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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 brings people together, creates hope and is more powerful than governments in breaking down religious and political barriers,” said the unforgettable Nelson Mandela. His words are more relevant now than ever, and this is something that we feel every day.

The places where our sport is developing its greatest power for change are those where people are fighting for their very existence, where crises and war rage. The fight against discrimination and racism in the stadiums and on the pitch has not been neglected either, and our stance is clearly laid out in chapter I of the FIFA Statutes under article 3:

“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, 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.”

Some 1.6 billion people are involved in football, directly or indirectly, including players, referees, coaches, officials and fans – not forgetting their families and friends. This figure clearly illustrates the energy that football has. Even in desperate situations, it can spread hope and kick-start diplomatic negotiations.

That is why football is, and must always be, for all – regardless of nationality, skin colour, gender, ethnic origin or religion. With its development and youth football initiatives, FIFA is actively involved in the game at grassroots level and lends a helping hand in places far from the public eye, whether through infrastructure projects, technical development or the organisation of competitions.

Now we need to take it a step further and step up the fight against all of the negative social and cultural forces. The aim of this FIFA Good Practice Guide on Diversity and Anti-Discrimination is to provide a tool to systematically curb all instances of such anti-social behaviour, with “sustainability” being the watchword.

The FIFA Task Force Against Racism and Discrimination has laid important groundwork, and now is the time to transfer their thoughts into action on pitches everywhere.

With the worldwide introduction of anti-discrimination match observers, FIFA has laid down a key marker. Everyone involved must take responsibility, particularly the players as role models. After all, it is the stars who are copied week in, week out by young players and amateurs.

Stepping up the intensity and tempo of these efforts is a matter of great importance to us, as the power of our sport extends well beyond the confines of the pitch and duration of the match. Thanks to football’s reach and popularity, we have a great opportunity to bring people together and spread a message of respect and understanding – thus eliminating prejudice and misunderstandings. We cannot afford to miss this opportunity to show the red card to racism and all forms of discrimination – forever.

For the Game. For the World.
Part I
INTRODUCTION AND OBJECTIVE
2 Diversity and anti-discrimination as an integral part of social responsibility and sustainability – an introduction

FIFA believes that football should treat everyone involved in the game fairly and equally, with respect for human dignity being of primary importance. This first edition of the FIFA Good Practice Guide on Diversity and Anti-Discrimination reflects the experiences of FIFA and its member associations in promoting diversity and anti-discrimination, as well as practical experience from football clubs and their environment.

The objective of the guide is to encourage FIFA’s member associations to be proactive in this area. The proposals it contains are not always intended as a blueprint but should also be adapted to regional circumstances and needs. Moreover, there are so many different circumstances, options and problem situations around the world that it would be impossible to cover everything. The guide therefore respectfully builds to a large extent on the expertise of member association employees. Member associations can contact the FIFA Sustainability Department at any time for further information.
2.1 Anti-discrimination as a central pillar and a holistic issue

FIFA considers diversity and anti-discrimination to be one of the central pillars of its work in the field of social responsibility and sustainability. This applies in general to the organisation of FIFA as an association and more particularly to the organisation of FIFA events such as the FIFA World Cup™. The FIFA Committee for Fair Play and Social Responsibility and the FIFA Task Force Against Racism and Discrimination are the two pioneering bodies that deal with such issues on a day-to-day basis.

On the one hand, anti-discrimination rounds off FIFA’s concept involving Football for Hope, Football for the Planet, fair play and the Sustainability Strategy for the FIFA World Cup™. Anti-discrimination ensures dignified working conditions for players, coaches, referees as well as conditions for fans worldwide.

However, it should be borne in mind that a person’s identity is characterised by many different things. For example, a woman is not simply a woman: she is someone of a particular age who has a specific geographical and social background. She may be a person with disabilities. All of
this needs to be taken into account so that discrimination can be identified in its various forms. Only then can an anti-discriminatory “culture of welcome” and true equality be achieved.

On the other hand, anti-discrimination should be viewed as an integral part of all areas of social responsibility. The mutual respect of association employees should be based on a common agreement that there must be no discrimination based on a perceived race, or due to 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. In this context, FIFA provides, for example, employees as a liaison officers whom other FIFA employees can contact on a confidential basis – a model that associations can also follow.

On and around football pitches, we see social life thriving, such as when a new football arena is built – from the planning phase of a barrier-free stadium to the working conditions of the construction workers and the players. Wherever people get together to kick a ball and thus ensure that all of this can happen, it is essential that individual diversity is respected and recognised in equal measure. The role model here is actually the ball itself, which could not care less who performs tricks on it and plays the perfect pass that leads to a goal.

2.2 Foundations of anti-discrimination as sustainable social responsibility

In 2001, detailed foundations were laid down for FIFA and its member associations at the Extraordinary FIFA Congress in Buenos Aires, Argentina, which focused on racism in football. The Congress acknowledged the need for football administrators and groups “to cooperate with governmental authorities at all levels, the police and other civil authorities, educational bodies and others, to take action that is appropriate, forceful and effective“.

The aim of the football family must be to break the oft-quoted “glass ceiling” by putting in place the legal framework, education, sanctions, communications channels and networks in such a way that every person has the same access to positions and offices, whether he or she is a player, coach, official or fan.

The Extraordinary FIFA Congress of 2001 echoed the declaration of the FIFA Executive Committee in March 2000, and its statements still ring true today in reflecting the approach of FIFA towards racism and discrimination.
The Extraordinary FIFA Congress required:

- **all persons** involved directly or indirectly with the sport of football at all levels and in all countries to join a concerted action to exchange information and experiences in order to combat effectively and conclusively all manifestations of racism within the game, by denouncing and sanctioning all persons indulging in racism in any form;

- **all governments** and civil authorities at all levels to cooperate fully with the game’s authorities and to give unqualified support to these efforts;

- **football authorities** to give greater support to social groupings in introducing educational programmes and establishing a dialogue with known racism offenders for a better understanding of their motives;

- **all organisers** of football matches to impose regulations that refuse admission to football grounds to any persons indulging in, or suspected of intending to indulge in, acts of racism or related violence, and to ban all articles that convey any message of a racist content in words or in symbols;

- **competition organisers** to appoint observers for sensitive matches in order to monitor and report manifestations of racism in any form;

- **stadium stewards** to cooperate with police forces to act swiftly and decisively to apprehend and to eject immediately any persons violating such regulations;

- **match organisers** to take the necessary effective measures to ban any such offenders from attending further matches;

Extraordinary FIFA Congress 2001: world champion Lilian Thuram talks about his experience of racism and possible solutions to the problem.
Part I / Introduction and objective

2.3 Football as a tool to promote diversity and anti-discrimination in society

Football’s potential as a force for integration worldwide is being increasingly highlighted. The game may only need a ball and a pitch, but without constantly reviewing the necessary social ingredients and welcoming every individual with all of his or her idiosyncrasies, football can also bring out an individual’s tendency to marginalise. Football is not just about 11 players playing with the 11 of the other team – they are also playing against them. Rivalries can become aggressive, between players as well as fans.

It is therefore necessary to respect one’s opponents, no matter how eagerly anticipated the local derby. After all, without the other team, there is no game. No matter how seriously the participants take it, it is important to remember that football clubs, with their colours and badges, were formed by a handful of pioneers and not so very long ago, at that. The traditions of many big clubs were influenced at an early stage by merging with other clubs to become stronger. Although thousands of followers identify with them and look back proudly on their long history, it must be borne in mind that more and more of their young players come from all over the world, creating their own history. Football thrives on all of this, which is what makes it so attractive in the stadiums and on TV.

Liverpool manager Bill Shankly once said: “Some people believe football is a matter of life and death. I can assure you it is much, much more important than that.” The “importance” in this quote lies in the fact that players and fans have to go back to training or work on Monday, even if they do “die” a small death on the Saturday. People have to get on with each other and this will always be the case. The uniqueness of football lies in its imagination, and not in an aggressive display of “us and them”. This is why, as part of society, football offers room for creativity, international exchange, social inclusion. When practised correctly, football can also help to promote anti-discrimination, whether it is in a big arena or a local league.

— football fans to support organisers and civil authorities in identifying and removing racist elements from spectator areas;

— clubs to foster a spirit of social inclusion among players by ensuring that they treat team-mates, opponents, referees, officials, spectators and all other persons, whether connected with the game or not, with respect and without discrimination as to their ethnic origin;

— team coaches and club officials to impose effective punishments upon players in their charge who indulge in or condone any form of racist behaviour, either on the field of play or in their public or private lives;

— all football bodies at all levels to ensure racial equality in the employment, appointment and election of individuals in all areas of activity and to work with ethnic groups to involve them more closely in football activities;

— referees to be more vigilant with regard to gestures or verbal offences of a racist nature between players and/or coaches and/or the public, and to take immediate action to punish offenders and to report such incidents clearly and fully;

— the media to strongly condemn all acts of racist behaviour or declarations by any persons or groups, and to refrain from reporting such behaviour or declarations in a manner that may serve to provoke confrontation, and calls upon football websites (including those of clubs and national associations) to incorporate prominent anti-racism messages on their homepages;

— all members of the worldwide football community to take every opportunity to maximise the social impact of football to encourage social inclusion and the elimination of racism in society;

— all confederations to monitor all activities relating to the fight against racism in football and to report regularly to the FIFA Executive Committee.
In an ever-shrinking world, football’s social environment is confronted with constant change, of which diversity and anti-discrimination are part.

The game is developing more sustainably and will become even more successful if it targets and integrates people equally, using its best resources to do so. Such changes should therefore not be feared, but rather embraced as an opportunity.

This all needs partnerships, and FIFA sees its member associations and their clubs as partners, whose commitment to progress in the areas of diversity and anti-discrimination is essential.
3 Principles and objectives of the FIFA Good Practice Guide on Diversity and Anti-Discrimination

This FIFA Good Practice Guide is aimed first and foremost at the associations as members of FIFA. It is also intended to act as a constructive support to spread awareness of the issue among clubs as well as underpin cooperation with the confederations. Furthermore, FIFA would be delighted if it could inspire football’s stakeholders and their fans to continue to play and follow this beautiful game in a spirit of diversity and anti-discrimination, i.e. open-mindedly.

3.1 Background and motivation behind this FIFA Good Practice Guide

Since 1960 in its Statutes, and later in the FIFA Code of Ethics and FIFA Code of Conduct, FIFA has taken a determined stance in favour of diversity and against discrimination, thus laying the foundations for a respectful and peaceful coexistence among the global football family. FIFA’s resolution against racism at the Extraordinary FIFA Congress in Argentina in 2001, its resolution on the fight against racism and discrimination at the 2013 FIFA Congress in Mauritius, and the establishment of the FIFA Task Force Against Racism and Discrimination in 2013 have all put flesh on the bones of this stance – with all of these decisions passed by a majority.

This is how FIFA has developed its vision of an inclusive global football community that treats everyone the same. Every person should be welcomed with respect and appreciation, and should have the same access to 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 play a full part in the social and economic aspects of the game, any barriers to their participation 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!

However, this motto is put to the test when individuals or groups feel discriminated against. The FIFA member associations are called upon to pursue these perceptions with diligence and to take appropriate measures where necessary. This guide will support them with positive approaches and practical examples of how football is already experienced by all worldwide – both on and off the pitch. It therefore represents a further opportunity to find out all about diversity and anti-discrimination in action in an easy-to-assimilate way. It will encourage member associations to learn from each other so that they can project themselves as open organisations in a convincing manner.

3.2 FIFA’s strategic approach as a role model for its member associations

The laws of football do not apply in the same way to the promotion of diversity and anti-discrimination. Carrying out diversity and anti-discrimination on a sustained basis should not require a detailed set of measures to be issued from a central source. For this reason, the following guiding principle of FIFA was constantly 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, and the ways of tackling it have likewise all developed differently. These aspects must be considered when drafting both a concept and measures that actually reach the people at whom they are aimed. Member associations therefore face their own particular challenges when seeking to promote diversity and anti-discrimination, which 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 work for association Y, and 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:

This model can help 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 3 of the FIFA Statutes (“Non-discrimination 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 communication can be combined with every other pillar in line with the motto: do good things and talk about them!

There are also positive examples from fan scenes, and from governmental and non-governmental organisations alike, which endeavour to use football to promote diversity and anti-discrimination.
Like the various forms of society, 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 their commitment as being fixed in any way. Having awareness and reviewing one’s own work for diversity and anti-discrimination should also be encouraged, 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 activities that are the most effective – those that directly and confidentially address and integrate football’s stakeholders and fans on the ground.

The qualities involved 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.
In March 2013, the FIFA Task Force Against Racism and Discrimination was established to promote diversity and anti-discrimination in global football on an ongoing basis, following a personal initiative of FIFA President Joseph S. Blatter.

4.1 Philosophy of the FIFA Task Force Against Racism and Discrimination

As well as reviewing incidents, the task force develops medium- and long-term solutions for incidents of discrimination based on a perceived race, or due to 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, in accordance with article 3 of the FIFA Statutes. The solutions should contain both theoretical and practical elements, the modus operandi being to
act proactively and preventively as well as react. Aware of its strengths, the focus of the FIFA task force is very much on “doing” rather than “being”.

The task force takes into account a range of views and expert opinions before forming concrete proposals. This conducts a thorough examination of the entire gamut of ideas – an ongoing process of mutual education. In order to create a diversity and anti-discrimination action plan from which all of FIFA’s member associations can benefit, existing measures and opinions must be reviewed and adapted to current developments. From both a legal and a professional perspective, it must be possible to apply global assessments and responses on a regional basis.

In this respect, it is important to always bear in mind the variations between member associations in terms of national and association laws – at a sporting, sportspolitical and social relationship level – in order to produce results that are both realistic and progressive.

Above all, there must be a willingness to develop what is already there or even to discard everything and start again. Simply accepting the institutional view of football is not enough: players and other people in and around football must also be involved individually in the discussion so that solutions can be found. Naturally, this group of people should also include those who observe discrimination in football or who have suffered from it – not forgetting those who oppose or research it in a professional capacity. As a member of the task force commented in 2013: “Players have clearly not been supported enough, and this is a travesty. Players work hard, the game is their life, their occupation, and we need to do more to support them.”

When the FIFA task force talks about discrimination, this extends beyond the various ways it is expressed in public or extreme right-wing manifestations such as discriminatory profanities or physical attacks. There are also hidden forms, such as when a person is humiliated, of which unfortunately those who are perpetrating the act are often not aware. This can consist of racist, sexist or disablist jokes, for example, or displaying a preference for a particular group or gender. This broad approach and mutual openness of the invited members and consultants have been responsible for the results of the meetings held so far, paving the way for the task force to break new ground and also support FIFA on the path to the 2018 FIFA World Cup Russia™.
4.2 Content of meetings held so far

The first meeting of the FIFA Task Force Against Racism and Discrimination was opened by FIFA President Joseph S. Blatter at the Home of FIFA in Zurich on 6 May 2013. In a defiant speech, the President showed that he was prepared to act and made his organisation’s mission perfectly clear: “It is football’s duty to confront ignorance with knowledge, bigotry with diversity, and egotism with generosity.” The first meeting focused on exploring the different options for fighting racism and discrimination by a combination of prevention and control. The outcome of these deliberations formed the basis of the resolution on the fight against racism and discrimination that same month at the FIFA Congress in Mauritius. It updated and strengthened the commitment shown by FIFA’s members in 2001, when they passed their resolution against racism at the Extraordinary FIFA Congress in Argentina. The 2013 resolution can be summarised as follows:

- **Education – action plans**
  Competition organisers shall establish a concrete action plan, showing their intention to fight all forms of racism and discrimination among their players, officials and supporters.

- **Prevention – anti-discrimination officer**
  Competition regulations shall foresee a specialised official to be in the stadium to identify potential acts of racism or discrimination with the aim of easing the pressure on referees and facilitating the availability of evidence for judicial bodies to take decisions.

- **Sanctions – stricter application of sanctions**
  The sanctions provided for in the FIFA Disciplinary Code (FDC), which are mandatory for all member associations in accordance with the FDC, offer the relevant judicial bodies the necessary discretion when deciding on specific cases of supporter misconduct. However, in order to harmonise the pronounced sanctions on a worldwide level, the sanctions imposed on a club or representative team shall in principle be issued in a two-stage approach:
  - For a first or a minor offence, the sanctions of a warning, a fine and/or the playing of a match behind closed doors shall be applied.
  - For reoffenders or for serious incidents, sanctions such as point deductions, expulsion from a competition or relegation should be applied.

Furthermore, any person (player, official, match official, etc.) who commits such an offence shall be suspended for at least five matches combined with a stadium ban, as foreseen in the FDC.

Based on these measures, the second meeting held in Zurich on 12 September 2013 identified the following key priorities as a recommendation for FIFA’s continued work on diversity and anti-discrimination:
Allocation of specific resources for the fight against racism and discrimination
Development of an anti-discrimination handbook to be provided to all member associations for best practice and training
Anti-discrimination match observers (FIFA Anti-Discrimination Monitoring System)
Identification of high-risk games
Identification and engagement of anti-discrimination ambassadors
Proposal of a special award for achievements in the area of anti-discrimination

In order to pursue these priorities, FIFA allocated additional resources and appointed a Diversity & Anti-Discrimination Manager in 2014 to work exclusively in this area.

At its third meeting, again in Zurich on 2 December 2014, the task force analysed the following:
◆ The progress made since the establishment of the task force
◆ FIFA’s strategic approach
◆ The resulting action plan, which, together with the deployment of FIFA anti-discrimination match observers, also contained the substance of this FIFA Good Practice Guide and further steps towards the introduction of anti-discrimination ambassadors and a special award
◆ Prevention and education with regard to the 2018 FIFA World Cup Russia™

4.3 Outlook

The FIFA Task Force Against Racism and Discrimination believes that fighting discrimination and promoting diversity constitute a long-term process. The penal and social-preventive potential in the fields of sanctions and education need to be constantly improved in this area, with greater involvement of member associations and local communities as key factors.

The task force has made it abundantly clear:

“Education, it has to be education. When you impact the club, you impact the stadium, you impact the community. It has to start with coaches, players first in that dressing room.”

To show respect, equality, solidarity and openness, football needs the full commitment of its institutions and the people who shape them.
# 5 FIFA against racism and discrimination – history

Overview of the various activities in relation to racism and discrimination since the FIFA Conference against Racism in Buenos Aires (2001)

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>6 July 2001</td>
<td>FIFA Conference against Racism in Buenos Aires</td>
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<td>Several hundred delegates from member associations, confederations as</td>
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<td>well as non-governmental organisations and other representatives debate</td>
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<td>ways and means to eliminate racism from football by being firm in</td>
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<td>promoting the values of tolerance and proactive in working towards its</td>
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<td>ultimate eradication</td>
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<tr>
<td>7 July 2001</td>
<td>Extraordinary FIFA Congress ratifies resolution against racism</td>
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<td>The Extraordinary Congress of FIFA, meeting in Buenos Aires, ratifies</td>
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<td>the resolution to fight racism that had been approved the day before</td>
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<td></td>
<td>by the FIFA Conference against Racism.</td>
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<tr>
<td>7 July 2002</td>
<td>FIFA organises the first international day to kick racism out of</td>
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<td>football, one year after the Extraordinary Congress in Buenos Aires in</td>
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<td></td>
<td>2001 ratified the resolution against racism. (1st FIFA Anti-Discrimination Day)</td>
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<tr>
<td>21/22 June 2003</td>
<td>During the FIFA Confederations Cup France 2003 group stage, world</td>
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<td>football’s governing body dedicates two matchdays to the fight against</td>
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<td>racism. For the first time in a final competition of FIFA, a handshake</td>
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<td>procedure among rival players at the end of the match forms an integral</td>
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<td>and official part of the protocol. (2nd FIFA Anti-Discrimination Day)</td>
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<tr>
<td>2004</td>
<td>Amendment of FIFA Statutes</td>
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<td>II – Objects, article 2 par 3.1 of the FIFA Statutes: “there shall be</td>
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<td>no discrimination against a country or an individual for reasons of</td>
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<td>race, religion or politics”</td>
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<td>is amended to:</td>
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<td>“Article 3 – Non-discrimination and stance against racism: Discrimination</td>
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<td>of any kind against a country, private person or groups of people on</td>
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<td>account of ethnic origin, gender, language, religion, politics or any</td>
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<td>other reason is strictly prohibited and punishable by suspension or</td>
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<td>expulsion.”</td>
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<tr>
<td>18-19 September 2004</td>
<td>FIFA dedicates two days to the fight against racism in connection with</td>
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<td>the UN International Day of Peace. (3rd FIFA Anti-Discrimination Day)</td>
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<tr>
<td>2004</td>
<td>Creation of the Code of Ethics</td>
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<td>On 6 October 2004, the FIFA Executive Committee approves a Code of</td>
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<td>Ethics drawn up by the Committee for Ethics and Fair Play (revised in</td>
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<td>2012 to read:)</td>
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<td></td>
<td>Article 23: Persons bound by this Code may not offend the dignity or</td>
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<td>integrity of a country, private person or group of people through</td>
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<td>contemptuous, discriminatory or denigratory words or actions on</td>
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<td>account of race, skin colour, ethnic, national or social origin,</td>
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<td>gender, language, religion, political opinion or any other opinion,</td>
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<td>wealth, birth or any other status, sexual orientation or any other</td>
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<td>reason.</td>
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<tr>
<td>June 2005</td>
<td>FIFA dedicates both semi-finals of the FIFA Confederations Cup Germany</td>
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<td>2005 as well as the quarter-final matches of the FIFA World Youth</td>
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<td>Championship Netherlands 2005 to a special “Say No to Racism” activity</td>
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<tr>
<td></td>
<td>on the pitch. (4th FIFA Anti-Discrimination Day)</td>
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<tr>
<td>30 June–1 July 2006</td>
<td>At the 2006 FIFA World Cup™, the FIFA Anti-Discrimination Day is held</td>
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<td>on the occasion of the quarter-finals, to offer the fight against</td>
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<td>racism the most attractive communication platform in football. (5th</td>
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<td>FIFA Anti-Discrimination Day)</td>
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<td>U-20 World Cup Canada 2007. (6th FIFA Anti-Discrimination Day)</td>
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<td>The FIFA Anti-Discrimination Day takes place in Chile at the FIFA U-20</td>
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<td>Women’s World Cup semi-finals. (7th FIFA Anti-Discrimination Day)</td>
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<td>The FIFA Code of Ethics is adapted in regard to discrimination.</td>
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Date | Event
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25-26 June 2009 | At the FIFA Confederations Cup South Africa 2009, FIFA dedicates the semi-finals to the fight against racism, coinciding with the 8th FIFA Anti-Discrimination Day.
30 June and 1 July 2010 | At the 2010 FIFA World Cup™, the 9th 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.
7 July 2011 | Tenth anniversary of the Buenos Aires resolution, passed by the Extraordinary Congress of FIFA during a memorable meeting in the Argentinian capital.
10 November 2012 | The 11th FIFA Anti-Discrimination Day is held at the FIFA Futsal World Cup in Thailand. FIFA takes the opportunity to underline football's united stance against all forms of discrimination, from racism to religious prejudice, at the match between two-time world champions Spain and the tournament hosts in the round of 16.
March 2013 | **FIFA Task Force Against Racism and Discrimination**
President Blatter announces the creation of a FIFA Task Force Against Racism and Discrimination.
31 May 2013 | The 63rd FIFA Congress, chaired by FIFA President Joseph S. Blatter, approves the FIFA resolution against racism and discrimination. The resolution is based on three major principles: education, prevention, and sanctions, which include sporting sanctions, such as point deductions and relegation. [http://www.fifa.com/aboutfifa/organisation/bodies/congress/news/newsid=2089615/](http://www.fifa.com/aboutfifa/organisation/bodies/congress/news/newsid=2089615/)
26-27 June 2013 | At the semi-finals of the FIFA Confederations Cup Brazil 2013, there is a special pre-match protocol involving both teams on the pitch to spread the unequivocal message that there is no place for racism in football. (12th FIFA Anti-Discrimination Day)
12 September 2013 | The 2nd meeting of the FIFA Task Force Against Racism and Discrimination is held at the Home of FIFA in Zurich, with a focus on prevention and education. [http://www.fifa.com/aboutfifa/socialresponsibility/news/newsid=2172845/](http://www.fifa.com/aboutfifa/socialresponsibility/news/newsid=2172845/)
2 December 2014 | The FIFA Task Force Against Racism and Discrimination meets for the third time at the Home of FIFA in Zurich.
6 March 2015 | Coinciding with International Women's Day, the FIFA Women's Football & Leadership Conference takes place in Zurich and includes speeches and discussions on equality and anti-discrimination.
12 May 2015 | Presentation of the FIFA Anti-Discrimination Monitoring System to the 2018 FIFA World Cup Russia™ preliminary competition at the Wembley Stadium, London.
17 June 2015 | FIFA celebrates the 14th Anti-Discrimination Day at the semi-finals of the FIFA U-20 World Cup in New Zealand. In addition to the special match protocol, the campaign is complemented by a photo of Auckland-based volunteers holding the "Say No to Racism" banner.
October 2015 | Presentation of the FIFA Good Practice Guide on Diversity and Anti-Discrimination.
6 Approaching discrimination

6.1 What does “discrimination” mean?

The foundations for the anti-discrimination and stance against racism laid down in article 3 of the FIFA Statutes is provided by various human rights agreements but particularly by the United Nations’ Universal Declaration of Human Rights. This declaration unequivocally states that every single person is “entitled to equal protection against any discrimination [...] and against any incitement to such discrimination” (article 7).

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

Discrimination can be intentional but also unintentional.

As different countries have different legal and academic bases, when it comes to defining the various forms of discrimination listed in the FIFA Statutes, reference can merely be made to the United Nations’ resolutions and reports.

FIFA itself also has a long tradition of promoting diversity and anti-discrimination, particularly as it was one of the first international organisations, apart from the United Nations, to lay down such rules. More specifically, article 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
Part I / Introduction and objective

6.2 What does diversity mean for a football association?

Diversity means enrichment. The diversity of cultures is humanity’s legacy. Acceptance of diversity, talking about diversity and 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 a game so full of tricks and speed, and it certainly would not be such a strategic 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 the game 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. Diversity blossoms when people do not use their 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. 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. It is all about recognising and appreciating the individual value of every single person – and about reflecting on one’s own behaviour. In this way, everyone’s potential can be used in a more productive manner and be linked together.

6.3 Examples of discrimination in football

Unfortunately, discrimination in football has many faces. Discrimination can be open or subtle, loud or silent. Discrimination can also be expressed through violence, although this does not mean that all violent football fans are necessarily discriminatory people or even right-wing extremists.

Expressions of discrimination can change and move with the times. Discrimination can rear its head in public in the form of unambiguous gestures and chants, on football fans’ painted or printed banners, or on stickers and patches. In some countries, you will also find explicit clothing and brands that are produced by and for people with aggressive nationalist and extreme right-wing views.

The Fare network has an online brochure on this issue, which it constantly updates. On matchday, stadium rules give the organisers of football matches the power to remove any person who displays such discriminatory symbols or codes.

Discrimination, however, 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. Authorities have punished many such incidents.

Sometimes, comments or actions by famous names in the world of football can lead to a double-edged public debate. Comments or actions that a victim regards as sexist, racist, anti-Semitic or homophobic are often 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 parties involved.
Part II

A STRATEGIC OVERALL APPROACH TO PROMOTE DIVERSITY AND COMBAT DISCRIMINATION IN FOOTBALL
7 Diversity and anti-discrimination through regulations

In this chapter, FIFA’s five action pillars are described in greater detail for its member associations. Any examples listed in this chapter have been taken from the experiences of FIFA member associations or are based on FIFA’s knowledge of club practices.

There are examples from associations at the end of each sub-chapter. Information on FIFA’s work for diversity and anti-discrimination will also help associations to tailor it to their own requirements.

Once again, there is only limited space available for these examples, but FIFA intends to make more available online for its member associations in the future. All FIFA member associations are invited to submit ideas and information on their experiences in this regard.

A member association’s organisation policy can help to put self-contained and successful regulations for diversity and anti-discrimination in place. They provide common legal ground for the work of employees of all departments and the members of all committees. This also applies to communications as well as to sanctions, education, and networking and cooperation. Conversely, practical experience can also create ideas for 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 article 3 in particular, from which 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 Department, in particular, can take the initiative in the area of diversity and anti-discrimination.

An association has sporting, economic and social interests for wanting to ensure that football, as an international game that brings people together, is open at all levels and accessible to everyone. The first step is to make sure that discriminatory incidents are not ignored or played down, but instead are proactively investigated. Only then can action be taken in a credible and sustainable manner.

An organisation can take significant steps towards equality by ensuring that diversity is reflected in the make-up of its own personnel. By holding the inaugural Women’s Football and Leadership Conference in 2015, where FIFA President Joseph S. Blatter signed the Brighton Plus Helsinki 2014 Declaration on Women and Sport, FIFA underlined once again that it is ready and willing to take the necessary action.

7.1 Disciplinary code

It is recommended that associations apply strict sanctions to ensure that they have 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.
Such rules 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 not only have a reactive effect, but also a preventive effect and promote social responsibility.

Article 58 (“Discrimination”) of the FIFA Disciplinary Code provides a 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. Further information in this regard can be found in the chapter on diversity and anti-discrimination through controls and sanctions (chapter 8).

7.2 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. They 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. 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 regulations can also give details on construction and structural aspects that will enable fans to enjoy a barrier-free stadium atmosphere.

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, government organisations should also be involved in critical situations to ensure that people act in a preventive and assured 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.

7.3 Employment and recruitment policy

If a member association pursues a socially 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.

Article 3 of the FIFA Code of Conduct provides an example for ensuring that all employees are treated equally. Among the 11 core principles for the FIFA family, three refer to diversity and anti-discrimination, namely “integrity and ethical behaviour”, “respect and dignity”, and “zero tolerance of discrimination and harassment”. All new FIFA employees are informed about these principles and also receive, for example, a copy of FIFA’s guidelines against sexual harassment and workplace bullying.
A code of conduct that also contains clear references to diversity and anti-discrimination will also have an effect on an employment policy.

After all, if an association were to pursue a policy that imposed limits due to a supposed race, or due to 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, it would only serve to narrow down its pool of talent. As a result, the association’s national and international competitiveness would be restricted. Conversely, if an association sets equal store by personal backgrounds and abilities, then it will only enrich its own working methods.

It therefore makes sense to highlight the association’s open and socially-inclusive attitude in job adverts. 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 the team. When recruiting employees, associations should ensure that they avoid prejudices or other criteria for exclusion as listed in article 3 of the FIFA Statutes on non-discrimination and the stance against racism.

7.4 Liaison officer for diversity and anti-discrimination

A member association may also wish to appoint a liaison officer 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 in this area is coordinated internally, but it would also be a signal that the association is continuing to take responsibility and has the necessary expertise, and it would also send out a clear message to its sponsors and other partners.

The association’s clubs would then have a specific contact person 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 liaison officer would ensure a balance between the association’s five pillars of work in the area of diversity and anti-discrimination. What is more, the liaison officer would make sure that all forms of discrimination in football were covered in the development of the association’s strategy and actions.

The liaison officer would prepare training courses for coaches and refereeing teams, assess possible activities, projects and cooperation partners, draft annual progress reports, and answer any external enquiries. The association could also send the liaison officer to events in order to strengthen and effectively promote the association’s stance and activities to foster diversity and anti-discrimination.

After being appointed, the liaison officer would initially collate background knowledge within the organisation before being in a position to make proposals to improve the association’s policies. He or she could, for example, advise the association’s PR managers from the perspective of diversity and anti-discrimination. Finally, this liaison officer could also act as a contact person for the association’s employees, who would be able to discuss, in confidence, their creative feedback or concerns regarding social inclusion at the workplace.

7.5 Examples from the global football family

- **Signs and announcements for stadium announcers**
  To help prevent incidents of discrimination, signs can be displayed in a stadium to draw people’s attention to unwanted and discriminatory symbols, chants and banners. Spectators can be reminded that they can report any incidents of discrimination around them to the stadium stewards. Another possibility is to install a hotline to allow spectators to report such incidents. Finally, there could be draft stadium announcements for incidents of discrimination, which would also help to improve safety and security.

- **Involvement in licensing procedure**
  There are also known examples of associations and leagues making diversity and anti-discrimination a fixed part of their licensing procedure. It would be possible, for example, to stipulate a mandatory anti-discrimination clause in a club’s code. There are also examples of stadium codes of conduct that include a clause on anti-discrimination.

- **Equality policies and quotas**
  Quotas should not be necessary, but there are certain situations in which they can help to take the chance to make changes to the organisation. If quotas are used in an association, then it should only be to make sure that they can be overcome again in the subsequent establishment process. There are some examples of temporary quotas being put in place as a test, such as to ensure that more referees come from minority groups. Some associations have tried to place women in (elite) positions, e.g. as referees and officials, to achieve greater equality.

- **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 fulfil specific criteria in their socially inclusive policy. This certification process could be based on FIFA’s five-pillar approach presented in this good practice guide.

- **Reappraisal of an association’s own history and policy of remembrance to strengthen the organisational credibility of regulations**
  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 internal 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 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 demonstrating 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 for their expert opinion on the issue. Furthermore, an association or club could open up its archives to any students who are interested in researching a matter. Annual memorial days are another way to pay a respectful tribute to past events. Finally, tournaments or awards can bear the name of a person who has stood up for diversity and anti-discrimination in the past.

**Persons of trust**

Diversity and anti-discrimination persons of trust could also be appointed. These persons would then be available for discussions about any issues in relation to racist or sexual harassment, for example. All association employees would receive the names and contact details of these persons from time to time or upon request. Such persons should be especially suited to this role 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 that are 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 a yearly 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.
8 Diversity and anti-discrimination through 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 involving the relevant association departments and match officials, with the proviso that art. 3 of the FIFA Statutes forms part of association 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 about sanctioning and banishing discriminatory abuse in order to create an open and welcoming atmosphere that is conducive to “positive” passion in a spirit of peace and togetherness. 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 all be aware of the relevant sports law framework, including the relevant sanctions, before a match begins.

8.1 Procedure for identifying risk matches

Where possible, FIFA tries to identify matches where there is a risk of discriminatory offences six to ten weeks before the match. Identifying such matches involves all the forms of discrimination mentioned in the FIFA Statutes as well as a variety of evaluation criteria, including the common reference points in the history of the countries or teams involved and current geopolitical assessments. The level of the competition should also be taken into account, such as its importance and the rivalries that could emerge as a result of the status of the tournament or competition. It is vital to consider whether discriminatory incidents have occurred in previous encounters between the teams. Current fan cultures must also be assessed, especially in respect of historical and ongoing rivalries or particular events that could be associated by fans with a match venue. Knowledge of the influence on fans of organised groups from an area renowned for discrimination is useful here.

Another factor to be considered is the number of fans, particularly away fans, expected at a match. Furthermore, the confederations could also look at the fan combinations before matches of their competitions. In addition to the above options, member associations have stated that they perform preventative assessments on discrimination before matches assisted by the clubs, police, external experts and a media analysis in order to create a security plan.
8.2 Monitoring discriminatory acts (anti-discrimination match observers)

With a view to lessening the burden of referee teams and improving the availability of evidence for judicial bodies to take decisions, the 63rd FIFA Congress in 2013 approved the introduction of anti-discrimination observers in its resolution on the fight against racism and discrimination. At the start of the qualifying rounds for the 2018 FIFA World Cup Russia™, FIFA will be working with the Fare network to identify matches with a risk of discriminatory acts, which will be attended by FIFA Anti-Discrimination Match Observers recruited, trained and deployed by FIFA and Fare. Their task is to report acts to FIFA in which there is evidence of discrimination.

After the experience of CONCACAF and UEFA with a corresponding 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.
8.3 Referees’ duties

It is recommended that instructions for referee teams are continually updated, so that the latter can respond in a safe manner to verbal or physical acts of discrimination by individuals ranging from players and coaches through to other match officials and spectators.

Reference is made here to Law 5 – The referee, which obliges the referee to “take disciplinary action against players guilty of cautionable and sending-off offences”. It also states: “The referee has the power to show yellow or red cards during the half-time interval and after the match has finished as well as during extra time and kicks from the penalty mark, since the match remains under his jurisdiction at these times.” In addition, “The referee acts on the advice of the assistant referees regarding incidents that he has not seen.” Moreover, Law 5 clearly states: “The referee stops, suspends or abandons the match because of outside interference of any kind.” This also applies to the behaviour of spectators.

Furthermore, he “takes action against team officials who fail to conduct themselves in a responsible manner and may, at his discretion, expel them from the field of play and its immediate surrounds”.

8.4 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 current status of various forms of discrimination and outlining the required composed responses and partnerships according to regional experience and knowledge.

8.5 Examples of compliance with legal basis

Art. 57 of the FIFA Disciplinary Code concerns offensive behaviour and 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 concerning race, colour, language, religion or origin shall be suspended for at least five matches.” Furthermore, a stadium ban and a fine of at least CHF 20,000 will be imposed. If the perpetrator is an official, the fine will 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 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.”

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.

8.6 Examples from the global football family

- **Example of installing a risk identification system**
  Firstly, clubs and teams (sometimes together with the police) determine risk matches according to the above criteria. External experts may also be brought in from governmental and/or non-governmental organisations, e.g. risk advisory bodies. Finally, trained anti-discrimination match observers are deployed at the matches in question. It may be that two anti-discrimination match observers are needed at a match when gathering evidence in order to understand the languages normally spoken by the two teams and sets of supporters as well as the idiosyncrasies of the fan cultures.

- **Anti-discrimination in the match report form**
  There have been examples in amateur football where the match report form has been modified, whereby the referee asks members of both teams and coaches after 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.
Conflict resolution, mediation, victim-offender reconciliation and probation

Before imposing bans, the club or association can organise dialogue with potential or identified people or groups from the fan base. Some associations have organised educational programmes in this area for fans, including those who have already been sanctioned. They report that such discussions, whether between accuser and accused or with the aid of a neutral moderator, help to make those involved aware of the potential punishment, thus preventing discriminatory offences from occurring. They pave the way for sincere apologies or, in some cases, for victim-offender reconciliation. There are various 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.
Even before it is the subject of sports-legal proceedings, a report on discrimination can be a hot topic of conversation in both the media and social media. An association can use such a situation to position itself even before it has conducted any investigations. To do so, it is vital that the association works in a preventive manner by developing its own proactive strategy for diversity and anti-discrimination in its communications and PR.

Incidents that are possibly of a discriminatory nature can actually help an association, if it uses such situations appropriately, to clearly set out its own stance on diversity and anti-discrimination. The association should use such opportunities to draw the media’s attention to its own projects and ideas, but also to categorically state that it is carefully investigating the issue and will leave no stone unturned in addressing the matter.

It is especially important that PR is not isolated from the four other main pillars. Positions to strengthen diversity and anti-discrimination can only be effective if they are backed up by commensurate actions.

After all, it is the association’s policies, sanctions, education, networking and cooperation that are the pillars for diversity and anti-discrimination and provide the images and text for PR work. Overall, it should be ensured that the various forms of discrimination are tackled systematically but also as and when they arise.
9.1 Branding

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 unmistakeably conveys a message. A suitable motto can be formulated in such a way that it, in turn, covers various forms of discrimination in a clear manner.

In short, branding makes all five pillars for diversity and anti-discrimination – policies, sanctions, education, networking and cooperation, and PR work – visible and recognisable.

9.2 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 the association’s homepage has its own dedicated section or sub-section on the matter under “social responsibility/sustainability”, or that there is a regular column on this subject in the association’s magazine or newsletter. Information can also be disseminated at events in a way that is visible to the public (e.g. billboards, in stadium entertainment systems, 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.

- **News, interviews, background articles and social media**

  First and foremost, this includes regular news, in-depth interviews, and background stories on diversity and anti-discrimination, as well as reports on any incidents and the results of investigations conducted by the association’s disciplinary bodies. Providing details on the association’s and clubs’ best practices, and making further resources and specific practice-oriented material available for download will strengthen its position and also be useful in the good practice guide. The association should also provide links to FIFA’s guidance in this area.
A social media presence has become an increasingly important way of presenting one’s position and encouraging discussions. Online communication generally provides many popular formats, which should be used to put one’s message across – either via statements or via video spots focusing on diversity and anti-discrimination.

**Infotainment**

Infotainment can be another useful way to place messages successfully. Combining information and entertainment professionally can attract people’s attention and communicate complex content at the same time.

**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 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 Fan Fests. Signs and short, sharp messages can get specific information on diversity and anti-discrimination across, either by being printed on entry tickets or flyers, or maybe in match programmes or on placards.

FIFA regularly uses the pitchside advertising boards at its own tournaments so that fans watching back home on TV also see the desired message.

### 9.3 Ambassadors

Individuals can also convey important stances on diversity and discrimination, with role models 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.

If an association also has a working group in place for diversity and anti-discrimination or is involved in working groups run by other organisations, it would make sense to ensure that ambassadors are included in these forums.

### 9.4 Award

The introduction of a one-off or recurring award for diversity and anti-discrimination represents another milestone in the work of an association in this area. This award can be incorporated into an existing awards ceremony. It can bear the same name as the association’s slogan for diversity and anti-discrimination, or perhaps the name of a person who has played a significant role in this regard. It is also possible for the award to take an altogether different format, with the ambassador for diversity and anti-discrimination presenting it to the winner.

The award for diversity and anti-discrimination can also be given in various categories. Adults and youngsters, individuals, teams, clubs and organisations can all be taken into consideration, as can public or private initiatives promoting diversity and anti-discrimination outside of the association. Any positive moments, gestures or initiatives from football fans should be given particular recognition in order to encourage them to do more for diversity and anti-discrimination and to promote their social self-regulation.

FIFA has successfully held its own annual Anti-Discrimination Days since 2002. At the 2014 FIFA World Cup Brazil™, this entailed a special pre-match protocol with all quarter-finalist teams displaying a “Say No to Racism” banner before their matches. The team captains also read out the following special message: “On behalf of the national team of (team A), we wholeheartedly reject discrimination on any grounds, including race, gender, sexual orientation, ethnic origin, and religion.

### 9.5 Events

#### Anti-discrimination days

Annual anti-discrimination days are increasingly becoming a symbolic cornerstone of strategies for diversity and anti-discrimination. On these days, associations and clubs can be encouraged to present either their own message or a common message.
Using the power of football, we can help 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.”

- **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 involving 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.

9.6 **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, it is advisable for the association or club to state that the incident will be assessed, and that the public will be informed in due course.

  As media representatives will often regard such a statement as unsatisfactory if it is in relation to an incident that is of significant public interest, it should be backed up by the association or club making it clear 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;
  - another example from associations: irrespective of the potential legal proceedings, it has 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. There are also a number
of issues that could be considered as not being helpful. It is highly advisable to avoid using statements that downplay the issue.

The following examples are taken from FIFA’s analysis of such situations. They are not intended to define language rules, rather 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, 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.

There can be no doubt that in football, people also do things that they have learnt outside of football. For many people, football will have been a key part of their society ever since childhood. Football is about more than just scoring goals or winning and losing. It is also a phenomenon that shapes social life or a place where people share experiences. While it is fair to say that not everyone will have had only positive and exemplary experiences, it is also evident that football can produce positive ones. As a global sport for the masses, football has a responsibility towards society to continue to develop this immense potential with creative, and effective ideas.
10 Diversity and anti-discrimination through education

Linking football with education can ensure that the game makes the best use of its power to bring people together. When it comes to investing in the future of diversity and anti-discrimination in the world of football, education represents the most important but also one of the most demanding pillars of an association’s strategy.

This pillar should contain a repertoire that ensures that footballers, coaches and other match officials are depicted as people who take their responsibility to society seriously. There are many ways to convey to them how they can 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 on 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 always be tailored to people's needs. As a result there can be programmes and projects that differ from region to region. Education will fail if an association simply tries to implement solutions that have been 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-) pedagogics and teaching methods is vital.

10.1 Basic education

Football and its laws are based on teamwork, all of which leaves a great deal of room for fair play and bringing people together. When it comes to basic education, member associations and clubs have many opportunities.
By encouraging fair play on the pitch, football, its environment and its ways of thinking create a school of life for social learning, and that includes with regard to diversity and anti-discrimination. Role models can help to ensure that coaches, players and spectators learn positive conduct for their day-to-day lives.

Great consideration should be given to appearances, whether it is by the world’s leading football stars or by local players, as their words and actions are often at the focus of youngsters’ attention.

Associations and clubs should verify how they can use basic sporting education to improve elements of their players’ social education. Footballers and other association/club employees should be trained to act as role models for diversity and anti-discrimination.

At the same time, however, it is not all about educating the youth, just as it is not about ordering people around. Instead, more will be gained if people constantly learn from one another. Associations can create areas in which this is actively promoted, as it is in these areas that a mutual exchange between match officials, club representatives and coaches will be the most harmonious.

Special educational sessions should include elements that focus on social inclusion and anti-discrimination. If necessary, external support can be called upon to improve the quality of such sessions, such as experts in social inclusion and pedagogics, or students of sports or the arts, for example. Such association or club members and other holders of honorary positions should also be involved.

At the same time, it is absolutely vital that the association or club has unequivocal messages on diversity and anti-discrimination. Understanding the day-to-day lives of those receiving basic education is just as important. Basic education entails offering opportunities and openings, and not just under one’s own roof. It is also important to approach one’s own members and support them in their own environments. In this way their awareness of diversity and anti-discrimination can be developed step by step and in a sustainable manner.

At an association, managers and players should act in a way that makes it easier to promote diversity and anti-discrimination. These people – from association and match officials to club representatives and coaches – need to act as role models, not only in terms of their sporting performances, but also in the promotion of diversity and anti-discrimination.

### 10.2 Specialist training

An association and its affiliated clubs and teams will make themselves even more attractive if they offer training sessions. Everyone is welcome, and specialist training sessions focusing on diversity and anti-discrimination contribute to this image. Nevertheless, general training sessions can provide an alternative to narrow-mindedness and discrimination, whether it is a seminar on the association’s history, a first-aid course, or a forum for people to swap advice on stress management. Specialist training sessions will be more popular if they are based on prior research into people’s needs as this will ensure that the sessions are adapted to and meet their requirements.

To create role models for diversity and anti-discrimination, associations need to nurture their employees’ social competence and knowledge, whether it be, for example, through the provision of a practical portfolio for everyday use, or through specific employee training sessions with external course leaders. If an association makes specialist internal or employee training sessions a key part of its work, it will ensure that it forges a respectful, authentic image in the medium term. This applies not only to how people deal with each other within the association itself, but also to the better position in which the association will find itself in dealings with external partners or media representatives.

Specialist training sessions should not just be confined to an association’s own internal structures, however. FIFA, for example, provides its match commissioners, who are based all over the world, with an information package on diversity and anti-discrimination. Other match officials, particularly referees, should also be trained.
In this case, specialist training could focus on the tact and sensitivity that match officials need in order to react correctly and unambiguously to any incidents of discrimination on the pitch. Bringing referees’ experiences of provocation and discriminatory statements together as part of a special training session will increase the opportunities to act in a preventive manner to stop such incidents happening again. Referees should be given periodic refreshers about how to recognise discrimination, as well as information about how they can warn and sanction offenders. With this in mind, an association can produce a brochure or an online platform to collate and update details of experiences and proposals for how to react, as well as information on country-specific symbols and codes of discrimination.

All of this also holds true for the specialist training of security personnel and stewards. In this regard, it is vital that these people know what they can and cannot do, but also how they can work together and understand reaction plans for serious incidents. Security personnel and stewards need to know exactly to whom they can turn, and when. A successful steward will help to foster a friendly and socially inclusive atmosphere among spectators, welcoming each and every person with his personal aura but also acting in an appropriate and considered manner to incidents of discrimination or alleged discrimination.

For security officers and other association/club match observers, it is important that they recognise discrimination in the form of banners, pictures and chants, and that they understand the dynamics of fan groups. This is especially true for security personnel who are operating video surveillance systems. Specialist training sessions should focus on giving security personnel the sensitivity and tact that they need to decide when to intervene if they think diversity is being repressed and if discrimination is rearing its head. Depending on each country’s situation, the relevant police officers can also be included in an ongoing mutual training exchange.

10.3 Projects and campaigns

There are many educational projects and campaigns in the world of football, but they should all have one thing in common, namely that they are in line with the needs of their respective target audience. Just as
educational youth projects and campaigns have to be adapted to the requirements of the respective age groups, so too do their adult equivalents. If we 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 background.

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 football, information, educational work, and sensitisation for diversity and anti-discrimination require an ongoing process.

An association can also provide its members with information material to promote diversity and anti-discrimination. Although this FIFA Good Practice Guide on Diversity and Anti-Discrimination outlines the options that are available, a regional good practice guide could also be drafted to, depending on the legal situation in the country concerned, offer more in-depth and practical strategies and examples.

If an association can combine a number of the opportunities outlined here, it will create a recognisable 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.

### 10.4 Documentation

Documentation of discriminatory incidents, but particularly of positive examples of diversity and anti-discrimination in football in both word and images, are important for an association to continue developing education as one of its own 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 learn
from one another. Such documentation will also help with evaluation.

### 10.5 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 should still be stressed 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 is also possible to stress 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 so as to avoid the danger of the teaching methods and practice becoming monotonous. Successfully combining approaches taken from different methodologies and practices will ensure that an association’s initiatives do not become ineffective. Evaluation will also make sure that the correct terminology is always used in the context of diversity and anti-discrimination.

### 10.6 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 circumstances are taken as the basic starting point. These can then be built upon with international

Spain’s Iker Casillas and Italy’s Gianluigi Buffon speak out against discrimination before their semi-final match at the FIFA Confederations Cup Brazil 2013.
procedures. One positive example in a football context is the CONCACAF Diversity Handbook, published in 2014, which contains specific examples.

- **Declaration of commitment**
  The introduction of commitments agreed upon by players and coaches themselves 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 write down what they will need to do or avoid for their next match. These agreements can arise from a discussion between the coach and the team, or from discussions presided over by external experts. If necessary, people can be reminded 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 links to either of the teams or the conflict.

- **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 players and coaches receive information about diversity and anti-discrimination in football, they can also act as patrons for local schools or educational projects. They can then use their familiar face, their potential as a role model, their 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 an activity in a stadium. A task force could be used, for example, to encourage fans to help to foster diversity and anti-discrimination in the stadium and in their immediate environment.

- **Using sports events**
  Workshops and panel discussions, etc. can take place in conjunction with a football competition or a fan tournament. Participating players can come together between matches to talk about their experiences of diversity and anti-discrimination and to receive more information. Football tournaments can also be held under a particular 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. It would also be possible, for example, to include the FIFA Handshake for Peace initiative as part of this system.

- **Sensitisation of youngsters and football fans**
  There would not be enough space in this FIFA Good Practice Guide to list all of the education-oriented projects that offer information and guidance in this area. The scope stretches from campaigns against racism and discrimination to visits 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. 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 material can be developed for teachers at schools or for social workers in local projects. Such material 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**
  Social or educational project days focusing on football, diversity and anti-discrimination can be launched with schools, local governments, universities, companies or respected educational establishments. Such initiatives can also be held by associations, clubs or the establishments themselves. Teaching and educational material 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 a central meeting place**
  Many associations and clubs have an established meeting place for fans to coordinate the above examples. These rooms can be run by the fans themselves. In other instances, they can hold meetings there with supporter liaison 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.
Here, networking and cooperation form a single strategy pillar. FIFA believes that it is vital that experiences, energy and time, as well as finances, are all brought together with the relevant expert partners in order to safeguard diversity and anti-discrimination. Networks establish think tanks, which play a vital role 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.

Networking and cooperation create an overlapping area in which the pillars of regulations, sanctions, communications and education can be combined. Networking and cooperation are particularly linked to the area of education. Overall, it is about involving people not only as athletes and organisers, but also with their social requirements.

Working for diversity and anti-discrimination is not a policy issue. It follows the basic principle of human rights that states that everyone should be able to play and experience football according to their interests and talents. There are many governmental and non-governmental partners to help establish diversity and anti-discrimination in an educational and sociological manner. They can launch projects that use the integrating power of football, including with associations and clubs. This will, on the one hand, make sure that target audiences are reached in greater numbers, but also ensure that the correct support is in place.

Networks can help to spread knowledge and ideas. An association or club’s PR work can also benefit from networking and cooperation as this will strengthen the organisation’s credibility. Members of minority groups will feel more involved.

Networks do not only represent opportunities to obtain better results together, as they also create mechanisms to react quickly and appropriately to emergencies. 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, can be important for the security department of an association or club. An international exchange about problems and experiences with 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 are also helpful. This FIFA Good Practice Guide would never have been written without the cooperation of various parties.

11.1 Own working group

**Own working group**

In the best-case scenario, diversity and anti-discrimination will incorporate all of the association’s operational areas. Different requirements can sometimes create different perspectives and solutions, even though everyone is focused on promoting diversity and anti-discrimination. Consequently, 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, and social responsibility or sustainability. It is recommended that member associations set up cross-departmental working groups on diversity and anti-discrimination to discuss ongoing issues and ensure that approaches take everyone’s needs into account.

As diversity and anti-discrimination is part of social life, it also makes sense to invite employees and volunteers to take part in these working groups regardless of their position at the association. It is possible that associations will have employees and volunteers 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 institution 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. Such an approach will support the association’s general approach to the promotion of diversity and anti-discrimination. Regular meetings will enable an association to act in a more confident and targeted manner, rather than simply reacting to an event when under pressure to do so. Given the wide range of topics to be discussed, and as people can have different personal and professional approaches to diversity and anti-discrimination, these working groups should be given the necessary time to develop a common working ground and, subsequently, objectives. The quality of such a working group can be further improved by inviting guest experts in line with the issues to be discussed.

- **Cross-organisational working groups**

  Interdisciplinary experts who link football with diversity and anti-discrimination can also be invited to attend the meeting of a working group in order to advise the association. Such a working group 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-governmental organisations (e.g. scientific community, police), fan organisations and journalists involved in the issues at stake.

  One example of this is the FIFA Task Force Against Racism and Discrimination, which has been meeting annually since 2012. The work of this task force guides FIFA and helps the organisation to implement guidelines and resolutions, as well as to analyse upcoming tournaments from the perspective of diversity and anti-discrimination.

  Such 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 coverage of diversity and anti-discrimination in media reports. Associations should use such interdisciplinary working groups to continually refresh the pillars listed in this FIFA 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 a working group at the very start so that they are in line with the participants’ expectations.

11.2 **Further working groups and project cooperation**

  Involvement in working groups will ensure that an association is regarded as a professional, social player in the region. If an association receives an invitation from a
governmental or non-governmental body to become involved in a working group or another similar body, it should first decide whether getting involved would help to develop its own concept for diversity and anti-discrimination. First of all, questions must be asked in working group meetings so that objectives can be formulated. Member associations should always be open to criticism – whether positive or negative – and regard it as constructive.

There are working groups that are not always immediately useful, but will rather develop a useful perspective 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 facilities owned by the association.

Successful working groups with participants from different backgrounds 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.

### 11.3 Conferences and publications

Conferences are another way to listen to and activate networks on a specific topic, as they will ensure that members at all levels are reached in greater numbers. Experts can attend conferences, not only as speakers, but also as participants in enhancing 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. This would not only save costs but also provide an opportunity to explore local issues in greater detail. Such events can be organised as regional consultations in which clubs, their officials and fans can exchange praise, criticism and constructive ideas. This would allow an association to learn about the opinions and needs of its members as a basis for its focus.

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

### 11.4 Involvement of spectators

Spectators are often reduced down to their potential risk factor, but in fact they can also be risk-sharing partners instead. By inviting spectators to answer a survey
on diversity and anti-discrimination, an association can hope to receive proposals and learn about spectators’ expectations. In this way, an association can reassure its fans, increase its innovations, 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 working groups that deal with diversity and anti-discrimination, ensuring a direct form of conflict resolution.

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 campaigns will also be accepted. Involving spectators will also increase the chance of self-regulation, and will also promote civil courage for
diversity and anti-discrimination in the interests of the association.

11.5 International exchanges

This FIFA 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 member associations to forge international contacts with parties that are actively involved in various areas related to diversity and anti-discrimination. After all, learning from neighbours and fellow players from all around the world, and also providing one's own experiences as a learning environment for others, should be part and parcel of football as a global sport.

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 internships to people who wish to focus on the legal, sporting and sociological aspects 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 have twinning partnerships in various countries, and this concept can also be extended to include football and help to link football with social issues.

11.6 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.

Involvement of minorities

Some football associations have bodies or working groups to promote the inclusion of immigrants and their descendants, with discussions focusing on how football clubs can be more welcoming to members of minority groups.

Such bodies can lead to targeted poster campaigns and to 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 passed on.

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 any 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 founded by members of minority groups take part in the regular activities of associations. This can be regarded as an example 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 will always appeal to certain sections of society, and it is indeed understandable that people who play football in their spare time will enjoy doing so with people who experience similar issues in their day-to-day lives. This is part of football’s history, because away from professional football, social exchange is 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 it is of their own accord or in cooperation with associations, clubs and non-governmental organisations. Many of these initiatives are described in the “Unite against Racism in European Football. UEFA Guide to Good Practice” handbook published by UEFA and the Fare network in 2003, which is available online.

- **Fare network action week**
  One example of a cross-pillar initiative is the Fare network’s action week, when the focus is on information, awareness and sensitisation towards diversity and anti-discrimination as part of education. 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. 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 on current issues such as homophobia or transphobia in football and its fan scenes.

- **Support for refugees**
  There are also clubs and groups of football fans who support refugees by inviting them to visit their stadiums and giving them free tickets. Furthermore, there are also examples of clubs trying to 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.
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