explanation: This is basically right. Football may well be socially useful, but it must also not be forgotten that a football match needs two teams to take place and can result in aggressive behaviour, at least in certain situations, and form an “us” and “them” mentality. Cliques and prejudices can also be formed within a team. If football is to be as inclusive and integrating as it can be, various prerequisites for social interaction have to be in place, and this not only includes people playing football together, but also approaching each other respectfully on a social level.

**“It is not football that is responsible, but society in general.”**

Explanation: Football is part of our social fabric. Therefore, football has to show social responsibility just as all sectors of society do. Although football can have an overwhelmingly positive impact in terms of motivation and life experience, not everyone’s exposure to the sport will have been solely positive. As a global sport for the masses, football has the potential to openly discuss creative, effective ideas in order to counteract negative experiences and prevent them from recurring in the future.



# IV

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