

#EQUAL GAME CONFERENCE REPORT

Wembley Stadium
London, 2-3 April 2019



EXECUTIVE SUMMARY

The #EqualGame Conference took place in London on 2 and 3 April 2019 and is the fifth conference in the Respect series. The conference was organised jointly by [UEFA](#), the [English Football Association](#) and the [Fare Network](#) with the aim of examining the subject of diversity in football and drawing attention to key issues.

The conference was attended by 260 representatives of UEFA member associations, clubs, political bodies, non-governmental organisations (NGOs), academic institutions and other entities, who observed and participated in a series of panel discussions, a piece of theatre, short talks and a number of round-table discussions.



Aleksander Čeferin, UEFA President

As emphasised by UEFA president Aleksander Čeferin, we are most proud of football when it provides a safe, fun, and inclusive environment for all. Thank you again to all attendees for taking part in the 2019 #EqualGame Conference, and we hope you enjoy this report.

1. Diversity and inclusion
2. Gender equality
3. Accessibility
4. LGBT+
5. Human rights
6. Refugees and asylum seekers
7. Sanctioning discrimination
8. Youth

**DIVERSITY AND
INCLUSION
IN FOOTBALL**

DIVERSITY AND INCLUSION IN FOOTBALL

The need to understand, value and increase diversity is now widely accepted as a goal across corporate and other organisational sectors in Europe. Diversity is conceptualised as relating to two key types of attribute: (i) visible, observable, surface-level or demographic characteristics (e.g. gender, colour/ethnicity, or age); and (ii) non-visible, non-observable or internal characteristics (e.g. nationality/culture, social class, personality, sexual orientation or educational/functional background).

‘Inclusion’ refers to a situation where individuals of all backgrounds are fairly treated, valued for who they are and included in core decision-making. While diversity is important on its own, inclusivity in football means that everyone is able to contribute to an organisation and its processes, regardless of their current (or previous) identity or status. This means an individual’s background or identity should have no impact on their chances of being given a role within football. The current [glass ceiling](#) in football prevents inclusion.

As Eleanor Tabi Haller-Jorden, the president and CEO of The Paradigm Forum GmbH, discussed in her talk on football and diversity, research has proved that a diverse population produces enormous creative energy, diverse perspectives and a capacity for innovation. A diverse, inclusive working environment is therefore a conscious step towards improving performance.



Eleanor Tabi Haller-Jorden
President and CEO of The Paradigm Forum GmbH

KEY CHALLENGES

Football’s organisational culture has led to a lack of diversity in the areas of gender, disability, ethnicity and sexual orientation, particularly within the hierarchy of national and international football organisations.



‘The future of football is diverse’ panel

This homogenisation of football leadership has pervaded the sport and can also be found at the grassroots level and in sports media. There is a distinct lack of representation of ethnic minorities in coaching and administration. Similarly, the numbers of ethnic minority and female sports journalists within the professional game are extremely low, and this is reflected in news stories that inaccurately portray and do not understand minority athletes. When it comes to recruitment, unconscious bias and overt behaviours that indicate assumptions and preferences have an impact on candidates who are not from the preferred background.

All of the themes discussed at the #EqualGame Conference fall within the broader topics and challenges associated with diversity and inclusion. Please refer to each individual subject area for details of specific challenges and potential solutions.

OPPORTUNITIES

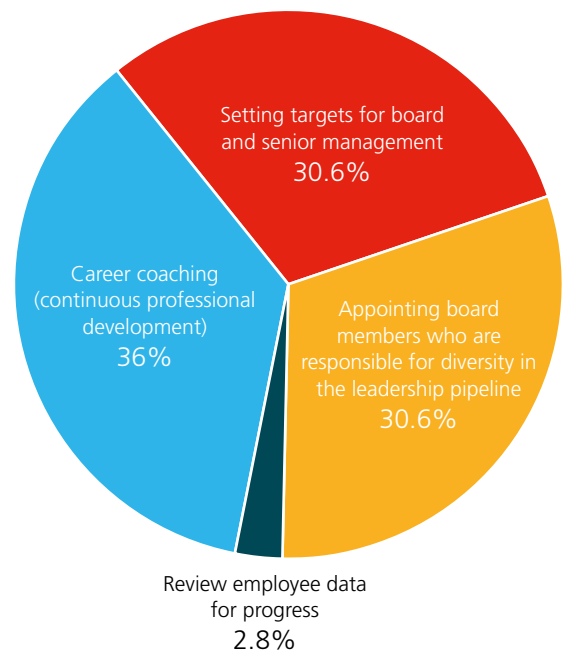
Decision-makers can use several different strategies to create a more positive, holistic environment and increase diversity within their organisations.

Partnering with organisations that specialise in discrimination in football ensures community representation and increases accountability and transparency. One example of a partner in this space is the [Fare network](#), an international umbrella organisation that collectively works with NGOs and activists to promote equality and a safe space for all to participate safely in football.

There are now specific initiatives that seek to increase the numbers of minority candidates in football, giving underrepresented groups more opportunities to enhance career prospects and obtain positions on the boards of football organisations. Several conference attendees mentioned the 'Rooney Rule', a regulation in place in the US National Football League (NFL) that requires American football teams to interview candidates of minority background who have appropriate qualifications and applicable experience when recruiting for senior coaching positions. The Rooney Rule was also mentioned when discussing the need to increase the number of women and minorities in European football.

Education and mentoring are powerful tools to improve the long-term retainment of those from minority groups in leadership positions. Providing diversity and inclusion training within an organisation can help raise awareness and encourage equitable recruitment practices. Once an organisation's employees are more representative of society, this may encourage applicants from diverse backgrounds and further enhance the culture and success of the organisation.

What is the most effective way to increase the representation of underrepresented groups in leadership/decision-making positions?



36 of the 231 participants on Attendify responded to this poll.



GENDER EQUALITY

GENDER EQUALITY

Gender equality means that everyone has access to the same opportunities and equal rights, regardless of their gender or sex. While the term 'sex' refers to the biological differences between males and females, 'gender' refers to the socially constructed characteristics of men and women (e.g. as regards norms, roles and relationships).

The establishment of gender balance is pivotal to ensuring equality in football. Gender equality reinforces inclusivity, and action should be taken to address inequality in all areas of the game.

KEY CHALLENGES

A variety of concerns were expressed during the conference regarding the disparities between men and women, such as equal pay and the rules governing national football teams. Beyond the boardroom, gender equality also extends to a woman's fundamental right to enter football stadiums as a player or fan.

There are several reasons why women do not apply for jobs in football. Female attendees said that football is still largely a 'boys' club environment', and job advertisements are typically written with a male candidate in mind. Moreover, criticism of women in leadership roles often focuses on their appearance and stereotypes, rather than their ability to do the job. Psychological factors also play a role, and women may use different channels than men to apply for jobs and may be less likely to apply for roles they believe are above their pay grade.



Honey Thaljieh
Corporate communications manager at FIFA

ENSURE WOMEN HAVE A SEAT AT THE TABLE AND A VOICE. WOMEN'S FOOTBALL SHOULD RECEIVE THE FULL ATTENTION IT DESERVES.

Honey Thaljieh, corporate communications manager at FIFA



OPPORTUNITIES

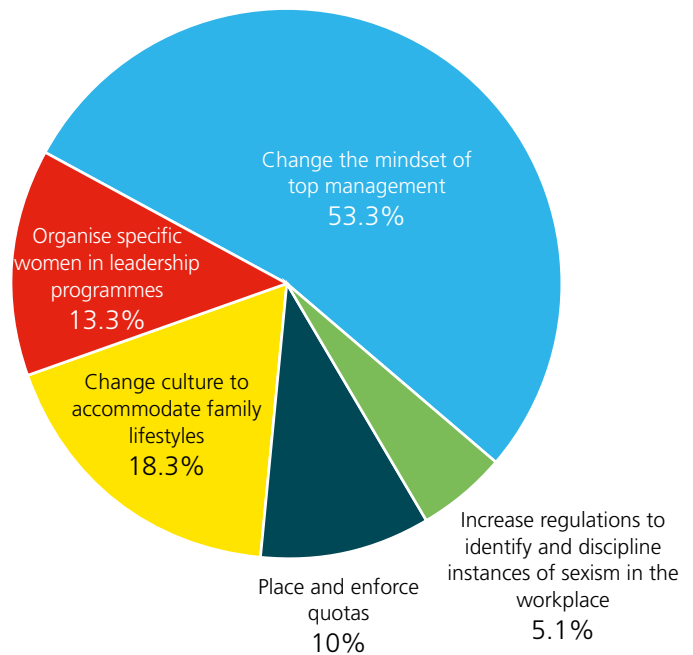
There are many opportunities to create a supportive environment where female staff have access to leadership positions and career progression. While it is not a comprehensive list of possible methods, the poll below indicates several potential solutions to the low numbers of women in football's leadership.

Solutions discussed at the conference included enforcing the presence of women in leadership roles through quotas, the focused development of women's skill sets through mentorship and training, and consideration for the differences in some women's lifestyles (e.g. family responsibilities and maternity requirements).

Football's governing bodies can create a more inclusive working environment by addressing disparities between men and women, including the gender pay gap and representation in top leadership. The English Football Association, for example, has successfully reduced the gender pay gap from 23% to 18%, and UEFA has just released a [five-year strategy](#) for women's football, which seeks to double the number of women and girls playing football and double female representation for all UEFA bodies.

Men can play an important role and contribute to gender equality by advocating for women's rights and valuing women's opinions. Women can also contribute to this process by empowering other women, sharing experiences, getting involved in networks and establishing mentoring opportunities.

What is the most effective way to increase the number of women in leadership positions in football?



60 of the 231 participants on Attendify responded to this poll.



ACCESSIBILITY

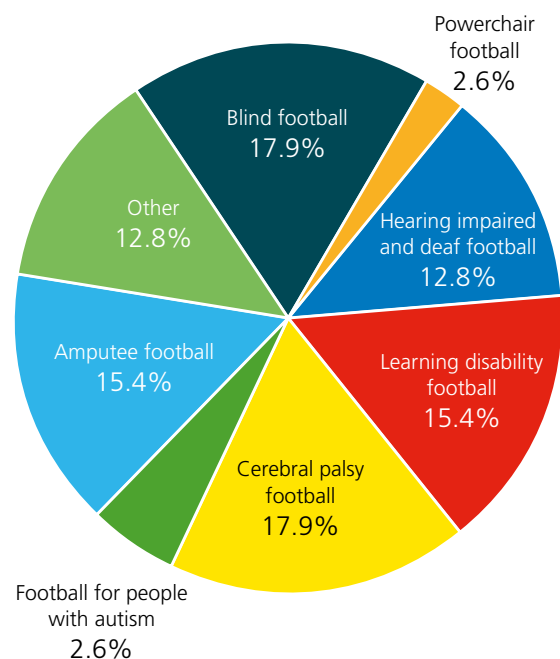
ACCESSIBILITY

Accessibility is an issue both on and off the pitch. Disabled people are the largest minority group in the world with more than 1 billion disabled people worldwide. Nonetheless, due to inaccessible environments, 50% of disabled people in Europe have never attended a public or sporting event.

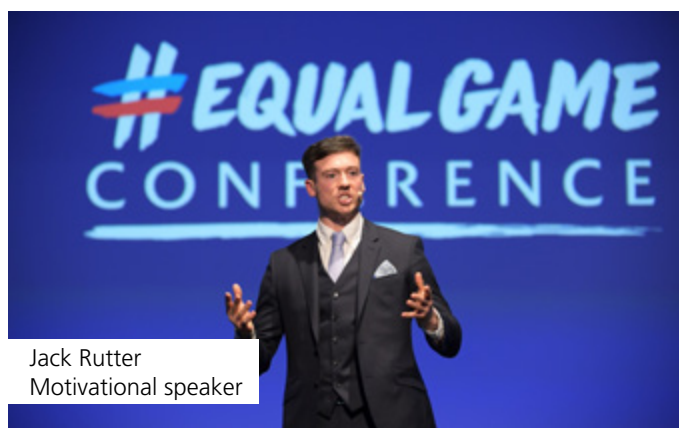
On the pitch accessibility refers to players with a range of different disabilities, such as the types of disability football featured in the poll on this page. Key challenges in engaging disabled players include training coaches and administrators, providing quality equipment and infrastructure, and establishing the initial project. Opportunities in this space include partnering with pre-existing organisations that specialise in disabled sport, providing additional training to club leadership and working to integrate disabled players at the grassroots level through disability-specific, unified (both non-disabled and disabled players) and disability-friendly teams.

Accessibility off the pitch refers to engaging disabled supporters through a variety of services: wheelchair user spaces, easy access seats, audio-descriptive commentary (ADC) services for partially sighted and blind fans, and signage tailored to colour blind spectators, to name a few. Key challenges include getting disabled supporters to stadiums, ensuring a high-quality matchday experience (including guaranteed sightlines and seating options), and limitations in technology and infrastructure.

Which discipline of disability football is most popular in your country?

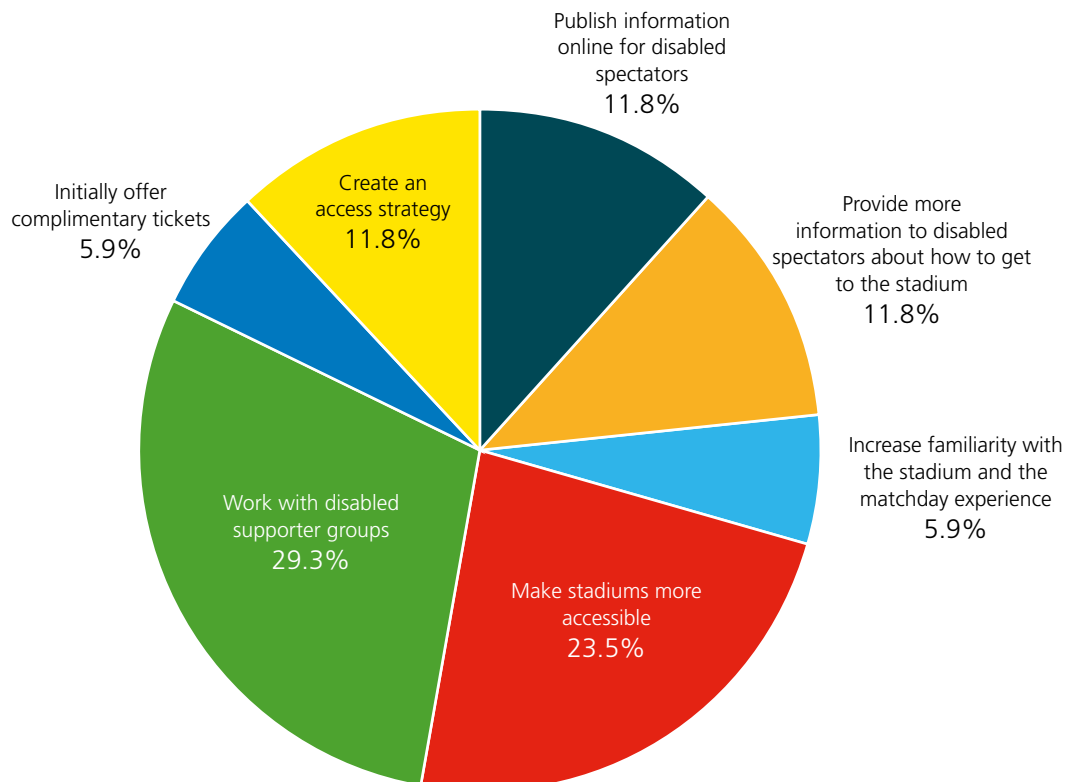


39 of the 231 participants on Attendify responded to this poll.



Long-term solutions ensure systemic change and range from partnering with disabled supporter groups to changing stadium infrastructure to improve accessibility. Short-term measures, ranging from conducting working groups with disabled supporters to improving individual pieces of technology, can also help to improve the overall matchday experience for disabled fans. The [Centre for Access to Football in Europe \(CAFE\)](#) provides numerous resources in this area, including good practice guidelines in their [Access for All guide](#).

What is the most effective strategy to bring more disabled people to the stadium?



34 of the 231 participants on Attendify responded to this poll.

THE ONLY DISABILITY IN LIFE IS A BAD ATTITUDE, SO WHY NOT HAVE A POSITIVE ONE AND SEE HOW FAR IT CAN TAKE YOU!

Jack Rutter, former captain of the English cerebral palsy football team and motivational speaker

LGBT+

LGBT+

LGBT+ (lesbian, gay, bisexual and transgender plus) is an inclusive way to characterise anyone who identifies as lesbian, gay, bisexual, transgender, queer, questioning, intersex, allied, asexual, or pansexual. LGBT+ was adapted from the original term LGBT to refer to anyone who identifies as non-heterosexual or whose sense of gender and/or personal identity does not correspond to the sex they were assigned at birth.

KEY CHALLENGES

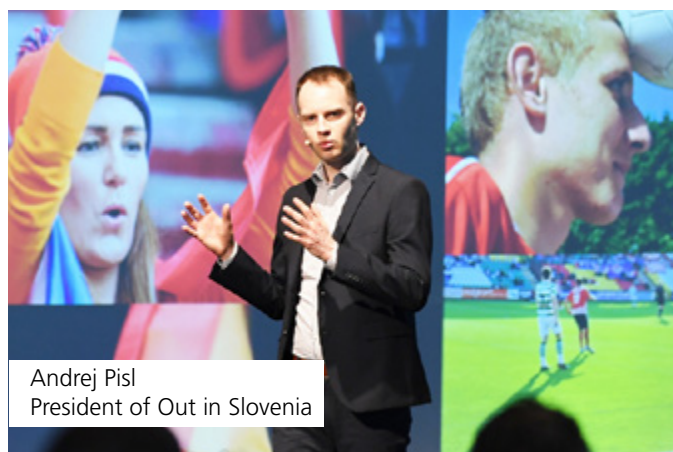
The conference discussed several key challenges around LGBT+ inclusion in football, including the changes required in fan culture, the increasing pressure placed on gay male professional football players, and the need to dispel the perception that LGBT+ is a daunting issue. Fan culture and chants sometimes utilise LGBT+ stereotypes to emphasise poor performance and failures of players and teams, and there is increasing pressure on professional gay footballers to speak out despite a lack of support from the industry. There is a general fear of 'getting it wrong' and an apprehension to discuss this issue at clubs and in administration.

OPPORTUNITIES

Being an ally, imposing sanctions and promoting campaigns are all ways to further embed the message that football is a safe space where the LGBT+ community can express themselves without fear of reprisals.

International football players and organisations must ally with the LGBT+ community and help football become a safe space. Players can be better educated about allyship and become highly visible allies through partnerships with community football organisations who engage closely with the LGBT+ community. In terms of the transgender community, football can use best practices to support fans, players, coaches and administrators during the transition process and provide education around the transition process and the trans community.

A strong line should be taken in terms of fan culture and abuse that involves derogatory LGBT+ terminology. These offences must continue to be punished in accordance with the governance of football, and increased intersectionality of fans can be fostered through educational workshops and campaigns aimed at



Andrej Pisl
President of Out in Slovenia

OUR REALITY IS DIFFERENT
WHEN IT COMES TO THE
LGBT+ COMMUNITY;
SOMETHING THAT WORKS
IN THE UK MAY NOT WORK
IN COUNTRIES IN EASTERN
EUROPE.

Andrej Pisl, president of Out in Slovenia

challenging certain behaviour and encouraging cultural awareness and change.

It was suggested at the conference that UEFA's Respect message, including Respect's 'No to Racism' and #EqualGame campaigns, could be used to offer best practice. It was also acknowledged that the campaign against homophobia, transphobia and biphobia garnered less attention and engagement at the #EqualGame Cafe than other topics.

HUMAN RIGHTS

HUMAN RIGHTS

'Human rights' refers to the set of rights and freedoms to which all human beings are entitled, independent of their nationality, place of residence, sex, gender, sexual orientation, national or ethnic origin, colour, religion, language, age, or any other status. These rights are all interrelated, interdependent and indivisible, and are inherently dependent on a zero-tolerance approach to discrimination in all its forms.

Human rights include the right to freedom from slavery and torture, the right to life and liberty, the right to freedom of opinion and expression, and the right to work and education. These rights apply to all aspects of football, from workers' rights in various competitions to child safeguarding in grassroots clubs.

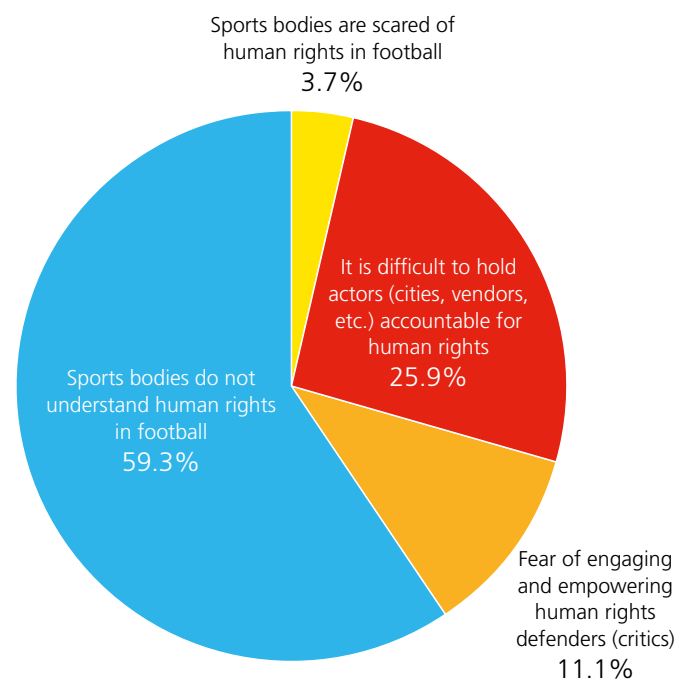
Human rights must also be comprehensively considered at football competitions. UEFA requires bidders of its club and national team competitions to embed respect for human rights, proactively address human rights risks, engage with relevant stakeholders and ensure transparency of reporting and accountability should harms occur.

KEY CHALLENGES

Human rights protections are inconsistently applied in football, posing a major threat to the successful implementation of human rights policies and actions. The failure to recognise and address human rights violations caused by or associated with football will have serious consequences.

Regardless of what protections national governments may (or may not) provide, it remains the responsibility of national associations and local and national governments to ensure that football upholds human rights.

What is the most difficult aspect of addressing human rights in football?



27 of the 231 participants on Attendify responded to this poll.

OPPORTUNITIES

Although human rights may seem broad and intangible as a subject area, there are several actions organisations can take. Human rights can be operationalised and embedded by translating a human rights commitment into functioning policies and procedures with the help of independent advisory boards and external human rights stakeholders. Such partnerships help to ensure greater accountability and transparency. The [Sport and Rights Alliance](#) and the [Centre for Sport and Human Rights](#) are two organisations that address these needs and develop tools for this purpose.

Bids to host sporting events must consider human rights at every stage of the application process. Bidders can enlist external experts to conduct independent human rights risk assessments, determine specific areas where there may be a potential impact on human rights and then propose due diligence measures to manage the identified risks and ensure access to effective remedy. The findings can then be mapped into a strategy applicable to the event and beyond.

SPORT - FOR ALL OF ITS
ATTRIBUTES AND ALL OF
ITS POSITIVE THINGS THAT
IT OFFERS FOR HUMAN
DEVELOPMENT - SHOULD
DO NO HARM.

Mary Harvey, chief executive of the Centre for Sport and Human Rights



REFUGEES

REFUGEES

A refugee is a person who has been forced to flee their country due to war or violence. A refugee cannot return to their home and has a well-founded fear of persecution for reasons of religion, ethnicity, nationality, sexual orientation, political opinion or membership of a specific social group. An asylum seeker is an individual who has fled their own country and sought sanctuary in another country for fear of persecution. Applying for asylum provides the right to be recognised as a refugee and receive assistance and legal protection.

KEY CHALLENGES

Local regulations, legislation, and national and international law can all act as barriers to the development of projects and initiatives focused on providing opportunities to refugees and asylum seekers. The biggest challenges to the development of projects that use football to engage with refugees and asylum seekers include stereotypes, sensationalist news and gossip, and the negative mentality and mindset displayed by individuals and organisations towards refugees and asylum seekers. Stereotypes often have a significant impact on the approach that individuals and organisations adopt for refugees and asylum seekers.

OPPORTUNITIES

Practical recommendations for grassroots and professional clubs engaging with (or hoping to engage with) refugees and asylum seekers include building partnerships, utilising social media and removing cost barriers.

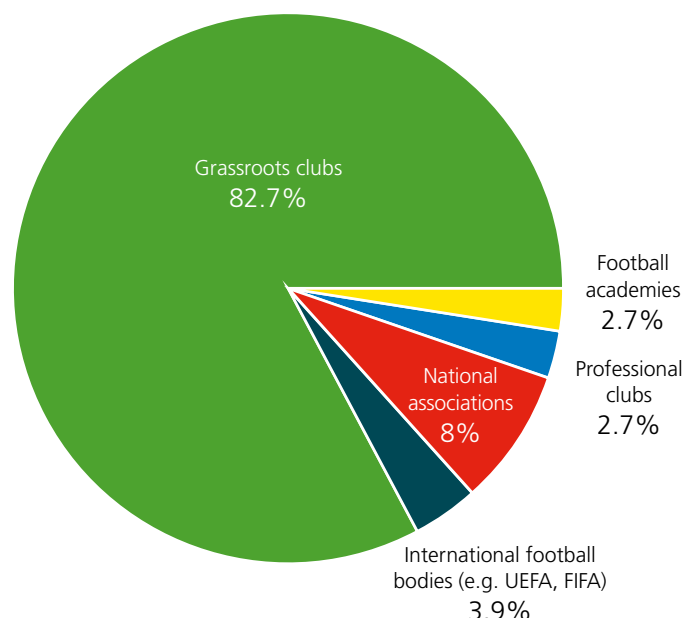
The key to successful engagement with refugees and asylum seekers lies in adopting a holistic approach and utilising various specialist organisations. Partners could include education providers, language centres, asylum centres, local authorities, NGOs and football clubs. Working collaboratively with specialist organisations will help ensure that football-based opportunities for refugees and asylum seekers are engaging, inclusive and accessible.

While refugees generally tend to get involved with grassroots clubs, national associations and professional clubs can adopt a more localised approach by collaborating with local partners or engaging more broadly with refugees and asylum seekers as fans, players, volunteers and professionals. Clubs can utilise their promotion of such activities and brand awareness to be at the forefront of a cultural shift in attitudes and stereotypes regarding refugees and asylum seekers.

Social media offers a cheap and far-reaching way to promote activities and initiatives, and it has the potential to encourage advocacy and challenge stereotypes. Social media allows organisations working with refugees and asylum seekers to 're-tweet', 'like' and otherwise promote opportunities for refugees and asylum seekers within sports organisations, thereby increasing the reach of content.

Offering free activities and providing all necessary sports equipment makes it easier for refugees and asylum seekers to access football programming. Please refer to [UEFA's Football and Refugees good practice guide](#) for further suggestions.

At what level of the sport is football most able to play a role in the integration of refugees?



75 of the 231 participants on Attendify responded to this poll.

SANCTIONING DISCRIMINATION

SANCTIONING DISCRIMINATION

'Sanctioning' discrimination refers to the recognition of discriminatory behaviour and the penalisation of those perpetrating the behaviour. Violence and offences motivated by racism, xenophobia, religious intolerance, or by bias against a person's disability, sexual orientation or gender identity within football are not tolerated.

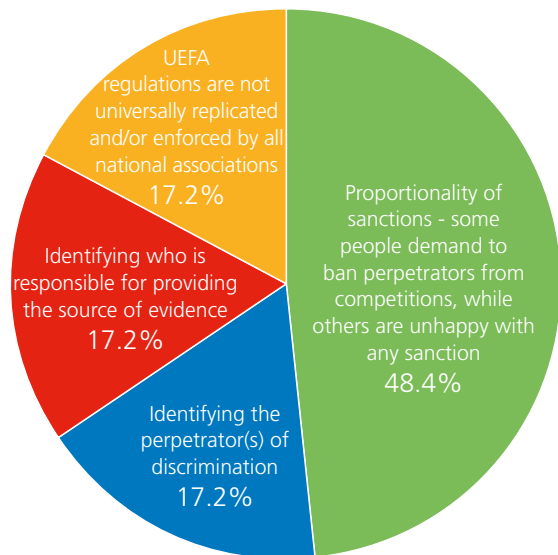
Article 14 of the UEFA Disciplinary Regulations (DR) states that everybody who is personally subject to those regulations pursuant to Article 3(1) DR, that is to say, (a) all member associations and their officials (i.e. all persons assigned by a member association to exercise a function), (b) all clubs and their officials (i.e. all persons assigned by a club to exercise a function), (c) all match officials, (d) all players, and (e) all persons elected, ratified or assigned by UEFA to exercise a function, who insults the human dignity of a person or group of persons on whatever grounds, will incur a suspension lasting at least ten matches (or a specified period of time), or receive any other appropriate sanction. Similarly, Article 14(2) DR states that if one or more of a member association or club's supporters engage in behaviour that is deemed discriminatory, the member association or club responsible will be punished with a minimum of a partial stadium closure (or even harsher sanctions if the club or national association is a repeat offender).

KEY CHALLENGES

Discrimination in football poses ongoing challenges in the form of hate crime and hate speech. Despite the wording of the [UEFA Disciplinary Regulations](#) and the recommended penalties, several attendees noted that the regulations are not replicated by all national associations.

While fans play an important role in every match, fans can choose not to cooperate in providing evidence of discriminatory behaviour. Moreover, in some cases it is unclear which individual or group perpetrated the discrimination, and it can be unclear who is responsible for reporting the discrimination.

What is the most significant complication in sanctioning discrimination?



29 of the 231 participants on Attendify responded to this poll.

OPPORTUNITIES

As Greg Clarke, chairman of the English Football Association, said, discrimination occurs in every national association and must be met with sanctions, bans and education.

All individuals involved in a football match have a responsibility to provide evidence to support the enforcement of the UEFA Disciplinary Regulations. Referees can utilise the three-step procedure to stop, suspend or abandon the match because of outside interference (in this case, racist behaviour by the crowd). In addition to referees' official processes, players, coaches, match officials and club officials must be vigilant and take responsibility for reporting discriminatory behaviour that they see or hear around them.

While chairman Clarke mentioned education is a way to mitigate discrimination, education was also suggested as a potential form of 'positive sanction' for those found guilty of breaking the UEFA Disciplinary Regulations. Identifying and preventing discrimination at an early stage begins with self-management. Education about discrimination includes programmes for players, officials, member association affiliates and holders of elected office, as well as fans.

WE SHOULD NOT
BE NAIVE ENOUGH
TO BELIEVE RACISM
DOESN'T HAPPEN
IN EACH OF OUR
NATIONS.

Greg Clarke, chairman of
the English Football Association



YOUTH

YOUTH

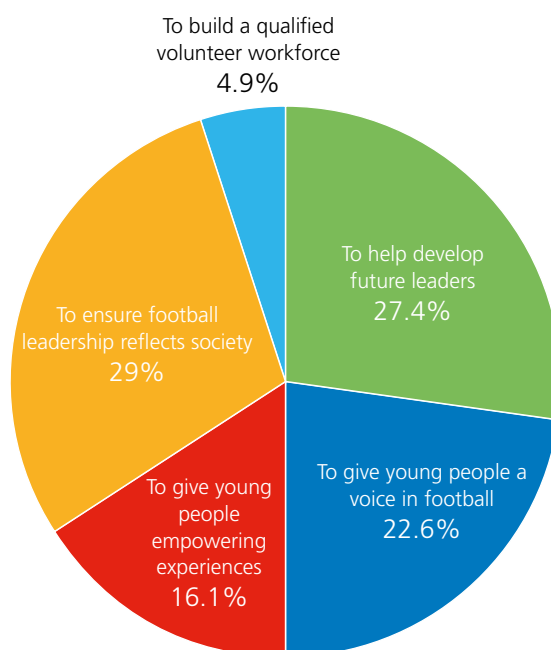
The conference was attended by UEFA EURO 2020 youth ambassadors, and the organisers were assisted by various volunteers from the English Football Association's Youth Council and regional football associations. Involving young people in these dialogues helps convey the #EqualGame message to the future leaders of both grassroots football and the elite game. The EURO 2020 youth ambassadors will continue to be involved in the campaign as we prepare to communicate the #EqualGame message in the tournament's 12 host cities.

Sarah Nickless, chairperson of the Youth Council, said: "It's important we look after our youngest stakeholders to safeguard the game for now and the future."



Sarah Nickless
Chairperson of the FA Youth Council

What do you consider the most important reason for engaging young people within the leadership of football?



62 of the 231 participants on Attendify responded to this poll.

ROLE MODELS ARE IMPORTANT. YOU WANT TO HAVE SOMEONE THAT MAKES YOU THINK IT IS POSSIBLE.

Jason Roberts, director of development at CONCACAF

RECOMMENDATIONS

RECOMMENDATIONS

If you don't know where to start looking at your own organisation, here are some of the key learnings from the #EqualGame Conference that serve as viable next steps to guide you on where to look and how you can begin. All recommendations below are based on notes and conversations from the #EqualGame Cafe roundtable discussions ("Where we heard it") and, where applicable, applied forward to other themes of the conference ("Where else it applies").

INVOLVE CHAMPIONS

Where we heard it: Diversity and inclusion; gender equality; accessibility; and sanctioning discrimination.

Where else it applies: LBGT+; refugees and asylum seekers; and youth.

A 'champion' refers to any leader, role model, mentor, or coach that takes action to make football more inclusive. In addition to appointing champions to help promote diversity and inclusion, member associations can introduce more focused coaching education and consider their recruitment processes when looking to hire new staff, whether it be coaches, referees, medical and technical teams, and administrative staff. Role models and education can also help change the mindset of stakeholders exhibiting discriminatory behaviour, such as certain supporters' groups.

#EqualGame Conference attendees repeatedly stressed the importance of mentorship and role models. Informal networks help empower and connect marginalised groups to management and beyond, giving them further input into the processes that often keep them from participating.

UEFA works with UEFA ambassadors to champion causes through formal channels. These former players are more available, more eager to get involved, and more easily linked to a cause they care about. Identifying and connecting with locally recognised champions for larger, more public-facing causes brings more attention to the topic and gives champions an opportunity to promote their own passions.

BE CONSISTENT

Where we heard it: Diversity and inclusion; accessibility; and sanctioning discrimination.

Where else it applies: Gender equality; LBGT+; and human rights.

Inconsistency in rules and regulations leads to misunderstanding, underrepresentation, and an overall lack of transparency. UEFA, UEFA member associations, clubs, political bodies, NGOs and academic institutions need to work together to create and share effective benchmarks. Collecting and analysing data on these issues is often the first step to better understanding where to begin addressing them.

Reporting mechanisms and sanctions, for example, are important pieces of a consistent approach to discrimination. Whether on the pitch or in the workplace, these tools make the environment more inclusive. Including education in sanctions aims to improve discriminatory behaviour with awareness. Please refer to the [UEFA Regulations](#) for further information.

COLLABORATE WITH EXPERTS

Where we heard it: Accessibility; human rights; and refugees and asylum seekers.

Where else it applies: LBGT+ and sanctioning discrimination.

There are numerous organisations that are proactively engaging with individuals by using football as a tool for social change with the long-term vision of creating greater equality, inclusion and diversity in football. These experts can help disseminate education at the grassroots and professional level through clubs, football academies, national team football, schools and parents. These organisations also have expertise on how to work with certain populations and can provide insight into the best ways to reach out to and engage with target groups, whether through social media or cultural festivals and events in the communities themselves.

Each topic addressed at the #EqualGame Conference was accompanied by knowledgeable organisations. Please refer to the

UEFA Football & Social Responsibility Report 2017/18, available in [English](#), [French](#) and [German](#), for further information about UEFA FSR organisations and their activities. The report does not extend to local expert organisations or other stakeholders, such as national NGOs, supporters' groups, government ministries, municipalities and research partners. These can also be important partners adding considerable value to a project.

ADDRESS LACKING REPRESENTATION

Where we heard it: Diversity and inclusion.

Where else it applies: Gender equality; accessibility; LGBT+; and refugees and asylum seekers.

Football organisations lack representation of minority groups in terms of sex, gender, sexual orientation, national or ethnic origin, colour, and ability status, among others. Equitable representation



is an advantage as diverse groups produce more innovative solutions. Organisations can look at their recruitment processes to evaluate whether they encourage and hire diverse applicants. Regulatory measures such as the '[Rooney Rule](#)' can assist in curbing unconscious bias in recruitment.

Current regulations can be barriers to entry for certain groups, including maternity leave length for working mothers and licensing regulations for refugees. Regulations can be amended to improve access for all, whether that be through the improvement of accessibility requirements in stadiums or through quota systems to incorporate women into top leadership and bring them to the boardroom from outside football.

UEFA is working hard to increase the number of women on its management committees, a process that begins with nominations from the 55 member associations. There are now 53 female members across 15 of the 19 UEFA Committees, of which ten are appointed in various chair positions. This is up from 34 in 9 UEFA Committees under the previous mandate. Certainly, more work and consistent care must be taken but this does reflect a step forward in implementing gender equality within UEFA's decision-making bodies.

UTILISE STORYTELLING

Where we heard it: Diversity and inclusion; accessibility; and refugees and asylum seekers.

Where else it applies: Gender equality and LGBT+.

Media focus on these topics is necessary for awareness and education. Storytelling, however, extends beyond media coverage and can reach your organisation and external stakeholders, or target groups. Communication around these issues fights stereotypes, clears misunderstandings, and helps integrate marginalised groups. As emphasised by Eleanor Tabi Haller-Jorden, the president and CEO of The Paradigm Forum GmbH, "No one changed their life because of a pie chart."

On the macro level, the [UEFA #EqualGame campaign](#) has a collection of videos and stories that communicate the importance of diversity, inclusion and accessibility in football. Local organisations, however, are experts in the power of sport for social change. Working with and empowering these organisations to tell their stories and the stories of their participants can help engage hard-to-reach audiences.

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