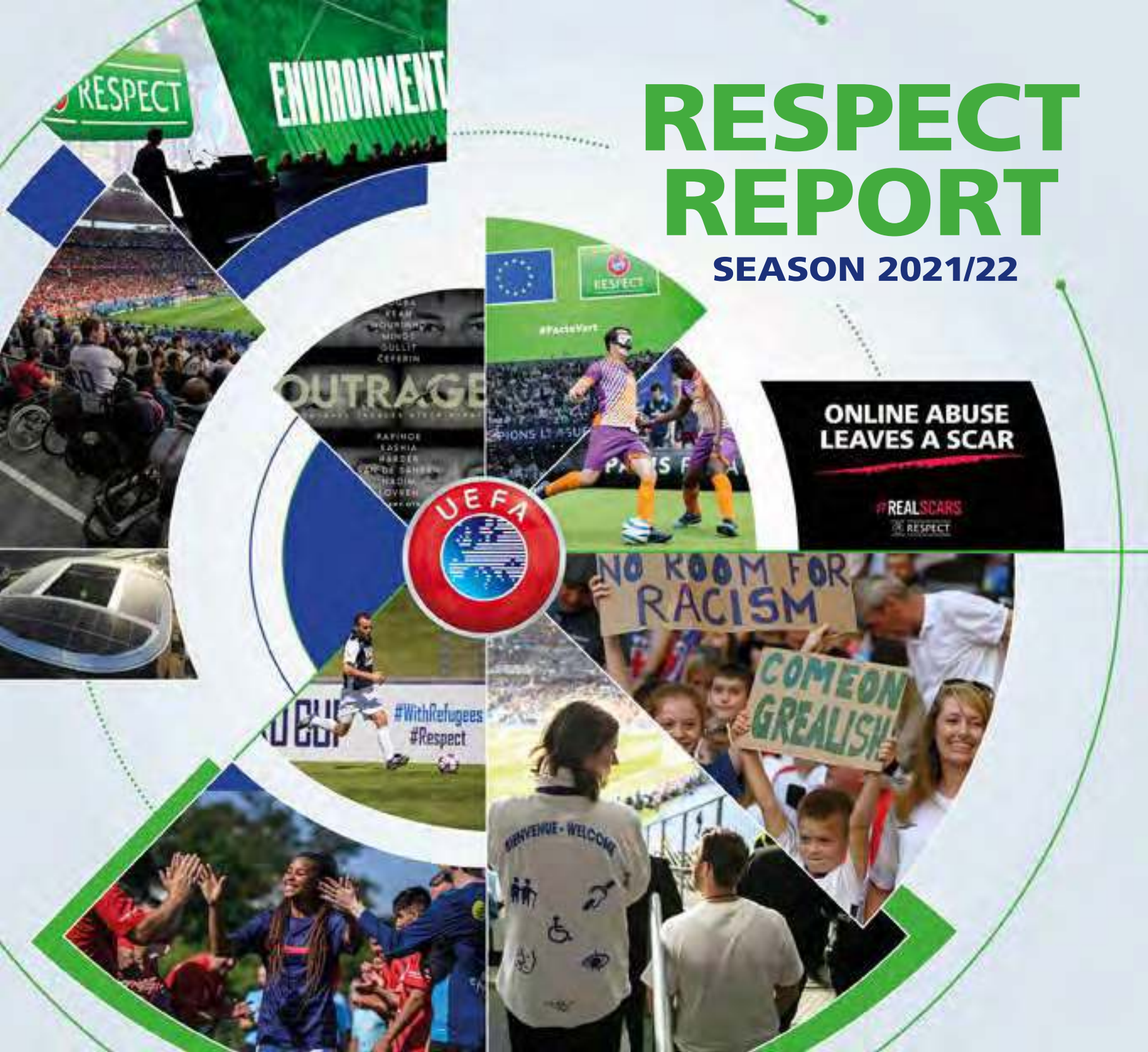


RESPECT REPORT

SEASON 2021/22



RESPECT ENVIRONMENT

OUTRAGE



ONLINE ABUSE LEAVES A SCAR
#REALSCARS
RESPECT

NO ROOM FOR RACISM

COME ON GREALISH!

BIENVENUE - WELCOME

#WithRefugees
#Respect

UEFA PRESIDENT'S FOREWORD

Dear friends of football,

These troublesome times are a prominent reminder that the world is a much better place when we genuinely care and listen to each other. Without respect and understanding for one another, we can never overcome the problems that are threatening humanity.

Despite all the tools and technologies made to bring us together, we have somehow become more distant. Fortunately, football remains one of the things that helps people connect sincerely and effortlessly.

This report offers a good insight into how much can be achieved when we act together. It indicates the European football family's progress in just one year in their vigorous fight for human rights and against climate change. Moreover, it is a true statement of unity and commitment that UEFA, our member associations, our social responsibility partners and other stakeholders took towards the well-being of our planet and our societies.

The roots of our beloved game grow deeply inside our communities, offering inspiration, opportunities and hope to people. Our sport proves to be an astonishing driver of positive social change, both in terms of awareness and real help for people in need. It is a role that UEFA gladly accepts with great joy and responsibility, and we are delighted that our members and partners also lead by example.

We are proud of what has been done, but also very well aware it is only the beginning of a journey. If we all act together, we can make it an adventure of a lifetime. Because in this match, we all wear the same shirt.

And remember, respect is not something that shall be sought, but earned.

Respectfully,

Aleksander Čeferin
UEFA President







TABLE OF CONTENTS

UEFA President's foreword	02
Introduction	
A solid ground for action	06
About this report	08
Key milestones 2021/22	10
Our FSR community	12
Accelerating sustainability through HatTrick investment	14
Respecting human rights	16
Anti-racism	18
Child and youth protection	22
Equality and inclusion	26
Football for all abilities	30
Health and well-being	34
Refugee support	38
Solidarity and rights	42
Respecting the environment	46
Circular economy	48
Climate and advocacy	52
Event sustainability	56
Infrastructure sustainability	60
Inspiring collective action at the Women's EURO	64
Thank you to our FSR partners	70



A SOLID GROUND FOR ACTION

ACTION AND ACCOUNTABILITY are the crucial elements to advance our sustainability mission and agenda.

Since unveiling our Strength Through Unity strategy in December 2021, all of our efforts have been focused on initiating concrete actions to reach our targets and position European football – with its huge following and cultural significance – as a platform for collaboration and impactful change.

It is up to us – UEFA as an organisation, our member associations and all those in the European football ecosystem – to be drivers of change, not passive spectators. Along the way, we must be mindful of the various components that influence sustainable outcomes – social, environmental, financial and sporting.

With this season’s Respect Report, we look back on the first strategic efforts undertaken as part of our long-term investment in this decade.

We acknowledge that our plans are ambitious, but as our reach and community get broader and the first elements of our ambitions materialise, we feel more prepared to face this challenge. In the words of American author Richard Bach, “the gull sees farthest who flies highest”.

Our first objective during the season was to grow the community of football professionals engaged in accelerating the sustainability agenda across their respective football organisations. Involvement, empowerment and hands-on approaches are critical to nurturing and growing this movement.

For our member associations, this meant tying HatTrick funding, UEFA’s revenue sharing model, to mandatory requirements around appointing a dedicated football

social responsibility (FSR) manager and producing a sustainability strategy.

Furthermore, we held awareness-raising and capacity-building sessions throughout the first half of 2022 with our community of professionals, guided by our strategic framework.

Changes to our club licensing rules in April 2022 made it compulsory for applicants to have FSR managers in place, while bids to host UEFA events and tournaments will only be considered if they have a sustainability concept detailing specific measures, targets and a dedicated budget.

This is a transformative journey – throughout it, it is important that we avoid pursuing the same old ideas. We have to embrace innovation and acknowledge that there is a limit to what we can do alone. Not only do we rely on our partners to help us achieve a number of our targets, but we also actively seek collaboration to spark new thinking, maximise positive impact and strengthen those relationships.

You will find in our report numerous examples of collaborative and football-focused action.

In a game of football, a good strategy and team talk can lay the foundations for victory. But, ultimately, only positive actions on the pitch will lead to goals being scored. As European football steps up its ambitions, UEFA will encourage all involved to be bold, guided by the belief that sustainability is, and will continue to be, at the heart of European football’s success.

MICHELE UVA
UEFA director of football and social responsibility

ABOUT THIS REPORT



This UEFA Respect Report 2021/22 covers all of our activities in the field of human rights and environmental protection for the period between 1 July 2021 and 30 June 2022, showcasing the progress we have made in this period within the 11 strategic priorities outlined in our UEFA sustainability strategy 2030, Strength Through Unity:

Within each of these 11 policies, we have a number of KPIs related to UEFA's five areas of action: UEFA internal organisation, UEFA events, UEFA members, football ecosystem and partners and society.

We have split this report into sections reflecting these policies, including related HatTrick projects overseen by our 55 member associations during the reporting period. There are also sections in this report on HatTrick and UEFA Women's EURO 2022, although the tournament fell just outside the reporting period.

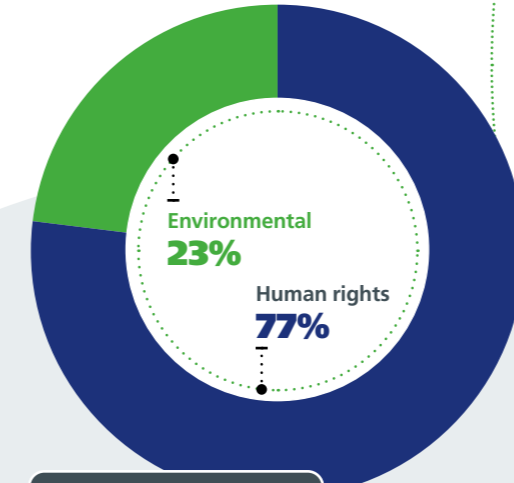
As this is the first season within the Strength Through Unity strategic period, many of our long-term KPIs will be in progress, with data either yet to be collected or in the process of being collected. We have provided data where we can, demonstrating clearly where we have achieved our objective, where we have achieved part of the objective alongside a future target and where work around the objective is still in progress. The amount of data published will increase in

-  UEFA internal organisation
-  UEFA events
-  UEFA members
-  Football ecosystem
-  Partners and society

future Respect Reports, helping us track our progress and continually improve.

Throughout the report, we refer to sustainability and football social responsibility interchangeably, with both referring to our activities in the field of human rights and the environment.

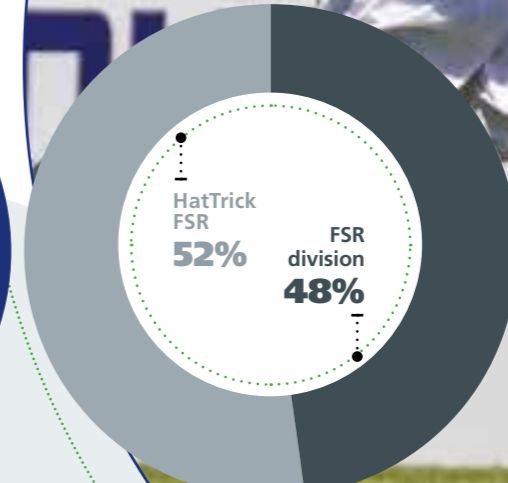
UEFA's FSR investment 2021/22



Total
€10,035,294

HatTrick
€5,267,344

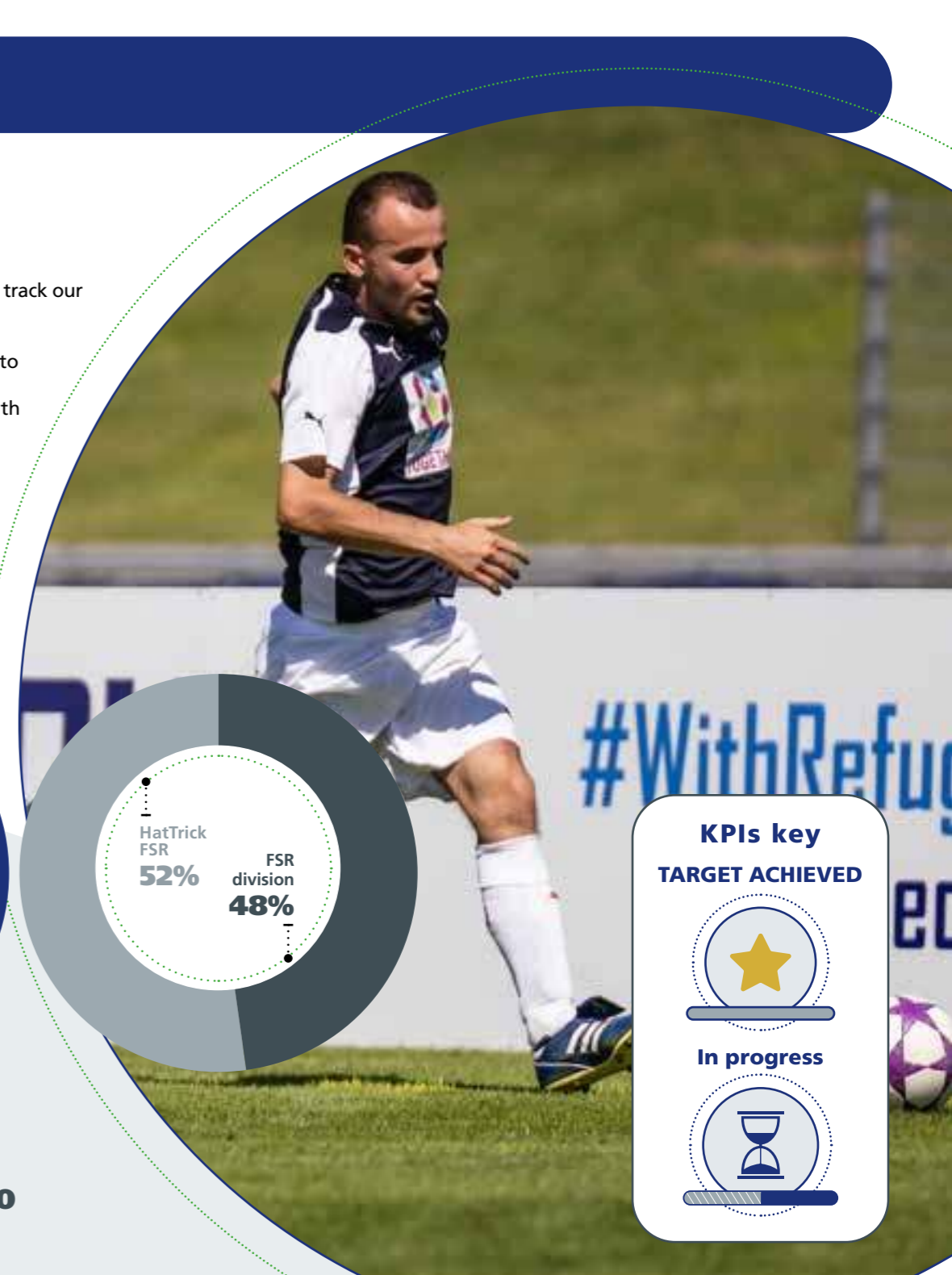
FSR division
€4,767,950



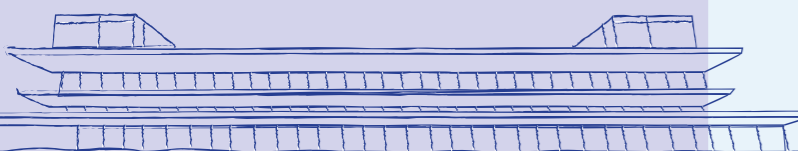
KPIs key
TARGET ACHIEVED



In progress



KEY MILESTONES 2021/22



UEFA internal organisation

- Human Rights and Environmental Commitment published
- UEFA sustainability strategy 2030, Strength Through Unity, launched
- UEFA Sustainability Action Plan completed
- Carbon footprint tool selected
- Equal salary certification obtained

UEFA ESG (environmental, social and governance) Event Management System application piloted at Women's EURO

Integration of social and environmental sustainability criteria across UEFA's bidding and club licensing requirements



UEFA events

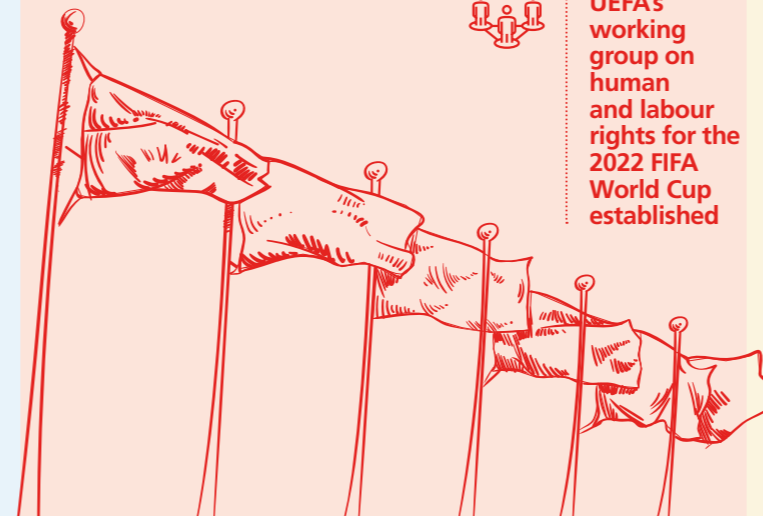
- Sustainability policies implemented across all events
- Anti-discrimination observer scheme in place
- Circular Economy Guidelines published



UEFA members

- All member associations appointed FSR managers
- 84 FSR HatTrick projects funded
- First UNITY EURO Cup played
- Member associations appointed child and youth protection officers

UEFA's working group on human and labour rights for the 2022 FIFA World Cup established



Respect programme to tackle online abuse launched



Sustainable Infrastructure Guidelines developed



Coaches for Health campaign launched



Football ecosystem



Collaboration with UEFA commercial partners commenced

UEFA became an inaugural member of UN Football for the Goals



Partners and society

UEFA joined UN Race to Zero campaign

Cooperation agreements with the UN World Tourism Organization and UN Economic Commission for Europe signed



UNECE

OUR FSR COMMUNITY



**NORMAN DARMANIN
DEMAJO**
Deputy chair of the UEFA Fair Play
and Social Responsibility Committee

Norman Darmanin Demajo, the deputy chair of the UEFA Fair Play and Social Responsibility Committee, galvanised the group with the following address:



In the 1960s, when the US and Soviet Union were competing in the Space Race, US president John F Kennedy visited NASA. When he came across one of the facility's janitors, Kennedy asked:

"What do you do here?"

"Well Mr President,"
said the janitor,

**"I'm helping put a man
on the moon."**

That conversation triggered a confidence in Kennedy that NASA would win the race. If a lower-ranking employee was that committed and ambitious, how could they lose?

That is the beauty of a positive mindset. It determines your response to any question. It is about how you perceive your position within your organisation, as well as the roles and duties that are included within your responsibilities.

As a former member of UEFA's FSR Committee, I understand that "what do you do here?" is a tricky question to answer for FSR managers.

Inspired by Kennedy's story, I believe the answer should be: "We inspire people to use the power of football to change the world."

Mindset is personal and private. And it is probable that FSR managers across Europe will have a different response to that question. But as they move from strategy to action, it is very important for the whole community to be connected by a common language, to understand the importance of their role and stay on the same page.

Mahatma Gandhi famously said: "My life is my message." I believe this approach to mindset is very relevant for FSR managers. In previous times, my own association was more concerned with ticking the right boxes in the FSR section to be eligible for HatTrick funding. However, we began to look at things a different way, opening up a whole new world of ideas and opportunities with football as the foundation.

The Strength Through Unity road map forces member associations to address a number of hugely important issues, including climate, infrastructure,



solidarity, anti-racism, refugee support and child protection. FSR managers across UEFA's associations will need to communicate their vision and inspire to make the most of these opportunities. But to do so, they have to be credible and approach their work with empathy, compassion and kindness.

FSR is about being of service, is exciting and the world is in urgent need of it. It just starts with the right mindset.



ACCELERATING SUSTAINABILITY THROUGH HATTRICK INVESTMENT

Our HatTrick programme was established to redistribute revenue from UEFA's European Championship (EURO) to our member associations for investment in football development projects. Most recently, EURO 2020 generated €775.5 million to fund these activities over the subsequent four-year period. Each year, UEFA allocates €5.5 million towards HatTrick projects that specifically focus on FSR topics.

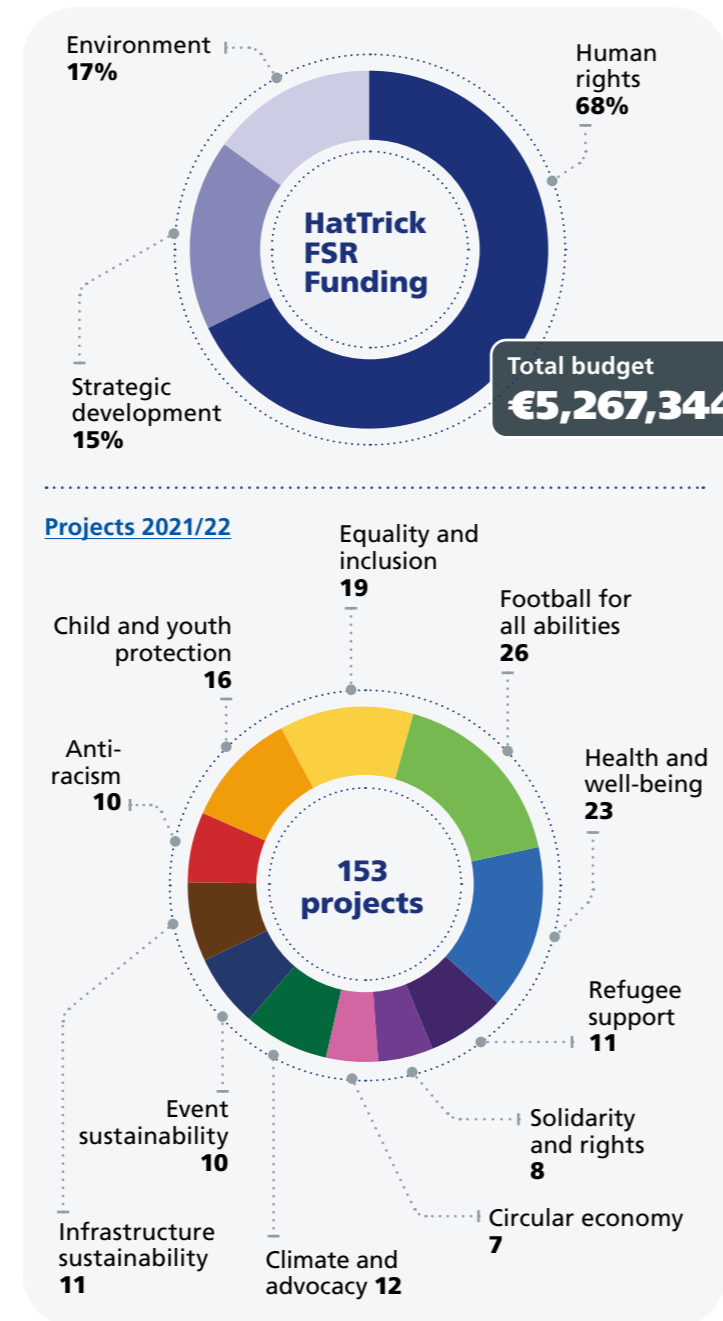
In July 2021, UEFA's Executive Committee approved an update of the HatTrick V regulations, for the period between 2020 and 2024, to strengthen our FSR programme and inspire, activate and accelerate collective action to respect human rights and the environment within the context of European football.

As part of that revision, annual incentives for member associations became tied to two obligations: to hire a dedicated FSR manager by

the end of 2022/23, and to produce an FSR strategy approved by their highest legislative body by the conclusion of 2023/24.

All applications for FSR funding must be aligned with one or several policies within the UEFA Strength Through Unity sustainability strategy 2030, or support the development of the UEFA member's own sustainability strategy. To help our member associations achieve these targets, the UEFA FSR division invests considerable time and effort in the education of the FSR manager community, with regular meetings scheduled to review progress, initiatives and available resources related to the strategy or individual policies.

During spring 2022, UEFA hosted seven small three-day group meetings to give FSR managers a deep dive into the strategy. To encourage participation with individual policies, we invited member associations to engage in



specific initiatives, such as Coaches for Health, the Outraged educational programme and the UEFA football and refugee grants.

In each of the policy sections, we have highlighted projects and good work undertaken by member associations over the reporting period. While the majority of projects align with UEFA's seven human rights policies, we are seeing applications related to our environmental policies increase. While 14% of HatTrick FSR funding went towards environmental policies in 2020/21, 17% was allocated to this area during the 2021/22 season.

A handful of member associations, including the Football Association of Finland and the Swedish Football Association, earmarked their 2021/22 HatTrick funding to produce a comprehensive FSR strategy.



RESPECTING HUMAN RIGHTS

Football is a unifying force that brings people together, and UEFA's vision is for the game to play a key role in protecting and promoting human rights. It is a powerful vehicle for overcoming division, discrimination and conflict, while supporting the healing or rehabilitation of people in difficult circumstances or on the fringes of society.



Through our Strength Through Unity 2030 sustainability strategy, we have outlined the following areas we believe UEFA and European football can make a positive impact:

-  **Anti-racism**
-  **Child and youth protection**
-  **Equality and inclusion**
-  **Football for all abilities**
-  **Health and well-being**
-  **Refugee support**
-  **Solidarity and rights**

In 2021, the UEFA Human Rights Commitment was approved by the UEFA Executive Committee. Since then, we have included human rights requirements in our licensing agreements. Some of the key milestones we achieved during 2021/22, which you can read more about in this section, include:

-  The development of an online abuse monitoring and reporting platform
-  The appointment of child and youth protection officers across 54 member associations
-  Achieving equal salary certification
-  Working more closely with UNHCR and marking World Refugee Day by awarding football and refugee grants and launching the first edition of the UNITY EURO Cup
-  Sending a UEFA working group to Qatar to better understand human and labour rights

ANTI-RACISM



OUR POLICY
Prevent and fight all forms of racial discrimination in the football environment, from grassroots to the elite professional level.

Why this is important to us

Football is loved throughout the world and our sport's diversity is its core strength. People from all ethnic backgrounds should feel welcomed and valued, without fear of being discriminated against when taking part in football. Our 2030 ambition is to eradicate racism in all its forms on and around the pitch across European football.

The story of 2021/22

In collaboration with our partner Fare, the match observer scheme continued, assessing matches to understand how high the risk was for incidents of racism and discrimination, assigning observers to fixtures that were considered high-risk.

At the same time, we started to review UEFA's existing reporting and remedy systems for internal incidents of discrimination. There is a defined structure for employees reporting incidents of this nature, which includes access to internal and external persons of trust, clear outlines for discrimination and harassment as well as the possibility for independent investigations of cases of reported discrimination. Recognising the impact of our flagship anti-discrimination

documentary, Outraged, we decided to make it even more accessible by separating it into a series of five modules, including a specific section on anti-racism. Within this section, Paul Pogba and Moise Kean discuss their experiences of racism, with additional input from José Mourinho, Ruud Gullit, Hope Powell, Tyrone Mings and Kalidou Koulibaly.

Repackaging the documentary in this more consumable way was done to make it more suitable for educational purposes. During the reporting period, four of our member associations established pilot projects to use Outraged as an educational concept for children and youth.

Belgium, Germany, Malta and Scotland participated in national association pilots during 2021/22, which involved showing the documentary and actively discussing it with youth participants.

At the beginning of UEFA Women's EURO 2022, we launched a dedicated online abuse platform to monitor, report and remedy instances of online abuse. Of the 1,340 posts flagged for review during the group stage of the tournament, 2% were

"The responsibility is not just on the player, it's on these platforms, it's on football leaders and politicians to find a way to stop racism."

PATRICK VIEIRA
Football manager and former France midfielder

investigated for racial abuse. We have since signed an agreement with technical providers that will help us to tackle online abuse during finals and final tournaments up until 2025.

It was also during the Women's EURO that, with the help of Wendie Renard, Jorginho and Alisha Lehmann, we unveiled our Real Scars campaign to highlight the negative consequences of online abuse directed at players, coaches and officials. Although UEFA recognises that eradicating online abuse, including racial discrimination, is a long-term programme that will require a focus on education, awareness and technology, we believe important foundations were laid over the 2021/22 season.

Progress against targets

Major communication content and awareness campaigns aligned with anti-racism principles (Outraged and Real Scars) reach 2.96m



In progress: UEFA reporting and remedy structure across all UEFA competitions



In progress: % of applicable regulations, policies and programmes include anti-racism criteria



Four member associations ran Outraged education pilots



2,876 matches monitored for racism, with 17 incidents followed by sanctions



33% of member associations are implementing an anti-racism reporting and remedy structure





ANTI-RACISM HATTRICK PROJECTS



Austrian Football Association

The Austrian Football Association's Lernkurve Stadion project invited schoolchildren, young football fans and youth groups to participate in workshops on anti-discrimination, racism, radicalisation, integration and homophobia.



Italian Football Federation

An anti-discrimination seminar, involving approximately 150 coaches and football representatives, was held. In addition, a special visual identity was created for an anti-discrimination campaign, while the Italian men's national team dedicated one match to highlight the issue.



Hungarian Football Federation

National team and league matches were the target of a large anti-racism campaign, which was followed up with an anti-discrimination action week and educational activities for children. The objectives were to:

- Strengthen and renew existing anti-discrimination projects
- Set up the basis to implement and further develop anti-discrimination policy
- Recreate a joint campaign against discrimination, including the main national leagues and national teams
- Launch new events to promote and educate about anti-discrimination in football



During one of Hungary's national team home matches, a special focus was placed on the next generation, with thousands of children invited to attend the game. Besides the general 'Hate is not an option' campaign promotion in place at each national team match, additional activities took place at the stadium on matchday:

- A giant banner was placed in the VIP section facing the main camera, making it particularly visible on TV
- Video clips were produced with a national team player to spread the message
- 200 T-shirts were distributed to children
- 500 flyers were handed out to children, listing many action points on how to be a respectful player and fan
- The 'Hate is not an option' slogan was displayed on the FAN XP online platform



40,000 children attended



working groups met twice



1 seminar day organised



Across European football

Fair treatment and meaningful involvement of migrants, refugees and people from Roma and Turkish communities was part of the Bulgarian Football Union's anti-discrimination work during 2021/22. The Football Association of Ireland provided anti-racism education for players, coaches, referees and staff as part of its educational resources, with 35 clubs providing open training programmes to engage children from diverse ethnic minority backgrounds alongside peers. Summer Soccer Camps provided 260 subsidised places for young refugees, as well as the opportunity to take part in club open days nationally alongside peers from diverse backgrounds.



CHILD AND YOUTH PROTECTION



OUR POLICY

Protect the rights of children and youth playing football, preventing and responding to any form of harm.

Why this is important to us

Our vision for European football is to be safe, inclusive and enjoyable for children of all ages. As the governing body of European football, we have an unwavering commitment to strengthen the protection of children in sport, particularly in football. Children are the future of our sport and they have equal rights to freely express their views and participate in decisions that affect their lives, to care and protection and to live a healthy life free from abuse and harm. Our 2030 ambition is to provide a safe and empowering environment for all children and youth to play football.

The story of 2021/22

Since 2020, each national association has been asked to nominate a child safeguarding focal point, which, under the terms of our new strategy, becomes their child and youth protection officer. All national associations must also have a child and youth protection policy in place by 2025 and, during the 2021/22 season, we made it a requirement for clubs to establish a policy to protect, safeguard and ensure the welfare of youth players as part of the UEFA Club Licensing and Financial Sustainability Regulations.

Delegating responsibility to an individual or group increases accountability, so we were encouraged that 54 member associations appointed child and youth protection officers to implement and oversee our policy objectives on the ground. Of that number, six officers (from Belarus, Belgium, Bosnia and Herzegovina, Czech Republic, Liechtenstein and the Netherlands) were adequately trained to perform their role as well as to use the safeguarding toolkit we developed with the support of Terre des Hommes.

UEFA-safeguarding.eu is a digital platform we developed in partnership with Terre des Hommes to provide a central online information and learning resource, with the goal of enhancing the knowledge, skills and practices in football to build capacity for creating safer football environments for children. Now available in ten languages (English, French, German, Dutch, Italian, Latvian, Polish, Portuguese, Romanian and Russian), the platform was accessed by approximately 14,000 users during the reporting period, 6,000 of whom are registered members. The foundation of

this policy is ongoing education, so we invited 15 national associations to take part in a pilot to test the safeguarding toolkit. To support this learning, we conducted the first of five webinars in June 2022 as a means of sharing learnings and best practice with the newly-appointed child and youth protection officers and anyone working with children in football.

During UEFA Women's EURO 2022, we supported the youth programme safeguarding measures designed for the tournament. To further improve the experience and safety of young people in an event setting, we started to draft specific child and youth protection guidelines for events and competitions.



Progress against targets

55 countries were covered in our risk assessment



TARGET ACHIEVED

100% of member association focal points trained by 2024



TARGET ACHIEVED

Implement focal point requirement in UEFA Club Licensing and Financial Sustainability Regulations by 2023



TARGET ACHIEVED

In progress: Event-specific child and youth safeguarding protocol standard for member associations available by 2024



Target: 2024

51% of member associations have a child and youth protection policy



Target: 100% by 2025

UEFA child safeguarding platform coverage increase of 44% compared with 2020/21 baseline



Target: 50% by 2023

98% of member associations nominate focal points



Target: 100% by 2022

CHILD AND YOUTH PROTECTION CONTINUED

Playmakers

Our UEFA Playmakers programme gives 5-8-year-old girls a fun and safe opportunity to learn about football through Disney storytelling. To ensure all safeguarding principles are applied, we continued our education programme for project managers and coaches.



Helping children get back to normal

Children were among the hardest hit during the COVID-19 lockdowns, with school, play and friendships disrupted. During the 2021/22 season, UEFA decided to support the Torneo Ravano Coppa Paolo Mantovani – Europe’s largest primary school sports tournament – to further facilitate children’s transition back to normality.

Our Respect logo could be found on the players’ shirts, but it was a team effort. CONI (Italian Olympic Committee), AIA (Italian Referees Association), AIAC (Italian Coaches Association) and AIC (Italian Footballers Association) helped to make the event possible.

“It wasn’t easy, but it was important to start over again this year,” said Ludovica Mantovani, the president of the foundation. “It was not a record edition in absolute terms of participation, but it certainly was for the effort that has been made to regain normality, which has been missing for our children for too long.”

CHILD AND YOUTH PROTECTION HATTRICK PROJECTS



Estonian Football Association

A number of KPIs were outlined by the Estonian Football Association to build on UEFA’s groundwork. The first objective was to translate the safeguarding toolkit into the Estonian language, as well as specific documents, guidelines and codes of conduct that could be freely accessed from the association’s website.

Taking that work a step on, the Estonian Football Association produced five education courses for 150 participants (100 coaches and 50 staff), and developed a training programme for 25 coaches and staff working with national youth teams.

In addition, the FA created a social media campaign with support from some of its stakeholders to raise awareness of the issue, as well as setting a concrete KPI target for the number of child and youth cases resolved.



Kazakhstan Football Federation

The association’s child safeguarding policy has four key pillars:

1. Educating youth football coaches
2. Adding a module to the coach education programme
3. Providing practical experience for coaches educated in child safeguarding
4. Providing a salary for the association’s FSR manager to oversee the policy



Football Association of Slovenia

A child safeguarding policy was produced and presented to all stakeholders, followed by the delivery of workshops for each target group. A priority for the Football Association of Slovenia was to increase awareness of child safeguarding among its football clubs that are required to comply with the UEFA Club

Licensing and Financial Sustainability Regulations, followed by all other football clubs. Four specific child safeguarding workshops and lectures were held, as well as breakout workshops during its coaching education sessions, which usually occur eight times a year.



Moldovan Football Federation

Four activities were identified as part of the association’s child safeguarding strategy:



Develop a safeguarding module for coaches and integrate it into the training programme, while developing a training module for UEFA C coach licences



Hold a consultation with at least 100 sports managers and coaches to raise awareness of key issues, particularly violence against children in sport and child sexual exploitation and abuse in sport



Find stakeholders and partners who are working on child safeguarding in sport in Moldova



Publish the child safeguarding policy



Football Association of Serbia

Significant research went into the development of the association’s child safeguarding policy, leading to the education of coaches and staff in its network. A mechanism has been introduced to investigate any allegation of wrongdoing against children, covering 100% of grassroots leagues, 60% of grassroots clubs and 30% of elite clubs. The association is currently developing a database identifying grassroots clubs working with children.

Club staff, coaches, referees and doctors working with children, as well as parents, received specific material that includes detailed explanations of what is not acceptable conduct. An education toolkit will be presented to each of those groups, and an online seminar is provided for every region. Four regional grassroots coordinators are being trained to monitor delivery of the policy.



Across European football

Over the course of the season, 5% of the Ukrainian Association of Football’s staff passed the online child safeguarding course, with at least 30 individuals from clubs across the country achieving the same feat. As a result of the work done by the Bosnia and Herzegovina Football Federation, the safeguarding toolkit has been downloaded 200 times from its website and 60 coaches will attend seminars on the topic. A new project was launched by the Football Association of the Czech Republic to spread awareness of child abuse among coaches and parents. The Croatian Football Federation developed a digital learning platform during the COVID-19 pandemic to educate on topics like child safety. The Football Federation of North Macedonia implemented a stricter recruitment service for staff and coaches, while monitoring the effectiveness of the policy.

EQUALITY AND INCLUSION



OUR POLICY

Apply principles of equal rights and opportunities to all levels of European football to ensure that everyone feels respected and empowered to express themselves, enjoy and contribute to the game.

Why this is important to us

As the governing body of European football, it is our responsibility to ensure that all levels of the game are accessible to every member of the football community. By setting our own governance standards and engaging with different stakeholders via awareness campaigns, we will continue working towards our 2030 goal of establishing an inclusive football ecosystem that guarantees equal rights and opportunities to everyone who is active in the sport.

The story of 2021/22

As part of our internal equality and inclusion objectives, we took steps to ensure UEFA employees are fairly compensated. In 2020, the average EU gender pay gap was still as high as 13%, which is why we applied for equal salary certification in December 2021, becoming the first sports organisation to receive it.

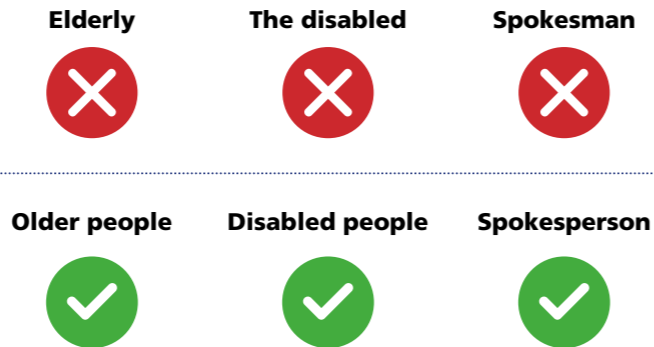
Since 2018, and as part of the UEFA Respect campaign, the #EqualGame Awards have celebrated individuals and football organisations that have acted as role models in promoting diversity, inclusion and accessibility in European football. Khalida Popal, Juan Mata and

Since being forced to leave Afghanistan ten years ago, Popal has fought tirelessly against gender stereotypes by using football to empower girls, women and minority communities. In 2017, Mata co-founded Common Goal, an organisation inspiring players, coaches and other members of the football community, including UEFA President Aleksander Čeferin, to commit 1% of their salaries to a collective fund supporting football charities around the world. The DFB's Football for All programme is a commitment to creating a safe and inclusive environment where everyone, including people such as refugees and LGBTQI+, can enjoy the game.

the German Football Association (DFB) were honoured as the latest winners during the UEFA Nations League draw in December 2021.

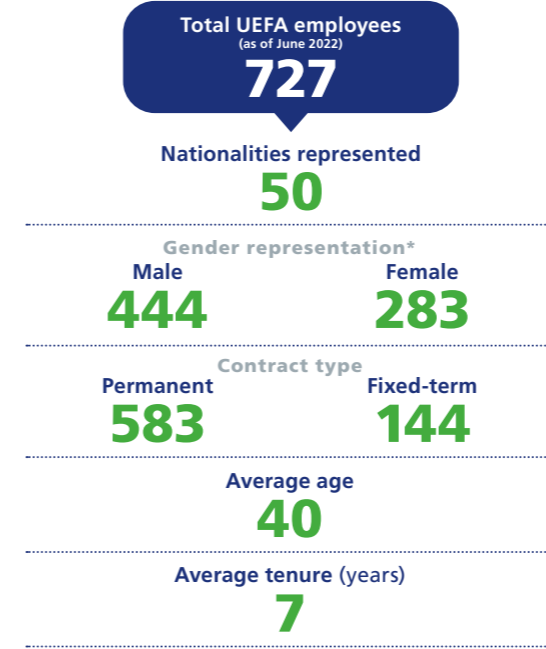
MAKING SURE WE COMMUNICATE IN AN INCLUSIVE WAY

During the season, we also developed UEFA Inclusive Language Guidelines to make sure the language used within the organisation is effective, respectful, accurate and relevant. Supporting UEFA's wider diversity and inclusion work, the guidelines were developed by representatives from several UEFA divisions, including football and social responsibility, communications, language services and marketing, and reviewed in our three official languages, English, French and German.



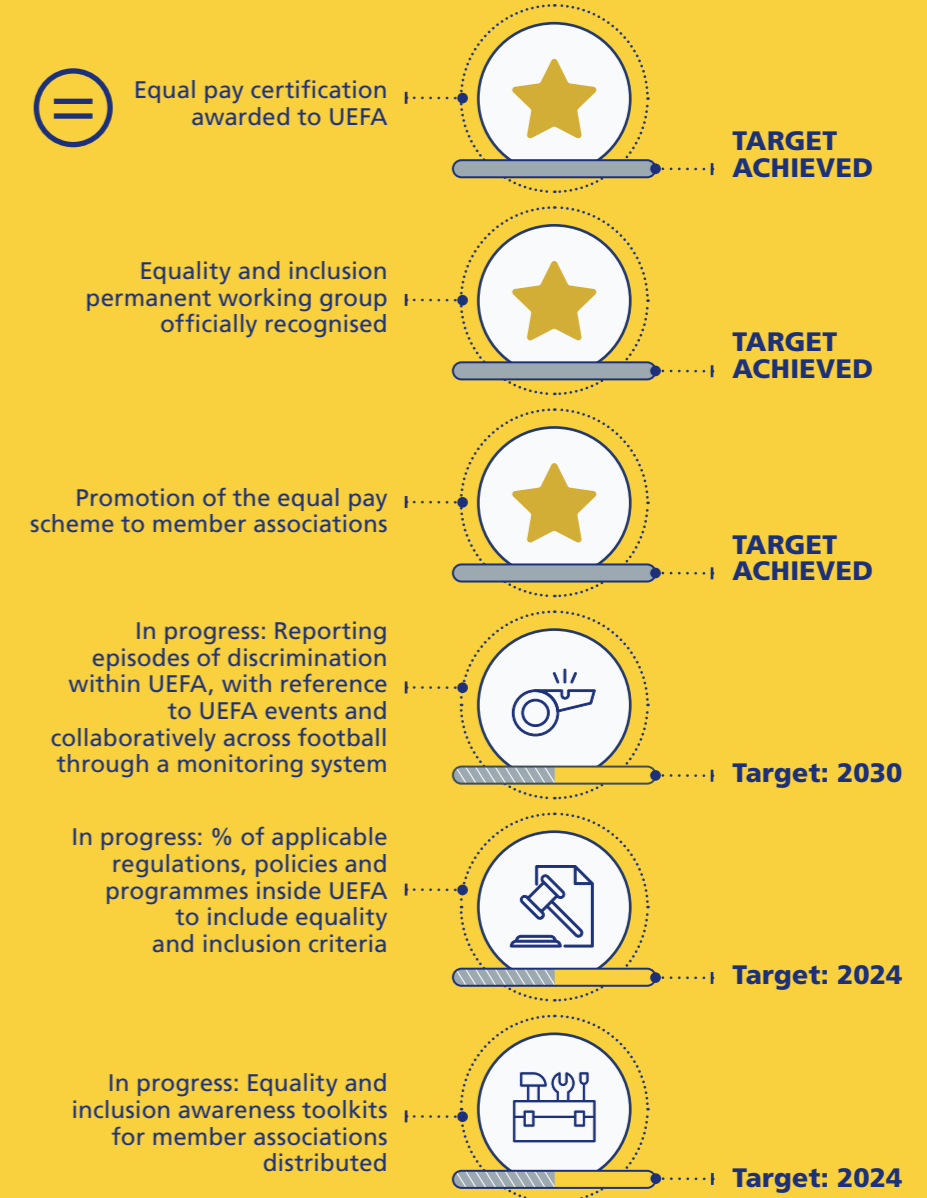
"UEFA's strategy outlines the need for all to come together for the future of football. We believe equal salary certification is of great importance, ensuring that all those UEFA staff who work for the good of European football every day can trust that they are treated fairly for their work."

THEODORE THEODORIDIS
UEFA general secretary



*UEFA recognises a non-binary scale of gender identification. UEFA presents statistics based on a male/female perspective, as this is the current perspective recorded in accordance with the Swiss Civil Code.

Progress against targets



Tackling homophobia in football

Fußball für Alle (Football for All) is the Austrian Football Association's pioneering programme to tackle homophobia in football. It involves workshops to raise awareness about homophobia across the football family, from schoolchildren and grassroots clubs to professional players and national associations beyond Austria.

Ingo Mach, the ÖFB's FSR manager, who helped set up Fußball für Alle, believes that if there are fewer incidents of homophobia in football, it is partly due to the programme's success in raising public awareness.

Mach and his colleagues behind the project were deeply encouraged by Australian player Joshua Cavallo's decision to come out as gay towards the end of 2021.

Backed by UEFA's FSR programme and Austria's Bundesliga, Oliver Egger – the first Austrian footballer to openly announce his homosexuality – was invited to serve as Fußball für Alle's ombudsman. Any footballers who do not feel comfortable about coming out, or who have suffered discrimination because of their sexual orientation, can contact Egger via a confidential hotline.

"We hope that Joshua's courageous decision will inspire others to feel more confident and safer about coming out," said Egger.



EQUALITY AND INCLUSION HATTRICK PROJECTS



Israel Football Association

As part of its Playing Fair, Leading Peace partnership with the Peres Center, the IFA brings together Jewish and Arab children for a football-focused programme that breaks down barriers and long-held stereotypes to make way for trust, friendship and collaboration. The number of university students and schoolchildren taking part in the initiative is expected to increase by 40% and 100% respectively by the end of 2022. By the end of 2022, four workshops with universities will have taken place, as well as ten mixed football events with schoolchildren.

Playing Fair, Leading Peace



Break down barriers and stereotypes



And make way for trust, friendship and collaboration



Austrian Football Association

An ombudsman against homophobia was appointed by the ÖFB, with the support of UEFA, to help eliminate discrimination against LGBTQI+ people in Austrian football. The ombudsman has been contacted by 500,000 people and, to reinforce its support for the LGBTQI+ community, the ÖFB organised its own truck during Vienna Pride 2021.

The ÖFB also established its Kick Mit Österreich project to promote girls' football. Under the motto 'By girls, for girls'. The initiative primarily focuses on using

football to help girls from migrant backgrounds to integrate and break down old stereotypes. More than 1,000 girls took part, two courses were organised for women's football coaches, while the whole campaign reached more than one million people.

Ombudsman against homophobia contacted by **500,000** people



Football Association of Montenegro

Over the course of the 2021/22 season, a project to promote social inclusion and diversity had three main aims:



Explore the potential of football as an instrument for social inclusion, diversity and intercultural dialogue



Promote human rights and non-discrimination by contributing to peace and reconciliation in divided societies



Include youth, women and girls and minority groups

Through the FSCG's Playing on the Field project, 20 girls took part in the girls' football festivals in June 2022.



Football Association of Wales

Within its Equality, Diversity & Inclusion Strategy 2021-26, which was developed during the season, the FAW outlines four areas of action:



Education and awareness



Improve access and opportunities in football for underrepresented groups



Facilitate reporting of discriminatory incidents



Engage in a dialogue with underrepresented groups

Football is now the second most popular women's sport in Wales, but not just on the pitch. The first women-only courses at FAW C Certificate and UEFA B Licence level were delivered, as well as women-only referee courses and conferences.



Swiss Football Association

During the season, three workshops were hosted by the Swiss Football Association dedicated to increasing the number of women in coaching, refereeing and decision-making positions. The Swiss FA also developed ten new clubs to provide more playing opportunities for girls and women.



Across European football

Slovenia's Roma community was invited by the Football Association of Slovenia to one organised training session each week over 35 weeks in the eastern part of the country, with 50 people taking part. A Going Public module developed by the Bosnia and Herzegovina Football Federation, introduced concepts such as diversity, social inclusion and strengthening human rights to spectators, fans, governing bodies, cities and villages.

FOOTBALL FOR ALL ABILITIES



OUR POLICY

Ensure that the football environment and its infrastructure are accessible for everyone who wants to take part, welcoming players and fans of all abilities.

Why this is important to us

By continuing our partnerships with European disability football associations, sharing good practice to inspire the entire football community and leveraging our media platforms to increase visibility and recognition, UEFA is committed to not only increasing access to playing opportunities for all, but off-the-pitch opportunities and activities too. This includes vocational training, employment, volunteering, access to stadiums, other football facilities and televised matches. Our 2030 ambition is to guarantee barrier-free access for any individual wanting to play, attend events or work in football.

The story of 2021/22

On 6 September 2021, UEFA marked Colour Blind Awareness Day by reflecting on its policy of considering spectators with colour vision deficiency. Ahead of EURO 2020, we identified matches that could prove problematic for colour blind people and, in collaboration with the teams, we selected more inclusive kit combinations. That is why, for example, Spain played in their white away kit against Italy in the semi-final.

Three months later, on 3 December, UEFA and its member associations marked the International Day of Disabled Persons.

The Centre for Access to Football in Europe (CAFE) works to make football more accessible, inclusive and welcoming for all disabled people. The centre has been one of UEFA's core FSR partners since 2009.

The CAFE Week of Action is a unique opportunity for clubs, venues, associations and supporter groups to celebrate disabled people and the important role they can play in both sport and wider society.

From 12 to 20 March 2022, the campaign saw the message of #TotalAccess spread across Europe.

In Scotland, for example, Rangers FC announced the appointment of a disability access officer and hosted a stadium touch tour for partially sighted and blind fans, while St Johnstone announced the re-establishment of the club's disabled supporters association.



Playing opportunity partnerships

UEFA's partnership with the **European Amputee Football Federation (EAFF)** is helping to grow the popularity of amputee football across the continent. The EAFF supports the development of amputee football programmes in 18 member countries (75% of which cooperate with member associations), encouraging amputee men, women and children to take up the game.



Special Olympics Europe Eurasia works with all 55 UEFA member associations to provide participation opportunities to over 100,000 players with intellectual disabilities across Europe.

We also supported the **International Blind Sports Federation's (IBSA)** fourth Blind Euro Challenge Cup in Stockholm, supported by the **Swedish Football Association**. Each participating nation received ten adapted footballs and the same number of eyeshades to continue the development of blind football.



The **Irish Football Association (IFA)**, teamed up with the **European Powerchair Football Association (EPFA)** to deliver two events that gave 57 players from England, Scotland, Northern Ireland and the Republic of Ireland the chance to compete, with the two Irish associations offering players international caps. In Salou, Spain, the **International Federation of Cerebral Palsy Football (IFCPF)** World Cup was held for the first time with both men's and women's teams. Despite difficult circumstances in their home country, the men's tournament was won by Ukraine.



Progress against targets

100% of member associations offer playing opportunities **TARGET ACHIEVED**



There are **74,183** players with disabilities in Europe **Target: Triple this baseline figure by 2030**



44% of member associations offer specific training programmes for coaches **Target: 100% by 2026**



42% of venues comply with UEFA accessibility requirements **Target: 100% by 2026**



35% of member associations established football for all abilities units **Target: 80% by 2030**



FOOTBALL FOR ALL ABILITIES CONTINUED



Albanian amputees enjoy UEFA Europa Conference League final fan festival in Tirana

In May 2022, there was a huge amount of pride among Albanian amputees gathered in the country's capital city, thanks to the Albanian FA's strong support for amputee football. "They are here making a difference for themselves and are able to break down some barriers that have surrounded them," said Aldo Muçalliu, an amputee football coach in Albania. "Football has helped these people a lot – they don't feel ashamed of themselves because they have an amputated leg. They are proud to be here and football has given them confidence."



FOOTBALL FOR ALL ABILITIES HATTRICK PROJECTS



Hellenic Football Federation

Recognising that blind football is exhilarating to watch and has grown into one of the world's most popular parasports, the Hellenic Football Federation in Greece expanded the sport by forming more teams, including a women's team, through its collaboration with the Hellenic Sports Federation for Persons with Disabilities. Additionally, the HFF has developed a permanent home for Greek Blind Football, with specific perimetrical kickboards and correct apparel and supplies, giving blind footballers the chance to play European games. An international tournament was organised, with the HFF covering the accommodation and transport of three other European teams.



Football Federation of Kosovo

As part of its strategy to create equal opportunities for blind people to play football in Kosovo, the FFK introduced the nation's first blind football team scheme, which involved around 60 players.



San Marino Football Federation

To reach its objective of growing the number of disabled spectators by 10-15% over the course of 2021/22, the FSGC increased the number of wheelchair positions in stadiums, provided audio-descriptive commentary for the visually impaired and trained nine stewards in sign language to provide a better service to hard of hearing spectators.

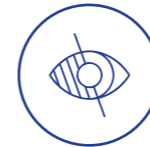


Football Federation of Armenia
During the season, the FFA set specific targets for the average number of disabled spectators at each home match of the national team to increase representation.

This included:



15 wheelchair users



5 spectators with visual impairments



30-35 spectators with other disabilities

A number of our member associations worked with Special Olympics during 2021/22, including:



Football Association of Slovenia: 13 teams with 150 participants played in tournaments between May and October 2022



Gibraltar Football Association: 12 players (50% female) took part in training activities co-organised with Special Olympics or the Care Agency



Andorran Football Federation: Continued cooperation resulted in participation in one international tournament and the organisation of one national tournament



Liechtenstein Football Association: Unified activities with Special Olympics included increasing awareness with players and national team coaches, and preparations to host a tournament of small states in 2023



Irish Football Association

To develop disability football in Northern Ireland, the IFA created a powerchair youth squad to complement the senior team and a cerebral palsy league and cup to supplement fortnightly sessions.

Powerchair



20 youth sessions over the season

Cerebral palsy



50% increase in players

Minimum of **15 players** in the development league



Across European football

The **Moldovan Football Federation's** Football Unites Us project brings together children aged 5-15, many with special educational needs, while in Poland, the **Polish Football Association** runs Futbol Plus, a project for young people with disabilities. Twenty Futbol Plus academies will be opened by the end of 2022, with 100 established by the end of 2025 when the

project is due to conclude. Through an educational programme delivered by the **Football Association of Serbia**, parents, PE teachers and football coaches have learned to become more inclusive with children with special needs. In North Macedonia, the **national football association** supported the inclusion of disabled fans by giving away free tickets for national team games, hosting workshops with First League clubs

and taking part in awareness activities during CAFE Action Week. Both the associations of **Football Federations of Azerbaijan** and the **Georgian Football Association** had a number of projects to support people with intellectual disabilities and amputees. The **Football Association of Iceland** created an awareness campaign demonstrating that 1 in 12 men and 1 in 200 women are colour blind.

HEALTH AND WELL-BEING



OUR POLICY

Safeguard health and well-being through football activities across all age groups and through awareness-raising activities around non-communicable diseases.

Why this is important to us

Playing football regularly offers a whole range of benefits to people from all backgrounds; heart health, mental wellness and social inclusion are just a few. Europe's most popular sport has a unique opportunity to play a major role in maintaining and improving the health and well-being of its citizens. Our 2030 goal is to mobilise the football community to promote better health, active lifestyles and widen the engagement of players across age groups, particularly older people.

The story of 2021/22

On 7 April, 2022, UEFA celebrated World Health Day by inviting a panel of experts and some of Europe's top coaches to discuss our Coaches for Health #FeelWellPlayWell campaign. Launched in December 2021, and concluding with the panel session, #FeelWellPlayWell involved coaches from men's and women's national teams advocating the benefits of a healthy lifestyle for adolescents aged 13-17.

Short video messages were recorded by Roberto Martínez, then coach of Belgium's men's national team, Milena Bertolini, Italy's women's national team coach,

and others on four main topics: nutrition, physical activity, mental health and substance abuse. These messages were pushed out via the social media channels of each national association. During the panel discussion, medical

Coaches for Health



33 national associations took part in Coaches for Health

Between them, they created and disseminated **78** videos

62 coaches lent their voices to spread key health messages



"If we don't create a healthy environment where people can speak up or say what they feel, everything becomes negative. It is the role of the coach to create that healthy and safe environment."

ROBERTO MARTÍNEZ
Former coach of the Belgium men's national team

professionals such as Dr Fiona Bull, head of the physical activity unit at World Health Organization, Dr Matteo Pincella, nutritionist for the Italian men's national team and FC Internazionale Milan, and the chairman of the UEFA Medical Committee, Prof. Tim Meyer, explained that while regular physical activity, such as playing football, reduces the risk of physical diseases, it is also crucial to support mental health, particularly for those aged 10-19, who often struggle with behavioural disorders, anxiety and depression.

Within our organisation, the football and social responsibility division provided extra financial support to an HR-led initiative offering health checks to all UEFA employees as part of our UEFA Care programme. The health check helps to identify risk factors for cardiovascular disease, with personalised medical advice provided afterward.



Walking football road map

During the reporting period, UEFA also started work on the development of a walking football road map, with the ambition of helping national associations involve more older people in football. A working group that includes representatives from national associations, as well as medical, safety and security professionals, will map out the next steps.

Progress against targets



HEALTH AND WELL-BEING CONTINUED



"We are social people and a sport like football develops all these aspects of integration and inclusion that gives enormous psycho-physical benefits"

MILENA BERTOLINI
Coach of the Italy women's national team



A pledge for Europe's health

UEFA signed up to the HealthyLifestyle4All pledge, a campaign launched by the European Commission during the European Week of Sport 2021. A pledge must add value to the three HealthyLifestyle4All pillars (awareness, access, holistic approach), demonstrate the power of making a collective contribution and be implemented between 2021 and 2023.

HEALTH AND WELL-BEING HATTRICK PROJECTS



Portuguese Football Federation

Seven mental health officers were appointed by the Portuguese Football Federation to represent each regional football association. These officers will provide training and awareness raising education to 300 clubs across the country, including 80 in the north of the country, 80 in Lisbon, 50 in the centre of the country, 30 in Alentejo and 20 each in Azores and Madeira.



Hellenic Football Federation

As part of a vast mental health project, involving 47 mental health expert organisations, 100 mental health scientists and 500 volunteers, the HFF in Greece gave 1,200 people with mental health issues the opportunity to have fun and interact with others through football.



Faroe Islands Football Association

The Faroe Islands Football Association strengthened its existing Football Fitness programme by adding clubs and increasing participation. The initiative is based on scientific evidence and uses football as a tool to maintain and improve health, particularly among people over 40.



Football Federation of Armenia

84% of FFA employees underwent a free, full medical examination during the season. 35% of staff regularly used the gym and swimming pool at the association's technical centre, as part of its policy to promote a healthy lifestyle. The Armenian men's national team participated in a photo shoot to mark World Heart Day, disseminated via social media.



Royal Dutch Football Association

For its long-standing programme dedicated to healthy lifestyles, the KNVB added a focus on non-smoking and responsible alcohol consumption to complement its healthy nutrition campaign. Over 250 clubs are currently involved. The KNVB also engaged in cooperation with nine clubs from other sports (tennis, hockey and korfbal) to expand this programme beyond football's borders.



Cyprus Football Association

Players from the Cyprus men's and women's national teams were presented as ambassadors by the CFA to encourage health and well-being, particularly in the areas of healthy nutrition, physical activity and education around drugs and alcohol. Schools, universities and parents were the main audiences for the campaign, which also included the production of a healthy nutrition booklet and cooking lessons featuring national team players.



Across European football

In Belarus, the Leagues for Football Gentlemen were launched by the **Belarus Football Federation** for men over 40. Ninety-seven teams involving more than 800 players took part, with over 30% of surveyed players declaring their health and quality of life had improved thanks to the football sessions. The **Swiss Football Association** launched its own walking football programme via four tournaments involving a total of 20 teams. The **Gibraltar Football Association** opened up walking football training sessions to 50 players, sending 32 of them to participate in tournaments in Copenhagen and Zurich over the

course of the season. A vast programme of activities was created by the **Lithuanian Football Federation** to educate 100 walking football specialists, who now run this activity in ten different municipalities. The expanded veterans football competition now counts over 400 participants, with the expanded senior small-sided competitions reaching over 700 participants. Similarly, the **Bosnia and Herzegovina Football Federation** delivered healthy living seminars to a total of 180 players and staff of their youth national teams. Sessions for seven more national teams as well as all regional teams are planned.

REFUGEE SUPPORT



OUR POLICY

Help refugees, asylum seekers and internally displaced people to remain physically and mentally healthy and become part of their host community through the power of football.

Why this is important to us

Including refugees in European football is about providing support and joy to one of the most vulnerable groups of people in society. UEFA has continued its cooperation with UNHCR, the Ukrainian Association of Football and other member associations to help refugees and internally displaced people (IDPs) acclimatise to their new surroundings and host communities. By 2030, our goal is to be a driving organisation and advocate for the protection and inclusion of refugees through sport.

The story of 2021/22

To celebrate UEFA and UNHCR's growing partnership, the UNITY EURO Cup was held at UEFA headquarters in June 2022. The aim of the tournament was to demonstrate and celebrate football's power to strengthen ties between host communities and displaced people, breaking down barriers to create a spirit of inclusion.

Refugees comprised 70% of teams representing Austria, Belgium, France, Germany, Italy, Malta, the Republic of Ireland and Switzerland. Non-refugees filled the remaining squad positions and

each team was accompanied by a celebrity ambassador.

UNITY EURO Cup winners Germany were represented by FC Motor Neubrandenburg Süd, a small club from Mecklenburg-Vorpommern in north-eastern Germany. Although founded relatively recently, it already has more than 200 members, about 40% of whom have a migrant background. There are 24 different nationalities among their players, coaches and staff, meaning the club plays an important role in helping refugees integrate into the local communities of its rural region.



"When people are forced to flee their homes, they don't leave behind their aspirations and interests. Sport, and football in particular, can play an essential role in helping to create a sense of normality, especially for children and youth, enabling them to adapt to their new lives, be included in their new communities, and reignite their hopes and dreams."

FILIPPO GRANDI
United Nations
High Commissioner for Refugees

Progress against targets

In progress: Development of refugee football tournaments across Europe



Target: 2026

55% of member associations offer participation opportunities for refugees



Target: 70% by 2025

47% of member associations offer participation opportunities for young refugees



Target: 50% by 2027

31% of member associations publicly advocate social inclusion of refugees



Target: 50% by 2025

REFUGEE SUPPORT CONTINUED

Football and refugee grants

After signing a cooperation protocol with UNHCR, the UN Refugee Agency, in 2021 to support refugee access to football and enhance social inclusion, we invited all UEFA member associations to participate in the UEFA football and refugee grant scheme, in existence since 2017. The scheme provides funding for refugee projects organised and operated by European football associations, many of them with the support of UNHCR country offices. For the 2021/22 edition, we received a wide-ranging 23 proposals and the 11 winners were announced on World Refugee Day on 20 June. Winners included:

Croatian Football Federation
Based on learnings from previous refugee programmes, the association's initiative addresses barriers for displaced people to access football, providing equipment and covering club subscription fees. In addition, to accelerate the inclusion of young refugees in Croatian society, after-school programmes for children playing football are offered, also helping them with homework and learning the Croatian language and culture.

English Football Association
The FA's Women's Football Leadership Programme offers bespoke training for female refugees who aspire to be football leaders of women's and girls' football. This programme aligns with the FA's wider Women's Football Strategy and

its Football For All focus, contributing to its efforts to build up a motivated, diverse range of local leaders in their communities.

Football Association of Finland
The association's Football Belongs to Everyone project involves a wide variety of stakeholders, including reception centres, UNHCR and the Finnish migration services to enrich refugee lives through football activities. In response to the war in Ukraine, the Finnish FA also plans to provide free access to club football for thousands of Ukrainian refugee children.

Football Association of Moldova
The association's proposal has taken on a holistic approach to assisting refugees' social inclusion. Vocational training and help with university tuition fees will be planned, while particularly talented refugee children will receive a bursary, enabling them to attend a football academy to further develop their skills.

The other seven grant winners were the Football Federation of Armenia, the Royal Belgian Football Association, the Football Association of Iceland, the Italian Football Federation, the Malta Football Association, the Irish Football Association and the Romanian Football Federation.

€419,000 was invested in football and refugee grants – up 40% on last season

Special mentions also went to the Football Association of Albania, the Association of Football Federations of Azerbaijan, the Football Association of the Czech Republic, the Danish Football Association, the Estonian Football Association, the Football Association of Ireland and the Scottish Football Association.

The Latvian Football Federation received a particularly special mention for its football and refugees grant application. In cooperation with UNHCR and local NGOs, the project focused on opening clubs across the country to newly arrived Ukrainian refugees, thus contributing to their health and providing opportunities to interact with their host communities. By way of exception, LFF was also permitted to use parts of their HatTrick funds to provide basic humanitarian aid to Ukrainians seeking shelter in Latvia.

REFUGEE SUPPORT HATTRICK PROJECTS

Football Federation of North Macedonia
After a request for humanitarian aid was sent by the Ukrainian Association of Football to its fellow European associations, the FFM was exceptionally allowed to use parts of its HatTrick FSR funds for the procurement of food and medicine. These supplies were securely transported to the Ukrainian embassy's storage facilities in Skopje before being distributed among Ukrainian refugees.

Football Association of Ireland
Support was provided to refugees and other minority groups to fill 90 volunteering places in football programmes.

In addition to 87 after-school programmes, 35 clubs provided open training programmes to engage children from diverse ethnic minority backgrounds in football alongside their peers. The programme also includes anti-racism education for players, coaches, referees and staff.

- 90 volunteering places
- 87 after-school programmes
- 35 clubs offering open training



Turkish Football Federation
In an act of solidarity, the TFF donated €75,000 to Ukraine. The funds are being managed by UEFA's national associations division.

Across European football
The Royal Belgian Football Association has renovated ten Belgian Red Courts, areas used for social integration programmes, including refugees. The Malta Football Association's Family Football scheme engages all family members of both refugee and non-refugee families within their local communities. The project's initial phase involved over 150 family and community members as well as seven clubs. The Swiss Football Association continued developing the Together programme for refugees, with a special focus on women and girls and creating an integration award.

SOLIDARITY AND RIGHTS



OUR POLICY

Afford dignity, respect and equal rights to everyone involved in football and the opportunity to play the game in a spirit of freedom and solidarity.

Why this is important to us

While the discrimination that afflicts our societies can play out on and around football pitches, our sport can be a powerful vehicle for overcoming divisions by providing a community that offers equal access for everyone to play football in a safe and secure environment. Through efforts such as improving our natural disaster grants, we aim to meet our 2030 objective of embedding human rights principles into all strategic decisions and business relationships and be recognised for valuable initiatives of solidarity in the European football ecosystem.

The story of 2021/22

To build upon UEFA's Human Rights Commitment, we wanted to show solidarity with groups that are regularly excluded from society by assisting them through football-related initiatives, such as continuing to support the Homeless World Cup Foundation (HWCF), a UEFA partner since 2003.

Looking further afield, we also set up a dedicated working group to improve our understanding of issues surrounding

human rights in Qatar ahead of the 2022 FIFA World Cup. Visits in August 2021, December 2021 and June 2022 focused on a broad range of human rights issues, grievance mechanisms, LGBTQI+ rights and press freedom.

The working group plans to visit Qatar in 2023 and beyond to examine the legacy that the World Cup leaves behind, hoping to ensure that football continues to serve as a positive catalyst for change in line with Qatar's Vision 2030.

UEFA has a long-standing partnership with the Homeless World Cup Foundation, which helps people experiencing homelessness redefine their lives through football. Our combined objectives are to encourage our member associations to support their national homeless football teams, promote participation opportunities for those excluded from society and raise awareness of homelessness to change attitudes towards people experiencing it.



"We believe the UEFA Qatar working group and the European associations can play a supporting role in promoting human rights and hope to do so through continued engagement and dialogue."

GIJS DE JONG
General secretary of the Royal Netherlands Football Association

Together, we carried out a survey during the season that revealed:



SUPPORT ASSOCIATIONS THROUGH TIMES OF EMERGENCY

Launched in 2009/10, the natural disaster grant scheme made it UEFA's responsibility to support its members when facing emergency situations, such as national football infrastructure being damaged by natural disasters. In 2021/22, the following member associations received financial contributions:

Montenegro
Funding was provided to reconstruct the pitch jointly used by the Football Association of Montenegro and the municipality of Podgorica that was destroyed by a wildfire in July 2021.

Serbia
A grant went towards finalising the reconstruction of the facilities of 23 clubs affected by severe floods over the last three years.

Belgium
Money was distributed to help four grassroots clubs of the Association of French-speaking Football Clubs that were heavily damaged during floods in July 2021.

England
22 grassroots, national league system and women's football clubs affected by Storms Arwen (November 2021), Eunice, Dudley and Franklin (February 2022) received funding.

Going beyond its own territory in an act of solidarity, UEFA supported its sister confederation the Oceania Football Confederation (OFC) with a donation towards the Givealittle fundraising campaign following the tsunami and volcanic eruption that occurred in Tonga in January 2022.

Progress against targets

100% of requests processed within one month
TARGET ACHIEVED

64% of member associations are aware of the UEFA natural disaster grant scheme
TARGET ACHIEVED

Advocacy and awareness network on human rights issues by 2024
TARGET ACHIEVED

In progress: UEFA regulations, policies and guidelines as applicable embed human rights in criteria
Target: 2024

In progress: UEFA codes of conduct for business relationships aligned with Human Rights Commitment
Target: 2024

International Human Rights Day 2021: UEFA's commitment to act

As the world celebrated the anniversary of the United Nations' adoption of the Universal Declaration of Human Rights on 10 December 2021, UEFA's FSR division set out its plans to fulfil its Human Rights Commitment and use the power of football to empower individuals by working towards our seven policies in this area.



SOLIDARITY AND RIGHTS HATTRICK PROJECTS



Bulgarian Football Union

The Team of Hope project, developed by the BFU, provides fair treatment and meaningful involvement in football for people living on the margins of society, with special attention paid to women, girls and youth. The BFU aimed for a 25% increase in 2020/21 participant levels by increasing the number of cities that the project encompassed from eight to ten. The Team of Hope participated in the international street football tournament for homeless people in Wrocław Poland.



Since **2012**, the Team of Hope has sent a total of **64** representatives to Homeless World Cups



Malta Football Association

400 minor offenders and correctional facility residents were reached, as well as vulnerable youths experiencing social problems related to background and family history. The programme primarily included minors and female participants.



Royal Spanish Football Federation

Box 0, an area within the national football stadium's hospitality area, was designated to host groups at risk of social exclusion at matches. The RFEF aims to connect them with other fans in the hospitality area to increase awareness of social values like solidarity, respect and diversity, while attaching broader communication actions to the initiative, such as social media posts and interviews.



Disabled people



Refugees



Generally at risk of exclusion



Danish Football Association

The DBU used its HatTrick funding to help establish a proper due diligence model for national associations when they participate in final tournaments, including how to engage with stakeholders to promote and ensure human and labour rights. The DBU visited Qatar ahead of the 2022 FIFA World Cup to improve adherence to the Supreme Committee Workers' Welfare Standards, and to publish a final report outlining the due diligence process for national associations in Europe.



Association of Football Federations of Azerbaijan

As part of its project to support children deprived of parental care, the AFFA established participation opportunities within eight orphanages around the country, reaching 100 girls and boys. Following the 2021/22 phase of the project, the AFFA plans to roll out the initiative in five regions by 2024.



Football Federation of Belarus

'Football is your friend forever!' project gives over 165 boys and girls from 12 orphanages across the country the opportunity to play football, through weekly training sessions. In addition, the Football Federation of Belarus organised a festival at each orphanage and three mini-tournaments. An all-girls' team from SOS Children's Village Maryina Gorka participated in one of the tournaments for the first time.



Georgian Football Federation

Training sessions were conducted in orphanages three times a week in 15 different institutions, located across eight cities. Licensed and qualified coaches worked with specific orphanages for ten months, from February until November 2022. Altogether, 450 children (30% girls and 70% boys) took part in the training sessions.



Training sessions conducted 3x per week



At 15 different orphanages across 8 cities



Giving opportunities to 450 children



30% girls



RESPECTING THE ENVIRONMENT

From the extremely hot summer experienced by much of the continent in 2022 to the energy crisis heightened by the conflict in Ukraine, environmental issues are being more keenly felt in Europe than ever before. We know that, alone, UEFA and football cannot solve these complex problems. But, through our Strength Through Unity 2030 sustainability strategy, we have identified areas where we can make a long-term and significant impact:

During the 2021/22 season, building on the Environmental Commitment we adopted in October 2021, we have laid solid foundations in each of these areas, including embedding environmental requirements in UEFA bidding and club licensing requirements.

Key milestones that you will read about on the following pages include:

- 

Circular economy
- 

Climate and advocacy
- 

Event sustainability
- 

Infrastructure sustainability
- 

Our partnership with PepsiCo, which has accelerated our approach to circular economy and waste management
- 

Our commitment to the UN's Race to Zero campaign and subsequent acquisition of a carbon data tool to help us reach our targets
- 

The piloting and fine-tuning of our ESG Event Management System
- 

The creation of the UEFA Sustainable Infrastructure Guidelines

CIRCULAR ECONOMY



OUR POLICY

Optimise the consumption and life cycle of products, most notably food, packaging and branded items, throughout UEFA operations and events.

Why this is important to us

The linear model of production and consumption – take, make, dispose – is no longer working. We can no longer extract and use resources at our current rate and continue to normalise waste. Our 2030 vision is to embed the 4R approach (reduce, reuse, recycle and recover) in all operations to minimise the impact of football on the environment and drive resource efficiency and cost savings.

The story of 2021/22

Following the conclusion of the 2021 men's UEFA Champions League final in Porto, we decided that together with our partner PepsiCo, we were going to take meaningful action to reduce waste related to food and beverages at UEFA events.

Over the course of the 2021/22 season, we collaborated on two main projects. The first was to prepare a more sustainable 2022 UEFA Champions League final in Paris, where reusable eco cups were tested at all selling points for beer and other soft drinks.

The second was the creation of the UEFA Circular Economy Guidelines (published in 2022/23) to help national associations, leagues, clubs, sponsors, event organisers and other football stakeholders transition to the 4R approach to consumption.

Eleven clubs (and their ten venues) that qualified for the 2021/22 UEFA Champions League group stage were part of an initial pilot, leading to the creation of a database of circular economy best practices for football stadiums. A consultation group among the clubs – which included Ajax (NED), Borussia Dortmund (GER), FC Internazionale Milan and AC Milan (ITA), FC Porto (POR), Juventus (ITA), Liverpool (ENG), Manchester City (ENG), RB Leipzig (GER), SL Benfica (POR) and Zenit St Petersburg (RUS) – shared knowledge, discussed common challenges and worked on a feasibility analysis for practical implementation.



“Reshaping the circular economy in ways that minimises waste and promotes sustainable solutions for our environment will take courage, vision and the collective efforts of the truly dedicated. That includes fans, athletes, clubs and corporations.”

KATHARINA STENHOLM
Senior vice-president and chief sustainability officer, PepsiCo Europe

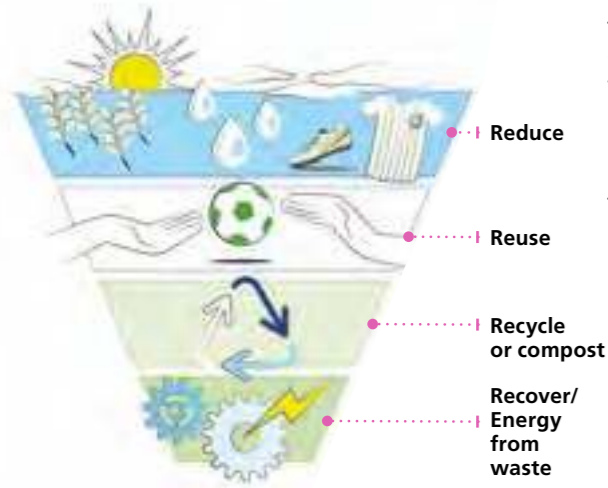
Progress against targets

- UEFA Sustainable Infrastructure Guidelines embed 4R criteria by 2024 (food and beverage chapter published) **TARGET ACHIEVED**
- Encourage member associations and clubs to apply UEFA 4R criteria **TARGET ACHIEVED**
- In progress: UEFA Circular Economy Guidelines focused on 4R methodology **Target: 2023**
- In progress: Run a pilot with sponsor(s) to deliver a zero food and zero plastic waste to landfill UEFA Champions League final **Target: 2026**

CIRCULAR ECONOMY CONTINUED

The first edition of the UEFA Circular Economy Guidelines focuses on addressing food and beverage waste, but future editions will explore other challenging areas, including energy and water, apparel, football equipment and event materials.

Going forward, there will be a strong focus on recycling across UEFA events, with Please Recycle messaging featuring on



PepsiCo perimeter LED boards to engage fans. During the season, we decided to pilot a new initiative, Zero Waste to Landfill, at the 2024 UEFA Champions League final in London. The overarching goal is for this to become common practice by 2026 and for zero waste to landfill to become a hosting requirement in the following years.

Internally, we identified a waste transformer solution to be installed on UEFA's campus to tackle food waste by transforming all biodegradable waste into energy and natural fertiliser. Our plan is to promote the technology to clubs and national associations.



Preparing for EURO 2024

In June 2022, UEFA participated in a first workshop with the German ministry of environment and health to devise actions to reduce waste at EURO 2024. The reduction of waste generation, including the promotion of the 4R framework, was outlined in the organising committee's event social sustainability strategy.

CIRCULAR ECONOMY HATTRICK PROJECTS



Israel Football Association

The IFA's first green policy included several initiatives to reduce waste. The first included the monitoring of food ordered by VIP complimentary tickets as, in the past, 20% of food was thrown away despite less than 20% being ordered in advance. Paperless ticketing has been incorporated at all matches, managed by the IFA through the introduction of a ticket app, while all matchday programmes are online only.

To reduce consumption even further, the association will use an enterprise resource planning (ERP) system to facilitate a green procurement policy. Additionally, an analysis of water consumption and the use of plastic bottles was undertaken.



Reducing food waste



Paperless ticketing



Green procurement



Analysis of water consumption



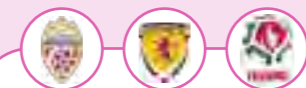
Lithuanian Football Federation

By 2023/24, the LFF wants to have improved the ecological footprint of at least 12 of its stadiums. It will do this by introducing waste recycling measures and reusable cups with free drinking water. A guideline for more sustainable stadiums was also produced by the federation during the reporting period. With the support of the Erasmus+ programme, the LFF produced a handbook on economical energy consumption that was provided to clubs, academies and stadiums across the country. Additionally, three seminars on ecological topics were hosted for staff.



Football Federation of North Macedonia

GO Green is the waste management and solar energy strategy of the FFM. As part of the waste management element of the plan, the federation has started providing bins within its administrative building to support the separation of waste. The FFM also has a process in place to save old sports equipment. Over the season, 4,000 kg of paper and 1,000 kg of plastic were separated for recycling.



Across European football

A new state-of-the-art campus is being planned by the Liechtenstein Football Association, with environmental sustainability and resource efficiency being the top priority. The Scottish Football Association partnered with Zero Waste Scotland, which offered free environmental support to football clubs by providing guidance to help identify ways of reducing energy, recycling, water and waste management costs. The Football Federation of Belarus started to develop environmental awareness in the football community by creating a waste management strategy in partnership with a local environmental organisation.

CLIMATE AND ADVOCACY



OUR POLICY

Prevent or reduce the degradation of the environment by football-related activities, while leveraging the sport's reach and visibility to advocate the urgency of action.

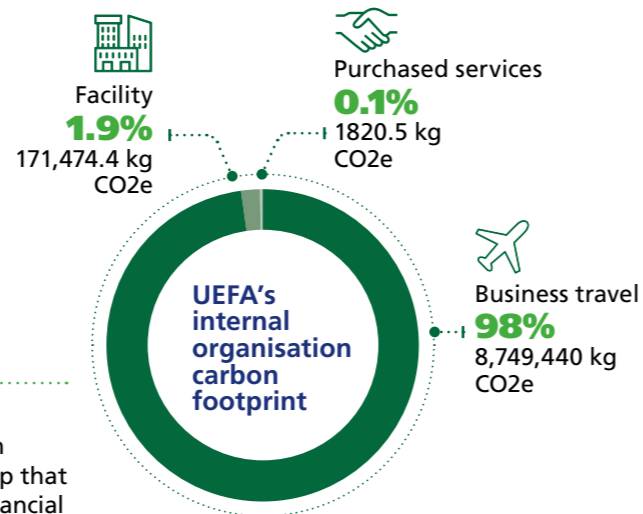
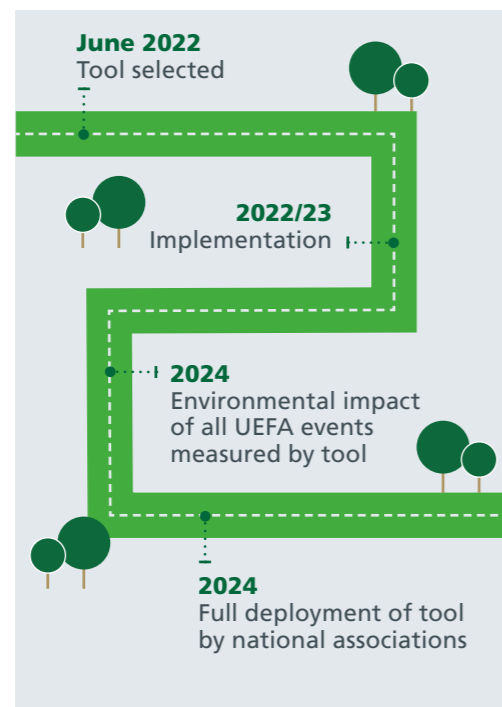
Why this is important to us

The impact of climate change on European football is becoming more pronounced as time goes on, from top-level UEFA competitions down through to the grassroots. Extreme heat, flooding and unseasonable weather patterns are a big disruptor in our game, and it is important for UEFA to be part of the solution. Our 2030 goal is for European football to reduce its carbon footprint and for UEFA to be a credible reference partner for organisations working on climate protection.

The story of 2021/22

In November 2021, at COP26 in Glasgow, we reaffirmed our commitment to taking climate action by joining the UN Race to Zero campaign. As a founding signatory to the United Nations Framework Convention on Climate Change (UNFCCC) Sports for Climate Action Framework, it was natural for UEFA to take this next step and enshrine our target of reducing greenhouse gas emissions across our events by 50% by 2030, with the ultimate goal of achieving net zero by 2040.

To do so, we have agreed on a carbon measurement and reduction road map that started with the selection of a non-financial data calculation tool during the 2021/22 season. In the coming years, this tool will be implemented and rolled out to all UEFA events and our national associations.



Getting our own house in order is crucial from a governance and credibility standpoint. But if we want to realise our target of reducing the carbon impact of European football, we have to leverage our sport's influence, popularity and cultural significance to accelerate the implementation of new standards and raise awareness across the whole European football community.

That is why we enlisted the support of Luís Figo, Gianluigi Buffon and Delphine and Estelle Cascarino to front our #EveryTrickCounts campaign, a public awareness initiative designed to show football fans how they can play a part in the fight against climate change by adopting simple, everyday habits, such as switching off lights that are not in use or lowering their thermostat.

#EveryTrickCounts was the first part of a wider three-year TV advertising campaign we have embarked on to promote the EU Green Deal – Europe's transition to a net zero economy by 2050 – and demonstrate our commitment to the European Climate Pact.

#EveryTrickCount campaign



- Shown at more than **300 matches** across UEFA club and national team competitions
- Reached an estimated unique audience of **35 million** during the UEFA Champions League final
- An average unique audience of **24 million** during a men's UEFA Champions League matchday
- Aired more than **3,000** times in the EU market

Progress against targets

Average audience of 24m for #EveryTrickCounts during a men's Champions League matchday, with an audience of 35m during the final



In progress: % of UEFA internal organisation applicable regulations, policies and programmes include climate and advocacy criteria



In progress: UEFA codes of conduct for business relationships aligned with Environmental Commitment



CLIMATE AND ADVOCACY CONTINUED



Promoting low-carbon innovation

Part of our remit is to seek out and support innovative solutions that benefit European football through the UEFA innovation hub. Through our Football Innovation Platform partnership with the Royal Netherlands Football Association (KNVB), Johan Crujff Arena, City Football Group and AFC Ajax, we made low-carbon mobility and sustainable transport one of our Reimagine Football focus areas during the reporting period.

The winning submission, jointly developed by startups Fynch Mobility and Social Brothers, rewards fans for taking greener transport choices after analysing their travel preferences.

Over a six-week period, 74 submissions were whittled down to 12 finalists, who presented their solutions in the field of sustainable transport and circular economy to a judging panel made up from the Football Innovation Platform companies.

CLIMATE AND ADVOCACY HATTRICK PROJECTS



Football Association of Wales

A baseline audit of the association's environmental impact looked at carbon emissions derived from its three sites, its warehouse and all other associated activities, including domestic and overseas travel as well as overseas accommodation. Opportunities have been identified to reduce and substitute sources of carbon emissions, with plans to roll out this approach across all Cymru League teams and their facilities. During the season, the FAW started to explore the possibility of becoming a signatory to the UNFCCC Sports for Climate Action Framework and The Climate Pledge.



Three sites



Warehouse



Domestic and overseas travel



Overseas accommodation



Luxembourg Football Federation

The FLF produced a detailed emission reduction strategy that includes greenhouse gas emission accounting, the implementation of an emission reduction road map with concrete measures and a clear emission reduction objective by 2026.



San Marino Football Federation

The FSCC replaced the floodlights of two pitches with LED lights, and the replacement of floodlights at two further pitches will be completed by the end of the year.



Austrian Football Association

Providing greener transport options was a key climate action strategy for the Austrian Football Association over the course of the season. It offered fans free travel on the Austrian railway and provided employees with free tickets for public transport in Vienna.



French Football Federation

A big awareness raising campaign to acquaint the French football community with climate change was run during the 2021/22 season. This included the development of an app allowing fans to calculate their own footprint and containing tips on how to reduce it. During the national Under-13 football festival, an exhibition and a quiz were used to raise awareness of climate change among the 400 participating players. Educational workshops for youth teams of the regional leagues are in pipeline.



Scottish Football Association

Working with the Scottish government, the SFA delivered its Stay Local project, encouraging local activity and active travel. The objective was to create two pilot projects to promote local activity at grassroots community clubs, with one member club developing sustainable travel options to attend training and games. The pilot project resulted in three case studies to showcase the value of local activity.

EVENT SUSTAINABILITY



OUR POLICY

Design, plan and implement events in ways that prevent or reduce negative environmental impacts on host cities and surrounding communities.

Why this is important to us

UEFA organises some of the world's most loved sporting events, and with that comes a responsibility to make sure they occur with minimal negative impact on the environment. Our 2030 goal is to set a new benchmark for zero-impact sporting events by developing and rolling out our own sustainable event management system.

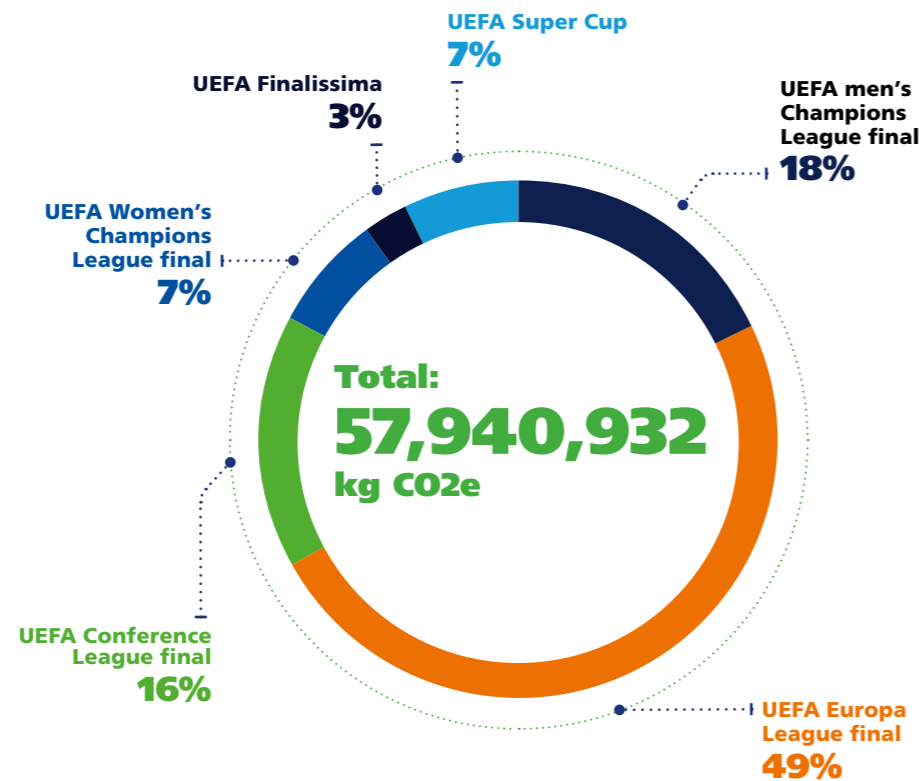
The story of 2021/22

Season 2021/22 marked the beginning of our journey to define football sustainability standards and to align our operations at events with the UEFA 2030 sustainability strategy, Strength Through Unity. The development of our ESG Event Management System, which will be rolled out fully in 2024, is our means of doing so.

The ESG Event Management System is being designed to be applicable to all football events, whether they are official UEFA events, club competitions or leagues, and will be adaptable to single matches or tournaments, such as the UEFA Women's EURO 2022, where we tested some of its principles.

There are 14 criteria that the system will analyse for each event under three broad areas: environmental, social and governance.

The carbon impact of UEFA events

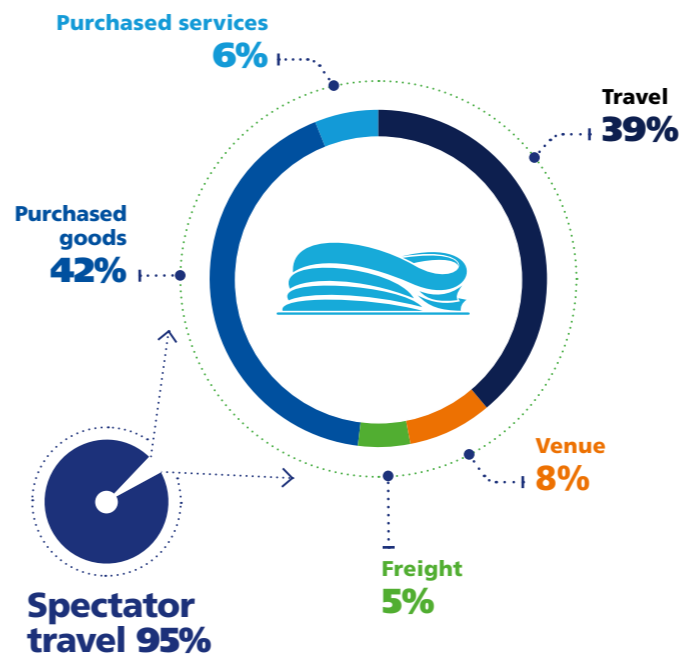


UEFA has compensated for these emissions

Over the reporting period, with the support of our stakeholders, we have defined levels of maturity for each of the 14 areas, starting at level 0 (no plan of action) to level 4 (comprehensive action taken). By the start of UEFA's 2025-29 event cycle, we expect the finals of the UEFA Champions League, as well as the men's and women's EURO to attain a level 4 on all targets. The UEFA Europa League finals and matches in UEFA Nations League should achieve the same during the 2029-32 cycle.

Venues bidding for UEFA events will be required to go through the ESG Event Management System during the current cycle (2022-25), with a number of pilot events being selected to test it further during the course of the 2022/23 season.

UEFA events carbon footprint by category (excluding spectator travel)



Progress against targets

UEFA ESG Event Management System available



TARGET ACHIEVED

Bidding processes include requirements related to UEFA's 11 sustainability policies



TARGET ACHIEVED

In progress: All UEFA events verified as sustainable according to ESG Event Management System criteria



Target: 2030

In progress: Provide dedicated ESG Event Management System training to all member associations



Target: 2025

EVENT SUSTAINABILITY CONTINUED



A first for audio-descriptive commentary

The 2022 UEFA Women's Champions League final was the stage for a groundbreaking approach to audio-descriptive commentary, with blind and partially-sighted fans able to listen to the action outside the stadium as well as inside. This was made possible by providing the service through the internet instead of over an FM radio signal. Fans using the service were able to listen to the final between FC Barcelona and Olympique Lyonnais in either English or Italian.

68 new audio-descriptive commentary devices distributed during the 2022 UEFA Women's Champions League final

EVENT SUSTAINABILITY HATTRICK PROJECTS



Luxembourg Football Federation

KPIs around the reduction of plastic, water and food waste have been devised by the association as part of its event sustainability strategy and overarching objective to prevent and reduce the environmental impact of matches. The association has additionally set up a detailed carbon emissions reduction strategy and an environmental awareness education programme for key stakeholders.

Further initiatives included the replacement of two combustion engine vehicles by hybrid cars, the installation of a waste separation system at the annual National Football Day, during which the programme and results were only shared digitally. In addition, all players and referees received a reusable bottle, which they could fill at specially installed water fountains. The National Football Day also saw the launch of an awareness-raising video, produced to help stakeholders understand their environmental impact.



German Football Association

One of two environmental sustainability case studies was to explore the footprint of the DFB Cup and to present outcomes and guidelines to be applied to other events. This case study included one sustainability workshop for the DFB Cup events team, with 15 event staff fully trained. Following the project, best practice sustainable event management guidelines were produced, as well as a sustainable event management action plan.



Football Association of Wales

The association is planning to extend its internal environmental baselining operations to all Cymru League teams and their facilities.



Football Association of Norway

The association's four-year strategy has a keen focus on event sustainability, including the development of tools to help clubs adopt sustainable solutions for their matches. For example, all clubs are expected to introduce a three-bin recycling system and 40% of clubs are expected to promote more sustainable transport to matches. In 2021/22, nine sustainability seminars focusing on reducing the negative environmental impact of events were held, which 75% of quality clubs attended.



Three-bin recycling system



Sustainable transportation



Sustainability seminars



Scottish Football Association

Providing active transport options was a key part of the SFA's event sustainability strategy. Over the course of the season, a pilot with two grassroots clubs yielded three case studies to learn from. More than 1,000 players, coaches and parents took part in the project.

INFRASTRUCTURE SUSTAINABILITY



OUR POLICY

Football infrastructure provides long-term financial and environmental benefits to operators and strengthens the legacy of common spaces for local communities.

Why this is important to us

Magic happens in stadiums and arenas around Europe every week, but as well as hosting world-class football, it is UEFA's ambition for these venues to operate as sustainably as possible. These structures are usually the focal points of their towns and cities, and we believe they should lead by example as those around them transition to a more sustainable future. Our 2030 goal is to continue to raise the bar for European football infrastructure by setting criteria and sharing best practices for a new generation of sustainable football venues.

The story of 2021/22

As UEFA owns no football stadium or arena, our approach to infrastructure sustainability centres on the development of guidelines for sustainable football venues and the promotion and application of related criteria across our governance and policies.

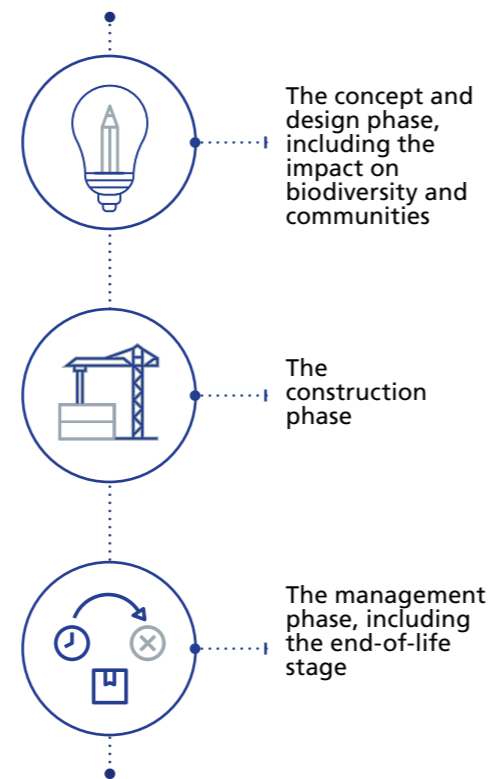
Over the course of the 2021/22 season, we developed our Sustainable Infrastructure Guidelines (published in the last quarter of 2022) to help national associations, clubs,

infrastructure managers, local authorities, stadium operators and architects to embed environmental, social and governance practices at every stage of the football infrastructure life cycle.

The guidelines have been designed to provide three clear functions: an introduction to the concept of infrastructure sustainability from a holistic environmental, social and governance (ESG) point of view; a deeper look into the practical aspects of football infrastructure, including purpose, location, design, conception, construction, the pitch and landscaping; and insights into infrastructure management, particularly around embedding technology to tackle event and waste management challenges, as well as health and safety.

Architects, clubs, operators and academics were among the external experts to help develop the guidelines, supporting UEFA's internal expertise in the fields of football and social responsibility, football operations and the staff of the UEFA representative office in Brussels.

Football infrastructure life cycle includes:




"Whether it's construction, transport, waste or energy; it's clear that smart design and operation of football stadiums and sports facilities can make them true champions of climate action."

FRANS TIMMERMANS
Executive vice-president of the European Commission

Far from being a static document, the guidelines will be an online working tool that will be updated regularly with case studies and information showcasing the latest trends around technology, legislation and stakeholder expectations. The creation of the guidelines has also facilitated the development of a best practices database that includes current examples, future development ideas and tools for specific topics.

The Sustainable Infrastructure Guidelines will be shared across the stakeholders in the European football ecosystem. We will actively engage with the sustainability officers of our national associations and clubs to help them implement best practices through knowledge transfer workshops and monitoring activities.

Progress against targets

UEFA Sustainable Infrastructure Guidelines available by end of 2022



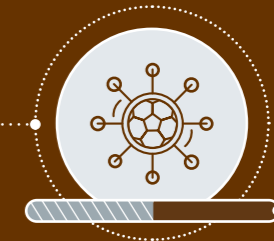
TARGET ACHIEVED

Knowledge-sharing network in place



TARGET ACHIEVED

In progress: UEFA regulations, policies and guidelines as applicable embed infrastructure sustainability in criteria



Target: 2024



SCAN ME



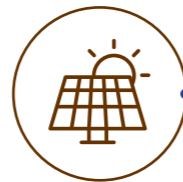
INFRASTRUCTURE SUSTAINABILITY HATTRICK PROJECTS



Slovak Football Association

To reduce carbon emissions and the cost of energy over the long term, the association installed photovoltaic panels on the roof of its headquarters. An annual cost saving of €13,000, as a result of a 60% reduction in electricity costs compared with using fossil fuel-generated energy, will see a return on investment just after the seven year period. Over a 20-year period, the association expects to make a saving of €226,000.

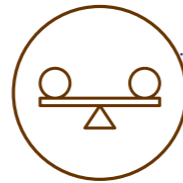
Photovoltaic panel installation



Will lead to annual costs savings of **€13,000**



A **60%** reduction compared with fossil fuel energy costs



A break-even point of **7.2 years**



Resulting in a saving of **€226,000** over 20 years



Football Federation of Armenia

The installation of a solar power system at the association's technical centre and academy began at the end of April 2022 following a tender process that concluded at the end of February. While renewable energy is still not widely used across the country, the association's decision to switch to solar power will generate yearly cost savings of €60,000-€65,000, helping it break even at around the four-year period. The full installation project will be completed by the end of the 2022/23 season.



Liechtenstein Football Association

Overseeing the development of a more sustainable football competence centre sits at the heart of the association's environmental plan. When it is operational in 2025, the LFV Campus Schaan will have been constructed with a large percentage of wood, have 60% of its roof surface covered with photovoltaic panels and have parking for 60 bicycles. In addition, 100% of the heating will come from a waste-to-energy plant in Buch and the vast majority (95%) of surrounding woodland will be untouched.



Across European football

The **Football Federation of North Macedonia** maintained and upgraded its solar energy system, while the **Israel Football Association** started to conduct a feasibility study exploring the transition to solar energy for its buildings. By the end of 2023/24, the **Lithuanian Football Federation** plans to have improved the ecological footprint of 12 stadiums, starting with an audit to explore waste recycling,

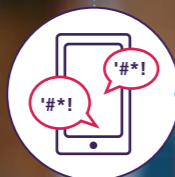
bicycle parking and transition to renewable energy. Similarly, the **Football Association of Wales** plans to replicate the environmental baseline audit for its own facilities across all Cymru League teams and their facilities. Additionally, at its Santa Coloma training facility, the **Andorran Football Federation** replaced its old floodlight system with LED, reducing energy consumption from 115kW to 32kW.

INSPIRING COLLECTIVE ACTION AT THE WOMEN'S EURO

When Leah Williamson lifted the UEFA Women's EURO trophy for England on home soil at Wembley Stadium, the iconic moment capped a spectacular summer of women's football. Europe came together to witness the continent's best players compete in high-quality and dramatic encounters, with record numbers for attendance, broadcast and social media.

The tournament also represented the perfect opportunity to inspire, activate and accelerate collective action to respect human rights and the environment within the context of European football.

Our UEFA Women's EURO 2022 football social responsibility programme was structured around three key pillars:



Addressing online abuse



Advancing UEFA sustainability activities



Facilitating host city engagement

EURO 2022 FSR in numbers



100% of matches analysed for risk of racism



3,122 wheelchair places provided



8 out of 10 stadiums offered healthy food options



3 stadiums used 100% renewable energy



4 venues reported zero waste to landfill



26,429 tickets provided to disadvantaged families

RESPECT PROGRAMME TO TACKLE ONLINE ABUSE – WOMEN'S EURO LAUNCH

Our approach to tackling online abuse has three pillars:



Awareness

Making the audience aware of the devastating impact of online abuse via #REALSCARS campaign



Education

Engaging players, coaches, referees and fans on how to put up a first line of defence against abuse



Monitoring and reporting

Actively monitoring online abuse against players, coaches and referees across UEFA and personal social media channels

INSPIRE

ACTIVATE

ACCELERATE

Awareness

We wanted to demonstrate that online abuse can cause trauma and long-term anxiety, with abusive comments invisibly scarring the soul. Our one-minute #RealScars campaign film showcased this impact through the eyes of elite players who have experienced abuse. UEFA's 15-minute documentary about online abuse went deeper, featuring interviews with players and experts talking openly about their experiences of online abuse.

100m reach

260m impressions

109 publications



Education

Our first objective was to provide education on preventative mechanisms that could be put in place on social media platforms to guard against online abuse. To do this, we developed a handbook that offered tips, such as how to alter social media settings to block comments with specific keywords.

Monitoring and reporting

UEFA is taking a multilayered approach to identifying offensive content on social media, with automated systems and experienced, multilingual review teams working on identifying and removing offensive content throughout events. During the Women's EURO, online abuse monitoring windows occurred on matchdays and the following nights. Working with content experts Athletia, our dashboard was updated in real time, with two reports issued at the end of each match.

Addressing online abuse

In a first for a sports governing body, UEFA set up a dedicated platform during EURO 2022 to monitor and report cases of online abuse. We liaised closely with prominent social media platforms (including Twitter, Meta and TikTok), as well as the English authorities and organisations involved in the tournament, to make sure offensive posts were taken down.

UEFA briefed all participating teams ahead of the tournament on how to take preventative measures and protect their social media profiles. Following each match, we shared all information needed to report online abuse to local authorities, and provided all data to the English police. In collaboration with Visa,

UEFA will continue to monitor and report online abuse during all senior women's finals and final tournaments, as well as using the lessons from EURO 2022 to address similar behaviour in the men's and youth game.



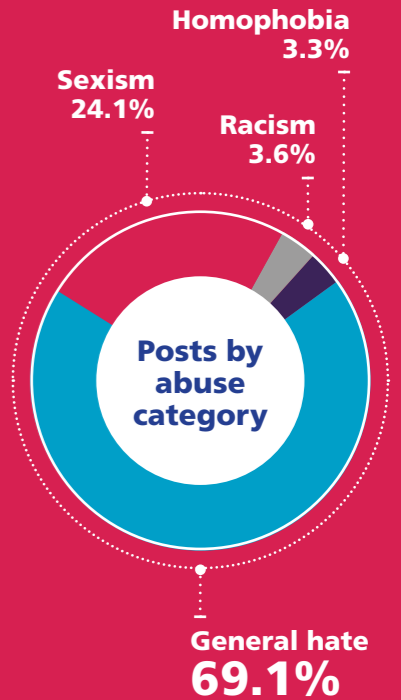
1,340

abusive posts identified from 1,131 accounts



551

reported to the platforms for removal, with 60% taken down within an hour



Referees

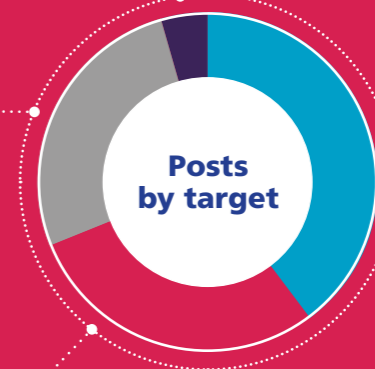
2.9%

Coaches

17.3%

Players

19.2%



INSPIRING COLLECTIVE ACTION AT THE WOMEN'S EURO CONTINUED

Advancing UEFA sustainability activities

Over the course of the tournament, we found ways to make a positive impact in our 11 sustainability policy areas.

Anti-racism

The Fare network performed a risk analysis on all matches at the event, with observers present at four key matches: the opening match, both semi-finals and the final. No racism incidents were identified.

Child and youth protection

Together with the local organising committee, which covered the costs, we offered match tickets to disadvantaged families and children, with 26,429 being used.

Equality and inclusion

Posters were hung up around all stadiums with a number to call or text to report anti-social behaviour, with one incident reported during the final at Wembley. UEFA and the English FA trained 'trusted people' to help staff and volunteers experiencing abuse or harassment.

Football for all abilities

UEFA offered 3,122 wheelchair user seats, while eight of the ten tournament stadiums had accessible Changing Places toilets. CAFE (Centre for Access to Football in Europe) implemented an accessibility monitoring service throughout the tournament, investigating the quality of steward support, sightlines and seats. Audio-descriptive commentary was available at all games, and tested over Wi-Fi instead of FM radio.

Health and well-being

All stadiums had a no-smoking policy and eight out of ten stadiums indicated that they offered healthy food options. Seven out of ten stadiums provided water refill stations or free water from concessions, while eight out of ten host stadiums had bicycle parking on-site.

Solidarity and rights

Procurement documents compiled by UEFA and the organising committee referred to the required standard of human rights and environmental protection needed to be demonstrated by event suppliers.

Circular economy

Tournament stadiums were surveyed for both energy efficiency and waste management before the event. In terms of the former, three venues (Brighton, Manchester and Southampton) used 100% renewable energy. In terms of the latter, four venues (Brighton, Manchester, Old Trafford and Wembley) reported zero waste to landfill. Elsewhere, two out of ten stadiums donated excess food while four out of ten distributed excess materials.

Climate and advocacy

Carbon emissions related to EURO 2022 are being calculated and will be published in 2023.

Event sustainability

During the tournament, we piloted our ESG event management system, allowing us to verify whether it is fit for purpose and to fine-tune our sustainability criteria.

Facilitating host city engagement

58 activities were proposed by the host cities for the EURO 2022 legacy programme, with the majority linked directly to UEFA FSR policies.



1 Sheffield

- Soccer Cysters course for women with polycystic ovary syndrome (PCOS)
- Women's Aid pilot for football for confidence
- Women's winter festival with Football Unites, Racism Divides (FURD)

2 Wigan and Leigh

- Women's walking football
- Disability Soccercise taster with My Life charity
- DIAS domestic abuse charity Soccercise
- Pan-disability women's session and festival
- GP social prescribing for weight management
- Refugee consultation with participants for future Soccercise
- Inclusive festival with FIVES Wigan

3 Rotherham

- Women's walking football with Rotherham United Community Sports Trust
- Disability session for individuals living with complex disabilities with Sense and RUCST
- Refugee session with British Refugee Council in Rotherham hotel

- South Asian Desi women session with ShipShape and FURD
- Silver Strikers women's session for over-40s
- Soccercise with Zest
- Snowdrop innovation session, supporting survivors of human trafficking
- Mears group sessions working with refugee and asylum-seeking women
- New beginnings project with FURD and VAS working with refugee and asylum-seeking women

4 Milton Keynes

- Women's pan-disability open provision session
- Dementia-friendly walking football for patients and carers
- Trainee women's football coordinator hired through UK Government Kickstart scheme
- Women's walking football with Age UK Milton Keynes and MK United FC
- Fun Female Fitness and Football targeting those from low socioeconomic backgrounds
- Female Leadership and Development Programme (age 16-20)
- Touchline Mums

5 Southampton

- Refugee Soccercise and English, art and IT lessons
- Domestic abuse charity Soccercise and support groups
- Soccercise with Sure Start family centre weekly sessions in September
- Women's Recreational Festivals
- Weekly walking football
- Soccercise sessions in deprived wards of Southampton

- YWCA Yorkshire session for women living in semi-supported housing
- Knit Off to Kick Off taster session for knitting groups

6 Manchester/Trafford

- Weetabix Wildcats x Faith Associates pilot in a mosque and with Manchester Council in leisure centres
- Khizra Mosque Soccercise
- Summer series for women and non-binary people leading to the creation of flexi-league with 300+ participants
- Eight internship schemes
- Refugee session with City of Sanctuary
- South Asian teenage girls project with Sporting Equals (equality and inclusion)
- Female Para Football Activity Day
- South East Asian Mum's Soccercise at Manchester Youth Zone

7 London

- Weetabix Wildcats x Faith Associates pilot
- Afghanistan and Central Asian football and volunteering
- Street Soccer with support sessions for social exclusion
- Super 5 League – large take-up of historically underrepresented communities
- Neasden Temple taster session with 50 women and girls
- Age UK Hounslow walking football session with cohort of Nepalese and West African women
- Pan-disability women's sessions with Brentford FC
- Pan-London discussions with Greater London Authority around female refugee projects

THANK YOU TO OUR FSR PARTNERS



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