



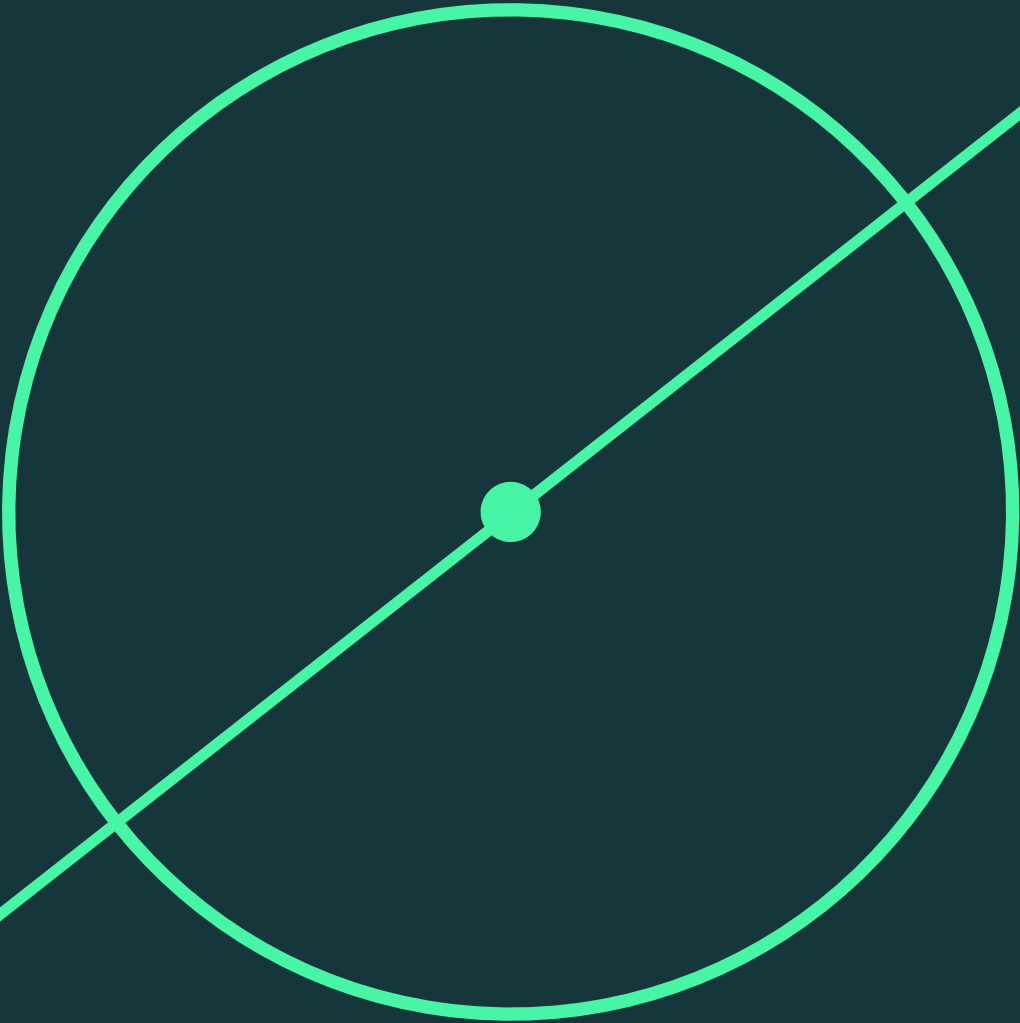
SHAPING THE
CYMRU UEFA
WOMEN'S
EURO 2025
LEGACY

This gender equity accelerator and the opportunity to present the Vision-to-Action Blueprint was made possible by the contributions of many—because changemaking is truly a team effort.

First, we extend our thanks to the Football Association of Wales and the Welsh Government’s EURO 2025 Partner Support Fund for supporting us to come together as a collective and provide guidance to the football landscape.

Secondly, we extend our sincere thanks to Bridget Dalton and Eliane Amend from Truth Consulting for their editorial design and visual storytelling, which brought this report to life and placed empathy at its heart.

Finally, these changemakers have been the central voice to shaping the insights, language, and recommendations put forth: Imogen Davies, Chris Roberts, Fabio Allegrini, Ceri Nursaw, Kate Seary, Priya Kohli, Princess Onyeanusi, Roopa Vyas, and Nell Powell.



FOREWORD	4
EXECUTIVE SUMMARY	6
INTRODUCTION	8
ABOUT THE ACCELERATOR	10
THE STATE OF GENDER EQUITY IN CYMRU FOOTBALL	12
SYSTEMS SOLUTIONS FOR GENDER EQUITY IN CYMRU FOOTBALL & WOMEN’S SPORT	18
CONCLUSION	28
ACKNOWLEDGMENTS	30



TO MY FELLOW CHANGEMAKERS IN THE CYMRU FOOTBALL LANDSCAPE,

I embarked on this Gender Equity Accelerator not only as an Ashokan, but as a participant — walking alongside fifteen incredible changemakers whose voices, lived experiences, and insights helped surface what we believe to be the root cause of gender inequities in football.

This journey was far from straightforward. It asked us to look inwards — to confront and challenge our own assumptions, biases, and comfort zones — and to truly listen to perspectives that so often go unheard in the game.

While we collectively recognised that these challenges are critical to address, the mandate of this programme invited us to go far deeper than ever before. Searching for long term systemic change, it ultimately forced us to ask:

“WHAT IS AT THE ROOT OF THE MEANNESS & EXCLUSION ACROSS THE FOOTBALL LANDSCAPE?”

Through moments of questioning, reflection, and revelation, we arrived at a shared clarity: a lack of kindness — and, ultimately, empathy. As an Ashoka Fellow, this is not a new concept to me — yet it remains largely untapped within football. This is a space that has, at times, excluded me, challenged me, welcomed me, and celebrated me — and remains central to who I am.

And when we look at the recent UEFA Women’s EUROs, we do see examples of the absence of empathy playing out on a global stage. During the 2025 tournament, UEFA identified over **1,900 abusive social media posts**, including sexist, racist, and homophobic content — much of it targeting players like **Jess Carter**, who spoke publicly about the racial abuse she faced after England’s semi-final. **French players** also endured harassment following their exit, prompting the French FA to call for an official investigation.

Even within media and commentary, subtle biases surfaced — with headlines questioning women’s decisions, toughness, or competence in ways rarely directed at their male counterparts. This is what “meanness” looks like in practice. It’s not only the overt hate — it’s the quiet dismissal, the patronising remark, the overlooked voice in the room. It’s the undercurrent that tells women and girls that football might welcome their talent, but not always their full humanity.

YET EMPATHY CAN CHANGE THAT - AND WE’VE SEEN MANY GLIMPSES OF WHAT’S POSSIBLE OVER RECENT YEARS.

Empathy in football can look like a coach pausing to ask a young girl why she no longer feels safe on the pitch — and redesigning training sessions to rebuild trust and belonging. It can look like a club boardroom where women’s voices are not tokenised, but truly heard and acted upon. It can look like male allies using their influence to challenge sexist behaviour in changing rooms and online spaces. It can look like facilities designed with everyone in mind — from gender-neutral changing areas to community hubs where families, carers, and fans feel welcome.

But we must also ask ourselves the harder question: What if we changed nothing? What if the shouts of abuse from the sidelines towards female referees and young players continued unchecked? What if the next generation of girls learned that stepping onto the pitch means accepting harassment as part of the game? What if we normalised this meanness until it became invisible once more?

By naming empathy as the root driver, we invite the football community to imagine what could happen if we deliberately embedded it across our systems, our interactions, and our decision-making — and, equally, to reflect on the cost of not doing so.

This Blueprint captures our collective vision of how empathy can guide the future of Cymru football — and the powerful legacy we can create together, from Team Cymru’s historic participation in UEFA Women’s EURO 2025 and beyond.

This is a very different lens— one that centres empathy as the root of change. If we embrace it together, Cymru can lead by example: proving that the future of football really doesn’t have to look exactly like the men’s game, but can instead become a movement grounded in equality, empathy, and belonging. I invite you to read, reflect, challenge, and join us in actioning change for the good of all.

With gratitude and solidarity,



Kelly Davies
Global Co-Founder ‘Sport for Changemaking’, Fellow,
& UK Country Director @ Ashoka I Chair of Cymru
Football Foundation I Former international and pro
footballer.



EXECUTIVE SUMMARY

This Vision-to-Action Blueprint for Cymru football, supported by the Welsh Government's EURO 2025 Partner Support Fund, invites us to consider empathy as a foundational principle for equitable decisions, access, narratives, and sporting experiences.

While patterns of toxic masculinity, sexism, and exclusion are visible symptoms across the football landscape, this blueprint goes deeper, highlighting the systemic absence of empathy that allows these harmful trends to persist.

By cultivating **conscious empathy** – the deliberate, practiced capacity to understand and act for the good of others – we target the root of these issues. Conscious empathy is more than a feeling; it is a changemaking skill that underpins other critical competencies, including curiosity, conflict resolution, and inclusive leadership, enabling sustained cultural and systemic change.

With this blueprint, we aim to:

- Clarify the “broken” system of kindness, and how, in its current structure – or lack thereof – it upholds the exclusion and harassment women and girls face in football.
- Without systemic empathy, inclusion and belonging in women's football remain fragmented and limited in impact.
- Highlight empathy as a central solution—both in how we work and in the outcomes, we hope to achieve through a shared vision.
- Position Wales as a leader in advancing gender equity in and through football, setting the standard for change – with empathy as a key driver – and showing what's possible.

This work builds on the Wellbeing of Future Generations (Wales) Act 2015 and core Welsh cultural values—*cydweithrediad* (cooperation) and *cymuned* (community)—and demonstrates how these principles can shape inclusive, supportive, and meaningful football experiences for women and girls.

More than a national guide, it provides a model for other countries seeking to embed empathy and kindness across sport systems—shaping how organizations, institutions, and stakeholders across the football landscape operate in ways that support and empower women and girls.

When such a system thrives, Cymru football can power a positive legacy of Team Cymru's historic participation in UEFA Women's EURO 2025. This blueprint provides actionable recommendations for decision-makers across Cymru football to address persistent patterns of exclusion and harassment while promoting empathy at every level:

- 1. Lead the Pitch in Empathy-Driven Football Culture:** Embed empathy training across governance, coaching, fan engagement, and resource allocation; making empathy a daily practice that drives systemic and cultural change.
- 2. Build a Visible Network:** Launch an accessible, open-resource knowledge hub and interactive mapping of sports opportunities, breaking down barriers, promoting transparency, and allowing all stakeholders to contribute to and benefit from shared resources.
- 3. Kick-off Empathy-Rooted Narratives:** Support media platforms and other channels for women, girls, and allies to share their stories, highlighting why they engage with football and how inclusive, empathetic practices strengthen the game and the broader community.

As you read this blueprint, we invite you to celebrate the steps taken to make women and girls feel more included — such as investments in fit-for-purpose facilities, creative purposeful sponsorships, and the elevation of diverse media voices. We also invite you to consider how these celebrations are mere pockets of inclusion rather than at scale because empathy is not yet embedded as a guiding principle in the systems and decision-making processes that shape football.

Furthermore, we invite you to engage through an empathetic lens, seeking to understand and appreciate the diverse perspectives that shaped this work. The blueprint includes insights from young changemakers, youth practitioners, female footballers, officials, administrators, board members, public opinion influences, and researchers—each contributing to a collective vision for a more inclusive and compassionate football landscape.

Our call for action – please consider how you might be a contributor to this vision and continue shaping Team Cymru's legacy of empathy and kindness in and through football.



INTRODUCTION

Team Cymru's participation in the UEFA Women's Euro 2025 was more than a sporting milestone - it was a moment of celebration at the heart of a growing movement around women's football, reflecting the shifting systems elevating the game nationally and internationally. It shows that at every stage of development, young girls and women can participate, thrive, and one day represent their communities and country.

The tournament also highlighted how sport is central to culture, shaping identity far beyond the stadium and leaving a lasting mark on Wales and its people. In the recent words of Jess Fishlock: "It's not the goals, It's not the wins. It's watching our nation grow behind us".

But sustaining this momentum and unlocking its full potential requires systemic change. Embedding empathy - the ability to actively put oneself in another person's shoes, appreciating their experiences, and using that understanding to inform decisions and take action¹ - into every part of the football landscape will create systems-wide change for players, stakeholders, and the general public alike to access safe and inclusive football environments.

As we look to drive this movement, let's consider this:

- What if empathy shaped how decisions were made, how coaches approached their training and changing rooms, how games were structured, and how success was celebrated for and by women and girls?
- What if women and girls felt supported by a genuine community—peers, families, coaches, brands, and providers—who valued their vulnerability and unique reasons for engaging in football?
- What if the stories told about women's football were rooted in these possibilities?

These "what ifs" point us toward a future where football is not just played, but fully

embraced as a space for belonging, growth, and purpose for all – guided by empathy at every level.

We have seen headlines – or "empathy wins" - highlighting this competency as the "secret sauce" of success and changemaking in football. Coaches like the United States Women's National Team's Emma Hayes and England's Sarina Wiegman, who stress the importance of truly knowing their players². Athletes, too, are leading by example - whether through openness about mental health, like Naomi Osaka and Chelsea's Naomi Girma, or by taking empathetic action beyond the pitch, such as Marcus Rashford's campaign where he provided free school meals during COVID. Academic researchers have also shown continued curiosity around empathy in sport. Hanold (2017) argued it is a critical leadership skill for coaches³, while Ceviker et al. (2024) has examined its relationship to enhanced player performance and how empathetic sporting environments play a critical role in developing long-term problem-solving⁴.

Empathy cannot remain a "nice to have" or a term and approach only understood by the few. **It should not be left for extra time - it must be embedded in how the game is played.** It must be a key skill, influencing everything from stadium inclusion and event design to coaching, leadership, and narratives. When embedded in this way - not as a one-off initiative or a stagnant ideal - empathy strengthens the cultural identity of football, ensures pathways for all young girls and women to thrive, and makes the system itself more inclusive, sustainable, and resilient.

Cymru is already doing things differently. With a national commitment to wellbeing through the Well-being of Future Generations (Wales) Act and Sport Wales' focus on safety, inclusion, and development over medal counts, the nation has redefined what meaningful success in sport looks like.

This Vision-to-Action Blueprint builds on that distinctiveness and the values deeply rooted in Welsh culture — cydweithrediad (cooperation) and cymuned (community). It places empathy at the heart of Cymru football, shaping how the game is played, led, and governed to ensure football is welcoming and inclusive for all. This blueprint presents a bold opportunity for Cymru football to move beyond individual gestures or headlines and to grow an empathy movement at scale — building on what already makes Cymru a global example of doing football & sport differently.

By embedding empathy across football, Cymru strengthens inclusive and supportive sporting environments locally while setting a global example of what it means to build a people-centred, sustainable sport system — one that contributes to Wales as a "nation of culture" and wellbeing for all future generations.

Accompanying this vision, the report presents:

- **Clarity on the role of empathy across systems shaping football**—with a focus on education, football organisations, and sporting regulatory bodies - and how, without empathy, they sustain the core problem we aim to dismantle: the exclusion, harassment, and restricted participation of girls and women in football, and in sport more broadly.
- **Insights from a cohort of gender champions** who have come together to share knowledge, lived experiences, and solutions to accelerate progress.
- **Concrete systems actions rooted in empathy** that changemakers across the football landscape can take to collectively challenge barriers and dismantle the structures that uphold gender inequity.

As you read, consider each of these discoveries as proposed guideposts for how we can embark together on a changemaking journey - one that shifts the systems sustaining inequity and builds a more inclusive future for women and girls in football.

Consider the vision that can be our reality: Cymru football is a space where empathy guides both leadership and participation, fostering inclusive and meaningful engagement for women and girls. It is a space that wholeheartedly contributes to the Well-being of Future Generations Act - ensuring our approach to girls' and women's football nurtures well-being, equality, and cohesive communities for generations to come.

¹ Ashoka. (n.d.). Empathy 101. <https://www.ashoka.org/en-us/collection/empathy-101>

² Johnston, E. (2024, November 29). Sarina Wiegman and Emma Hayes: Contrasting figures united by common empathy. The Guardian. Retrieved from <https://www.theguardian.com/football/2024/nov/29/sarina-wiegman-and-emma-hayes-contrasting-figures-united-by-common-empathy>

³ Hanold, M. T. (2017). Leadership, Women in Sport, and Embracing Empathy. Advancing Women in Leadership Journal, 31, 160-165. <https://doi.org/10.21423/awlj-v31.a76>

⁴ Ceviker, A., Ünlü, Ç., Turgut, A., Türkmen, E., Karaman Çam, M., Kara, E., & Hafizoglu, F. (2024). Determining the empathy level of coaching education students in the sports environment. International Journal on Studies in Education, 6(4), 720-731. <https://doi.org/10.46328/ijonse.291>

ABOUT THE ACCELERATOR

ACCELERATOR OBJECTIVES

The Gender Equity Accelerator – a collaborative partnership between Ashoka Sport for Changemaking and Ashoka UK with the support of Team Cymru & the Football Association of Wales – aims to contribute to the legacy of UEFA Women's Euro 2025 by:

- Deepening our collective understanding of the systemic drivers sustaining gender inequities in sport.
- Identifying key leverage points where interventions can have the most impact.
- Building shared alignment on actionable solutions that this group can champion to accelerate meaningful, lasting change for gender equity in sport.

Please note: Amongst other allies this has been part-funded by the Welsh Government's EURO 2025 Partner Support Fund.



OUR SYSTEMS JOURNEY

This Accelerator brought together 15 young changemakers, and many more sport practitioners, parents, researchers, and advocates from across the UK and Europe.⁵ Together, these individuals spanned the fields of media, business, arts & culture, and governance – all committed to advancing gender equality in Welsh football and in sport more broadly - to co-create this blueprint.

We embarked on a three-part systems change journey designed to deepen participants' understanding of how lasting impact happens. At Ashoka, we define systems change as addressing the root causes of social problems by transforming the structures, mindsets, and power dynamics that hold them in place. Through this journey, participants were guided by Ashoka's 'Systems Change Crash Course'⁶ and reframed their understanding of what holds back gender equity in sport. They moved beyond surface-level symptoms to uncover and articulate the deeper, systemic barriers that must be shifted.

Each workshop was designed to:

- Define the problem facing gender equity in sport
- Identify the systems that uphold that problem
- Co-create solutions, drawing on six categories of system-shifting strategies grounded in Ashoka's global expertise in social entrepreneurship across 96 countries.

While football provided the foundation for this work - given its potential to be a powerful driver of equality – we intentionally held a broader perspective. Young people and women engage with many sports, particularly in their formative years, and these early experiences shape how they choose to participate in football and beyond. This report, therefore, reflects a commitment to shifting systems across all sports, with football as one very important entry point.

⁵ Extending the invitation beyond Wales was intentional, aimed at bringing in thought leadership, diverse perspectives, and solutions that the Welsh football landscape could learn from. This "team of teams" approach reinforces the blueprint and strengthens the solutions proposed.
⁶ Welcome to Ashoka's Systems Change Crash Course: <https://www.ashoka.org/en-us/program/systems-change-crash-course>

30%

decline in Enjoyment of PE
with age from 86% (7-8) to
56% (14-15)

4 IN 10

girls who once loved sport
stop participating after
primary school

92%

of fans have seen online
sexist abuse directed at
women in football

1 IN 5

girls experience sexual
abuse while participating
in sport.

36%

of girls take part in
organised sport outside PE,
compared to 43% of boys

THE STATE OF GENDER EQUITY IN CYMRU FOOTBALL

According to the Football Association of Wales (FAW), following the UEFA Women's EURO 2025, 41% of the FAW audience included women and girls aged 13 – 34, while Team Cymru's engagement in the tournament increased press and social media reach to 8.3 billion.

Yet, at the same time, Sport Wales reports that:

- Girls' participation in organized sport outside PE is consistently lower **(36% vs 43% of boys)**⁷
- Enjoyment of PE declines steeply with age **(86% at 7-8 vs 56% at 14-15)**⁸.
- Dropout from community clubs accelerates during adolescence, especially at transition points (primary to secondary school)⁹.

These numbers are just hints at a larger, core challenge: Landmark achievements for women's sport – such as Team Cymru's historic participation in the tournament – while inspiring, cannot by themselves solve the deep-rooted gender equity issues across the football landscape. Central to this is the problem at the heart of this accelerator: **belonging and inclusion for women and girls are not embedded systematically across the football landscape, leaving progress inconsistent and uneven.**

When this problem persists, it is not an isolated hurdle. It is embedded in broader systems that, over time, steadily erode girls' and women's engagement. When this problem persists, it reproduces and reinforces patterns like toxic masculinity and misogyny across the landscape,¹⁰ - alongside other topics:

- Girls and women continue to face exclusion, harassment, sexual abuse, and bullying regarding their participation in football, and sport more broadly. UNESCO cites that, globally, 1 in 5 girls experience sexual abuse as a participant in sport.¹¹

- Boys often socialize dominance and competitiveness as normative behaviour, reinforcing hierarchies that restrict girls' participation and leadership.
- Coaching practices frequently reflect implicit gender biases, prioritizing boys' development and adhering to narrow definitions of what constitutes "serious" sport.
- Families and community members – including women - often unconsciously reinforce gendered expectations around sport participation. Girls frequently receive less encouragement, support, or resources compared to boys, reinforcing systemic barriers that limit their access and long-term engagement in athletic pathways.
- Harassment, exclusionary banter, and belittling behaviour from boys and men remain normalized within many sporting environments, shaping girls' negative experiences and driving early dropout. According to Her Game Too, 91.9% of surveyed fans in the UK have seen online sexist abuse directed at women in football¹²
- The sharp decline in girls' participation during adolescence is compounded by limited re-entry points as adults, leading to lower rates of women's ongoing engagement in community and competitive sport across their lifespans. Women in Sport found that 4 in 10 girls that used to love sport, disengage following primary school.¹³

The problem of exclusion and harassment does not exist in isolation – it is shaped by deep-rooted gender norms and systemic factors across girls' and women's sport that significantly influence their perception of safety and belonging.

This raises a critical question: what core attribute or competency can we all embrace to first recognize, and then value, individual differences and contributions within the wider football community?

⁷ Sport Wales. (2023). School Sport Survey 2022: Headline results. Sport Wales. <https://www.sport.wales/research-and-evaluation/school-sport-survey/>

⁸ Sport Wales. (2023). Young People in Sport: Attitudes to PE and school sport. Sport Wales. <https://www.sport.wales/research-and-evaluation/school-sport-survey/>

⁹ Sport Wales. (2022). Young People Transitioning from School to Community Environments: Phase 1. SLC & Proper Active for Sport Wales. <https://www.sport.wales/research-and-insight/young-people-transitioning-from-school-to-community-environments-phase-1>

¹⁰While this blueprint focuses on building a legacy for girls' and women's participation in football, it is important to acknowledge that harmful patterns also affect how men and boys experience the sport. For example, cultural norms around aggression influence boys' football experiences, reflecting the same systemic dynamics that shape girls' participation. These patterns extend across other systems, affecting how stakeholders engage with football and inadvertently perpetuating the problem.

¹¹UNESCO. (2024). Towards a safer playing field: Tackling violence against women and girls in sport. <https://www.unesco.org/en/articles/towards-safer-playing-field-tackling-violence-against-women-and-girls-sport>

¹²Her Game Too. (2021, July 30). Survey results: Female fans and sexist abuse

¹³Women in Sport. (2022). Reframing sport for teenage girls: Tackling teenage disengagement. <https://womeninsport.org/wp-content/uploads/2022/03/2022-Reframing-Sport-for-Teenage-Girls-Tackling-Teenage-Disengagement.pdf>



HOW SYSTEMS INFLUENCE GENDER INEQUITY ACROSS CYMRU FOOTBALL

A “system of kindness” is an intentional set of structures, practices, and cultural norms that prioritize care, respect, and empathy across an organization or community. In other words, kindness, empathy, and compassion are not just individual virtues, like the stories we carry of a coach opening the door to a traditionally masculine sport, or the powerful women who took the field and broke barriers because one policy or system shifted. Instead, these values are embedded in the system itself, shaping cultural, institutional, and organizational norms so that everyone experiences and benefits from them consistently.

When this “system of kindness” is thriving and influencing football, it’s informing how the systems (see right) closest to the participant – environments including school, physical education, football clubs, peer pick-up games, family relationships, and more – develop their rules, processes, and expectations so that people consistently feel valued, included, and safe. When the system is thriving, these benefits - access, opportunity, representation—will happen consistently and at scale, fully embedded in the way the system operates, rather than appearing only sporadically or by chance.

THE EDUCATION SYSTEM

Schools, universities, and coaching programs that shape how players, coaches, and young people engage with football, develop skills, and form early sporting habits.

THE ORGANISATIONAL SYSTEM

Clubs, associations, and teams that structure participation, provide resources, and guide day-to-day operations in football.

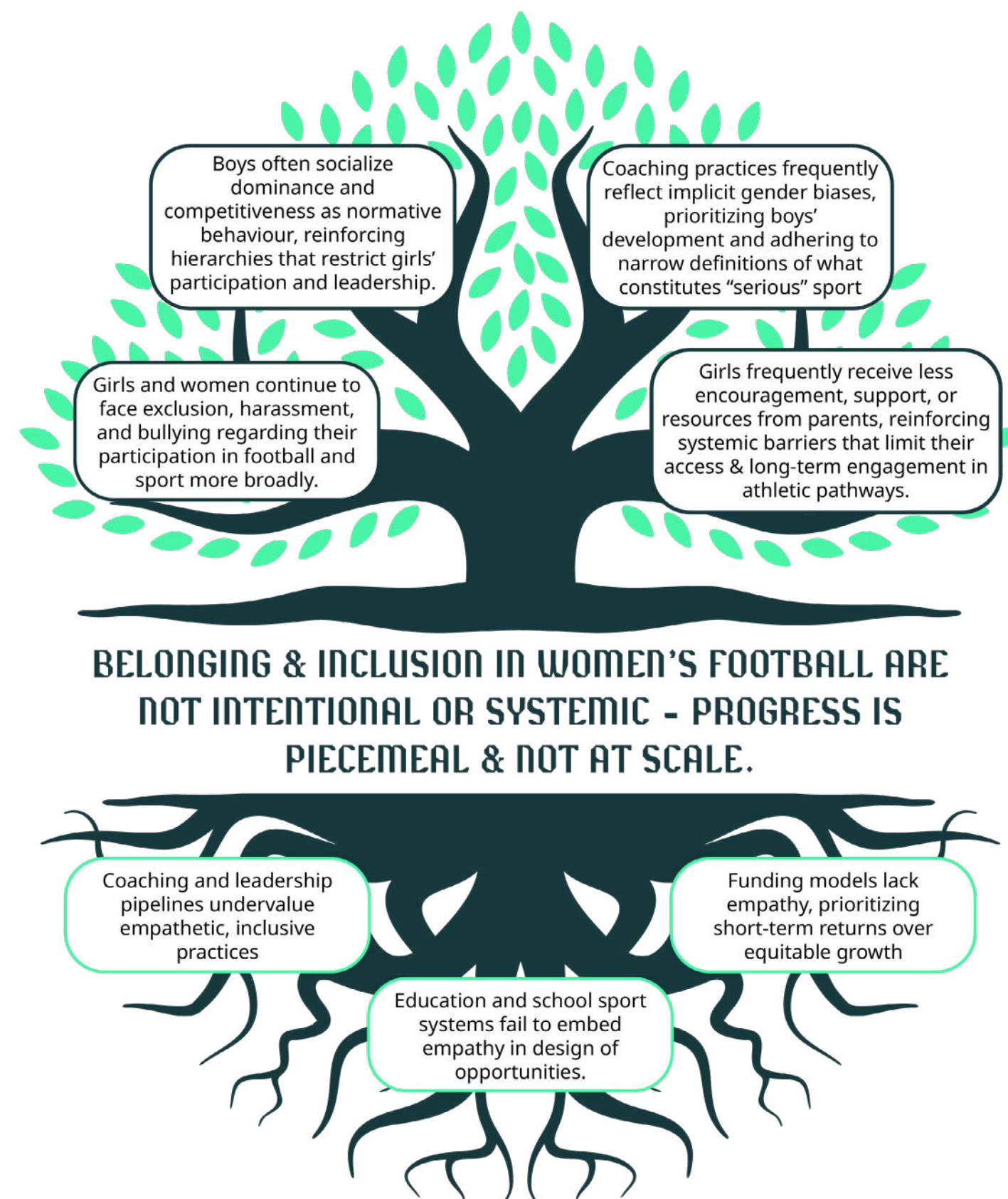
THE REGULATORY SYSTEM

Governing bodies, leagues, policy frameworks that set rules, standards, and ensure accountability across the sport.

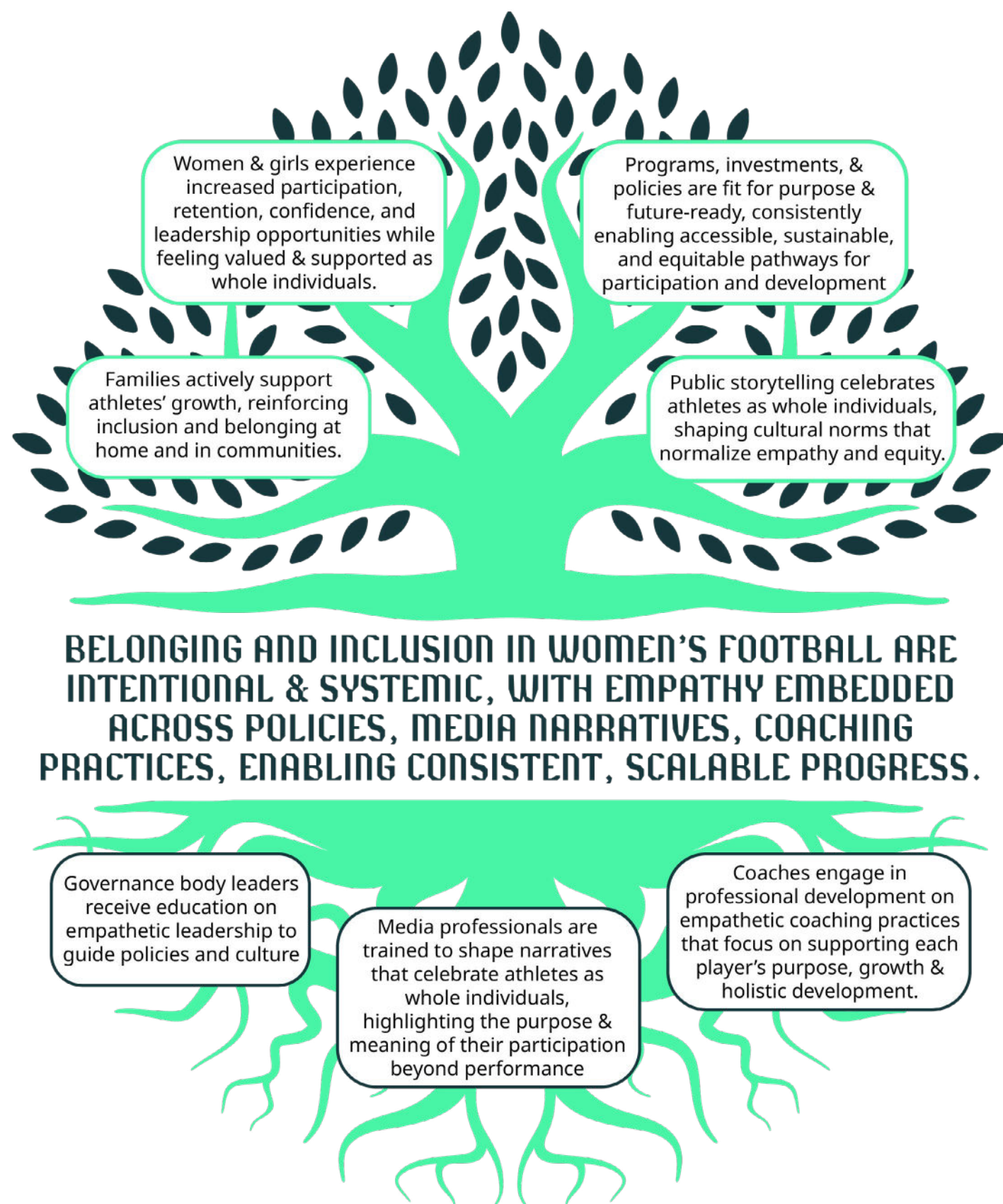
THE CULTURAL SYSTEM

Social norms, beliefs, and shared values that influence how football is perceived, experienced, and celebrated by players, fans, and communities.

WITHOUT SYSTEMIC EMPATHY PROBLEM TREE



WITH EMPATHY ROOTED SYSTEMS SOLUTIONS BENEFIT TREE



When a system of kindness is **NOT** embedded across these systems, the problem of exclusion and harassment persists. The patterns that reinforce these issues continue to be allowed and remain the norm.

In the education system, this looks like:

- **Roles reinforcing bias:** Teachers, administrators, and curriculum designers may unconsciously prioritize sports traditionally associated with boys, limiting girls' opportunities to engage in football.
- **Rules restricting access:** Formal structures (PE curricula, assessment criteria) and informal practices (cultural steering toward "feminine" sports) restrict girls' participation and progression.
- **Relationships perpetuating exclusion:** Interactions between teachers and students, and among peers, can reinforce norms that marginalize girls; without proactive inclusion, girls lack visible pathways into football.
- **Resources being unevenly allocated:** Access to facilities, coaching time, and scholarships often favors boys' sports, leaving girls with fewer opportunities to participate, develop skills, and sustain engagement.

In the organizational and regulatory systems of football, when a system of kindness is absent:

- **Roles upholding dominant mindsets:** Leadership positions across clubs, federations, and associations remain male-dominated, creating decision-making spaces that reflect and reproduce existing gender hierarchies.
- **Rules restricting access:** League formats, licensing criteria, and competition schedules are often designed with men's football as the default, making women's and girls' pathways secondary or fragmented.

- **Relationships perpetuating exclusion:** In club environments, women and girls often face subtle or overt gatekeeping—from lack of mentorship and support networks to cultures that tolerate dismissive or harassing behaviors.
- **Resources being unevenly allocated:** Investment in facilities, coaching development, sponsorship, and media coverage continues to favor men's football, leaving the women's game to rely on short-term or symbolic commitments rather than sustained, systemic support.

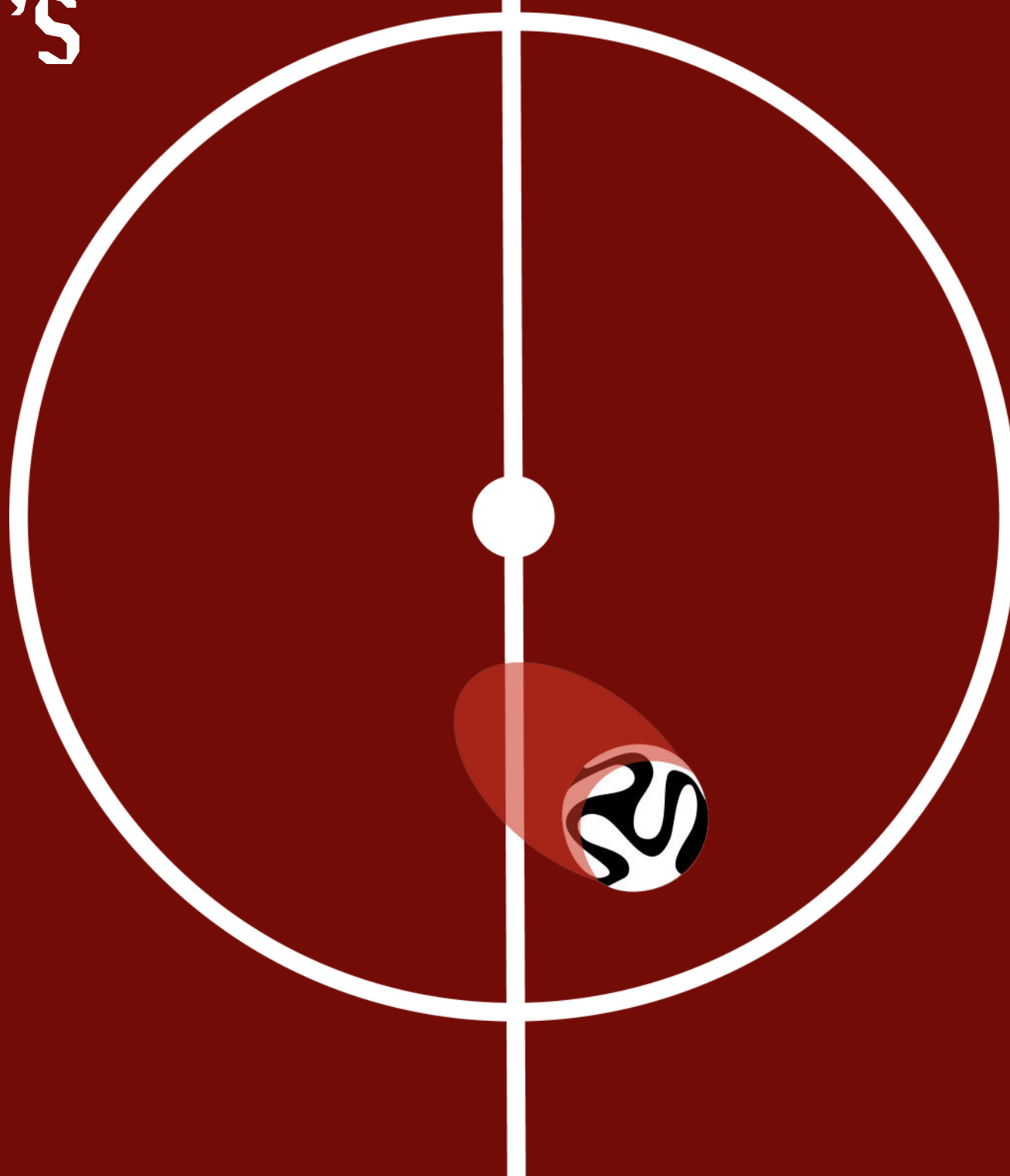
When a culture of kindness persists – not just in these education and organizational systems, but across the many interconnected systems that shape women's football and sport more broadly – we will observe and measure empathy in action. *These systems include:*

- Political systems that may or may not set inclusion mandates,
- Media systems that portray football as masculine or feminine, often without defining what femininity means to women and girls,
- Governance systems that determine whether girls have visible pathways and role models.

Within this complex web, we can see how football leaders, young people, parents, media influencers, politicians, and others demonstrate empathy by:

- Noticing and naming others' feelings
- Imagining what others are experiencing
- Taking steps to help and support others
- Managing their own emotions while supporting others
- Making inclusive decisions
- Advocating for empathy in their work, as well as in curricula, policies, and organisational structures.

SYSTEMS SOLUTIONS FOR GENDER EQUITY IN CYMRU FOOTBALL AND WOMEN'S SPORT



Empathy can be the antidote to the “win-at-all-costs” mentality in sport, the drastic decline in participation, the under-realized commercial potential of the women’s game, and the abuse, bullying, and sexual misconduct that women and girls too often face as participants. The empathy-driven solutions in this blueprint operate at the systems level, addressing both core and surrounding systems of influence identified in this project — including education, organizations, regulation, and culture.

These solutions are designed to:

- Build a stronger understanding of the problem so that opportunities are based on evidence rather than assumptions or bias.
- Shift mindsets and behaviours to see girls’ participation in sport through a new, more inclusive lens.
- Strengthen the capacity of football actors—coaches, trainers, teachers, regulators, parents, and young people—by giving them tools to embed this mindset in a structured and confident way.
- Create new formal and informal rules and practices that actively support girls’ and women’s participation in sport.

As you review this blueprint, consider:

- These solutions are guardrails - frameworks that define how deeper, more specific actions can take shape when we each see ourselves as changemakers empowered to implement them.
- Each recommendation takes a systemic approach, embedding empathy in the ways women and girls are supported, and ensuring that this support is sustained over time.

Finally, as you read, consider the reality we can collectively create by

following these recommendations. With empathy embedded as a core decision-making competency across all system actors—young people, parents, coaches, media representatives, clubs, governing bodies, and more—there is a promising ripple effect for what football in Wales can become for women and girls when this vision is fully realized.

- Women’s football is taken seriously, with women and girls meaningfully engaged in decision-making. Those shaping the game – from clubs to stadium design to media – embed creativity and inclusivity, while positive experiences ripple outward as young people influence their families, peers, and communities.
- Empathy becomes a core competency in leadership, policy, and practice, equipping decision-makers, coaches, and teachers to deliver inclusive, high-quality experiences that support the growth of every participant.
- Stories about football reflect the diversity and purpose of all girls, dismantling “us vs. them” narratives and fostering belonging. Fans of all genders cheer together, women’s leadership is visible at every level, and playing football is embraced as an authentic expression of femininity and self.
- Success in women’s and girls’ football is measured not only by performance but also by retention, community strength, equitable funding, and the spread of empathy-driven coaching and leadership practices. Girls aspire to be role models and leaders as much as athletes, and initiatives across communities embed women’s football as a driver of inclusion and change.



LEAD THE PITCH IN EMPATHY-LED FOOTBALL CULTURE

Empathy can be taught through experiential learning and developed as a core skill. It should guide how Cymru football is governed, funded, supported, and celebrated, as well as how it is experienced by players, coaches, parents, and fans. When empathy shapes both behaviour on the pitch and the lessons taken from it, the potential to create and sustain meaningful change grows significantly.

DEFINITION:

Building or strengthening one's empathy (i.e., "empathy training") is a structured process designed to help individuals recognize, understand, and respond to the emotions and perspectives of others. It involves guiding people – often through a multi-step process – to consciously reflect on their own feelings, imagine another person's feelings, consider how others respond, and think about solutions or actions that benefit everyone involved. In the context of the football landscape, the goal is to cultivate an ecosystem of changemakers who are empowered to tackle problems and advocate for the collective good.



REAL WORLD EXAMPLES OF EMPATHY TRAINING

Ashoka Fellows and changemakers offer key examples of how to implement empathy training for diverse audiences:

"In Their Shoes" is an empathy training program using theatre and active empathy to foster socio-emotional skills and positive conflict resolution in schools. The program trains teachers, families, and students in emotional literacy, active empathy, and positive conflict resolution. Participants co-create and perform plays based on real-life challenges, using theatre to make emotions visible and to practice empathy in action. External evaluations show 92% of pupils learned to recognize their emotions, and 90% of teachers observed students becoming kinder and more empathetic (Spain and Morocco, Pax Dettoni Serano – Ashoka Fellow).

ChangeWriters provides empathy training for teachers, focusing on relationship building, self-reflection, and secure attachment behaviours. Teachers participate in a four-day training combining theory and practice, including reading students' diaries, group discussions, and journaling. The program helps teachers understand students' behaviours in context and build trustful, empathetic relationships. The program has been implemented in 25 schools in Germany, reaching 14,000 students. Scientific evaluation shows significant improvements in empowerment and school climate (Germany, Jörg Knüfken – Ashoka Fellow)

Skills Builder Partnership (formerly Enabling Enterprise) embeds empathy as a foundational skill in UK schools. Reaching 85,000+ students and recognized by the UK Office for Standards in Education, the program teaches empathy as one of eight core enterprise skills through a structured curriculum, teacher training, and real-world projects. In the program, teachers are trained to deliver lessons and integrate empathy and related skills (like teamwork and communication) across subjects. The program includes interactive visits to businesses and peer-to-peer learning, helping students practice empathy in diverse settings (United Kingdom, Tom Ravenscroft – Ashoka Fellow)

The Self Investigation works with UK media organizations (BBC, Reuters, Oxford University Reuters Institute, University of Central Lancashire) to embed mental health and wellbeing –including empathy – into journalism education and newsroom culture. She trains journalists and editors to become "Wellbeing Agents," fostering empathetic, supportive environments and healthier storytelling. This e-learning and community platform has reached thousands of journalists, and her work is shaping journalism curricula and newsroom practices in the UK and beyond (United Kingdom and Spain, Mar Cabra)

IMPLEMENTING EMPATHY TRAINING ACROSS THE CYMRU FOOTBALL ECOSYSTEM

By applying the principles of these examples, Cymru football can embed empathy training across governance, commercial, coaching, fan engagement, and resource allocation – ensuring empathy is not just a value but a daily practice that sustains meaningful change across **education, organizational structures, regulatory frameworks, and cultural norms.**

Imagine...

- **If players and staff (education system)** receive empathy training that helps them identify and reflect on their own biases, then they will be able to challenge exclusionary behaviours, reducing gender stereotypes and discrimination.
- **If girls and women (cultural system)** experience environments shaped by empathy-based practice, then they will feel safer, more valued, and more likely to stay involved in football, increasing participation and retention.
- **If leaders and coaches (organizational system)** are trained in empathy-led leadership, then they will create cultures of respect and recognition, ensuring every contribution is valued
- **If communities and supporters (cultural system)** engage in empathy-driven initiatives within football clubs and events, then football will act as a vehicle for social cohesion, mutual respect, and collective action for gender equity.
- **If funders and decision-makers (regulatory and organizational systems)** adopt empathy training to better understand the lived realities of women and girls in football, then investment and resource allocation will be more equitable, closing historical gaps and enabling sustainable progress.
- **If media professionals and communications teams (cultural and organizational systems)** are trained in empathy, then their reporting and storytelling will accurately reflect the experiences of women and girls, amplify inclusive practices, and help normalize equity-focused narratives across the football ecosystem.



2.

BUILD A VISIBLE SUPPORT NETWORK



Despite increased interest, investment, and social change, women and girls still do not always find the supportive community they need to feel inspired and drawn into sport. This gap persists even though resources exist, research confirms the benefits of participation, and support is growing—from brands and peers to fans and elite role models. Ensuring that women and girls can access and clearly see this community of support is essential to showing them that they belong in sport.

DEFINITION:

Open resourcing is the practice of making knowledge, tools, data, or other resources freely accessible and shareable, often through open-source platforms or open licensing. The goal is to break down barriers to participation, encourage transparency, and enable a broader group of stakeholders to contribute to and benefit from shared assets.

REAL WORLD EXAMPLES OF OPEN RESOURCING:

Literature Wales supports creative development in Wales through open-access platforms such as the Writers of Wales Directory and opportunities databases. Reaching writers, poets, and other literary creatives across the nation, the organization provides resources that democratize access to opportunities, training, and networks. The platforms function as searchable, free-to-use hubs where creatives can showcase their work, connect with peers, and access grants, bursaries, and development programs. By removing barriers to entry, Literature Wales ensures that both emerging and established creatives can navigate the literary ecosystem, build professional visibility, and sustain careers in the arts (Wales)

Peer-2-Peer University (P2PU) is an open-source, peer-learning platform where anyone can create or join courses, share educational materials, and collaborate on learning projects. All content is openly licensed, and the platform is community-driven. P2PU enables learners worldwide to connect around shared interests, co-create resources, and recognize achievements through digital badges. The open model allows for rapid scaling and adaptation to local needs, strengthening communities of practice in education and beyond (United States, Philipp Schmidt)

Buttle UK Quality Mark: The original Buttle UK Quality Mark was a national accreditation scheme for higher education institutions to improve support for care leavers. It brought together universities, experts, and young people to raise standards collectively through a self-assessment process to help universities benchmark their provision against clear standards, identify best practice, and receive external recognition for good work. The Quality Mark highlighted where good support existed, encouraged others to improve, and ultimately influenced young people's decisions about where to study. A quality mark for girls' football in Wales could work in the same way: helping clubs and organisations self-assess against clear standards, recognise and share best practice, and demonstrate what quality provision looks like. It would both reassure girls and their families about where opportunities are supportive and inclusive, and drive improvement across the game by celebrating and showcasing those who are doing it well (United Kingdom)

IMPLEMENTING OPEN RESOURCING ACROSS THE WELSH FOOTBALL LANDSCAPE:

By learning from examples in Cymru and across the Ashoka Fellowship, football across Cymru can ensure everyone feels equipped to access sport for women and girls. This can include the development of an accessible knowledge hub and interactive mapping of sports opportunities for girls and women or the facilitation of open days or sports fairs to explore options. *Imagine...*

If schools, teachers, and coaches actively contribute information about local programs, success stories, and participation pathways to the hub, then girls' awareness of local sporting opportunities will increase.

If clubs and sports organizations share resources, open training slots, events, and mentorship opportunities through the hub, and engage in collaborative planning of sports fairs, then girls will have an enhanced ability to engage in the sport of their choice.

If regulators, governing bodies, and funders contribute data on program availability, regional participation rates, and funding allocations to the hub, then inequities in resource distribution across regions will become more visible and actionable.

3. KICK OFF EMPATHY- ROOTED NARRATIVES

Women, girls, and their allies each have a story to tell - about why they engage with, support, and celebrate women's and girls' football and the spaces in which they play. While these stories may not yet feature prominently in traditional media, amplifying them can act as a catalyst to shift perspectives. By giving a human voice to experiences of harassment, challenging harmful stereotypes, and highlighting the meaningful purpose behind participation, these narratives showcase the power and impact of every young woman and the communities that support them in football.

DEFINITION:

Empathy-rooted storytelling is a narrative approach that intentionally centres the feelings, perspectives, and lived experiences of others especially those whose voices are often marginalized or misunderstood. The goal is to foster genuine understanding, emotional connection, and compassion in the audience, moving them beyond sympathy or curiosity to a place of shared humanity and, often, action.



REAL WORLD EXAMPLES OF EMPATHY-ROOTED STORYTELLING

Empathy Studios is a UK-based education and creative studio dedicated to fostering empathy in students aged 5 to 18 through the power of film and storytelling. The initiative offers a comprehensive social-emotional learning program that includes thought-provoking films, accompanied by activities and discussions designed to enhance students' emotional awareness and cultural curiosity. Their flagship initiative, Empathy Week, is an annual festival featuring films, resources, and events that have reached over 1.3 million students across 56 countries (United Kingdom, Ed Kirwan)

Homeless World Cup leverages empathy to change the narrative on homelessness by sharing humanizing stories of participants in its flagship tournament. Bringing together teams from over 70 countries, the annual international football event celebrates personal stories of resilience and transformation. It has engaged hundreds of thousands of players and inspired millions globally, reshaping perceptions and motivating action to address homelessness in communities around the world (United Kingdom, Mel Young).

Integrated Dreams, a Portuguese social enterprise dedicated to advancing inclusion and accessibility in sport, supports the development of the world's largest Inclusion Football Match. By organizing the world's first large-scale inclusive matches, they demonstrate how football can unite people of all abilities on the same pitch. This pioneering initiative has inspired clubs, federations, and communities worldwide to embed accessibility, belonging, and equity across the game (Portugal, José Soares)

IMPLEMENTING EMPATHY-ROOTED STORYTELLING ACROSS THE CYMRU FOOTBALL LANDSCAPE

By drawing from these solutions, empathy-rooted storytelling can shift who holds the power to tell stories, broaden the types of narratives we hear, and ensure they both inspire confidence in participation and celebrate athletes as whole people. *Imagine...*

If players, girls, and women (cultural and education systems) share their personal stories about why they engage with football and the challenges they face, then their lived experiences will be visible, giving a human voice to harassment, stereotypes, and barriers, and inspiring empathy and understanding across the football community.

If allies, coaches, and community leaders (organizational and cultural systems) are trained in empathy-rooted storytelling and actively amplify these narratives, then public perception of women's and girls' football will shift, challenging harmful stereotypes and highlighting the meaningful purpose behind participation.

If media professionals and communications teams (cultural and organizational systems) adopt empathy-centred storytelling practices, then coverage of women's and girls' football will become more nuanced, inclusive, and human-centred, helping to normalize equitable representation and celebrate contributions at all levels.

If governing bodies, program leaders, and funders (regulatory and organizational systems) support the collection and amplification of these stories through campaigns, social media, and events, then resources, policies, and programs will better reflect the lived realities of participants, reinforcing inclusive practices and systemic change.

LET'S ASK AGAIN: WHAT IF EMPATHY SHAPED HOW DECISIONS WERE MADE, HOW GAMES WERE STRUCTURED AND HOW SUCCESS WAS CELEBRATED FOR AND BY WOMEN & GIRLS?

CONCLUSION

This blueprint is a call to action—for those already leading this work to join forces, and for all those interested in reimagining how Cymru Football approaches gender equity from a systems lens. It is an invitation to innovate for this generation and all future generations, positioning empathy as a defining part of Cymru Football's identity and culture—a unique expression of Welsh culture.

We are all contributors to building a culture where empathy guides leadership and participation, fostering inclusive and meaningful engagement for women and girls. This vision goes beyond individual efforts, beyond single investments, and beyond token gestures. If empathy is embedded across the systems of football—education, organizations, regulations, politics, and media—change can happen at scale.

As we head into this movement, let's revisit the key takeaways from this accelerator:

- A system of kindness can drive gender equity and challenge the harm and exclusion women and girls experience in the media, on the pitch, in the changing room, in the schoolyard, and beyond—whether through intentional or unintentional bias.
- Empathy can be the central competency that Cymru Football both inspires and is run by.
- Systems solutions are the critical step for tackling the root causes that uphold inequity

And finally, the solutions are within reach. They don't need to be invented wholesale—

many already exist on the periphery of the game, waiting to be brought into the fold and onto the team of teams. Cymru Football has the opportunity to embed empathy training, create visible and open networks of support, and shift the narrative of football to one rooted in empathy. If we do this, our collective actions can be abundant, including:

- Sporting organizations adopting open, accessible frameworks to guide gender equity strategies, track progress, join a community of like-minded organizations, and demonstrate to players their commitment to creating welcoming and inclusive environments (e.g., Buttle Trust Quality Mark for Higher Education).
- Empathy training is provided to young people—the next generation of leaders stepping into spaces of influence in women's football—while governing bodies also receive training to embed empathy in consistent, sustainable mandates for gender equity.
- An open platform for sharing stories where anyone in football can contribute, shaping the collective narrative and amplifying diverse voices (e.g., Ashoka's Open Challenge Platform).
- A visible web of support that signals women and girls belong in every space of the game (e.g. Literature Wales).

And so much more. Let's embark on this changemaking journey together, shaping Cymru football into a space where empathy guides leadership and participation, and where women and girls can fully engage in an inclusive, meaningful way.

ACKNOWLEDGMENTS

ROOPA VYAS

Roopa Vyas is the Chief Operating Officer of Her Game Too and leads Her Game Too Cymru, a movement working to make football across Wales more inclusive and welcoming for women and girls. She also works in Equality, Diversity and Inclusion at Transport for Wales, bringing experience across both sport and the public sector. Her purpose in contributing to this work is to ensure that the lived experiences of women and underrepresented voices in Welsh football are recognised and reflected. I want to help shape a blueprint that doesn't just outline ambition but drives empathetic, practical action through partnership and community engagement.

PRIYA KOHLI

Priya Kohli has built her career helping some of the world's biggest sports brands connect with fans in new and meaningful ways online. Having led digital strategy and execution for football at adidas and Chelsea FC, she helped double digital business revenues, built new membership models, and has activated landmark global tournaments including the FIFA World Cups and UEFA Euros. She's seen first-hand how the right mix of creativity, data and storytelling can turn passion for sport into lasting business impact.

Alongside her commercial work, Priya is passionate about making sport more equitable and accessible. In her Non Executive Board roles at Lancashire FA, Surrey County Cricket Club, Para Football and the Women's Sport Collective she is committed to driving positive change across sports. She's a firm believer that the future of sport depends as much on participation and community as it does on performance and profit, and she's committed to helping the industry grow in a way that's both commercially strong and socially just.

IMOGEN DAVIES

Imogen is a 24-year-old Welsh writer and creative from Aberystwyth, Wales. With a bilingual upbringing in Welsh and English, she went on to study French, Spanish, and Catalan at Durham University for her undergraduate degree, while currently undertaking a Masters in Modernist Literature at the University of Edinburgh.

Her work has appeared both online and in print in various literary magazines, such as New Welsh Review, Nation Cymru, among others, she has also been named as one of sixty new Welsh poets to watch by Poetry Wales, and interviewed on BBC Radio Cymru and BBC Radio Wales for my self-published poetry collection, DISTANCES (2024), which explores relationships, the natural world, and Welsh identity.

She worked Wales Arts International and the Arts Council of Wales on her poem 'a field in front of the world' which celebrates the qualification of the Welsh team for the 2025 Women's EUROS. In preparation for the tournament, each member of the Welsh Women's team was given a card with the poem to wish them luck for the tournament.

Her contribution to this blueprint aims to integrate art, literature, and cultural content into important issues such as gender equality because she believes art has a human depth that advocates for the empathy we hope to inspire in others, rooted to the core of our project.

KATE SEARY

Kate Seary is a Welsh international athlete and national record holder in the steeplechase. She is the Co-Founder and Director of Research and Campaigns at Kyniska Advocacy, a survivor- and athlete-led organisation driving systemic change to make sport safer and more equitable. Alongside her athletic career, Kate has worked for the Future Generations Commissioner for Wales, contributing to the delivery of the Well-being of Future Generations Act, experience that has deepened her commitment to creating long-term, sustainable cultures of wellbeing and accountability. Drawing on her lived experience of toxic sporting environments, she combines policy insight with athlete perspective to champion safe, trauma-informed, and inclusive sport.

She hopes to bring a wellbeing and safe sport lens to the discussion. Informed by her work on the Well-being of Future Generations Act and her work with survivors of abuse in sport through Kyniska Advocacy, she aims to apply a future-focused, trauma-informed, athlete-centred approach, amplifying the voices of survivors in sport to ensure the legacy is rooted in empathy, safety, and long-term cultural change.

PRINCESS ONYEANUSI

Princess is the Founder and Community Engagement Director for Safe Online Space Cymru, a social enterprise which is committed to promoting an inclusive and safe digital community in Wales.

CERI NURSAW

Ceri has spent over 25 years working in education and social mobility, leading national programmes that help organisations and leaders drive real change. Currently, she works with universities, government and partners to shape strategy, build leadership, and tackle big social challenges.

Outside of work, she is a trustee at Hawarden Park Ladies and Girls FC and a proud football mum to her 13-year-old daughter who is at the North Wales Academy, so she sees first-hand the difference access to good football opportunities can make. She is passionate about gender equity and making sure every girl has the same chance to play, grow and thrive through football, no matter where they're from. She wants to bring her experience in strategy and systems change together with her love of the grassroots game to help build something lasting for the Cymru UEFA Women's EURO 2025 legacy.

FABIO ALLEGRI

Fabio D. Allegrini is a passionate educator, sustainability advocate, and facilitator committed to catalyzing transformational change at personal, collective, and systemic levels. With a degree in teaching and a deep interest in how we learn and evolve together, Fabio crafts spaces that nourish growth, dialogue, and co-creation.

I joined the Gender Equity Accelerator by Ashoka because I believe it is essential for more men to actively shape the conversation about masculinity, rather than letting it be defined by others. For me, this is about taking responsibility, opening space for dialogue, and re-imagining ways of being that foster equity and connection.

CHRIS ROBERTS

Chris is the Co-Founder of the North Wales Dragons Recreational Football Teams and has been involved in recreational football for over fifty years. Additionally, he is one of one hundred 'Future Generations Wales' Changemakers, supporting the Well-Being of Future Generations (Wales) Act 2015, while also sitting on the Football Association of Wales Sustainability Strategy 2030 Advisory Panel.

His purpose for contributing to the work was to support creating spaces for grassroots recreational sports to be available to all women and girls - based on inclusivity rather than ability. It is his ambition, on behalf of the North Wales Dragons, to create more spaces and more opportunities to allow women and girls to play inclusion-based football.

NELL POWELL

Nell is a Sport and Exercise Science student at the University of Bath and recently returned from my placement year in New Zealand with the Healthy Active Learning Project, which aims to get more children involved in sport and physical activity. Alongside her studies, she works as a Sports Media Officer and as part of the RFU Student Leadership Programme, where she helps grow visibility and engagement in women's rugby through storytelling and social campaigns. With a rugby rather than football background, her experience bridges sport, media, and research, with a focus on making women's sport more visible and valued.

Her purpose in contributing to this important work is to amplify the stories and voices of women and girls in football. She believes storytelling has the power to shift perceptions, celebrate progress, and inspire lasting change across sport in Wales.

IT'S ALL STILL TO PLAY FOR

BY IMOGEN DAVIES

"It's all still to play for – you – me – her – him – them – empathy in equality" is hand sewn on the back of my Wales football shirt, although, being red, it could represent any Welsh sports shirt, as I wanted to highlight the importance of empathy in equality in all sports across Wales, not just in football.

However, having learned that it was only in 2019 when the Wales Women's football team first had their names put on the back of their shirts, I knew that I wanted to pay homage to such a landmark moment in some way. The importance of shirts with names, as opposed wearing borrowed men's kits or shirts without names, is symbolic of representation, of recognition and a means of honouring the female players. It enables them to become identifiable role models that younger players can look up to and aspire to be, they suddenly become people, as opposed to faceless numbered players running onto the pitch. I therefore decided to sew my message onto the back of a Wales football shirt, in the same way that a name and a number is typically branded on the back, I wanted to allude to the idea of playing for team equality, a team that includes everyone, "you – me – her – him – them".

My decision to hand sew each letter was also symbolic. Having cut out the letters from different colour felt material, using yellow, blue, pink, green and white, as a nod to the LGBTQ+ community and their multicoloured flag, I was also playing on the idea of felt as a fabric, 'felt' being the past tense of the verb 'to feel' and how central feeling is to empathy, and empathy to equality. By doubling the thread to sew each letter, each stitch became visible, highlighting the human handmade quality of it, carefully crafted by my own hands rather than a machine. Moreover, sewing is a skill I had taken the time to learn at a much younger age, taught by my mother, each stitch therefore also represents a skill that I had learned and taken the time to apply. This is how empathy works too. Empathy is a skill that must be learned and

applied. Empathy is key to achieving equality, and it also takes time.

An outcome I didn't expect as a result of this piece, was the emotion that came out of the time it took to create it. In a world full of distractions, breaking news and the ping of notifications, sitting down to concentrate on a task forced me to sit with my own thoughts, inviting those to surface that I otherwise wouldn't have the clarity to acknowledge. Sitting at my desk, pushing needle through fabric, reminded me of an art installation by Beili Liu in 2011 which consisted of hundreds of scissors suspended from the ceiling, pointing downward, as Liu would sew beneath (Artist Beili Liu Embroiders Underneath Hundreds of Suspended Scissors — Colossal). Liu's instillation represents the calm and peace of mind required to forget about the sinister scissors looming above, which, I think, is representative of the world we live in today, and the need for and importance of engaging in creative activity for one's mental health as well as for supporting greater purposes such as gender equality.

Liu's instillation, as well as my own work, also alludes to the rich history of women and sewing, a thread which can be traced further back than Sappho, an Ancient Greek poet, who wasn't able to find distraction in weaving from her broken heart, as described in her poem 'It's no use', all the way through to the female sewers of the Bayeux tapestry, to the innovation of war time wedding dresses made from parachutes silk, right up to the influential female sewers and fashion designers of today; Laura Ashley, Cath Kidston and Vivienne Westwood, to name a few. I wanted to celebrate the tradition of women and sewing on a personal as well as historic level, commending the skill I learned from my mother to my nana's trade as a bookbinder, who sewed university thesis and newspapers for the National Library of Wales, it felt as if there were no other option but to sew by hand.

Beyond commemorating the long history of women and sewing, I also wanted to bring it into the context of sports with the purpose of saying that women can be both. Femininity is not limited to traditional values we have long attributed to women throughout history, such as sewing, but football, and sports more widely, can be inherently feminine too.

Through playing on the phrase 'it's all to play for', I wanted to emphasise that our current situation, the inequality women face is sport, is not set in stone, it is not forever nor a certainty for our future. It's all to play for. It's anybody's game. Things can change. By saying "It's all STILL to play for" I would like to stress that it's not too late, we can still make a difference, we mustn't be discouraged as it is still within our power to push forwards for change. Most importantly, I wanted this piece to promote empathy in equality. Several of the discussions behind this blueprint focused on the need to acknowledge the fact that each of us is different, and for equality to be achieved we need empathy to be able to adapt and cater for those differences, for they are what make us human.



Photographed by Aria Lindfield



Tîm Cymru
Team Wales



A SPORTS FOR CHANGEMAKING COLLECTIVE REPORT

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CHANGEMAKING TAKES A TEAM