



International
Olympic
Committee

GENDER EQUALITY, DIVERSITY AND INCLUSION NOC GOOD PRACTICES

APRIL 2025





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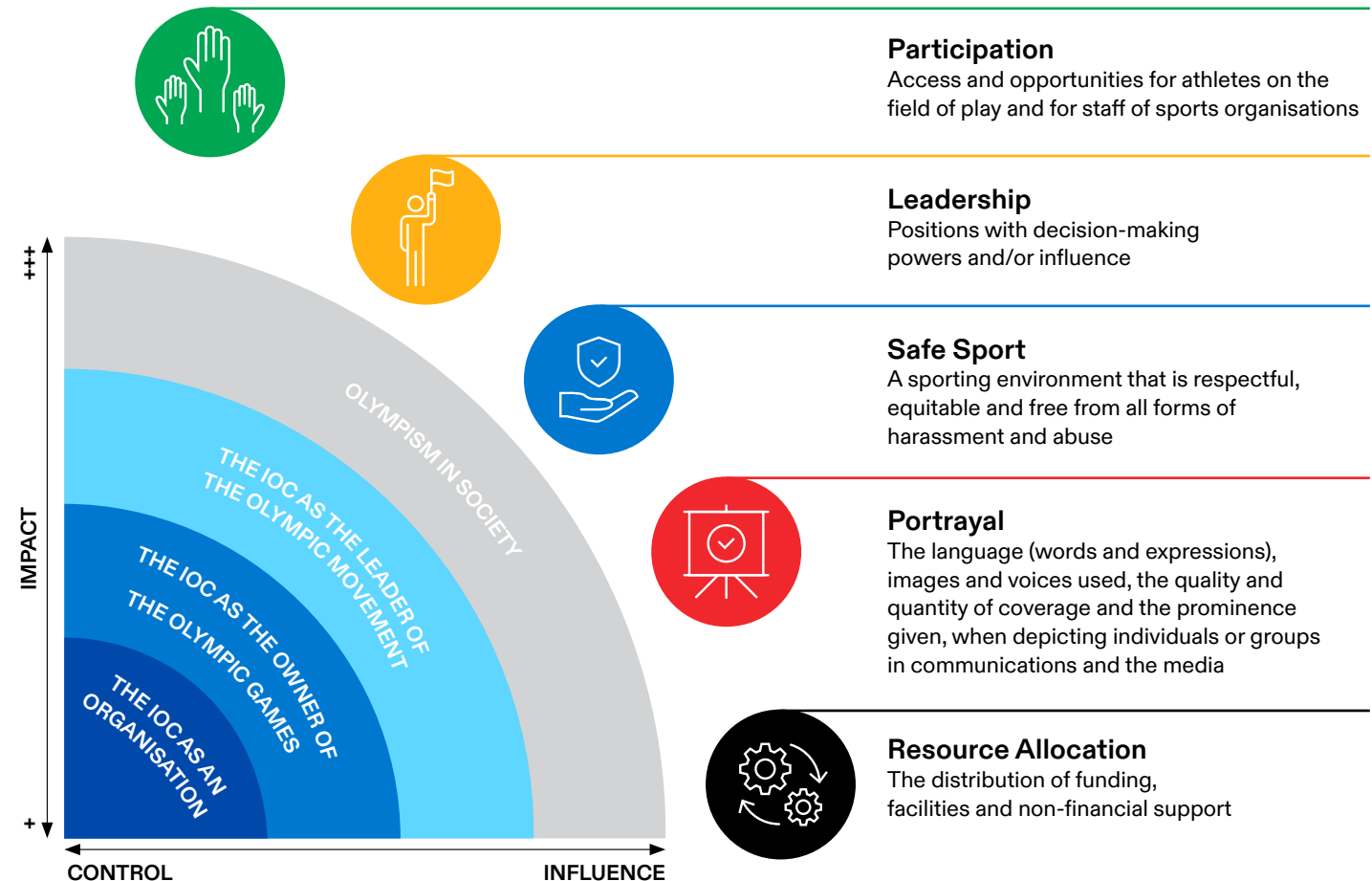
INTRODUCTION

This is the first edition of the Gender Equality, Diversity and Inclusion (GEDI) NOC Good Practices, created for Olympic Movement stakeholders in line with the IOC Gender Equality and Inclusion Strategic Framework. It was developed by the IOC with the support of the GEDI Continental Chairs and information provided by National Olympic Committees (NOCs).

Gender equality and inclusion are Fundamental Principles of Olympism enshrined in the Olympic Charter and are central to the IOC's vision of building a better world through sport. Since the adoption of Olympic Agenda 2020 and Olympic Agenda 2020+5, gender equality has been fully integrated into the IOC's strategy.

To support the implementation of Olympic Agenda 2020+5, the IOC adopted a Gender Equality and Inclusion Framework with five focus areas.

The implementation of this framework across the Olympic Movement requires close collaboration and coordination with all Olympic Movement stakeholders, and particularly NOCs.



ADDITIONAL FOCUS AREAS



Diversity & Inclusion

Recognising and valuing the similarities and differences between people, how these factors interact to influence and shift access to opportunities and outcomes, ensuring non-discrimination and creating an environment that is respectful and welcoming to all, and where people feel confident to be themselves and make a full contribution



Cross-cutting

Good practices which cover several of the above-mentioned focus areas

ABOUT THIS GUIDE

This guide provides examples of concrete initiatives that have been implemented by National Olympic Committees to advance gender equality, diversity and inclusion in and through sport. It aims to inspire other NOCs to adopt similar actions.



The initiatives have been grouped by focus area and categorised using the following criteria:



BUDGET

0

No associated cost

\$

USD 1-500

\$\$

USD 501-1,000

\$\$\$

USD 1,001-5,000

\$\$\$\$

More than USD 5,000



DURATION

- Less than 1 month
- 1-3 months;
- 3-6 months;
- 6-12 months
- More than 12 months
- Ongoing



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials
- Legislation, policies, standards and guidelines
- Research/study reports



TARGET GROUP(S)

- Athletes
- Coaches
- International Technical Officials
- Administration Staff
- Executive Leadership
- National Federations
- General Public

More information and additional supporting materials can be found on our website:

<https://www.olympics.com/ioc/gender-equality>


If you would like to submit your own good practice please scan the QR Code






PARTICIPATION


Access and opportunities for athletes
on the field of play and for staff of
sports organisations






BELIZE OLYMPIC AND COMMONWEALTH GAMES ASSOCIATION

WOMEN IN STRIDE


BUDGET

USD 1,001-5,000


\$\$\$

DURATION

Less than a month

TYPE

Awareness-raising initiatives/materials

TARGET GROUP(S)

- Athletes
- National Federations
- General Public

Aim and Objectives

This activity is designed to raise awareness around the importance and value of women in sport and physical activity. It has been organised for several years on an annual basis. The event is intended to get the sports federations and larger community actively involved by engaging people of all ages and levels to get outdoors and participate in physical activity and by encouraging healthy lifestyles.

Description

The event is designed as a run/walk to provide the Belizean public with an opportunity to get outdoors and engage in physical activity. With different levels of activity, including a competitive race, a fun run and a walk, all levels of physical fitness are encouraged. Prizes and surprises are advertised to incentivise participation, and the family unit is targeted with prizes for the youngest and oldest participants. All prizes are fitness-oriented, including fitness items or paid memberships for gyms or sports classes.

Challenges

Starting the event on time was a challenge the first time as attendees showed up right at the time the event was to commence. This was avoided the second and third times by using pre-registration and requesting additional volunteers. Finding the right time to introduce a keynote speaker was also a challenge, but was resolved by scheduling it right before the prize-giving.

Outcomes


The events have always been well attended and have achieved their main goal of having people engage in a fitness activity and find a community in sport. The event also raises awareness of our Women in Sport Commission, its purpose and its initiatives, helping to promote gender equality in sport.





 MONTENEGRIN OLYMPIC COMMITTEE

EMPOWERHER – IMPROVING THE HEALTH AND PERFORMANCE OF FEMALE ATHLETES

 **BUDGET**

More than USD 5,000


\$\$\$\$

 **DURATION**

Ongoing

 **TYPE**

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials

 **TARGET GROUP(S)**

- Athletes
- Coaches
- Medical Personnel



Aim and Objectives

The project aims to address the fact that female athlete healthcare is insufficiently promoted and researched by:

- creating a team for comprehensive health assessments for Montenegrin Olympic female athletes and candidates for future editions of the Olympic Games, and
- developing medical protocols to be applied in health assessments for female athletes at different stages of life.

Description

This initiative emphasises the importance of collaboration between tailored health services and medical and sports personnel. The project was launched with a three-day seminar on improving the health and performance of female athletes. The seminar topics focused on the specifics of prevention and recovery for female athletes, particularly aspects that are often overlooked in research. The event brought together leading experts in medicine, sports sciences and psychology, aiming to raise awareness of the challenges faced by women in sport and to provide recommendations for enhancing their health and athletic careers. Participating experts included Dr Stacey Shley and Megan Keating, members of Dr K. Ackerman’s team from Harvard Medical School and Boston Children’s Hospital. The workshops were designed for medical professionals, female athletes, coaches, team doctors, physiotherapists and others. The next phase is to establish a team dedicated to the health of female athletes, addressing the unique physical and mental health challenges they encounter. This project is the first of its kind in the region to address this topic concretely and comprehensively.

Challenges

One of the primary challenges was the limited awareness among athletes and coaches regarding the specific health needs of female athletes. We initially had to work hard to help people recognise the importance of specialised health programmes in order to engage our participants. The availability of financial and human resources poses a significant limitation. Securing funding for ongoing initiatives and access to qualified medical personnel is challenging.


Outcomes

Participants reported increased awareness of the unique health challenges faced by female athletes, and the collaborative workshops fostered a stronger network among medical professionals, coaches and female athletes. The feedback indicated that tailored medical protocols and support systems will significantly improve the participants’ understanding of health management. To ensure the sustainability of these initiatives, ongoing workshops and seminars will be scheduled, with plans to incorporate the developed protocols into regular check-ups. Partnerships with sports organisations and health institutions will also be maintained to secure ongoing support and resources. The project promotes gender equality. By focusing on the specific health needs of female athletes, it challenges existing norms and highlights the importance of equitable access to health resources.




MOZAMBIQUE OLYMPIC COMMITTEE

WOMEN’S RUNNING FOR EMPOWERMENT


BUDGET

USD 1,001-5,000


\$\$\$

DURATION

6-12 months

TYPE

Educational tools (training activities, curricula, educational materials, etc.)

TARGET GROUP(S)

- Athletes
- National Federations
- School Communities



Aim and Objectives

The objective of this project is to give sporting opportunities to women and girls who lack access. The project aims to increase the number of girls practising sport by addressing the lack of sports activities and materials in schools.

Description

In partnership with four National Federations — Swimming, Triathlon, Football, and Taekwondo (all of which have women serving as Presidents or Vice Presidents) — we organised lectures in two schools, one in Katembe and the other in Marracuene.

The activities began with an aerobics session, followed by lectures covering the following topics:

1. The advantages of sports participation for women.
2. Awareness on pregnancies and premature marriages.
3. Promoting healthy lifestyle habits.

These initiatives reached and benefited approximately 120 girls.

Challenges

The main challenge was a lack of budget to pay for transport to sports facilities in instances when the school did not have a sport field.

Outcomes

As a result of the project, more teachers are trained on how to run sports activities and more girls have access to sports opportunities. In the long term, it is hoped that engaging more girls in sport will reduce the number of early marriages.



NATIONAL OLYMPIC COMMITTEE OF SRI LANKA

PINK VOLLEYBALL DAY



BUDGET

More than USD 5,000

\$\$\$\$



DURATION

1-3 months



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials



TARGET GROUP(S)

- Athletes
- Coaches
- National Federations
- General Public



Aim and Objectives

The aim of the project was to increase gender equity awareness through volleyball and to encourage girls' participation in sport in all the districts in Sabaragamuwa province. Volleyball was chosen as it is a team sport, inclusive and one of the national sports of the country. In addition, impact at grassroots level is high being a team sport. The idea was to create a culture for girls to practise a sport.

Description

The three-week long programme comprised the following key steps:

- Programme concept development with the Sri Lanka Volleyball Federation (SLVF) and NOC officials
- A stakeholder meeting with officials from the Ministry of Education, Municipal Council, staff of the SLVF and the NOC of Sri Lanka to present and discuss the concept
- A "train the trainers" technical workshop with the NOC, SLVF staff and the Sri Lanka Volleyball Coaches Association to introduce and demonstrate the programme's lesson plans
- A Coaching Camp for 50 school coaches and 10 supervising staff to onboard them to the programme and educate them on gender equity
- A meeting for volunteers and stakeholders to brief them about the technical stations and their roles on the day
- The Pink Volleyball Day tournament

Following the Coaching Camp, the coaches were tasked with preparing the students for the tournament and using the training sessions to educate them on gender equity.

Challenges

The initial plan was to hold the programme in each of provinces in Sri Lanka. However, due to financial constraints and the economic instability of the country, the decision was made to focus on Sabaragamuwa province. There was also a concern that there would not be enough people to successfully run the programme, but thanks to the commitment of the selected 50 coaches and sports directors, this challenge was successfully overcome.

Outcomes

Some 600 students divided into 39 female volleyball teams representing all three districts of Sabaragamuwa province participated in the Pink Volleyball programme. All participating children were educated on gender equity through fun programmes. The programme also increased the number of female athletes and female coaches engaging in volleyball.



VANUATU ASSOCIATION OF SPORTS AND NATIONAL OLYMPIC COMMITTEE

WOMEN AND GIRLS: WITH SPORTS, GET SET, GO!



BUDGET

USD 1,001-5,000

\$\$\$



DURATION

Less than 1 month



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials



TARGET GROUP(S)

- Athletes
- Sports Team Leaders
- Executive Leadership
- National Federations



Aim and Objectives

The aim of the one-day seminar was to promote and advocate for maintaining women's participation in sports activities, including in leadership positions. It had three objectives:

- To increase awareness of the special skills needed to maintain long-term involvement in sport
- To increase the number of female athletes participating in sports activities at all levels
- To foster a positive working relationship between the Women and Sports Committee and the Sport Development Officers in the national federations.

Description

The project was initiated after interviews with sports federation leaders identified that maintaining girl's and women's participation in sport was a significant challenge to achieving greater gender equality in sport. Key people were invited to give 10-15-minute presentations outlining their positive experience either as a woman working in sport or as a person who had helped to increase the participation of women and girls in sport. The day also included coaching exercises, activities and games to help participants develop the skills needed to retain the participation of women and girls in sport.

Challenges

It was difficult for people living in the outer islands to participate in the session. To overcome this, similar sessions should be organised across the country to ensure everyone who would like to participate and learn is able to.

Outcomes

Forty people participated in the seminar. All participants found the training day to be beneficial, especially the part on the impact of sport on life skills. A key learning that emerged was that multi-culturalism, as well as the cultural place of women in island life, was a contributing factor in reducing the number of women participating in sport and needs to be accounted for. Organisers also realised that seminars for parents, as well as training sessions for sport teachers, could be beneficial to increase understanding of the benefits of sport, thus increasing the participation of children in local sports activities.



LEADERSHIP

Positions with decision-making
powers and/or influence



ARGENTINE OLYMPIC COMMITTEE

EXECUTIVE COMMITTEE STATUTES CHANGE & PLAN 2024

BUDGET

USD 1,001-5,000

\$\$\$

DURATION

Ongoing

TYPE

- Legislation, policies, standards and guidelines
- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives

TARGET GROUP(S)

- Athletes
- Coaches
- Technical Officials
- Administration Staff

- Executive Leadership
- National Federations
- General Public

Aim and Objectives

The objective of changing the statutes was to increase the number of women on the Executive Board.

Description

In 2021, the statutes of the Argentine Olympic Committee were changed to ensure women hold a minimum of 5 of the 12 positions on the Executive Board.

This change was supported by activities designed to assist women to reach decision-making positions in National Federations and other sporting bodies in Argentina, such as:

- Providing advice to women on proposals made within their sports organisations and supporting their election campaigns.
- Leadership training held in all the provinces of the country, to increase women's participation in decision-making roles.
- Commemorative events to strengthen the image of women in sport.
- Always including men in decision-making positions.
- Remote training, achieved through virtual technology, in order to democratise knowledge and reach other countries in America.
- Introducing interesting topics such as Artificial Intelligence in Sport and How to Manage Emotions in Sport.
- Through these activities, a database of women, as well as of male allies working in sport in Argentina, was also established.



Challenges

The executive leadership of the Argentine Olympic Committee provided full support. Additionally, management continues to offer resources and assistance for initiatives and programmes under the NOC's 2024 Plan: "Women in the Construction of a New Paradigm."

Outcomes

These changes and initiatives have greatly increased awareness of the need for gender equality in sport and reinforced the NOC's commitment to this goal. As a result of these policies, the NOC has guaranteed that it will always maintain at least the 30% threshold recommended by the IOC in its Basic Principles of Good Governance, ensuring sustained progress towards balanced and inclusive leadership.



BARBADOS OLYMPIC ASSOCIATION INC.

ESTHER MAYNARD ICON AWARD



BUDGET

USD 1,001-5,000

\$\$\$



DURATION

Less than 1 month



TYPE

- Awareness-raising initiatives/materials



TARGET GROUP(S)

- National Federations
- General Public



Aim and Objectives

The Esther Maynard Icon Award serves to celebrate the outstanding achievements and excellence of Barbadian women in sport. A guiding principle of the Award is to recognise outstanding long-term contributions to sport in Barbados beyond the sporting field and beyond any single year. The Award falls in line with the BOA Gender Equality Commission's goal to promote, honour and empower Barbadian girls and women in sport, and is linked to the NOC's Strategic Pillar of 'Sustaining Our Legacy'. A key objective of this Icon Award is to create a visible platform for women achievers. In this way, their achievements are celebrated and showcased in society, empowering the younger generation and encouraging/inspiring them to be notable contributors to society through sport.

Description

This Award, which began in 2020, is presented during an annual ceremony. It is named after its first recipient - Mrs Esther Maynard, who is an outstanding and long-serving local sports administrator. National Federations are encouraged to submit nominations. Nominees are shortlisted. A selection panel makes the final choice, which is announced on the day of the Awards ceremony. The achievements of the nominees are profiled and highlighted. The Awards ceremony is live-streamed to the public via online platforms with media coverage provided by local media outlets. This further promotes and chronicles the impact of women in sport in Barbados.

Challenges

One challenge, which is really an opportunity that the NOC is currently working on, is to continue to engage named Icons in a more strategic/sustainable way to ensure that their knowledge and expertise is passed on to future leaders.


Outcomes

Since its inception, the Award has served to recognise and highlight the pivotal contribution of female leaders in sport in Barbados. It has not only served as an honour for awardees, but has also provided a public/national platform, providing increased visibility for the work of our nominees and awardees. To date, five women (Esther Maynard, Kathy Harper-Hall, Sonia O'Neal, June Rudder and Andrea Nicholls) from various sporting disciplines have been named as Icons for their stellar local, regional and international contributions to the development of sport. Over the last two years, National Federations have been engaged in the nomination process, further building relationships between the NOC and the Federations. Through national media coverage and digital media engagement across multiple platforms, thousands have been exposed to the work of these outstanding women, which also serves to encourage for more current and aspiring female leaders in sport.



 BRAZIL OLYMPIC COMMITTEE

WOMEN COACHES MENTORSHIP PROGRAMME (MIRA)

 **BUDGET**

More than USD 5,000

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 **DURATION**

6–12 months

 **TYPE**

- Educational tools (training activities, curricula, educational materials, etc.)
- Mentorship Programme

 **TARGET GROUP(S)**

- Coaches
- National Federations

Aim and Objectives

The objective of the programme was to increase the participation of women coaches at the Olympic Games. For each coach participating, the programme aimed to:

- stimulate awareness and reflection;
- establish individual goals for the improvement of specific skills;
- promote contextualised learning in practical activities with an emphasis on daily challenges;
- reinforce professional, interpersonal and intrapersonal knowledge;
- strengthen the support network.

Description

MIRA stands for Individualised Mentoring Reflection and Action. The programme format is based on four pillars: 1) the work environment as a place for training; 2) learning from experience; 3) conversations involving exchanges and shared construction; and 4) engagement around a goal. It includes 11 individual meetings and four group meetings, including online and in-person activities. In addition, it includes on-site mentoring during periods when the coaches are working in training and/or competitions. It also provides the possibility to pay for an international team trip in which the coach wouldn't usually participate. The schedule is individualised to the needs to each coach, with adjustments made to the schedule as needed. Ten coaches participated in the first edition and were supported by three mentors.



Challenges

A key challenge was engaging mentors for the programme. We had only a limited number of mentors, each with other occupations, and it was difficult for them to fulfil the time commitments of the mentor role.

Outcomes

A key learning and outcome from the programme was the importance of creating a strong, supportive network for the coaches. The safe environment created by the programme enabled the coaches to share their experiences, achievements and barriers faced, which created shared understanding and camaraderie. It also highlighted the importance of having a mentor to help navigate a career in coaching.



NATIONAL OLYMPIC COMMITTEE OF PORTUGAL

NEW LEADERSHIP PROGRAMME, FOR A +EQUAL SPORT



BUDGET

More than USD 5,000

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DURATION

6–12 months



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)



TARGET GROUP(S)

- Administration Staff
- Leadership
- Young Leaders (women and men, up to the age of 35) working in sports organisations



Aim and Objectives

The “*Novas Lideranças, para um desporto +igual*” (New Leadership Programme, for a +equal sport), is a leadership training and mentoring programme aimed at young leaders (both women and men, up to 35 years old) working in sports organisations.

The programme goals were:

- Enhance gender equality in sports and improve leadership skills for good governance
- Create a network of values-based leaders who prioritise gender equality
- Increase the number of women in decision-making positions, and
- Implement the IOC Gender Equality and Inclusion Objectives, 2021–2024

Description

The programme was implemented in partnership with the Portuguese Government (the Portuguese Institute of Sport and Youth (IPDJ) and the Commission for Citizenship and Gender Equality (CIG)), and the NGO Portuguese Platform for Women’s Rights. It featured a coordinating team, distinguished speakers, a facilitator and 10 mentors (men and women with recognised leadership in the field of sport who guide the participants through the course over a period of around one year). The programme included a half-day kick-off workshop, three weekend workshops held across the country, and a final conference. The workshops focused on recognising gender inequalities in sport, developing action plans for gender equality and enhancing leadership skills. At the final conference, participants presented their action plans for their organisations, aligned with the IOC’s Gender Equality objectives.

Challenges

Achieving gender balance among participants was difficult, as recruiting young male participants proved challenging. Additionally, the high costs of engaging experts and trainers often exceeded budgetary constraints, limiting their contributions.

Outcomes

The “*Novas Lideranças, para um Desporto +Igual*” programme has been highly successful, with strong support for its continuation due to its positive impact. With 50 participants, the programme has received high satisfaction ratings, with attendees finding the workshops empowering and beneficial. It has equipped future leaders with the skills to promote gender equality in sport, contributing to more inclusive policies and practices. It also sparked organisational changes, particularly in athlete safeguarding, and advanced the representation of women in decision-making roles. Additionally, it facilitated the creation of a strong network of young leaders, fostering collaboration and mutual support. The programme’s impact extends to the community by challenging stereotypes, preventing gender-based violence in sport, and fostering inclusive leadership.



NEW ZEALAND OLYMPIC COMMITTEE

WĀHINE TOA – OLYMPIC WOMEN'S LEADERSHIP PROGRAMME



BUDGET

More than USD 5,000

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DURATION

More than 12 months



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)



TARGET GROUP(S)

- Retired Female Athletes



Aim and Objectives

This initiative aimed to support female athletes to make a positive transition from competitive sport to sports leadership and connect to an international network of women leaders in sport.

Description

The programme provides a unique learning environment that supports retired female athletes to further develop their confidence and leadership competencies held over three workshops spanning 18 months. Each cohort is made up of 15-20 participants and they are guided by a team of facilitators. Each has a mentor from the wider sporting and/or leadership community. Groups form to develop and deliver special projects on relevant topics, including sustaining female leaders in high performance sport, gender equality in the media, adolescent girls and safe sport and more. The programme is based on that of the UK Women in Sport Leadership Academy (WSLA), which has now trained more than 456 participants across 76 nations since 2014.

Challenges

The ongoing funding needs and resource requirements for small NOCs can be difficult. Effort is also needed to ensure the programme remains current and relevant.

Outcomes

Three cohorts have completed the training programme to date, with positive evaluations from all participants. Alumnae of the programme have been successful in furthering their leadership. Examples include:

- Being appointed to advisory committees including Women in High Performance (High Performance Sport New Zealand), Review of Cycling, and the Integrity Transition Programme
- Taking on senior leadership and governance roles such as the Sport NZ Board, NSO boards, CEO, Head Coach, Chef de Mission
- Career transitions back into sport as senior leaders, coaches, on boards
- Researching, writing and publishing articles and books on women athletes, coaches and leaders.

Given the success of the programme, Wāhine Toa is set to be updated and adjusted for a pilot Pacific version.



SINGAPORE NATIONAL OLYMPIC COMMITTEE

THE TRIBE



BUDGET

USD 1,001-5,000

\$\$\$



DURATION

6-12 months



TYPE

- Awareness-raising initiatives/materials



TARGET GROUP(S)

- Athletes
- Coaches
- Technical Officials
- Administration
- Executive Leaders
- National Federations



Aim and Objectives

The Tribe is a community of practice (COP) aimed at fostering the growth, leadership and engagement of women in sport. It provides a platform for women in sport to connect, share insights and build lasting relationships.

Description

The Tribe is underpinned by four sessions with a small, curated group of maximum 10 women working in sports. There is one main topic sharer at each session who shares their experience and expertise in a casual Q&A style over dinner.

Challenges

The main challenge is the time it takes to recruit the right attendees for the relevant topic to ensure effective discussions and takeaways. This was overcome by:

- Allocating sufficient resources to run the Tribe;
- Identifying 'multipliers' who have personal relationships with and are able to extend invitations to various suitable attendees; and
- Asking the current community members to refer us to suitable and interested attendees.

Outcomes

The sessions received a net promoter score (NPS) of 9.21 out of 10 and kickstarted a WhatsApp group community of 35 members. There are plans to continue to grow the community as more participants are engaged at leadership workshops and other events.



PORTRAYAL

The language (words and expressions), images and voices used, the quality and quantity of coverage and the prominence given, when depicting individuals or groups in communications and the media



CROATIAN OLYMPIC COMMITTEE

VOICE OF WOMEN IN SPORT



BUDGET

More than USD 5,000

\$\$\$\$



DURATION

Ongoing



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)



TARGET GROUP(S)

- Athletes
- Coaches
- Administration Staff



Aim and Objectives

The project aims to equalise the treatment of male and female athletes in the media, reduce gender stereotypes and sexism related to female athletes in the media, highlight their sports achievements and results, and emphasise their communication with the media as much as possible. The objectives are to:

- promote a more inclusive portrayal of female athletes and strive to eliminate discriminatory practices in media coverage;
- empower women in sport with media communication skills and encourage them to become ambassadors for gender equality;
- encourage intergenerational engagement by involving a diverse group of participants, including female athletes, referees and sports administration employees;
- create inspiring role models for future generations; and
- ensure that the project goals are embraced by women and men by including male allies.

Description

The project consists of a one-day educational workshop for female athletes, referees, coaches and sports administration employees designed to improve communication with media representatives, prepare content for sharing with the public and the media, and improve the presentation of women's sports in posts on social networks. The workshops are broken into two parts – part one focuses on how to create a brand as a female athlete on social media, and the second part prepares female athletes for effective communication with electronic media. The workshop is led by instructors who have dedicated many years addressing the representation of women in sport and the depiction of women's sport in the media; and athletes also have the opportunity to conduct practical exercises in front of the TV camera to improve their skills.

Challenges

The hardest challenge was to attract attendees in 2022, especially because people lost the habit of attending in-person workshops during the COVID pandemic. Following the kick-off, attendees spread the positive feedback, and any initial doubts were successfully overcome.

Outcomes

Due to the success of the project and the increasing number of attendees, additional regional workshops have been added. So far, the workshops have been held in 10 cities across Croatia. There has been a noticeable improvement in how the achievements of female athletes are covered in the media, with a recent study by the Agency for Electronic Media - undertaken as part of the gender and media working group of the Mediterranean Network of Regulatory Bodies (MNRA) - highlighting that women make up almost a quarter of expert interlocutors in sports coverage in Croatia, which is an increase since 2014 and not the case for the other countries participating in the research.



CZECH OLYMPIC COMMITTEE

MEDIA PORTRAYAL GUIDELINES



BUDGET

USD 1,001-5,000

\$\$\$



DURATION

Ongoing



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials
- Legislation, policies, standards and guidelines



TARGET GROUP(S)

- National Federations
- Journalists
- Journalism and Sports Marketing Students



Aim and Objectives

The objective was to inform, educate and motivate journalists and especially young students to think about the way athletes are portrayed in their work.

Description

The IOC Portrayal Guidelines were taken and adapted to the Czech environment by engaging some local athletes and journalists. Following this, the project was officially launched with a panel discussion on the topic of gender-equal, fair and inclusive portrayal at three different universities in Czechia. Since then, similar panel discussions have taken place every year at different schools. The guidelines and supporting material have also been disseminated among Czech journalists.

Challenges

It took a lot of work to get the desired attention for the panel discussions at the university campuses. Cooperating with local athletes helped to improve this. There were also obstacles regarding the dissemination of the materials directly to the journalists due to a lack of access channels.

Outcomes

The topic of athlete portrayal has now been added to the curriculum at some of the universities. Although it is impossible to directly connect the change in the portrayal of athletes in media with the initiatives, it appears to have had an impact on the thinking of people in the media industry. Athletes and young journalism and sports marketing students are showing a good understanding of the topic and, given they are the future of the industry, the project should result in long-term changes.



SPANISH OLYMPIC COMMITTEE (COE)

PROGRAMME FOR THE VISIBILITY OF GENDER EQUALITY IN SPORT



BUDGET

More than USD 5,000

\$\$\$\$



DURATION

6-12 months



TYPE

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials



TARGET GROUP(S)

- General Public
- University Students



Aim and Objectives

Following the conclusion of the Women in Sport Empowerment Programme led by the COE, the visibility programme was launched to bring awareness of the topic to Spanish society and particularly the younger generations who will be the future leaders, by holding a series of roundtables/panels in universities. The purpose of the programme was to empower women in sport and inspire them to pursue leadership opportunities after their sporting career.

Description

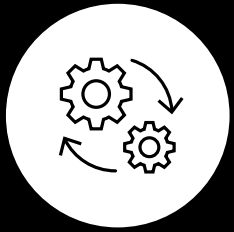
In the first edition of this programme, 90-minute round tables were organised at six universities in partnership with Iberdrola. The round tables were made up of two Olympic sportswomen who participated in the Women in Sport Empowerment Programme, one representative from the University, one representative from Iberdrola and one from the NOC. Each session began with the screening of a documentary on gender inequality in sport followed by a round-table discussion. After each round table, a Q&A discussion was opened.

Challenges

Many universities that would have liked to have participated in the first edition of the programme could not be accommodated due to budget restrictions and lack of time (the visits to universities is very time consuming). Fortunately, many of these universities independently decided to hold their own similar events, expanding the impact of the programme.

Outcomes

The first pilot edition was a great success – a total of 800 students from six universities participated in the programme. As a result, the second edition expanded to 19 universities. In the second edition we continue with the same format but one male athlete and one female athlete participate in the roundtable/panel to reinforce the message of equality in sport.




RESOURCE ALLOCATION

The distribution of funding,
facilities and non-financial support



 BRAZIL OLYMPIC COMMITTEE

WOMEN’S SPORT DEVELOPMENT PROGRAMME


 **BUDGET**

More than USD 5,000

\$\$\$\$

 **DURATION**

Ongoing

 **TYPE**

- Funding

 **TARGET GROUP(S)**

- Athletes
- Coaches
- Technical Officials
- Administration Staff
- Executive Leadership

Aim and Objectives

The main objective of this programme is to encourage female participation and to improve the development opportunities for women in sport.

Description

Each year, various sports federations can apply for funding to support gender equality projects within their organisations. There are three funding tiers available: USD 250K, 100K, and 50K. In 2024, a total of 15 projects were selected for funding.



Challenges or Limitations

Since the projects are led by the federations, assistance can be provided regarding the planning but not the execution. Sometimes this can be challenging and the project does not achieve the desired outcomes.


Outcomes

As the third edition of this project begins, a total of 39 projects have been approved so far, demonstrating the growing commitment of federations to gender equality. It is evident that, over the past two years, many federations have gained significant experience in designing and proposing initiatives exclusively for women across various areas of their organisations. They now have a deeper understanding of the barriers and challenges women face in society and sport, enabling them to develop more effective projects aimed at breaking down these obstacles.



 TURKISH OLYMPIC COMMITTEE

GENDER-RESPONSIVE RESOURCE ALLOCATION STRATEGY

 **BUDGET**

USD 5,000

\$\$\$\$

 **DURATION**

Ongoing

 **TYPE**

- Gender responsive budgeting
- Legislation
- Policies

- Standards
- Guidelines

 **TARGET GROUP(S)**

- Athletes
- National Federations
- Female coaches, doctors, physiotherapists, psychologists, nutritionists and other technical staff

Aim and Objectives

- The objectives of this project are to:
- Ensure equal financial support for male and female athletes during their preparation for the Games, fostering gender parity in access to resources and opportunities for success.
 - Support the professional growth and career advancement of female coaches, doctors, physiotherapists, psychologists, nutritionists and other technical staff, increasing their representation and impact within sports organisations.
 - Promote gender equality in resource allocation strategies for National Federations, ensuring fair and equitable distribution of financial and technical resources across all levels of sports participation.
 - Enhance collaboration with NFs to develop and implement gender-responsive programmes that target the recruitment, training and retention of female professionals in both athletic and technical roles.

Description

A gender-responsive resource allocation strategy was implemented aimed at providing equal financial assistance to male and female athletes during their preparation for the Games and advancing women’s sports programmes and developing female professionals in various technical roles. This was primarily carried out through the ‘Coaches and Technical Staff Support Programme’, which included:

- **Conditional Funding:** Allocating funds to NFs with the stipulation that a substantial portion of the funding is used to support women’s programmes.
- **Professional Development:** Organising training sessions and development programmes for female coaches and other technical staff.
- **Collaborative Efforts:** Partnering with NFs to increase female participation in coaching and technical roles through targeted courses, seminars, workshops and continuous professional development initiatives.



Challenges or Limitations

- The project faced challenges including:
- Ensuring financial parity between male and female athletes, which requires continuous monitoring and collaboration with National Federations.
 - Difficulties securing sufficient funding for comprehensive implementation.
 - Entrenched gender norms and societal biases in sports.
 - Limited availability of trained female professionals.
 - The need to introduce other targeted programmes to identify, recruit and nurture female talent.
- These challenges were mitigated by collaborating with NFs to ensure compliance with the gender equity criteria and launching targeted recruitment and specialised training programmes aimed at bolstering the pool of female coaches and officials.

Outcomes

- As a result of the project there was:
- enhanced funding dedicated to women-centric sports programmes;
 - equal financial assistance provided to male and female athletes, ensuring parity in preparation for the Games;
 - an increase in the participation and capabilities of female coaches and technical staff;
 - improved gender balance in how resources are allocated;
 - increased participation of women in sport at all levels.



DIVERSITY AND INCLUSION


Recognising and valuing the similarities and differences between people, how these factors interact to influence and shift access to opportunities and outcomes, ensuring non-discrimination and creating an environment that is respectful and welcoming to all, and where people feel confident to be themselves and make a full contribution





CABO VERDE OLYMPIC COMMITTEE

CHILD-FRIENDLY WORKPLACE POLICY



BUDGET


No associated cost

N/A



DURATION

Ongoing



TYPE

- Legislation, policies, standards and guidelines



TARGET GROUP(S)

- Administration Staff
- National Federations

Aim and Objectives

The aim of this initiative is to help address the childcare burdens placed on women that can adversely affect their career growth and opportunities. Ultimately, it strives to correct the historical imbalance in gender representation in leadership positions and guarantee gender diversity at the head of the organisation.

Description

Many Cape Verdean families are single-parent families. This creates difficulties for mothers who have nowhere to leave their children during the school holidays and other unforeseen everyday situations that can arise. This project supports these parents by allowing them to bring their young children to the workplace.





Challenges or Limitations

The greatest difficulty has been finding the appropriate space and resources to create a child-friendly environment, without compromising job requirements and quality of work. It has also been challenging to encourage the replication of this practice among our member federations and throughout the community, especially given that many of the women linked with these organisations face similar or more barriers.

Outcomes

This practice has increased the job satisfaction and performance of female employees. It has also highlighted the need for similar support systems to be replicated for other women in sport such as athletes, coaches and officials, who often balance family life, paid employment and their sporting activity without any support. As a result, this initiative is now a central part of our roadmap to establish more inclusive gender equality policies in sport, both at the local and national level.



COLOMBIAN OLYMPIC COMMITTEE

NON-DISCRIMINATION SEAL (ICONTEC)

 **BUDGET**

More than USD 5,000

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 **DURATION**

Ongoing

 **TYPE**

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials
- Legislation, policies, standards and guidelines
- Indicators

 **TARGET GROUP(S)**

- Administration Staff
- Athletes
- Coaches
- National Federations
- General Public

Aim and Objectives

The objective of the project was to obtain the ICONTEC non-discrimination seal and ensure that non-discrimination was entrenched within the organisation in line with the Olympic Charter. Through this process, the aim was to:

- Raise awareness of non-discrimination and human rights issues among stakeholders,
- Establish a clear vision, coherent message and coordinated approach regarding non-discrimination,
- Promote a healthy, safe and stress-free workplace for collaborators, federations, athletes, contractors, suppliers and sponsors, among others,
- Establish a mechanism to prevent and address cases of discrimination, workplace harassment and sexual harassment, and ensure that effective responses are implemented to address any occurrences.

ICONTEC is the Colombian Institute of Technical Standards and Certification

Description

There were three key parts of the project:

- Creating, implementing and socialising the non-discrimination policy,
- Planning and executing a work plan of supportive activities to assist the adoption of the policy across the organisation, including an awareness workshop led by Compensar and ICONTEC,
- Communicating about non-discrimination on digital platforms.

A copy of the policy can be found at <https://olimpicocol.co/web/wp-content/uploads/2024/11/Politica-de-no-discriminacion.pdf>

Challenges

It was difficult to provide translations and ensure enough resources to support the ongoing implementation of the policy. There was also some resistance to change and changing certain behaviours in the workplace. It was also challenging to reach out to athletes and ensure they were aware of and understood the non-discrimination policy.

Outcomes

The principal outcome was receiving the non-discrimination seal from ICONTEC. NOC and National Federation staff have also received training on non-discrimination seal and have gained an understanding of the related internal processes and procedures.








NEW ZEALAND OLYMPIC COMMITTEE

SHOWING RESPECT FOR TE AO MĀORI



BUDGET

More than USD 5,000

\$\$\$\$



TYPE

- Educational tools (e.g., training activities, curricula, educational materials)
- Awareness-raising initiatives/materials
- Legislation, policies, standards and guidelines
- Research/study reports



DURATION

Ongoing



TARGET GROUP(S)

- Athletes
- Administration Staff
- Leadership

Aim and Objectives

The NZOC aims to be a strong bicultural organisation that reflects all New Zealanders with respect, integrity, excellence, leadership and pride.

Our main objective is to demonstrate respect for Te Ao Māori (New Zealand’s indigenous culture and people) by building cultural awareness and capability and strengthening the spirit of Kotahitanga (unity) through a culture of Manaaki (to show respect, generosity and care for others) within the NZOC.

Description

The NZOC’s efforts to embed Māori culture began in 2004, fostering a robust culture of manaaki within Olympic teams over 20 years. Committed to greater inclusion and cultural capability, the NZOC Board adopted a Waka Hourua (double-hulled canoe) approach to becoming a bicultural organisation. This led to the creation of two dedicated Māori roles: a Board position and a full-time staff role, responsible for developing the Māori framework, *Te Whare o Pou Tangata*, and advancing cultural aspirations.

The Māori Advisory Committee, *Te Urunga Tū*, was strengthened with members including former Māori athletes and leaders connected to their communities. *Te Urunga Tū* plays a crucial role in guiding the NZOC on policy, education and team culture while fostering engagement with Māori communities.

The NZOC continues to build internal cultural capability through Māori language and customs training, with plans to ensure consistency and sustainability in the future.



Challenges

Developing cultural policies, standards and guidelines takes time and resources, which are limited across the NZOC. This impacts the resources available for cultural initiatives. Aligning Māori customs and practices with NZOC policies to create fit-for-purpose standards is challenging due to a lack of existing examples, but offers an opportunity to establish sustainable practices.

Maintaining consistency in bilingual communications is another challenge, as current capacity is insufficient. However, options to address this are being explored.

It is also essential to ensure all NZOC members understand and embrace the organisation’s cultural aims and initiatives, participating with pride and confidence when required.

Outcomes

The NZOC’s journey toward greater inclusion and cultural immersion has seen significant progress:

- Developed the *Waka Hourua* concept to guide bicultural organisational growth.
- Designed the *Te Whare o Pou Tangata* framework, central to all NZOC operations.
- Strengthened *Te Urunga Tū*, the Māori Advisory Committee, with former athletes guiding cultural matters.
- Created Māori roles on the Board and a full-time Māori Culture Lead to enhance cultural competency and support *Te Urunga Tū*.
- Fostered relationships with iwi, Māori communities, and stakeholders for mutual benefits.
- Invited the Māori monarch to the Paris Games, symbolising deepened ties with *Kiingitanga*.
- Produced an Olympic Māori Glossary, haka, and cultural workshops for Games teams.
- Crafted culturally significant taonga and a second Olympic *kāhaka*.
- Promoted te reo Māori across NZOC communications, campaigns and events.



US OLYMPIC AND PARALYMPIC COMMITTEE

DIVERSITY SCORECARDS



BUDGET

More than USD 5,000

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DURATION

Annually



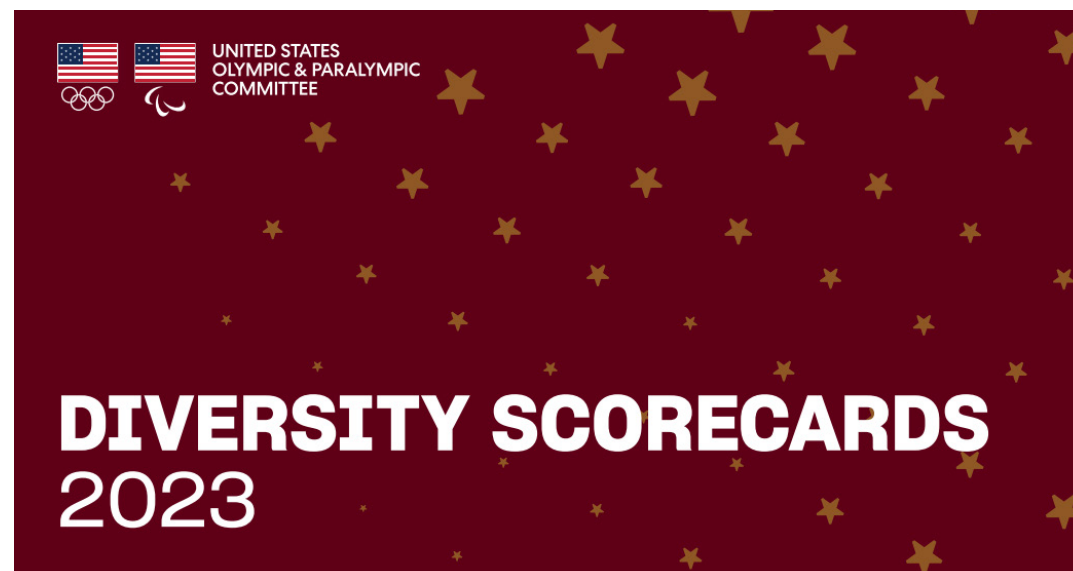
TYPE

- Awareness-raising initiatives/materials
- Legislation, policies, standards and guidelines
- Research/study reports



TARGET GROUP(S)

- Administration Staff
- Executive Leadership
- National Federations



Aim and Objectives

The scorecards are designed to provide an annual, high-level summary of representation based on gender, race, veteran and disability status. Importantly, the scorecard is designed for the US Olympic and Paralympic Committee (USOPC) and National Federations (NF) to easily identify opportunities to become more representative and inclusive as it relates to athletes, coaches, staff, board of directors and membership.

Description

The USOPC collects data on gender, race, veteran and disability status from each national federation (NF) and internally at the NOC. A third-party vendor is used to aggregate the demographic data. Once the data is aggregated, it is compiled into unique scorecards for each NF and the NOC. The “scorecards” are then published as a part of the NOC’s annual report. The scorecards are based on each organisation’s demographic data as of 31 December from the previous year and tracks progress of the diversity of representation at each organisation. All scorecards are made publicly available through the NOC’s website.

More information can be found at <https://www.usopc.org/diversity-equity-inclusion/scorecards>

Challenges

While the data is measured and tracked, there is sometimes a lack of progress year over year.

Outcomes

Publicly reporting the scorecards helps to hold each organisation accountable for its practices and progress towards diversity.



CROSS-CUTTING

Good practices that cover several
of the above-mentioned focus areas



 BAHRAIN OLYMPIC COMMITTEE

THE INTEGRATION OF RESEARCH-DRIVEN APPROACHES AND SOCIAL MEDIA


 **BUDGET**

USD 501-1,000



 **DURATION**

6-12 months

 **TYPE**

- Awareness-raising initiatives/materials
- Research/study reports

 **TARGET GROUP(S)**

- Athletes
- Administration Staff
- Executive Leadership
- General Public



Aim and Objectives

The initiative addressed gender inequality in sports participation, leadership and resource allocation by combining comprehensive research with practical implementation strategies. The main objectives were:

- To identify the root causes of gender inequality and barriers that women and girls face in sport across Bahrain.
- To develop informed, data-driven solutions and strategies that directly address these challenges.
- To foster greater awareness of gender issues through social media and public engagement.
- To ensure that the Olympic Committee's policies promote gender equality and inclusion in a sustainable and impactful way.

Description

A two-pronged approach was adopted to address gender equality. The first step involved conducting a large-scale, nationwide survey of athletes and stakeholders to gather detailed insights into the root causes of gender inequality and other challenges faced by women in sport. Following this research, targeted initiatives were implemented based on the findings, with the aim of removing barriers and encouraging greater participation of women and girls across all levels of sport. Additionally, a dedicated social media platform was created to engage the public, raise awareness of gender issues, and encourage dialogue regarding solutions. The focus of this platform is to highlight challenges, share success stories, and foster community engagement around the issue of gender equality in sport.

Challenges or Limitations

Initially, there was a lack of resources dedicated to women's sport, which slowed down progress in expanding facilities and opportunities for women athletes. Convincing all stakeholders to actively support the initiatives was also initially a challenge, especially among those who were resistant to change or viewed gender equality as a lower priority.

Outcomes

The survey identified several critical barriers to women's participation, including cultural perceptions, lack of access to resources, and underrepresentation in decision-making roles. As a result, specific programmes have been launched to improve access to facilities for women, promote female leadership in sports organisations, and support female athletes from grassroots to elite levels. The social media platform has increased public awareness, provided a voice for women athletes, and enhanced community engagement.


Some concrete results of this initiative include:

- Increased participation of women and girls in sports at various levels, from grassroots programmes to high-performance initiatives.
- The gender balance in leadership positions has improved within the organisation, as proactive measures to encourage women's involvement have been implemented.
- There has been a noticeable shift in public perception towards gender equality.



 BRITISH VIRGIN ISLANDS OLYMPIC COMMITTEE (BVIOC)

GENDER EQUALITY, DIVERSITY AND INCLUSION PROGRAMME

 **BUDGET**

More than USD 5,000

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 **DURATION**

Ongoing

 **TYPE**

- Educational tools (training activities, curricula, educational materials, etc.)
- Awareness-raising initiatives/materials
- Legislation, policies, standards and guidelines

 **TARGET GROUP(S)**

- Athletes
- Coaches
- Technical Officials
- Executive Leadership

- Administration Staff
- National Federations
- General Public
- Government Officials

Aim and Objectives

The aim of this programme was to promote gender equality, diversity and inclusion within the BVIOC and the broader Olympic Movement, ensuring equal opportunities for all individuals to participate, lead and excel in sports. Concrete objectives included:

- Encourage greater participation of underrepresented groups in sports at all levels.
- Promote diversity in leadership roles within sports organisations.
- Implement policies to protect athletes from harassment, abuse and discrimination.
- Ensure fair representation of all genders and ethnicities in the sports media.
- Allocate resources to support the development and success of all athletes.
- Create an inclusive culture that values and respects diversity.

Description

A comprehensive programme of initiatives to foster gender equality, diversity and inclusion was implemented. Key initiatives included:

- Community outreach programmes and sports clinics for underrepresented groups, providing training, facilities and mentorship.
- Training programmes for women and minorities to equip them for leadership roles in sports organisations.
- Strict policies and mandatory training to prevent and address harassment, abuse, and discrimination.
- Collaboration with media partners to ensure diverse and inclusive sports coverage, highlighting achievements of female and minority athletes.
- Transparent and equitable distribution of resources to support all athletes.
- Providing a work environment that promotes diversity and inclusion to foster a respectful and inclusive organisational culture.

Challenges

Challenges faced included resistance to change, resourcing constraints, cultural barriers, difficulties monitoring progress and gaps in communication. These were overcome by awareness sessions, prioritising initiatives and securing external funding, engaging community leaders, improving metrics and data collection tools and creating channels for regular updates and feedback.

Outcomes

The implementation of this programme has led to significant positive outcomes, including the increased participation of women and minorities, enhanced leadership diversity, improved media representation and equitable resource distribution. Continuous monitoring and training and the establishment of policies has ensured that the values and goals of the programme have been embedded within the organisation. Community partnerships and media engagement has also helped to bolster public support.



BURUNDI OLYMPIC COMMITTEE

WOMEN'S SPORT STRATEGIC PLAN 2019 - 2024



BUDGET

More than USD 5,000

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DURATION

Ongoing



TYPE

- Legislation, policies, standards and guidelines



TARGET GROUP(S)

- Administration Staff
- National Federations



Aim and Objectives

The objective of this initiative was to establish a strategic plan for the NOC that would foster an equitable sports movement that ensures equal and fair access to and control over the resources and benefits of sport for men and women.

Description

The strategic plan had four priorities:

1. Promote education to help change the image and role of women and reduce gender stereotypes through sport
2. Combat gender-based violence in the sports movement
3. Develop a strong representation of women in the field and in the technical and administrative structures of the national sports movement at all levels
4. Involve the media to promote gender equality in sport

Under each strategic pillar, several objectives and proposed actions to be implemented were listed.

Challenges

The main challenge was engaging all the national federations to support and implement the actions of the strategic plan.

Outcomes

At the end of the 2019-2024 period, a comprehensive review of the plan was conducted by the NOC Women in Sport Commission to assess which planned actions and objectives had been successfully implemented. Pleasingly, most of the planned actions were fully implemented or partially implemented. Example achievements include:

- Holding a national women's forum in 2019 to raise awareness among authorities and decision-makers of the need to take women's sport into account when drawing up and implementing national sports policy.
- Adopting a Code of Conduct against harassment and abuse in sport, approved by female sports leaders and athletes, in 2022.
- Creating a rule whereby a national federation can be admitted as a member of the NOC on condition that it has at least 30% women on its executive committee.
- Organising two information and discussion workshops regarding gender equality in sport for sports journalists.



SAFE SPORT

A sporting environment that is respectful, equitable and free from all forms of harassment and abuse



SAFE SPORT AND SAFEGUARDING IN SPORT



The IOC defines **Safe Sport** as “Fostering physically and psychologically safe and supportive athletic environments where participants can thrive and experience the full benefits of sport participation”. With a person-centric approach, Safe Sport addresses the protection of the physical, emotional and mental well-being of all participants in sport while focusing on those made more vulnerable by the sporting context.

Safeguarding refers to “all proactive measures to both prevent and appropriately respond to concerns related to harassment and abuse in sport as well as the promotion of holistic approaches to athlete welfare”.

Interpersonal Violence and Forms of Harassment and Abuse in Sport

- Definitions, together with codes of conduct, set out the basis by which a participant's behaviour may be challenged in the context of sport. The 2024 **IOC Consensus statement: interpersonal violence and safeguarding in sport** provides the most comprehensive set of definitions to date resulting from the review of 24,000 scientific papers in nine languages by a group of international expert researchers. **Interpersonal violence** is an umbrella term defined as “the intentional use of physical force or power, threatened or actual, against oneself, another person or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation.” It can occur in person or online, be perpetrated by various people and take different forms.

The term interpersonal violence includes physical, psychological and sexual violence as well as neglect, has global recognition as a public health concern and is acknowledged by prominent international organisations such as WHO.

- Psychological violence** (abuse) involves the regular and deliberate use of a range of words and non-physical actions used with the purpose of manipulating, hurting, weakening or frightening a person mentally and emotionally; and/or distorting, confusing or influencing a person's thoughts and actions within their everyday lives, changing their sense of self and harming their well-being.
- Sexual violence (includes sexual harassment)** is any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting including but not limited to home and work. The different forms of sexual violence can occur both online and in person.
- Neglect** includes a failure to provide a person with an adequate standard of nutrition, medical care, clothing, shelter or supervision to the extent that their health or development is significantly impaired or placed at serious risk. A person is neglected if they are left uncared for over long periods of time or abandoned. Neglect can put athletes in danger and can also have long-term effects on their physical and mental well-being.

- Physical abuse** comprises attempting to cause or resulting in, pain and/or physical injury. Physical violence includes beating, burning, kicking, punching, biting, maiming or killing or the use of objects or weapons. It does not mean reasonable discipline, although it may result from excessive or inappropriate discipline.

Whilst not all cases constitute a criminal offence, all are a breach of human rights and can have a multitude of severe detrimental impacts on athletes

The IOC Consensus Statement: Interpersonal Violence and Safeguarding in Sport (2024) provides five overarching recommendations to all within the sports ecosystem.

Address safe sport as **everybody's** responsibility

Recognise that Safe Sport is for **everyone** within the sports ecosystem

Encourage awareness, adoption and implementation of current **scientific knowledge** on safeguarding in sport

Encourage sport that is **athlete-centered**, emphasising mutual care and respect

Reach out to unheard voices and integrate **global perspectives** into safe sport



WHAT CAN YOU DO?



Sports organisations play an important role in ensuring that:

1. Preventative measures are in place to reduce the risk of harassment and abuse occurring
2. If an incident does occur, mechanisms are in place to ensure that the person affected:
 - Knows how and where they can report it
 - Feels supported and safe to do so
 - Understands the procedure that will be followed
 - Trusts that the procedure will be fair and robust.

The IOC recommends that all NOCs have at least one trained safeguarding officer.

This can be achieved by having personnel complete the [IOC Certificate: Safeguarding Officer in Sport – sportsoracle](#). Olympic Solidarity scholarships for NOCs are available.

Additionally, the IOC encourages all organisations to develop safeguarding focal points. A safeguarding focal point is a person, such as an athlete, coach or other entourage member, who:

- knows what safeguarding is and why it is important
- can recognise signs and symptoms of harassment or abuse
- knows how to respond during a disclosure, and
- is aware of how to escalate cases to a safeguarding officer who is trained in how to respond, and to local authorities and other support agencies where required.

Further information and guidance related to the development and implementation of safeguarding policies and procedures can be found here:

- [The IOC Athlete Safeguarding Toolkit](#)
- [The IOC Consensus Statement: Interpersonal Violence and Safeguarding in Sport \(2024\)](#)
- [International Safeguards for Children in Sport](#)
- [IOC Safe Sport Educational Tools and Initiatives](#)

“ It is incumbent upon all stakeholders in sport both to adopt general principles for safe sport... and to implement and monitor policies and procedures for safe sport... which state that: all athletes have a right to be treated with respect, protected from non-accidental violence... ”

IOC CONSENSUS STATEMENT: HARASSMENT AND ABUSE IN SPORT (2016)



RISK FACTORS

We know that there is an increased risk of harassment and abuse in sport when three factors align. There are specific actions that can be taken by your organisation to better protect athletes, your organisation and the integrity of sport.

1

HIGH RISK OF A PERPETRATOR WITH THE INCLINATION TO HARASS OR ABUSE

PREVENTION

Are safeguarding measures included in your recruitment regulations? For example:

- Does your organisation conduct criminal record checks (in accordance with applicable legislation)?
- Do you require mandatory references for all job candidates?

Is the protection of harassment and abuse in sport included in mandatory education and training for all of your stakeholders? This should include:

- Awareness on what constitutes harassment and abuse in sport
- Information on the roles and responsibilities that all those involved in sport play in creating a safe sporting environment
- Recognising the signs and indicators of harassment and abuse
- Specialised training for those working with athletes or who have a role to play in following up on a safeguarding concern.

Do you have a code of conduct in place for athletes, entourage members and other stakeholders? These should:

- Clearly detail what behaviour is not acceptable
- Be specific to each stakeholder group
- Outline the measures and sanctions applicable for violations of the code of conduct
- Always be signed.



RESPONSE

It is imperative that you have policies and processes in place to effectively and appropriately respond in the event that a concern is raised. See the next section on sport protection mechanisms for information on policies and processes.





RISK FACTORS

2 WEAK SPORT PROTECTION MECHANISMS

PREVENTION

- Foster an organisational culture which places athlete well-being as a priority
- Table a discussion on Safe Sport with your organisation's executive bodies
- Ensure the rejection of harassment and abuse is clearly stated in your organisation's foundational frameworks
- Identify who is responsible for overseeing the development of safe sport policies and procedures and mechanisms in your organisation and ensure that they are adequately trained
- Liaise with other expert organisations, both national and international, to promote collaboration and sharing of best practices
- Develop guidance and programmes to build capacity in member organisations.

! RESPONSE

- Conduct a self-audit of your organisation in order to determine what measures are in place and where the gaps are
- Assemble a working group of experts and organisations with different areas of expertise to help you develop your Safe Sport policies and procedures. It is important that this group includes athletes
- Review available research on safeguarding in sport to make sure that interventions are evidence based.

Develop a safeguarding policy, which should:

- State that all members have a right to respect, safety and protection
- State that the welfare of members is paramount
- Specify what constitutes harassment and abuse and the range of consequences for violations
- Provide details of where parties can report an incident and can access support
- Ensure that complaints are investigated appropriately, confidentially and in a timely manner
- Align with other national and international safeguarding in sport agendas where applicable.

3 HIGH LEVEL OF VULNERABILITY

PREVENTION

Evidence demonstrates that whilst all athletes are susceptible to harassment and abuse, elite, child and lesbian/gay/bisexual/transsexual (LGBT) athletes and those with a disability are at a higher risk.

It is important to recognise this and to ensure specific measures related to the protection and promotion of vulnerable groups are included within your athlete safeguarding policies and procedures.

Measures to support athletes may include:

- Educating athletes and entourage members to recognise signs of harassment and abuse
- Encouraging athletes and entourage members to talk about harassment and abuse to help reduce stigma and break taboos
- Highlighting that athletes also have a responsibility to ensure safe sporting environments – reducing the risk of peer-to-peer abuse
- Fostering strong partnerships with athletes' parents/caregivers to promote safe sport
- Working with local organisations, experts and charities to raise awareness of harassment and abuse and particular considerations for vulnerable groups.



Looking Ahead

For detail information and resources, please visit the website: <https://www.olympics.com/athlete365/topics/safesport>

If you need further information, please contact the IOC Safe Sport Unit, Department of Health, Science and Medicine safesport@olympic.org

ADVANCING GENDER EQUALITY IN SPORT THROUGH THE OLYMPIC VALUES



The case studies presented in this document highlight some initiatives supported by Olympic Solidarity's **Olympic Values Programme**. These Programmes empower National Olympic Committees to drive safe, sustainable and inclusive sport movements at the national level, aligning with its overarching mission to build a better world through sport.

Olympic Values Programme: Inclusion and Safe Sport Objectives

The **Olympic Values Programmes** prioritise Inclusion and Safe Sport as two of its six core areas. Through its **Olympic Values Initiatives Programme**, NOCs can apply for funding to implement projects that promote equality, safety and integrity in sport.

Key focus areas include:

- **Gender Equality in Leadership:** Supporting the IOC's goal for NOCs to achieve at least 30% female representation on executive boards. Progress has been significant, with 19% of NOCs reaching this target in 2019, increasing to 44% in 2024.
- **Combating Discrimination:** Ensuring inclusive and welcoming sporting environments for all participants.
- **Fair and Gender-Equal Portrayal in Sport:** Encouraging balanced and respectful representation of both men and women across all aspects of sport.
- **Safeguarding Measures:** Enabling NOCs to train and appoint safeguarding officers, implement safeguarding policies, and promote awareness of Safe Sport.
- **Upskilling Sports Medicine and Mental Health Professionals:** Providing workshops and seminars to enhance expertise in athlete health and well-being.
- **Anti-Doping and Competition Integrity:** Combating doping and competition manipulation through education and awareness.

Impact of the Olympic Values Programmes

With funding from the Olympic Values Programmes, NOCs have partnered with National Federations, sports clubs, local governments and other stakeholders to advance gender equality in sport. Projects have included:

- **Capacity-building and leadership workshops**
- **Advocacy and awareness campaigns**
- **Development of inclusive sport strategies**

Between **2021 and 2024**, around **USD 4 million** was collectively invested by NOCs to promote inclusive sport and safeguarding across all continents.



Leadership Development for Women in Sport

The Olympic Values Programmes also offers targeted scholarships through the Education and Training Scholarships Programmes to support women's leadership development in sport.

- **Women in Sport High Performance Pathway (WISH):** Between 2019 and 2024, **120 female coaches** received support to participate in this mentorship and training programme, designed to prepare them for Olympic-level coaching roles.
- **Women's Sport Leadership Academy (WSLA):** Launched in 2023 through collaboration with the University of Chichester (UK), WSLA is a week-long residential programme for women in mid- to senior-level sports management roles. In **2023 and 2024**, **24 scholarships** were awarded, with continued support planned for 2025-2028.

Looking Ahead

The aim of Olympic Solidarity is to provide assistance through multi-faceted programmes that prioritise athlete development, train coaches and sports administrators, and promote the Olympic values with all National Olympic Committees (NOCs), in particular those with the greatest need for it.

For detailed information and guidelines on the Olympic Values programmes for the 2025-2028 cycle, please refer to NOCnet: [Olympic Values 2025-2028](#).

The Gender Equality, Diversity and Inclusion NOC Good Practices has been developed by the IOC Gender Equality Unit in the IOC's Corporate and Sustainable Development Department, with the support and collaboration of the GEDI Continental Chairs, the NOCs which provided their good practices and the IOC Safe Sport team. All trademarks are the property of their respective owners.

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