



# RESPECT REPORT

Season 2022/23

# TABLE OF CONTENTS

President's foreword	04
Executive summary	06
Season 2022/23 at a glance	14
Introduction	18
Our areas of action	20
Our policies	26
<b>Football as a driver of reduction</b>	<b>28</b>
• Tackling our climate impact	30
• Closing the loop in football	33
• Hosting more sustainable football matches	36
• HatTrick environmental projects	40
• Our progress against targets	44
<b>Football as a unifying force</b>	<b>46</b>
• Driving social transformation	48
• Levelling the playing field	50
• Protecting and empowering	52
• Promoting healthy lifestyles	56
• HatTrick social projects	58
• Our progress against targets	64
Setting the benchmark for sustainability at EURO 2024	68
Thank you to our partners	72

# UEFA PRESIDENT'S FOREWORD



The spirit of sustainability beats strongly in the heart of European football, echoing the commitment of UEFA to inspire and empower a community of change-makers who recognise the importance of collective efforts in nurturing a future with more substantial social and environmental policies and practices.

Through a series of dynamic community events, UEFA established a network of passionate professionals who will champion these principles across the football landscape. RESPECT and communication are essential to our success, as we all must embrace this learning journey, where shared insights and diverse perspectives pave the way forward.

This report provides a summary of diverse investments and initiatives undertaken in crucial areas that are aligned with our social responsibility role. These encompass climate advocacy, sustainable infrastructure development, anti-racism initiatives, child and youth

protection measures, promotion of equality and inclusion, support for football accessibility across all abilities, efforts towards health and well-being, contributions to refugee support and many more we can influence through the power of football.

UEFA recognises the fragility of the environment and the intricate web of social dynamics, humbly acknowledging that every effort contributes to the collective impact, no matter how small it might seem. Therefore, we extend an invitation, not as a leader but as a fellow traveller, to football communities and all people of goodwill to join us on this journey towards a more responsible future.

**Aleksander Čeferin**  
UEFA President



# EXECUTIVE SUMMARY

Significant milestones were achieved over the course of the 2022/23 season as we redoubled our efforts to make a positive impact across the European football ecosystem, spanning our organisation, clubs, leagues and national associations. We believe that football can be both a driver to reduce environmental impact and to act as a unifying force. Looking ahead to EURO 2024, we aspire to set a sustainability benchmark, showcasing our vision on a high-profile stage.

The 2022/23 season was marked by the ambition to **accelerate the strategy to action shift of the UEFA Football Sustainability strategy 2030, Strength Through Unity**. Acceleration therefore encompassed activities to consolidate and nurture the growing community of **sustainability managers across our 55 member associations**, with a particular focus on the development of a sustainability strategy. By the end of the season, 46 associations had completed the work. UEFA's Social and Environmental Sustainability Division continues to support the efforts of the remaining nine associations.

UEFA's social and environmental strategic approach is guided by the mission to inspire, activate and accelerate collective action across 11 policies, which are implemented in five different areas of action, as illustrated below.



**55**  
national associations sustainability managers



**46/55**  
national associations with sustainability strategies approved

All 18 of our strategic targets for the 2022/23 season were met, while UEFA's financial investments in this area **increased by 24%** compared with the previous season, to reach nearly €12.5 million. Roughly two-thirds was invested in the social domain, with the remaining third being used to support environmental action.

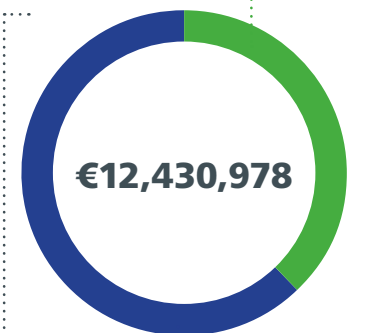
Acceleration requires **collaboration across the football ecosystem**. In that regard, UEFA continues its collaboration with the European Club Association (ECA) and European Leagues (EL) to support their respective members in developing strategic approaches to social and environmental sustainability, including in connection with the provisions set out in the UEFA Club Licensing and Financial Sustainability Regulations, which applied to the 502 clubs that were granted a UEFA licence for the 2022/23 season.

UEFA also continued to **invest in fostering exchanges among this growing community** by convening, online and in person, sustainability professionals across Europe. Most noteworthy in this regard was the inaugural edition of the UEFA Respect Forum, held in late June 2023 on the German FA (DFB) campus in Frankfurt, bringing together some 250 stakeholders, professionals and experts (including three dozen speakers) to advance collaborative actions around sustainability in football. A second edition will be organised in late 2024, possibly in Switzerland, on the road to Women's EURO 2025.

Targets achieved   
**18/18**

## Investment

Environmental  
**€4,775,337**  
(38%)



Social  
**€7,655,642**  
(62%)

**+24%**  
compared with previous season





We also deepened our engagement with the **UN Football for the Goals initiative**, of which UEFA is a founding member. Twenty-six national associations as well as EURO 2024 GmbH, have signed up so far, to communicate and advocate action in support of the UN Sustainable Development Goals.

Within **UEFA's internal organisation**, we continued working to embed sustainability criteria within the organisational structure as well on the UEFA campus in Nyon, Switzerland. In line with UEFA Fair Play and Social Responsibility Committee advice and proposals, we undertook collaborative efforts across all UEFA divisions to drive actions and processes related to regulations, policies, communications, workforce and campus infrastructure. This approach was complemented by the identification of **sustainability risks and the formulation of mitigation actions** covering financial, operational, reputational and strategic dimensions.

Internally, we also achieved a number of milestones that helped us further raise the bar on performance – most notably by enhancing campus accessibility and by updating **Inclusive Language Guidelines**. These guidelines serve as a basis for an ongoing review of UEFA documents to ensure that language used in the organisation is effective, respectful and relevant. We also prioritised workplace equality, initiating a review of internal reporting systems and renewing our leading status as an **equal salary organisation**.

Lastly, a **UEFA disability and access officer (DAO)** role was introduced for all UEFA finals. Accessibility improvements have been achieved, in partnership with our partner CAFE (Centre for Access to Football in Europe), with the level of compliance with accessibility requirements for stadiums used for UEFA events **increasing to 64%**.

UEFA is determined to be part of the solution to **measure and reduce** the impact of football on the environment and leverage the power of football to raise awareness and catalyse action. The strategic work is built around **four policies and targeted actions**, spanning Climate & advocacy, Circular economy, Event sustainability and Infrastructure sustainability.



We are continuing to roll out a **dedicated ESG strategy across all UEFA finals**, thereby integrating sustainability performance in the design, planning and implementation of all events. 450 activities were put in place across 12 UEFA finals in the 2022/23 season. This approach is backed up by the UEFA ESG Management System to enable benchmarking and traceability of impacts across all UEFA events. The system was piloted at four UEFA finals in spring 2023, with full-scale deployment to follow as from UEFA EURO 2024 in Germany. We will encourage the adoption of the system by football event organisers in all national associations, leagues and clubs.

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→ △  
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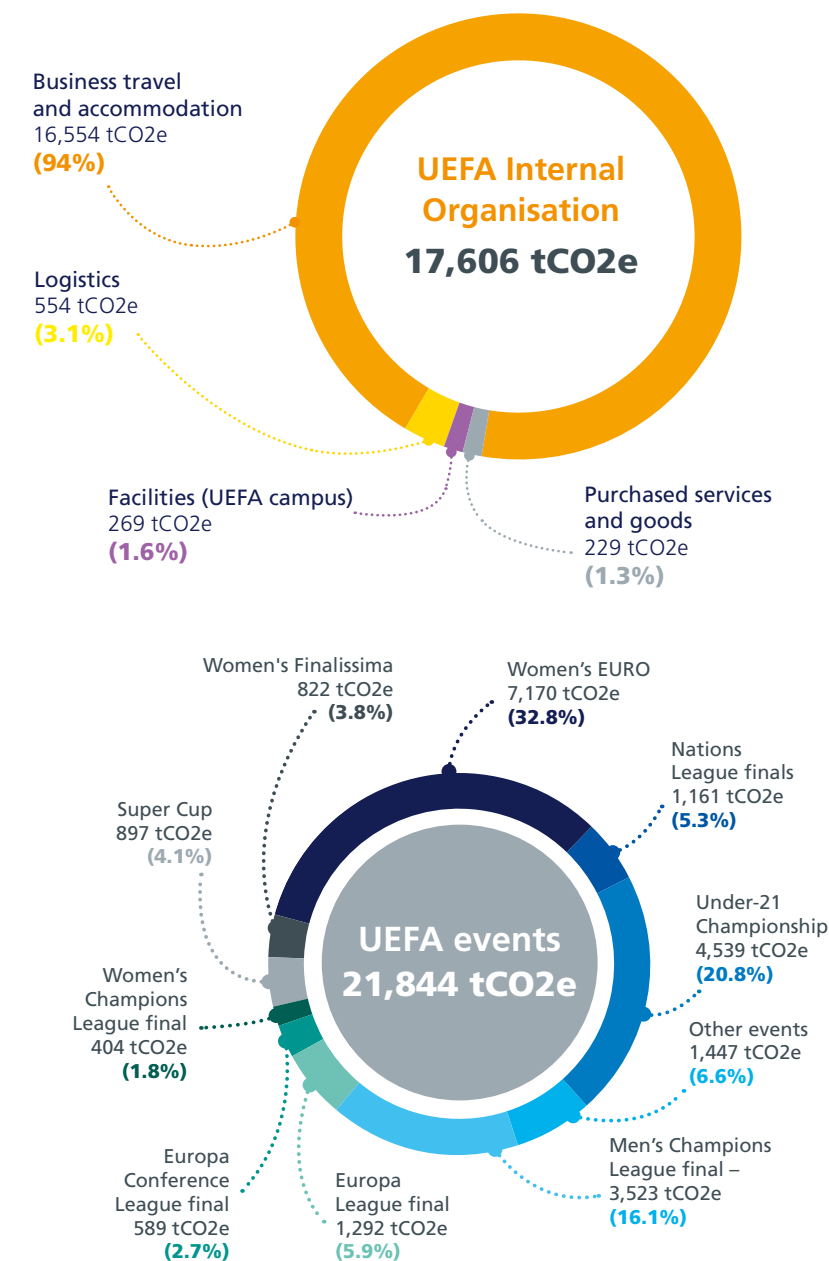
# 450

activities were put in place across **12 UEFA finals**

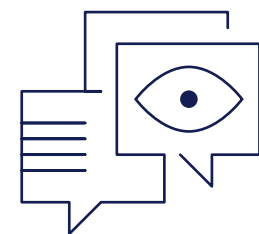
UEFA's investment in the development of a **Carbon Footprint Calculator**, based on the Greenhouse Gas Protocol methodology, will result in the launch of the tool in early 2024. This will provide a unified and approved method for European football to measure emissions and inform data-driven reduction strategies. Furthermore, this project enables the streamlining of measurement processes, reduces costs for football stakeholders, and enhances consistency and transparency across the sport.

UEFA's carbon footprint, calculated throughout its internal organisation and its finals, accounted for nearly 39,450 tonnes of CO<sub>2</sub>e. It is important to note that the emissions profile over the years will be influenced by the cyclical nature of UEFA events. Spectator travel is calculated separately, in line with EPA (United States Environmental Protection Agency) guidance on measuring indirect emissions for events. In parallel with the ongoing efforts to reduce emissions and the further refinement of a strategic approach to this challenge, with the 2022/23 season as a baseline, we have set up a **Climate Investment Fund**. The fund is for national associations that host finals and disburses funds proportional to the emissions associated with the game(s) hosted. With the allocated funds, associations reinvest the money into innovative and collaborative projects to reduce their carbon emissions.

## Carbon footprint



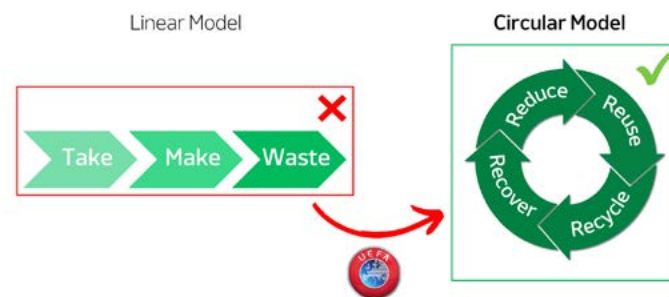
Additionally, **UEFA's advocacy partnership with the European Commission** focusing on saving energy and climate action entered its third season. Featured in TV spots, and on stadium boarding and social media, the campaign ran during **300 matches** in UEFA's club and national team competitions, reaching an estimated unique audience of 35 million for the men's Champions League final alone, and **434 million viewers** across the season.



**434 million** viewers for the joint UEFA and EU campaign

**UEFA's Circular Economy Guidelines** were completed during the reporting season. The guidelines aim to assist national associations, clubs and stakeholders in the European football community to shift from the linear Take-Make-Waste approach towards the 4R circular model (**Reduce, Reuse, Recycle, Recover**).

Embedding practical and actionable information, the guidelines also follow legislation and recommendations from internationally recognised frameworks. In this specific domain, we have also worked on the implementation of 24 circular initiatives at UEFA events with the support of UEFA partners Heineken, Just EatTakeaway.com and PepsiCo.



Lastly, in **sustainable infrastructure**, in late 2022, UEFA launched specific guidelines aimed at inspiring and supporting national associations, clubs, infrastructure managers, local authorities, stadium operators and architects to embed ESG practices at every stage of the football infrastructure lifecycle. The guidelines have been translated into 35 languages and distributed across the European football ecosystem, including in cooperation with the ECA.

Football is all about sharing a common passion. It brings together people of different backgrounds, ages and nationalities. While the discrimination that afflicts society inevitably plays out on and off the pitch, we have huge potential to help break down barriers and unite communities. Via **seven dedicated policies**, UEFA ensures that dignity, respect and equal rights and opportunities are afforded to everyone involved in football in a spirit of freedom and justice.



**#FOOTBALL** The launch of **FootbALL** in June 2023 marks the beginning of an extensive programme that will serve to catalyse close collaboration with all European football stakeholders to foster positive social change, with a simple yet significant message: in football, everyone is welcome. The programme is composed of three pillars: the campaign, the platform, and the activation – which tie together all of UEFA's social sustainability initiatives, events and campaigns. The campaign video launch has reached 39.1 million views across UEFA social channels so far.

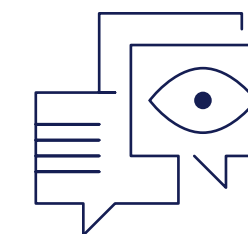
FootbALL will spur new educational actions and amplify existing ones, such as the **OUTRAGED** educational programme and its dedicated toolkit, launched in early 2023 with guidance for educational sessions to be run by national associations, leagues and clubs. OUTRAGED aims to raise awareness and engage the European football community around topics relating to discrimination, using the voices of players, coaches and leaders. Topics addressed include racism, sexism, homophobia, refugee discrimination, online abuse and disability.

Throughout the season, UEFA also intensified efforts against discrimination, **deploying observers for all high-risk fixtures**, in partnership with the Fare network. In the 2022/23 season, 20 incidents were followed up with disciplinary proceedings.



**FootbALL award winners**

**The Royal Belgian Football Association (RBFA), Deutsche Fußball Liga GmbH (DFL), Arsenal FC** and former France international **Lilian Thuram** were the inaugural recipients of the UEFA FootbALL Awards for their outstanding contributions to football on and off the pitch.

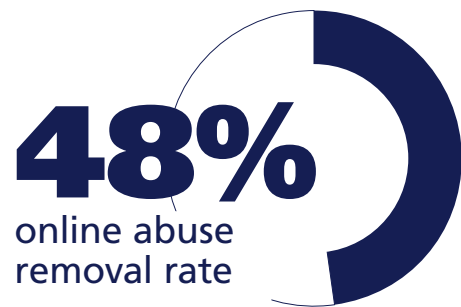


FootbALL campaign video launch reached **39.1 million**

For its part, the **UEFA programme dedicated to combatting online abuse** continued to fight all forms of abuse and discrimination in football by creating awareness, providing education, and monitoring and reporting online abuse. Running across all UEFA events, the platform most notably tracked and reported 3,057 abusive posts, most of them targeting players, and achieved a 48% removal rate.

We encourage people with disabilities to participate in all areas of football, not least on the pitch. As part of our **Football for all abilities** policy, with the support of our valued long-standing partners, we supported the efforts of national associations, including through national team events.

Additionally, UEFA continued to **support refugee access to football**, harnessing the transformative power of the sport to assist and uphold their rights, and strengthen their integration within their host communities. Activities spanned grants for 24 national associations and project-specific funding, participation opportunities through fan festivals, and an international tournament, the Unity EURO Cup, bringing together 16 national teams composed of refugees and host communities. Finland were crowned winners of this edition.



UEFA's commitment to **child and youth protection** is underscored through our dedicated policy and toolkit, ensuring a consistent approach across national associations. Training for designated officers, webinars and summits contributed to this, while the **online platform nearly tripled (+272%) its engagement figures** in the past season.



In the domain of health and well-being, we introduced our **Healthy and Sustainable Catering Guidelines**, setting new standards for responsible food choices in sporting events. Furthermore, work continued in developing **walking football**. A toolkit will be available for national associations in 2024, alongside the organisation of UEFA's first walking football tournament with eight teams.

The **UEFA EURO 2024** vision aims to be the reference for event sustainability in the world of sports and a driving force for sustainable development for German and European societies.

The tournament will bring together people from all over the world and will be a great platform to advocate and inform for more sustainability in sport. Therefore, from the beginning of the organisation of EURO 2024, the sustainable perspective has been a driving force and part of the tournament's DNA.

A [dedicated \(ESG\) strategy](#) for the tournament aims to contribute by making EURO 2024 the most sustainable European Championship ever, in partnership with the German Football Association (DFB) and the public authorities.



The ESG strategy features three pillars connected to 11 areas of action, which in turn are backed by targeted investments and measures to contribute to the delivery of a successful tournament.

The strategy is built around 28 topics, 47 targets and 82 key performance indicators, and focuses most notably on:

- Reducing the impact on the environment, including in the areas of climate protection and waste management
- Investing in a climate fund dedicated to funding initiatives focused on the reduction of carbon emissions in grassroots clubs across Germany
- Preventing and fighting all forms of discrimination, ensuring the rights of all are respected and protected
- Promoting physical activity and offering healthy food and beverage options at all stadiums and tournament venues
- Promoting solidarity within German and European society by fostering ties with and supporting grassroots football
- Adopting transparent, responsible and accountable forms of conduct in the event's operations
- Sharing knowledge and good practices in continuous discussions with stakeholders

Through cooperation and innovation with the host cities, partners and other football stakeholders, we have built the foundation to contribute to the tournament's legacy, in full alignment with the United Nations Sustainable Development Goals.



# OUR AREAS OF ACTION

## UEFA Internal Organisation

- Fair Play and Social Responsibility Committee steered our progress
- Strength Through Unity strategy updated
- Respect Report published
- Sustainability risks and mitigation actions formulated
- UEFA regulations and policies under review
- Internal diversity and inclusion survey continued



## UEFA Events

- ESG strategy across all UEFA events defined
- Targeted measures and investments tracked via ESG Event Management System
- EURO 2024 sustainability benchmark for sport events set
- Sustainability as a key contributing factor to Women's EURO 2025 positioned
- Disability access officer (DAO) position introduced



## UEFA Members

- Strategy development support for all national associations put in place
- Community of sustainability managers activated
- Climate Investment Fund established
- HatTrick projects funded



## Football Ecosystem

- Educational materials produced
- Partnership with European Club Association (ECA) nurtured
- Pilot projects with leagues and clubs devised
- FootbALL platform created



## Partners & Society

- Collaboration with commercial partners strengthened
- Engagement of NGO partners continued
- UEFA Respect Forum launched
- UN Football for the Goals initiative supported
- Sustainability events convened

# OUR POLICIES



## Circular economy

- Circular economy guidelines launched
- Circular approach at specific UEFA events piloted with commercial partners
- Toolkit for football stakeholders started



## Equality and inclusion

- Equal salary certification for UEFA administration continues
- Internal and external reporting tools created
- Diversity and inclusion training sessions held
- European diversity and inclusion survey scheduled
- Toolkit for football stakeholders started

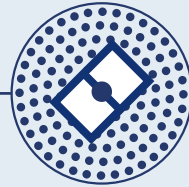
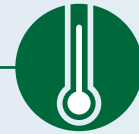


## Football for all abilities

- National associations for disability football supported
- European disability organisations engaged
- Accessibility guidelines under review
- Toolkit for football stakeholders started

## Climate and advocacy

- Carbon footprint calculator developed
- UEFA carbon footprint measured
- UEFA and European Commission campaign continues
- Player engagement commences
- Toolkit for football stakeholders started



## Event sustainability

- ESG strategy matrix for football events created and disseminated
- ESG Event Management System piloted
- Best practice database developed
- Toolkit for football stakeholders started

## Infrastructure sustainability

- Sustainable infrastructure guidelines issued
- Knowledge-sharing network established
- Stadium database planned
- Toolkit for football stakeholders started

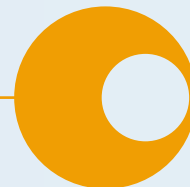


## Anti-racism

- OUTRAGED educational platform evolves
- Online abuse programme activated
- Match observer scheme continues
- Training sessions hosted
- Toolkit for football stakeholders started

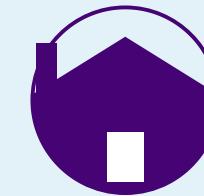
## Child and youth protection

- UEFA safeguarding platform engaged
- Community child and youth safeguarding focal points supported
- Competition-specific guidelines created
- Toolkit for football stakeholders started



## Health and well-being

- Catering guidelines launched
- Walking football toolkit being developed
- Health and well-being football guidelines progressing
- Toolkit for football stakeholders started



## Refugee support

- UEFA Unity EURO Cup organised
- Relationships between national associations and UNHCR local offices strengthened
- Refugee grants for national associations distributed
- Toolkit for football stakeholders started



## Solidarity and rights

- Human rights risk assessment matrix developed
- Human rights declaration for all events being developed
- Emergency grants for national associations distributed
- Homeless World Cup supported

# INTRODUCTION

**From strategy to action. The most challenging phase of UEFA's sustainability journey has begun. While a strategic process, a defined path and multiple goals provide the necessary foundation, the true measure of organisational leadership comes when translating thoughts into tangible actions on the ground. This step not only influences the entire football system but also extends its impact to civil society at large.**

In this Respect Report, our aim is to represent that. We have laid the foundation for our strategic vision, moving forward from inspiration to activation, mobilising key stakeholders to accelerate toward a more socially and environmentally sustainable football. We must take action. Human rights, encompassing both social and environmental sustainability, are indispensable for the enduring success of football, both in the sporting arena and within civil society.

While respecting the different approaches of our members and stakeholders and recognising that sustainability dimensions may have different materiality for each, we emphasise the need to push forward

together. The trajectory should align with that laid out by UEFA, but diversity—unless conflicting with fundamental principles—should be embraced and appreciated as an asset to the system.

This season stands as a benchmark, which will serve as reference for our way forward. The unveiling of the Strength Through Unity 2030 strategy in December 2021 emphasised the imperative for a collective approach to address significant sustainability challenges in football. We have consistently recognised our responsibility to empower our football community, providing support, guidance and a clear framework to catalyse action.

Throughout the year, our steadfast dedication became evident as we tracked progress towards strategic targets, successfully achieving all 18 set for the season. The sustainability budget increased by 24%, reaching €12.4 million, showcasing UEFA's unwavering commitment compared to the previous season.



At the heart of our strategic process are five fundamental principles: the appointment of sustainability managers, the formulation of well-defined strategies, the execution of action plans involving all stakeholders and transparent reporting of progress.

We have fostered a community of professionals poised to cascade these principles across European football and partnered with the European Club Association (ECA) to offer targeted support to clubs. In the 2022/23 season, nearly all our national associations crafted sustainability strategies, using our framework as a guide and tailoring it to their local objectives and challenges.

Infused with passion and determination, we endeavoured

Targets achieved **18/18**

to implement concrete actions outlined in this report, including the creation and distribution of practical toolkits, in-depth guidelines and online platforms covering various sustainability policies. An ESG strategy matrix applied to all UEFA events allowed us to craft organic sustainability action plans, engaging hosting federations with clear objectives. A new ESG Event Management System will guide and monitor all future finals. Additionally, we have started the development and testing of the Carbon Footprint Calculator tool, based on the Greenhouse Gas Protocol methodology and tailored to the specific needs of football organisations and clubs.

We committed to a Climate Investment Fund, providing support to member associations hosting UEFA events with the goal of reducing carbon emissions through innovative projects. Pilot initiatives spanning climate, advocacy, circular economy, event sustainability and anti-racism showcase our collaborative efforts with national associations, clubs and leagues to explore innovative, concrete solutions. Together with our partners PepsiCo, Just Eat Takeaway.com

and Heineken we embarked on a road to a zero-waste future by 2030 through pioneering circular economy projects.

As we conclude this report, we look forward to EURO 2024. We are actively developing concrete initiatives to make this tournament a global benchmark for sports event sustainability, fostering sustainable development in Germany and Europe. This commitment extends beyond EURO 2024 to encompass all other events directly organised by UEFA.

Strength Through Unity has marked the beginning of a decade of active engagement for UEFA and European football. There is no turning back; as we move ahead on our road to zero, we must anticipate an evolving landscape shaped by heightened societal expectations and regulation on sustainability. We will share ever-more tangible results backed by comprehensive databases covering our areas of action and policies.

This commitment to transparency not only underscores our accountability but also fuels continuous improvement, providing a roadmap for progress through 2030 and beyond. We believe in this inspiring journey as we shape the future of European football with purpose and unity.

**MICHELE UVA**  
UEFA Director of Social & Environmental Sustainability

## About this report

This UEFA Respect Report 2022/23 covers all of our activities across five strategic areas of action, and our 11 policies related to human rights and the environment, for the period between 1 July 2022 to 30 June 2023. We have split this report into four main sections: progress across areas of action, environmental policies, human rights policies (with both showcasing our progress against targets) and our investment in sustainability for UEFA EURO 2024. Within both environmental and human rights sections, we have outlined a number of the HatTrick projects delivered by our 55 national associations.

-  **UEFA Internal Organisation**
-  **UEFA Events**
-  **UEFA Members**
-  **Football Ecosystem**
-  **Partners & Society**
-  **Anti-racism**
-  **Child and youth protection**
-  **Equality and inclusion**
-  **Football for all abilities**
-  **Health and well-being**
-  **Refugee support**
-  **Solidarity and rights**
-  **Circular economy**
-  **Climate and advocacy**
-  **Event sustainability**
-  **Infrastructure sustainability**



# OUR AREAS OF ACTION

**Our Strength Through Unity 2030 strategy, launched in December 2021, aims to foster synergy among UEFA's stakeholders and drive tangible, collaborative sustainability efforts. It establishes a framework for implementing a cohesive action plan across our five key areas of focus:**

-  **UEFA Internal Organisation**
-  **UEFA Events**
-  **UEFA Members**
-  **Football Ecosystem**
-  **Partners & Society**

In this section, we reflect on our progress in each of those areas.



## UEFA INTERNAL ORGANISATION

Aligning our management team, colleagues and wider working environment with our sustainability strategy is a crucial foundation for progress. This entails collaborative efforts across all UEFA divisions to drive actions and processes related to regulations, policies, communications, workforce and campus infrastructure.

The UEFA Fair Play and Social Responsibility Committee is responsible for overseeing UEFA's social responsibility policy in football. This includes proposing campaigns, suggesting fair play assessment rule changes, nominating candidates for the FIFA fair play award, and addressing ethics and social responsibility matters in European football. For UEFA to lead by example in human rights and environmental responsibility, it is imperative

that our internal practices reflect these values. During the 2022/23 season, we achieved important milestones in this regard. Our Inclusive Language Guidelines have been issued and will be applied to all organisational documents. Furthermore, an audit was initiated to enhance the accessibility of our campus for individuals with disabilities.

In line with our commitment to environmental responsibility, UEFA implemented a robust carbon footprint management system. This system focuses on measurement, reduction and compensation, aligning with global climate change goals and the UNFCCC Sports for Climate Action Framework.

In the 2022/23 season, UEFA's total emissions amounted to 39,450 tonnes CO<sub>2</sub>e, with 44.6% originating from our internal organisation.

Our measurement methodology follows internationally recognised standards tailored to European football through extensive consultation with UEFA experts, external stakeholders, national associations, clubs, leagues and international organisations. Third-party certification is under way and expected by November 2023.

As part of our UEFA Care programme, we offered extra

financial support for an HR-led initiative offering health checks to all UEFA employees. This check helps identify cardiovascular disease risk factors, with personalised medical advice given afterwards. From August to November 2022, a health bus was stationed in front of UEFA headquarters to carry out those health checks. A total of 445 UEFA employees participated in this initiative.



## Fair Play and Social Responsibility Committee 2022/23

Nineteen committees are involved in shaping UEFA's policy across the broad palette of European football.



One of them is the Fair Play and Social Responsibility Committee, which in the 2022/23 season was chaired by Dominique Blanc, President of the Swiss FA.

The committee submits advice, proposals and recommendations to UEFA's Executive Committee in regard to the organisation's mission to inspire, activate and accelerate collective action to respect human rights and the environment within the context of European football.

### Chair

 Dominique Blanc

### Deputy Chairs

 Karl-Erik Nilsson  
 Florence Hardouin

### 1st Vice Chair

 Norman Darmanin Demajo

### 2nd Vice Chair

 Kairat Boranbayev

### 3rd Vice Chair

 Klara Bjartmarz

### 4th Vice Chair

 Edgars Pukinskis

### Members

-  Jacinto Alonso
-  Francisca Araújo
-  Milovan Djukanović
-  Benjamin Egli
-  Paul Elliott
-  Ekaterina Fedyshina
-  Doruntinë Fetahaj
-  Conrad Kirkwood
-  Edvin Libohova
-  Haris Loizides
-  Charles Schaack
-  Gaston Schreurs
-  Dragan Soldo
-  Peter Tornbo
-  Johan van Geijn

### European Leagues Representative

 Marcin Animucki





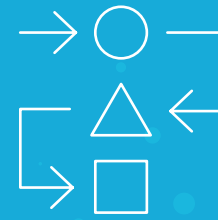
## UEFA EVENTS

One of our key priorities is to integrate human rights and environmental principles throughout the lifecycle of football-related events. We collaborate to ensure UEFA's sustainability priorities are embedded in event bidding requirements and plans outlined by local organising structures.

In the 2022/23 season, all UEFA events had dedicated ESG strategies for the first time, with 12 events falling within this season. Each strategy followed the structure outlined in the EURO 2024 strategy, defining areas of action, topics and targets for each ESG pillar.

Activities were tailored to the event's specific dimension and available resources, maintaining consistency and synergy across all events. Over 450 individual activities were deployed, each with specific KPIs and some with associated budgets, marking the introduction of dedicated sustainability budgets for each event.

Additionally, a UEFA disability and access officer (DAO) role was introduced following recommendations from the independent review of the 2022 UEFA Champions League final. The DAO facilitates communication between club and host stadium DAOs, ensuring accessibility for disabled supporters. They conduct pre-event and on-site meetings, act as a liaison person and manage accessibility operations.



**450** activities were put in place across **12** UEFA finals



Facilitate communication



Ensure accessibility



Conduct on-site meetings

Furthermore, UEFA continued its audio-descriptive commentary service for blind supporters, pioneering a new Wi-Fi-based delivery method at UEFA Women's EURO 2022. Ongoing efforts were made to enhance and expand this service for future events, with early data indicating a potential increase in its usage.

## CLEANER AIR BETTER GAME

We revived our Cleaner Air Better Game campaign during the Under-21 Championship in Georgia and Romania. The initiative aimed to spotlight air pollution's health impact, emphasising collective efforts to reduce carbon emissions. Stakeholders adopted eco-friendly practices, focusing on waste management, clean-ups and sustainable travel. The campaign garnered support from the European Commission and the Georgian and Romanian Football Associations.



CLEANER AIR BETTER GAME



## UEFA MEMBERS

We assist all 55 UEFA member associations in crafting and implementing sustainable organisation and event strategies aligned with their domestic priorities. Collaboration involves utilising UEFA development programmes and the governance system, including conditional funding through initiatives such as the HatTrick development programme, to support associations' sustainability endeavours.

By November 2023, 53 out of the 55 national associations had developed their sustainability strategies. Notably, the pilot associations—Liechtenstein, Portugal, Romania, San Marino, Scotland and Sweden—represent diverse geographic locations and sizes. Following our initial gathering at Coverciano, the training facility of the Italian Football Federation, we conducted a survey among our

sustainability community to understand their experiences and challenges to see how we can better support them.

As part of our continued support, we allocated funding through the HatTrick programme to expedite sustainability projects in European football. As well as continuing our refugee and emergency grants, we established our Climate

## National Associations Social and Environmental Sustainability Survey 2022/23

**55/55** of NAs have a sustainability manager

**46/55** have a sustainability strategy approved by the boards

**28/55** published their sustainability strategy

**29/55** reported their sustainability progress

Association's licensing system includes:

The appointment of a football social responsibility officer – **69%**

The establishment of a football social responsibility strategy – **65%**

Non-HatTrick sustainability budget comes from:

Association's own funds	69%
Sponsors	29%
Government	27%
EU funding	27%
Other	27%



Investment Fund, to assist associations to upgrade infrastructure sustainably.

To facilitate progress within our key policy areas, we translated all guidelines and toolkits into 35 languages, ensuring accessibility for all UEFA members.



## FOOTBALL ECOSYSTEM

Our aim is to involve clubs, leagues, players, referees, officials, coaches and volunteers in driving sustainable practices within the game. We collaborate on joint initiatives focusing on dedicated human rights and environmental policies outlined in our Strength Through Unity strategy.

One of our key mechanisms to do so is through licensing agreements with our clubs. In accordance with the most recent UEFA Club Licensing Agreement, clubs must establish and implement a football social responsibility strategy in line with Strength Through Unity and relevant UEFA guidelines for at least the areas of equality and inclusion, anti-racism, child and youth protection and welfare, football for all abilities, and environmental protection.

They must also establish and implement a policy to improve sustainability relating to the organisation of events, infrastructure construction and management, as well as appoint a football social responsibility officer responsible for the implementation of sustainability.

Our approach is not just about setting requirements; we aim to foster collaboration with clubs and leagues. This involves engaging them in consultative processes to shape guidelines and toolkits. We've conducted various consultations throughout the season, each tied to specific projects detailed in the next section.

We have also initiated pilot initiatives with national associations, clubs and leagues, as well as developing partnerships with the European Club Association and European Leagues.



## RESPECT FORUM



## PARTNERS & SOCIETY

Engaging sponsors, fans, suppliers, media, local communities, governments and global institutions in collaborative sustainability initiatives is one of our key focus areas. Our approach is to co-create innovative solutions that provide opportunities, visibility and value for all stakeholders.

UEFA's inaugural Respect Forum convened 250 industry experts and stakeholders at the German Football Association (DFB) headquarters on 28 and 29 June. The event focused on advancing social and environmental sustainability in European football, with a special emphasis on the role of sustainability at UEFA EURO 2024 in Germany.

The forum showcased the latest trends and innovations in sustainability through talks, panel discussions and workshops. Additionally, 16 teams competed for the Unity EURO Cup, a UEFA-UNHCR initiative, while the inaugural UEFA FootbALL awards celebrated diversity and inclusion in the game across various categories.

High-level speakers included UNHCR High Commissioner Filippo Grandi, European Commissioner for Equality Helena Dalli, former France international Patrick Vieira, and representatives from European national associations, leagues and clubs. Notable attendees also included Germany's Federal Minister of the Interior and Community Nancy Faeser, and DFB President Bernd Neuendorf.

In addition to the forum, UEFA launched circular economy and sustainable infrastructure guidelines in Nyon (Switzerland) and Mainz (Germany), respectively. A dedicated children and youth event was also held.

Furthermore, UEFA became the first organisation to join the UN Football for the Goals, with 26 European football associations joining as signatories so far.

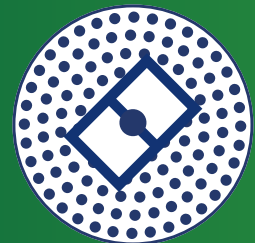




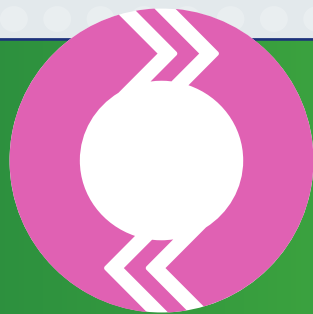
# OUR POLICIES

As well as our areas of action, we have 11 policies to guide our sustainability work. Split into the broad camps of environmental and social, these policies have their own objectives and time-bound targets.

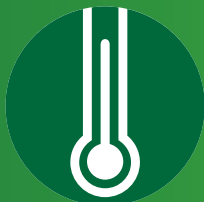
In this section of the report, we showcase our key activities from the 2022/23 season, our progress against those targets and some of the work our national associations are doing with HatTrick funding in both fields of environmental and social sustainability.



Event sustainability



Circular economy



Climate and advocacy



Infrastructure sustainability

## ENVIRONMENTAL

Aligned with our Strength Through Unity 2030 strategy and UEFA's 2021 Environmental Commitment, we are dedicated to leveraging football's influence to actively reduce environmental impact.

TARGETS ACHIEVED

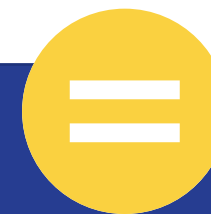
6/6



Solidarity and rights



Anti-racism



Equality and inclusion



Health and well-being



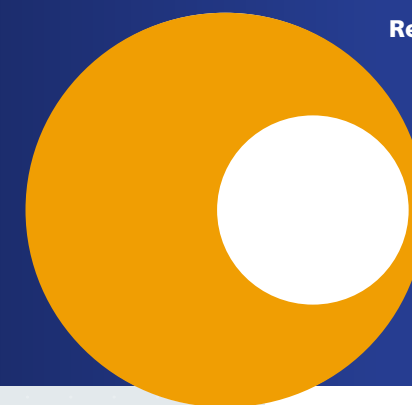
Football for all abilities

## SOCIAL

Football serves as a catalyst for enhancing social inclusion, human rights and respect in society at large. Guided by our seven social policies, we aim to foster an inclusive football culture where discrimination or exclusion has no place, whether in playing, coaching, refereeing or organising the game.



Refugee support



Child and youth protection

TARGETS ACHIEVED

12/12



# FOOTBALL AS A DRIVER OF REDUCTION

In line with our ongoing efforts under Strength Through Unity, we remain committed to advancing our four key environmental strategic priorities: Circular economy, Climate and advocacy, Event sustainability and Infrastructure sustainability.

Throughout the season, we've laid the foundation for reduction by collecting more data and gaining a deeper understanding of the impact of our competitions.

We have introduced our Carbon Footprint Calculator and Methodology, emphasising our commitment to climate action. It is important to note that the emissions profile over the years will be influenced by the cyclical nature of UEFA events. But reduction extends beyond this: our goal is to minimise waste, decrease our overall environmental impact and actively contribute to environmental preservation and regeneration through football.

## 2022/23 highlights

ESG Event Management System piloted

Collaboration with European Commission on climate action

Circular Economy and Infrastructure Sustainability Guidelines published

UEFA Carbon Footprint Calculator in place



# TACKLING OUR CLIMATE IMPACT

Europe's favourite sport thrives in an ideal climate, enabling players at all levels to excel. With climate change increasingly affecting our continent, it's our duty to contribute to the solution.

At our first-ever Respect Forum in Frankfurt, Norway midfielder Morten Thorsby issued a compelling plea to the football world: take action against climate change or witness a dramatic impact on our sport.

We prioritise climate advocacy as a key strategic pillar, aiming

to lead in football's environmental sustainability efforts. This involves establishing the UEFA carbon footprint methodology, initiated in the 2022/23 season, which guides our approach to measuring, reducing and compensating for carbon emissions. Central to this is the

creation of the UEFA Carbon Footprint Calculator, based on the Greenhouse Gas Protocol methodology, providing a unified and approved method for all of European football. This streamlines processes, reduces costs for national associations and clubs, and enhances consistency and transparency.

Through collaborative effort with national associations, leagues and clubs, UEFA developed the European Football Carbon Accounting

Methodology. The methodology and access to the calculator will be publicly available as of Q1 2024 for any sport organisation aiming at addressing their carbon footprint.

A collaborative working group comprising national associations, clubs and leagues has committed to reporting their emissions in alignment with our methodology, enabling us to refine and tailor it to football stakeholders' needs.

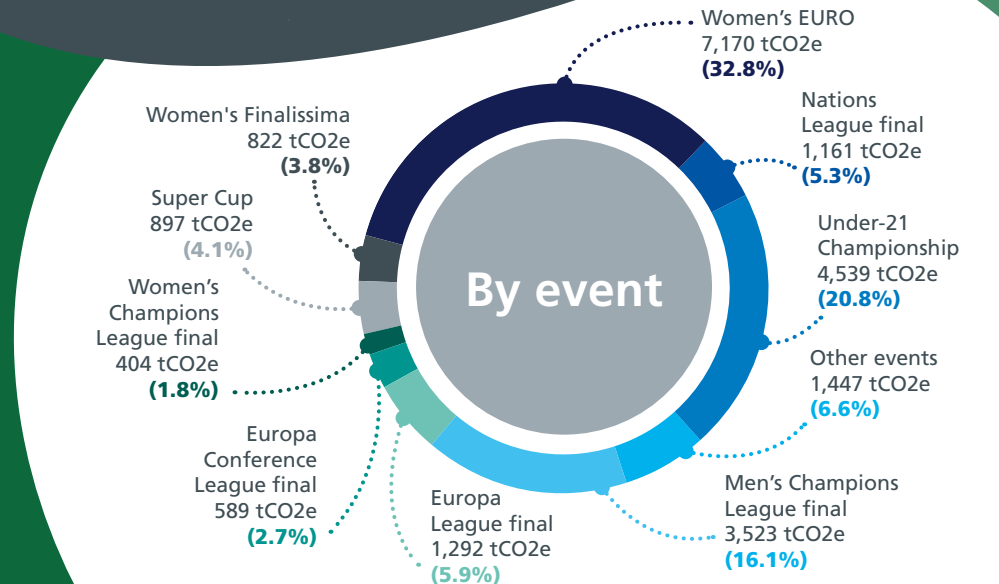
In line with the UNFCCC Sports for Climate Action Framework's Race to Zero campaign we address our climate impact across two main scopes: our internal organisation and our events.

For our internal organisation and events, we evaluate emissions based on what we can control or influence. While we have control over factors like energy, water, waste, business travel, staff travel, accommodation, venue management, purchased goods and logistics, we can only influence ticket-holder travel and accommodation.

In the 2022/23 season, we gathered a more comprehensive dataset on our carbon emissions compared with previous years, totalling 39,450 tonnes of CO<sub>2</sub>e, excluding emissions related to ticket holders.



- Business travel**
- Referees
  - UEFA staff
  - Other officials
  - Executive Committee and other committees
  - Top management
  - Guests
  - Unknown







### Funding climate action

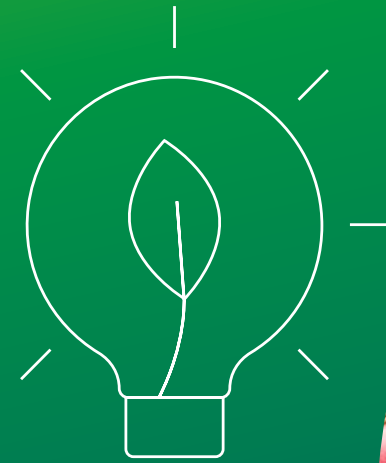
To support compensation and reduction models that will have a positive impact on European football ecosystem, UEFA addressed unavoidable emissions as follows:

1. For UEFA internal organisation emissions: compensation through Gold Standard certified European projects, assuring the highest possible standard for credible compensation. **Gold Standard**
2. For UEFA events emissions: in line with the EURO 2024 approach to reduction through a Climate Investment Fund, dedicated to national associations hosting UEFA events.

This fund grants financial support to national associations that host UEFA events, enabling them to develop strategies or adopt products and technologies related to energy efficiency, renewable energy, water conservation, waste management or smart mobility. The funding corresponds to the emissions linked to the respective event.

### Encouraging fans to join the energy saving movement

As part of our three-year climate advocacy partnership with the European Commission, we launched a campaign encouraging fans to take everyday energy-saving actions, like switching off unnecessary lighting or turning down the thermostat. The TV advert, which aired across our major competitions, reached a combined audience of 434.1 million.



UEFA's partnership with the European Commission underscores football's role in supporting societal goals and aligns with our commitment to the European Climate Pact, aiding the EU's ambition for a carbon-neutral economy by 2050.



# CLOSING THE LOOP IN FOOTBALL

We're shifting from the current linear system and moving towards a circular approach that optimises product consumption and life cycles in all UEFA operations and events.

At the UEFA Women's Champions League final in Eindhoven, fans were given the chance to be part of a unique circular football experience. For a €1 deposit, food and drinks were provided in reusable packaging, which was returned at higher rates than previous years for cleaning and future use.



of reusable cups were returned through the deposit scheme at the Women's Champions League final in 2023

compared with the



returned at the 2022 men's Champions League final with no deposit.

### Examples of potential UEFA climate investment fund projects

Energy efficiency	Renewable energy	Water conservation	Waste management	Smart mobility
LED floodlights	Biofuels	Rainwater collection	Waste separation bins	Charging station for e-vehicles
Solar panels	Sustainable aviation fuel	Smart irrigation system	Reusable food and beverage containers	Bicycle parking facilities
Heat pumps	100% green electricity	Economical water-saving showerhead	Drinking water fountain	



This innovative approach, driven by partners Heineken, Just Eat Takeaway.com and PepsiCo, seeks to find and share sustainable solutions that can enhance the hospitality experience at football matches across the continent.

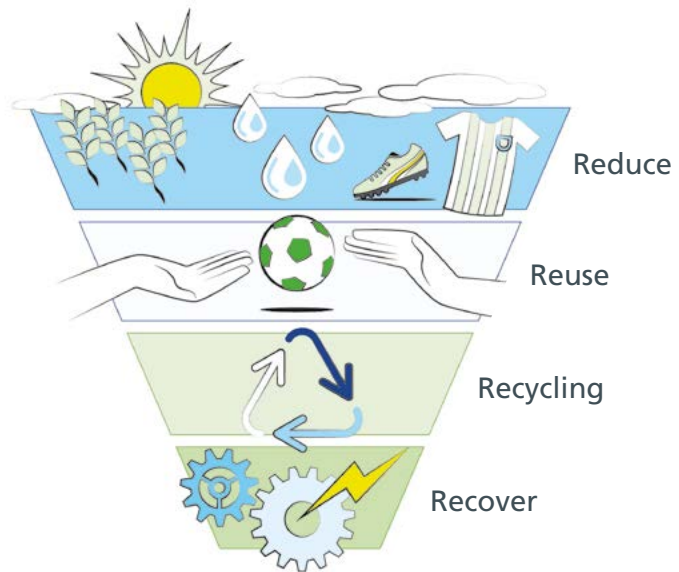
And our work didn't stop there. At the men's Champions League final, we introduced recyclable fibre cups for beverages and included a page in the matchday programme guiding fans to our on-site recycling programme. Likewise, at the UEFA Europa League and UEFA Conference League finals, food was served in biodegradable packaging.

We understand the importance of transitioning from a linear production and consumption model to a circular one. This involves maximising the value of products, materials and resources while minimising waste generation. Football has a significant role to play and, together with our partners, we feel we are well-positioned to lead the charge.

### Our 4R approach

UEFA advocates a straightforward approach: refuse, reuse, recycle and recover.

**Reduce** involves actions like declining unwanted gifts and minimising food waste. **Reuse** entails providing containers and cups that can be used multiple times. If reducing or reusing isn't feasible, **Recycling** allows us to repurpose waste. Finally, **Recover** involves converting waste into new resources such as energy.

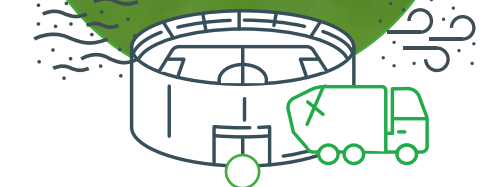
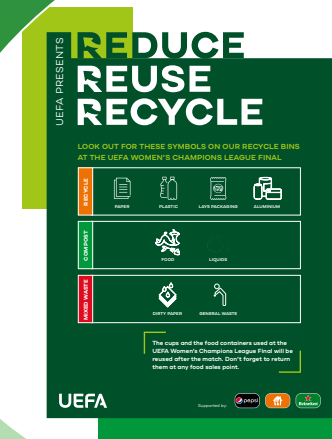


We launched the Circular Economy Guidelines, presenting the 4R framework to assist national associations, clubs and stakeholders in the European football community in reducing the sport's environmental footprint.

The guidelines address food and beverage, apparel and football equipment, events materials and finally energy and water shaped by diverse expertise, including subject matter experts, NGOs, technology providers and representatives from national associations (Football Association of Iceland, Royal Netherlands Football Association) and clubs (AC Milan, Borussia Dortmund, Brentford FC, Club Brugge, Manchester City, Olympique de Marseille, FC Porto, Real Betis, Toulouse FC).

While reduction and reuse will be our main priorities, reusing and recycling will continue to be a focus at UEFA events, with 'Please Recycle' messaging displayed on Pepsi perimeter LED boards to engage fans.

Additionally, the 'Road to Zero Waste to Landfill', will be piloted at the 2024 UEFA men's Champions League final in London. The ultimate objective is to make this standard practice by 2026.



Average European football match generates **0.8 kg** of waste per spectator



That equals **20 tonnes** of waste for a stadium with a capacity of **25,000** and around **750,000 tonnes** per year







# HOSTING MORE SUSTAINABLE FOOTBALL MATCHES

**Our success is defined by the quality of our events. Mitigating their environmental impact in host cities and the surrounding area is a crucial part of this.**

Alexia Putellas' triumphant moment as she lifted the UEFA Women's Champions League trophy for FC Barcelona after a remarkable 3-2 comeback against VfL Wolfsburg in the 2022/23 final showcased the unique quality and drama of UEFA competitions.

Simultaneously, this match served as a pivotal pilot project in refining our ESG Event Management System, contributing to the blueprint for sustainable football matches, and systematically integrating sustainability into event organisation.

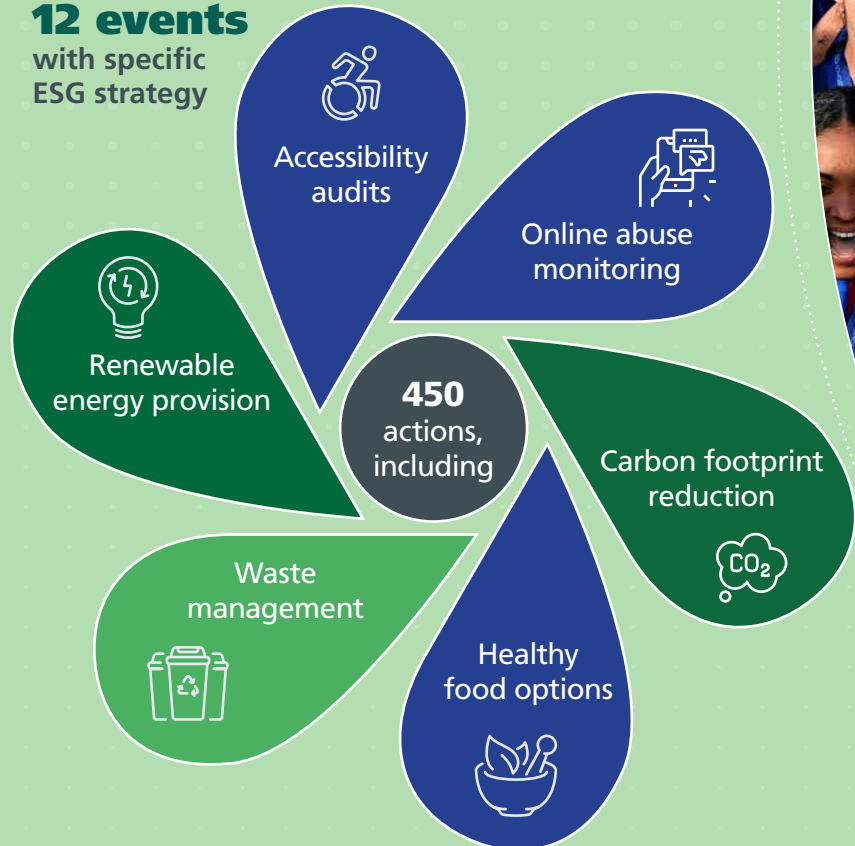
The ESG Event Management System tracks progress across 11 criteria under the broad scopes of environmental, social and governance. Through this pilot and two others in Budapest (UEFA Europa League final) and Rotterdam (UEFA Nations League final), improvements were identified ahead of its first full deployment at UEFA EURO 2024 in Germany.

For the first time ever, all 12 UEFA events in the 2022/23 season had their own specific ESG strategy and budget. These strategies adhered to the framework set by the EURO 2024 strategy, with specific action areas and targets tailored to each event's scale and resources. This uniform approach guarantees consistent and comparable results across all events.

Across the 12 events, around 450 activities were implemented by colleagues throughout our organisation. These ranged from accessibility audits to online abuse monitoring, carbon footprint reduction, healthy food options, waste management and renewable energy provision.

## 12 events

with specific ESG strategy



- Environmental**
- Climate action
  - Infrastructure
  - Circular economy

- Social**
- Rights protection
  - Solidarity
  - Diversity and inclusion
  - Health and well-being

- Governance**
- Good governance
  - Advocacy
  - Education
  - Reporting





## Making our competitions accessible for ALL

In response to recommendations from the independent review of the 2022 UEFA Champions League final, we established the role of disability and access officer (DAO) to enhance support for disabled fans. This DAO facilitates communication between club and host stadium DAOs, coordinates ticket accessibility and ensures seamless operational alignment.

They also conduct pre-event briefings, site tours and act as a liaison person between club officers and the project management team. Throughout matchday operations, the UEFA DAO manages disabled accessibility operations to guarantee an inclusive experience.

Additionally, we upheld our commitment to blind supporters by providing audio-descriptive commentary. At UEFA Women's EURO 2022, a groundbreaking Wi-Fi-based service was introduced. Ongoing efforts are in progress to enhance and broaden this service in the coming years. Early data suggests that this new delivery method could significantly boost the service's overall usage. The level of compliance with accessibility requirements in stadiums increased by 64%

**+64%**

## A BREATH OF FRESH AIR

To highlight the serious threat of air pollution to both health and the game in Europe, we activated our second Cleaner Air Better Game campaign in conjunction with the 2023 UEFA European Under-21 Championship final tournament in Georgia and Romania. According to the European Environment Agency, over 300,000 premature deaths occurred in 2020 due to exposure to fine particulate matter, nitrogen and ozone.

Launched in April 2023, the project encompassed a waste management programme, a sustainable transport campaign on social media and clean air action days. Eight national associations, including the host nations, actively participated in the campaign, sharing their progress and achievements on social platforms. Throughout 2023, the campaign reached 1.2 million people through these channels.

"Through this campaign, we want to draw people's attention to the need for individual and collective involvement and show what football's contribution to environmental protection can be," said Răzvan Burleanu, president of the Romanian Football Federation (FRF).



Throughout 2023  
**1.2 million**

people were reached through the Cleaner Air Better Game campaign on social media channels



Over the course of the season, we also made our Sustainable Infrastructure Guidelines more accessible by translating them into 35 languages, covering 100% of national associations. The guidelines, which demonstrate sustainability concepts for football infrastructure development and management, were also distributed to clubs and leagues through our collaboration with the European Club Association and European Leagues networks.



SCAN ME

### UEFA Environmental Steering Group

**Rachel Corboz**, professional player, *Arsenal FC* and *Scotland national team*, *We Play Green* member

**Archana Jagannathan**, Chief Sustainability Officer, *PepsiCo Europe*

**Pedro Pinto**, Communications Consultant, *UEFA*

**Claire Poole**, CEO, *Sport Positive*

**Morten Thorsby**, professional footballer, *Genoa CFC* and *Norway national team*, *We Play Green* founder

**Sarah Varetto**, Executive VP Communications, *Inclusion & Bigger Picture*, *Sky Italia*

**Lindita Xhaferi-Salihi**, Sports for Climate Action lead at UN Climate Change, *UNFCCC*

### Objectives

- Encourage collaboration to achieve major goals set out in the environmental policies of UEFA's Football Sustainability strategy 2030
- Listen to strategic guidance on the work undertaken by UEFA





# HATTRICK ENVIRONMENTAL PROJECTS

Throughout the season, several of our member associations embraced environmental sustainability through diverse projects.



The **Romanian Football Federation (FRF)** successfully obtained ISO 14001 certification for its integrated environmental management system and policy in the 2022/23 season. This accomplishment was a pivotal goal in the FRF's 2021–26 plan for the development of Romanian football, supported by various initiatives.

Renovations with a sustainability focus were made to training pitches, along with measures to cut energy and water consumption. Prioritising food waste reduction and overall waste minimisation was a key component, while 25 staff members received environmental training.

Achieved  
ISO 14001  
and ISO 9001



Sustainably-renovated pitches



Energy, water and waste reduction



Providing environmental training for 25 staff



An ESG event management tool was also introduced by the **Royal Belgian Football Association (RBFA)** as part of a broad range of environmental initiatives. The RBFA introduced two capacity-building courses for training employees and network members, with three more scheduled for the 2023/24 season.

In conjunction with the UEFA European Women's Under-19 Championship final tournament in Belgium, the RBFA implemented its sustainability action sheet to gather and calculate carbon footprint data. Additionally, it conducted a fan sustainability survey and initiated an awareness campaign during the tournament.

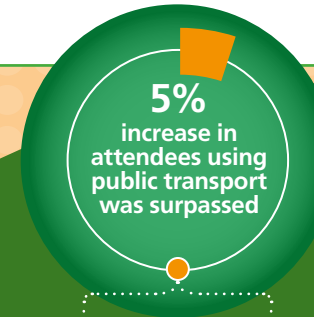
Carbon measurement and reduction became a priority for the **French Football Federation (FFF)** over the course of the season, with the definition of its carbon footprint boundary.

This boundary falls into three distinct areas: the carbon footprint of the FFF's Clairefontaine- and Paris-based headquarters, the carbon impact of all events, including competitions and matches involving national teams, and the carbon footprint of amateur football.



The **Royal Spanish Football Federation (RFEF)** surpassed its target of a 5% increase in attendees using public transport for matches, notably for the Copa del Rey final. This accomplishment was part of a broader initiative to make RFEF events and matches more sustainable.

Various policies were implemented, including recycling programmes in stadiums and campaigns promoting public transport, including dedicated shuttle lines. Supplier agreements were also revised to require the provision of recyclable cups.



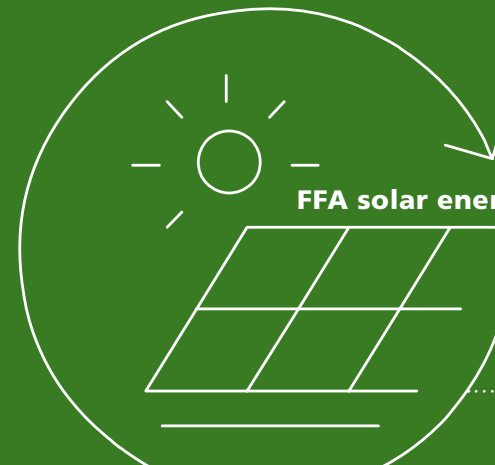
Campaigns promoting public transport



Provision of dedicated shuttle lines

Transitioning towards renewable energy sources at its technical centre and academy was the **Football Federation of Armenia's (FFA)** strategy to reduce its own carbon impact. The solar energy station at the facility is capable of meeting up to 90% of its electrical power demand.

By the end of 2023, the FFA aims to have reduced its consumption of non-renewable energy by a further 80%.



FFA solar energy system

545.5kW  
Maximum capacity

1,010  
Photovoltaic panels

90%  
Meets electric demands



More than 400 Dutch amateur clubs were inspired to seek out non-fossil fuel energy sources as part of a climate action campaign created by the **Royal Netherlands Football Association (KNVB)**. The KNVB supported the clubs through knowledge sharing and capacity building.

Across the border, the **Luxembourg Football Federation (FLF)** explored sustainable mobility options to reduce its own impact on climate change. Around 151 car-sharing parking spots were provided over the season, with just over 18% of participating teams opting for group travel during the FLF's national football day.

Waste reduction was also a big focus for the FLF, which saw a 90.5kg reduction in plastic consumption through the provision of 3,500 multi-use bottles, 16 water foundations and a cup deposit system. Through other initiatives, including providing results digitally, the federation saved 622kg of paper, 2,218kWh of energy and 220kg of CO2e emissions.





The **Hungarian Football Federation (MLSZ)** is encouraging the use of electric vehicles by expanding its electric power network with a view to installing charging stations at its headquarters.

Another national association upgrading its infrastructure to be more sustainable is the **Italian Football Federation (FIGC)**, which is investing in its Coverciano training facility.

Dubbed 'Coverciano 3.0', the facility has calculated its carbon emissions and taken steps to reduce its impact through the purchase of electric vehicles and installation of charging points. Next season, preparatory works will commence for the installation of 4,000 square metres of solar panels.

Work to enhance waste management and recycling at the headquarters of the **Football Federation of Kosovo (FFK)** was complemented by sustainability programmes at the stadiums of three major clubs: FC Ballkani, FC Drita and FC Prishtina. An assessment of electricity and water consumption, as well as waste management practices was made at each

stadium. During UEFA club competitions, giant screens at the Prishtina Stadium showcased content that promoted plastic reduction to up to 12,000 spectators per match.

Harnessing solar energy to power its training centre was also a project undertaken by the **Football Federation of North Macedonia (FFM)** as part of its GO Green initiative. This also included the reporting of waste quantities and the enhancement of cooling and heating systems in the VIP areas and training centres at its training facility.



A series of environmental guidelines were produced by the **German Football Association (DFB)** for its event operations department, as well as an environmental action plan for 21 regional associations across Germany. A newly appointed environmental manager oversees the execution of this plan, as well as a number of other key environmental responsibilities.

### DFB environmental manager responsibility



Development and execution of environmental action plan



Coordinating guidelines



Leading an environmental working group



Integrating sustainability criteria licensing scheme



Training 500 staff members



Supporting amateur clubs with environmental practices



Between December 2022 and March 2023, the **Estonian Football Association (EJL)** established an organic waste base that transformed organic waste into compost, improving maintenance and mitigating disturbances to local residents caused by the previous waste storage method.

In its own attempt to reduce plastic waste, the **Gibraltar Football Association (GFA)** installed water fountains and distributed refillable bottles as part of an awareness-raising campaign.

The **English Football Association (FA)** reduced its water consumption at Wembley Stadium by 26% through the installation of new flush valves in toilets and taps designed for water reduction.

Advocacy was the main priority for the **Hellenic Football Federation (HFF)** and **San Marino Football Federation (FSGC)**. The HFF also conducted a footprint measurement study for the national team's match against the Republic of Ireland in June 2023, while the FSGC has worked to advance environmental sustainability within its sphere of influence.





# OUR PROGRESS AGAINST TARGETS

## CIRCULAR ECONOMY

Zero plastic waste and food waste – within UEFA, across UEFA events and collaboratively across European football.	In progress (2030)	
UEFA Infrastructure Regulations embeds 4R criteria (Reduce, Reuse, Recycle, Recover).	Achieved	
Encourage national associations to apply UEFA 4R criteria. 6/55 last season 22/55 currently	In progress 40% currently	
4R methodology for events with a particular focus on product packaging, plastics, single-use items, and food loss and waste.	In progress (2024)	
One circular economy pilot project per season.	In progress (2025)	

## CLIMATE & ADVOCACY

Cut greenhouse gas emissions by 50%.	In progress (2030)	
Measure the environmental impact of all UEFA events and encourage clubs and national associations to measure the impact of their competitions.	In progress (2024)	
UEFA regulations, policies and programmes as applicable embed climate and advocacy criteria.	In progress (2024)	
UEFA codes of conduct for business relationships aligned with environment commitment.	In progress (2024)	
Campaign reach of over 2.5 billion TV audience.	Achieved	

## EVENT SUSTAINABILITY

UEFA ESG Event Management System available.	Achieved	
100% of bidding processes include requirements related to the 11 sustainability policies.	Achieved	
Provide dedicated ESG Event Management System training to all national associations.	In progress (2025)	

## INFRASTRUCTURE SUSTAINABILITY

UEFA guidelines for sustainable infrastructure available.	Achieved	
UEFA regulations, policies and programmes as applicable embed infrastructure sustainability criteria.	In progress (2024)	
Knowledge-sharing network in place.	Achieved	



# FOOTBALL AS A UNIFYING FORCE

We recognise the critical importance of football as a unifying force, and UEFA's human rights policies form the very foundation of our commitment to creating a more inclusive and fair footballing environment.

In line with ongoing efforts under our Strength Through Unity strategy, we continue to advance seven key social strategic priorities, ensuring all levels of football – from the electrifying moments of the UEFA Champions League final to the grassroots street games that bring communities together – play a role in protecting and promoting human rights in football.

## 2022/23 highlights

FootbALL programme drives equality, diversity and inclusion

UEFA child safeguarding platform supports protection

OUTRAGED educational toolkit tackles all forms of discrimination

Making football accessible for all abilities



# DRIVING SOCIAL TRANSFORMATION

**Our FootbALL and OUTRAGED initiatives champion a more inclusive and equal European football landscape. We've reinforced our commitment to workplace equality while combating online abuse and discrimination.**

The FootbALL initiative, established in June 2023, emphasises football's potential to drive positive social change in European communities.

Comprising three pillars – Campaign, Platform and Activation – it unites UEFA's social sustainability efforts and events. This initiative reinforces UEFA's dedication to using football as a force for positive societal impact, conveying a clear message: football welcomes everyone.

It seeks to challenge preconceptions and showcase that, regardless of differences, all individuals, including



## FootbALL award winners

In June 2023, the inaugural FootbALL awards were presented to national associations, clubs, players and leagues that have made outstanding contributions to inclusion, equality and diversity projects in football.

- Royal Belgian Football Association: Acknowledged for developing a comprehensive football social responsibility strategy.
- Arsenal FC: Recognised for the impact of anti-knife crime campaign, No More Red.
- Deutsche Fußball Liga (DFL): Praised for its international weeks against racism initiative.
- Lillian Thuram, France's EURO 2000 and 1998 World Cup winner: Honoured for his tireless efforts to fight racism.

## Stamping out online abuse

Across the season, UEFA monitored a total of **2,681** accounts and identified a total of **3,057** abusive posts across social media, of which **903** were directly reported to the platforms. The overall removal rate was 48% and highly depended on the official community guidelines of the respective platforms.

**2,681**  
accounts identified

**3,057**  
abusive posts across social media

**903**  
were directly reported to the platforms

those in non-traditional roles, have a place in the game. In June 2023, the inaugural FootbALL awards were presented to national associations, clubs, players and leagues that have made outstanding contributions to inclusion, equality and diversity projects in football.

In 2023/24 and beyond, the FootbALL programme will be expanded in UEFA competitions and with national associations. It will advance educational efforts, including the OUTRAGED toolkit, spotlighting UEFA and partners' strides in inclusion and equality. In 2022/23, Internazionale Milano and AS Roma piloted a disability hate module from the toolkit.

Throughout the season, we intensified efforts against

discrimination in physical and online domains. Partnering with the Fare network for our match observer scheme, we deployed observers to high-risk fixtures to monitor for discriminatory incidents.

Our one-year milestone in online abuse monitoring tracked and reported content across platforms like X (formerly Twitter), TikTok and Meta. Urgent cases, particularly related to racism (tier 1) in men's matches, were automatically reported.

In women's competitions, attacks often target teams or the sport, with the emergence of female superstars leading to increased individual abuse.

In matches with active platform monitoring, teams receive guidance on safeguarding their social media accounts and post-match monitoring results. In women's football, VISA partnered with UEFA, extending platform activation for all UEFA women's competitions until 2025 to enhance awareness.

In high-stake matches, abusive posts peak on social media. The men's Champions League final led with **695** posts, followed by the Nations League final (**603**) and Europa League final (**477**). The Women's Champions League final had **205** abusive posts. In youth tournaments, Under-21s faced **377** abusive posts.

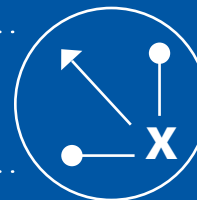
Of the abuse, **78%** targeted players, **8%** coaches and **5%** referees. The majority focused on those most visible on social media. Categories were: hate speech (**75%**), racism (**22%**), homophobia (**1.5%**) and sexism (**1%**). In women's competitions, abuse types shifted: hate speech (**81.1%**), sexism (**18.3%**) and homophobia (**0.6%**).



**78%**  
targeted players

**8%**  
coaches

**5%**  
referees



## Promoting equal rights and opportunities in the workplace

In the 2022/23 season, we initiated a review of UEFA's internal reporting and remedy systems for incidents of discrimination. Employees reporting such incidents have access to internal and external support, clear guidelines and the option for independent investigations.

PwC's ongoing monitoring ensured UEFA maintained its equal salary organisation certification until November 2024, when the recertification process will begin.





# LEVELLING THE PLAYING FIELD

**Football should be accessible and enjoyable for people of all abilities. Over the course of the season, we've invested in levelling the playing field and providing more opportunities across Europe.**

On the International Day of Disabled Persons 2022, we honoured the invaluable contributions of the disabled workforce to football. Fostering inclusivity is a prime focus and our vision is clear: by 2030, football's environment and infrastructure will be universally accessible, ensuring barrier-free participation for players, fans and staff of all abilities. CAFE, the Centre for Access to Football in Europe, helps us promote an inclusive employment policy.

In our commitment to fostering inclusivity and growth in disability football, we've taken significant strides alongside

partner organisations. The European Amputee Football Federation (EAFF) spearheaded initiatives, including the Junior Camp 2022 in Georgia, the first International Female Camp in Warsaw, and the Nations League tournament in Kraków.

These efforts were complemented by a dedicated workshop during the EAFF Nations League tournament, bringing together 29 referees from 11 European countries to enhance their knowledge and officiating skills.

Meanwhile, the European Powerchair Football Association (EPFA) orchestrated the EPFA Cup 2022, a pivotal event for new and developing nations,

In collaboration with our longstanding partners in this area, we invested €130,000 to support a number of disability national team events over the course of the 2022/23 season:



Men's cerebral palsy tri-nations event held at St George's Park in England.



International tournament for people with intellectual disabilities, in cooperation with Special Olympics Estonia.



Joint training camp for the German and Turkish national blind teams, in preparation for the IBSA World Championship in Birmingham, England.



Blind football tournament for European national teams.



Special Olympics Small Nations Football Tournament.



Home Nations powerchair football event.



Friendly international blind football tournament.

Two senior amputee football fixtures between the Republic of Ireland and England – the first international amputee football event to take place in Ireland since 2018.



## Our partners



European Amputee Football Federation



European Powerchair Football Association



International Blind Sports Association



International Federation of Cerebral Palsy Football



Special Olympics Europe Eurasia

featuring teams from Switzerland, Austria, Belgium, Germany, Italy, Scotland and Spain. The EPFA's commitment extended to online coaching sessions for the Royal Netherlands Football Association coaches, hosts of the EPFA Four Nations tournament in June 2023, showcasing national teams from Switzerland, Austria, Germany and Italy.

Additionally, the EPFA supported a four-country Home Nations event in May 2023, contributing to the World Cup preparations for England, Northern Ireland and the Republic of Ireland.

By distributing free blind football starter kits to 15 national associations and conducting practical seminars for a further nine, the International Blind Sports Association (IBSA) aimed to foster the development of blind football in these regions. Among its valuable resources is the publication of the How to Train Female Blind Football Players manual, a practical guide for coaches.

The International Federation of Cerebral Palsy Football (IFCPF) organised the 2023 Men's European Championships in



Italy, featuring the participation of eight national teams. Additionally, IFCPF initiated an online course for CP women's football and began the development of an online resource dedicated to refereeing.

Lastly, Special Olympics Europe Eurasia (SOEE) hosted five international competitions, providing participation

opportunities for 74 European teams. Notable events included the Special Olympics World Games in Berlin, the European Unified Futsal Christmas Cup in Belgium and the 23rd Special Olympics European Football Week 2023 – a grassroots initiative involving 300 events in 40 countries, supported by UEFA and involving 20,000 participants with and without intellectual disabilities.





# PROTECTING AND EMPOWERING

**Our sport can be a safe haven for potentially vulnerable individuals, including children, displaced people and those on the fringes of society. Investments we made during the 2022/23 season have attempted to reinforce that feeling of safety and inclusion.**

Istanbul buzzed with life before the men's Champions League final, fuelled by the spirit and skill of a refugee team in the Champions Festival. A surprise visit from Brazilian football legend Kaká gave the team an added boost ahead of their matches. And, at the UEFA Europa League final, AS Roma and Sevilla donated shirts to our partner the UN Refugee Agency (UNHCR) for auction, backing its efforts to safeguard refugee rights and promote inclusion.

We believe that football is an effective way for refugees, asylum seekers and internally displaced

people to connect with their host communities and remain physically and mentally healthy. Almost half (49%) of our member associations collaborated with the UNHCR during the season, with all offering participation opportunities for refugees.



**62%** of national associations give refugees opportunities to play football on a regular basis



**56%** provide opportunities to participate in tournaments



**53%** give displaced people in their communities the chance to volunteer

Training opportunities include:

coaching	41%
refereeing	38%



## Camaraderie and sportsmanship at the Unity EURO Cup

Football showcased its power to foster inclusivity and integration in the 2023 Unity EURO Cup held in Frankfurt, Germany. The tournament, which featured 16 national amateur teams made up of refugees and host community individuals, including Team EU, represented a significant expansion from the inaugural eight-team event in 2022.

Players from various nations and backgrounds came together to compete, demonstrating the unifying force of our sport. In a memorable final, Finland secured a 2-1 victory over the Republic of Ireland, capping off a day marked by camaraderie and sportsmanship. The third edition of the tournament will take place in autumn 2024, with 60% of national associations indicating their interest in taking part.

UNITY EURO CUP  
2023



"It's a special tournament, it's an amazing opportunity for everyone here to come together, to meet each other and I hope this will continue every year. Football is, in my opinion, the best sport in the world. To see all these people together, enjoying themselves and laughing, it is what life is all about."

**HASSAN YAGHOUBI**  
Finland captain

"Sport can be an important tool to respond to the problems of refugees in a series of ways. Football is about healthy bodies and healthy minds. Sports and football are also about motivation, very often for people who are facing despair. Sport is inclusive. We often say that one of the best ways to protect refugees is to include them in society. Sport is a powerful instrument of inclusion and integration."

**FILIPPO GRANDI**  
United Nations High Commissioner for Refugees





### A consistent child safeguarding approach

Children are the future of our sport and it is our duty to make sure that, through our member associations, they have the right to express their views, take part in decisions that affect them and participate in an environment that is free from abuse and harm.

To ensure our member associations have a consistent approach to child safeguarding, we have produced the UEFA Child and Youth Protection Policy and Toolkit. Developed in partnership with Terre des hommes, the toolkit builds on good work already undertaken by our national associations and the policies, procedures and training they have established. The toolkit has been developed around five goals:

- 1. Laying the foundation of safeguarding:** Defining child, safeguarding and abuse/harm, coupled with clear policy statements and commitments to safeguarding.
- 2. Ensuring organisational preparedness and prevention:** Establishing procedures and practices that will help to prevent situations of abuse.
- 3. Raising awareness:** Making sure that safeguarding measures are implemented. Efforts include raising awareness, training and communication.
- 4. Working with others and reporting concerns:** Responding to concerns if they arise and establishing how outside agencies should be involved in efforts to protect children.
- 5. Measuring success in safeguarding:** Monitoring progress and identifying good practices to share with others working in football.

All national associations have appointed a child and youth protection officer, and, by 2025, all must have a child and youth protection policy in place. We support this by providing comprehensive training for the child and youth protection officers to ensure effective implementation.

### Child and Youth Protection Officers – Training and Education

#### 2022

**12 October 2022:** Webinar on how to communicate effectively with under-18s in football settings



**17-18 November 2022:** Summit on Child and Youth Protection in Football

#### 2023

**15-17 March, 2023:** Induction training for newcomers (Bulgaria, Czech Republic, Gibraltar 1, Gibraltar 2, Iceland, Kosovo, Russia)



**26 April 2023:** Working with Clubs webinar

**27 April 2023:** Induction training for newcomers (Israel, Switzerland)



**1 June 2023** Webinar on 'Managing safeguarding concerns and ensuring the welfare of survivors'

Through our uefa-safeguarding.eu platform, national associations and other football stakeholders can enhance their knowledge through its suite of content, including guidelines, templates and online courses on specific topics.



### uefa-safeguarding.eu stats

- 46,500** visits – an increase of 168%
- 10,000** registrations – an increase of 216%
- 13** language translations (e-learning)

### Overcoming exclusion

In November 2022, we supported the first Homeless World Cup since the pandemic in Fuenlabrada, Spain. Our support included raising awareness among national associations, and, as a result, Bosnia and Herzegovina, France, Portugal, Spain and Ukraine actively promoted their teams on social media, enhancing exposure for the event.

UEFA's enduring partnership with the Homeless World Cup involves collaborating with its foundation and members across 30 European countries. We actively encourage our member associations to support their national homeless football teams, create participation opportunities for marginalised individuals and raise awareness to change attitudes and public perceptions about homelessness.







# PROMOTING HEALTHY LIFESTYLES

In September 2023, during Zero Waste Week, we introduced our inaugural Healthy and Sustainable Catering Guidelines. These guidelines, created in partnership with ALMA, the School of Italian Culinary Arts, offer practical insights for responsible food and beverage choices, preparation, communication and waste management. By setting a new standard, we aim to inspire the football community to embrace sustainable practices, not only meeting industry expectations but also reducing costs and waste.

The guidelines apply specifically to event bistros and lounges serving guests, the workforce and media and do not extend to stadium concessions for spectators, though such documents will be released by early 2024.

The guidelines are comprised of four sections, each offering recommendations along the catering journey:



“As culinary educators and chefs, we feel the duty to advise people and guide them in their food choices. This is why we are pleased to join UEFA on the Healthy and Sustainable Catering Guidelines, with the hope that the guidelines may be a stimulus to reinterpret food not only as a source of nutritious and delicious meals, but also as a step towards taking responsibility for the earth.”

**ANDREA SINIGAGLIA**  
ALMA General Director



## Giving older people opportunities through football

In the 2022/23 season, we initiated the development of a walking football toolkit to increase participation of older people in football. Our goal is to have 60% of national associations offering football activities for older people by 2027, which we've doubled from the initial target of 30% after meeting and surpassing it.

To achieve this, a working group, comprising representatives of seven national associations (England, Faroe Islands, France, Gibraltar, Poland, Portugal, Sweden) along with medical and safety experts, will outline the next steps. This aims to make walking football accessible, safe, enjoyable and social for a wider audience.

We plan to release this toolkit by early 2024. Furthermore, in 2024, we will launch health and well-being guidelines. These will serve as a toolkit for national associations, leagues and clubs, offering advice on nutrition, physical activity, mental health, substance abuse and digital addiction.

More than two-thirds (69%) of our member associations oversaw campaigns related to health and well-being awareness over the course of the 2022/23 season, including:



Our goal is to have **60%** of national associations offering football activities for older people by 2027

### UEFA Human Rights Steering Group

**Alessandro Costacurta**  
Former player and coach

**Barbara Stefanelli**  
Journalist, *Corriere della Sera*

**Bibiana Steinhaus-Webb**  
Former referee

**Darren Lewis**  
Journalist, *Daily Mirror*

**Levan Kobiashvili**  
President of the Georgian Football Federation

**Mbo Mpenza**  
Former player and coach

**Nadia Nadim**, Player

**Patrick Vieira**  
Former player and coach

**Ronan Evain**  
Football Supporters Europe lead

**Thomas Hitzlsperger**  
Former player

**Paul Elliott**  
Chair of The English FA's Inclusion Advisory Board

### Objectives

- Encourage collaboration to achieve major goals set out in the social policies of UEFA's Football Sustainability strategy 2030
- Listen to strategic guidance on the work undertaken by UEFA



# HATTRICK SOCIAL PROJECTS

National associations undertook human rights projects, addressing mental health, child safeguarding and refugee support during the season.



The **Irish Football Association's (IFA)** mental health programme, Ahead of the Game, surpassed expectations, conducting 26 workshops with 426 participants and achieving key milestones. Successes included empowering mental health champions, reducing stigma, and establishing the youth strand of the programme. Notable collaborations, impactful case studies, and enhanced signposting to mental health charities highlighted the programme's positive impact, fostering a supportive mental health environment within the football community.



**26**  
Workshops

**426**  
Participants

Achieving key milestones



Health and well-being was also at the centre of projects developed by the **Cyprus Football Association (CFA)**. Its Assist to Life programme encompassed the prevention of addictions, tobacco awareness and promotion of healthy nutrition. Campaigns and activities in schools aimed to combat addiction, while the 'Smoke-free stadiums Cyprus' campaign, targeting reduced smoking in various public spaces, included the creation of smoke-free zones during national team home matches.

Providing participation opportunities for older people was a key element for a number of associations. The **Lithuanian Football Federation (LFF)** offered indoor and outdoor competitions for age groups from the over-35s to 60+, with 1,000 individuals participating across

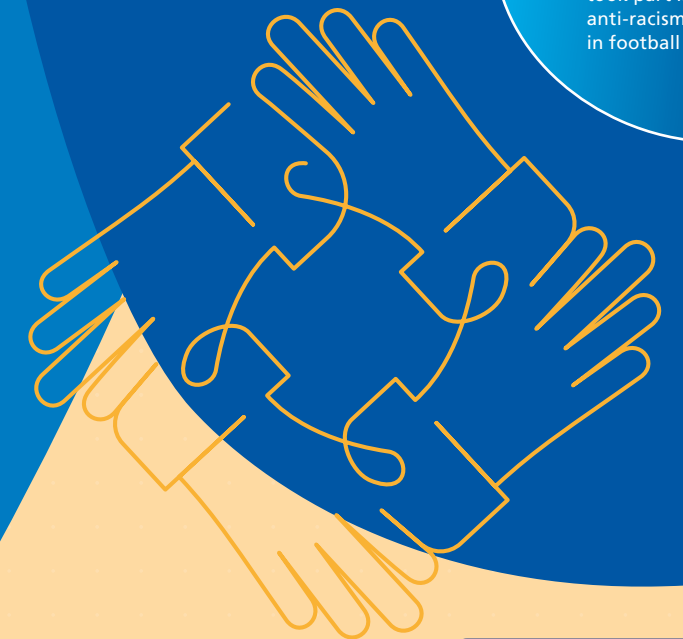
12 municipalities. Football Fitness for Seniors was created by the **Faroe Islands Football Association (FSF)**, engaging more than 80 60+ individuals in football. The **Polish Football Association's (PZPN)** walking football programme managed to enrol 14 men's and women's clubs over the course of the season.

In partnership with UEFA's medical unit and the European Resuscitation Council, the **Croatian Football Federation (HNS)** supplied defibrillators to clubs across the country.



'No to Racism' was the emphatic message from the **Football Association of Wales (FAW)**. Over the course of the season, the FAW conducted 58 educational workshops with 1,737 players and 319 coaches from 57 clubs. An educational resource was developed and more than 50 clubs took part in an anti-racism in football event. Working with the Peres Center for Peace and Innovation, the **Israel Football Association (IFA)** combatted racism through an e-learning project to stimulate cultural understanding through games, food and football.

more than  
**50 clubs**  
took part in the FAW's anti-racism in football event







In 2022, the **Austrian Football Association (ÖFB)** marked the fifth anniversary of its social football awards, recognising grassroots organisations for advancing equality and social inclusion. The Football Zajedno project, a collaboration between the **Bosnia and Herzegovina Football Federation (FBiH)** and **Football Association of Montenegro (FSCG)**, continued its efforts to enhance social inclusion and women's empowerment.

The **Football Association of Norway's (NFF)** Football for All project promotes inclusivity through courses, awareness campaigns, and a discrimination incident reporting system. The **Swiss Football Association's (SFA)** Quality Club project involved 24 pilot clubs in 75 workshops, fostering unity and joy in football.



Following the development of the UEFA Child and Youth Protection Policy and Toolkit, several associations devoted a large part of their funding towards child safeguarding. During 2022/23, the **Football Association of Serbia (FSS)** conducted comprehensive research on child abuse, with 40 interviews and online surveys informing a national child safeguarding policy.

Through a partnership with IPcko, the **Slovak Football Association (SFZ)** developed child safeguarding educational materials for coaches and parents, which were accessed by 562 people. Eight full-day seminars on healthy lifestyles, bullying and anti-racism were hosted for 200 children by the **Czech Football Association (FACR)**.

Elsewhere, the **Liechtenstein Football Association (LFV)** distributed a child safeguarding toolkit to coaches, while the **Football Association of Moldova (FMF)** and **Football Association of Iceland (KSI)** developed child safeguarding training modules and courses respectively.

Around 1,154 boys and girls were positively impacted by the **Kazakhstan Football Federation's (KFF)** Football in Orphanages project. Football is your friend forever!, an initiative delivered by the **Belarus Football Federation (BFF)**, engaged around 180 participants from 17 institutions, while the **Georgian Football Federation (GFF)** also supported orphanages and children with intellectual disabilities.



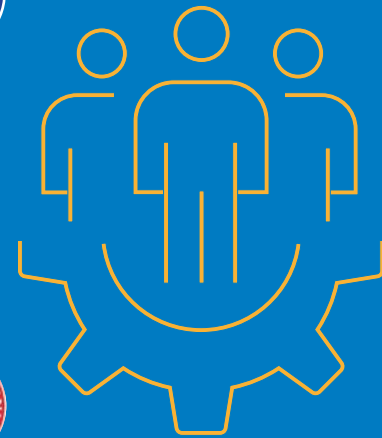
**1,154**

boys and girls were positively impacted by the Kazakhstan Football Federation's Football in Orphanages project



The **Football Association of Slovenia (NZS)**, the **Latvian Football Federation (LFF)** and the **Football Federation of Andorra (FAF)** partnered with Special Olympics, with the NZS hosting a league, final event, leadership workshops and national team participation opportunities.

To provide equal opportunities, the **Albanian Football Association (FSHF)** supported its amputee and blind associations and sponsored the Kimata Cup – a football tournament featuring participants with intellectual disabilities from Albania, Greece and Italy. With the support of UEFA, the **Association of Football Federations of Azerbaijan (AFFA)** conducted twice-weekly football lessons for individuals with Down's syndrome and autism. The **Russian Football Union (RFU)** initiated the creation of a digital platform for disabled people in football. The platform will facilitate their interaction with football clubs and participation in competitions tailored to special needs. It will also act as an exchange forum with regards to positive match day experiences, volunteering opportunities and access to public organisations active in this area.



1,600

psychosocial sessions were delivered to children and youth with the support of UNICEF Ukraine

In Ukraine, the **Ukrainian Association of Football (UAF)** delivered psychological support to internally displaced people, including children. More than 1,600 psychosocial sessions were delivered to children and youth with the support of UNICEF Ukraine and the Ukraine ministry of education and science. The **Bulgarian Football Union's (BFU)** Team of Hope initiative gave 217 participants the chance to compete in three international tournaments.

The **Malta Football Association (MFA)** used its HatTrick funding to develop projects to integrate refugees and rehabilitate incarcerated individuals, while the **Danish Football Association (DBU)** provided free football participation for Ukrainian refugee children.



National associations used HatTrick funds to develop their individual sustainability strategies, in line with the requirement to do so. The **Scottish Football Association (SFA)** used data and insight from 2,000 adults, 200 football clubs, focus groups and interviews to develop its strategy, while both the **Swedish Football Association (SFF)** and **Turkish Football Federation (TFF)** spent the season outlining sustainability priorities.

The Finnish FA club charter online tool was developed by the **Football Association of Finland (SPL)**, while the Football Association of Ireland created a compact course for 20 newly appointed League of Ireland football and social responsibility managers. In January 2023, the **Portuguese Football Federation (FPF)** launched its #FutebolParaTodos grant scheme, receiving 63 applications – the highest number in the project's history.



2,000 adults,

200

football clubs, focus groups and interviews to develop its strategy for the Scottish Football Association





# OUR PROGRESS AGAINST TARGETS

## ANTI-RACISM

- Zero racist incidents across all UEFA events and collaboratively across European football by 2030.
- 100% of UEFA regulations, policies and programmes as applicable embed anti-racism criteria.
- UEFA communications and awareness campaigns aligned with anti-racism principles.
- Develop a plan for a preventive and educational programme (including online abuse and hate speech).
- 100% of national associations reached by educational programmes.
- Monitoring of at-risk matches through the match observer scheme.
- Reporting and remedy structures in place across all UEFA competitions by 2024 and for all 55 member associations.

- In progress (2030)  
20 incidents followed up with sanctions
- In progress (2024)
- Achieved
- Achieved
- In progress (2024)
- In progress 120 matches
- In progress (2030)



FootbALL campaign video launch reached

**39.1**  
million views



## CHILD & YOUTH PROTECTION

- 100% of national associations nominate focal points. Achieved
  - Implement focal point requirement in UEFA Club Licensing and Financial Sustainability Regulations. Achieved
  - 100% of national association focal points trained. Achieved
  - 100% of national associations have child and youth protection policy in place. In progress (2025)
- 51% last season  
56% currently
- Increase the coverage of the digital UEFA child safeguarding platform by 50% by 2023 (compared with 2020/21 season). Achieved
- 44% last season  
272% Achieved
- Event-specific child and youth safeguarding protocol standard for national associations available. Achieved
  - Risk analysis across all the countries of UEFA's member associations available. Achieved

## EQUALITY & INCLUSION

- UEFA regulations, policies and programmes as applicable embed equality and inclusion criteria. In progress (2024)
- Equality and inclusion awareness toolkits for national associations distributed. In progress (2024)
- Equality and inclusion permanent working group officially recognised. Achieved
- Conduct equality and inclusion surveys across European football, reaching at least 60% response. In progress (2025)
- National Associations undertaking action to adopt an equal pay policy for employees. In progress 21/55 currently



## FOOTBALL FOR ALL ABILITIES

100% of national associations to host international disability matches, tournaments or other events at national team level.

15/55

In progress (2028)



100% of UEFA event stadiums and televised matches comply with UEFA infrastructure and accessibility requirements.

In progress (2026)



42% last season

64% currently

80% of national associations roll out Football for All Abilities.

In progress (2030)



## HEALTH & WELL-BEING

UEFA plan dedicated to involvement of older people in football.

In progress (2024)



30% of national associations organise walking football for older people.

Achieved



Guidance material for UEFA staff.

In progress



## SOLIDARITY & RIGHTS

100% of UEFA regulations, policies and programmes as applicable embed human rights criteria.

In progress (2024)



100% of UEFA codes of conduct for business relationships aligned with UEFA Human Rights Commitment.

In progress (2024)



Advocacy and awareness network on human rights issues.

Achieved



100% of requests for UEFA Emergency Grants processed within one month.

Achieved



## REFUGEE SUPPORT

70% of national associations offering participation opportunities for refugees.

30/55 last season

35/55 currently

In progress (2025)



Development of football tournaments across Europe.

In progress (2026)



50% of national associations publicly promoting social inclusion of refugees.

In progress (2025)



17/55 last season

24/55 currently





# SETTING A BENCHMARK FOR SUSTAINABILITY AT EURO 2024

**The UEFA European Championship, the world's third-largest sporting event, ignites passion for European football and dismantles cultural barriers every four years. Our vision is clear: to make this tournament a global benchmark for sports event sustainability, driving sustainable development in Germany and Europe.**

Sustainability is at the core of UEFA EURO 2024, influencing every aspect from bidding to decision-making. The journey began in 2021 with an event social responsibility (ESR) strategy, which evolved into the comprehensive UEFA EURO 2024 Environmental, Social and Governance (ESG) Strategy launched in July 2023.

To bring our ESG strategy to life, we're actively collaborating with stakeholders, incorporating their expertise into the tournament's delivery. Our well-defined communication strategy aims to raise public awareness of collaborative activities and their positive impacts. Together, we're transforming the UEFA European Championship into a catalyst for sustainable change.

Recognising the substantial impact of hosting a global football event, we're committed to minimising our environmental footprint for UEFA EURO 2024. This challenge demands a unified 'one team' approach throughout our organisation.



UEFA is investing **€32 million** to make EURO 2024 more sustainable

## Environment, Social and Governance





Our ESG strategy for UEFA EURO 2024 focuses on environmental responsibility, emphasising climate protection and waste management. Initiatives include reducing packaging, planning post-tournament uses for uniforms and implementing a food donation plan.

Resource management is key, spanning electricity consumption reduction, promotion of renewable energy, and optimising water usage in fan zones. Smart mobility is prioritised, with strategically scheduled matches minimising team travel, and host cities promoting low-emission public transport. Plus, in collaboration with European rail partners, discounted UEFA EURO 2024 national long-distance and InterRail tickets, as well as free regional public transport, will be available.

- 11 areas of action
- 28 topics
- 47 targets
- 82 key performance indicators
- 99 actions



## Key areas of focus

-  **Reducing** the impact on the environment, including in the areas of climate protection and waste management
-  **Investing** in a climate fund dedicated to projects focused on mitigating unavoidable tournament-related emissions
-  **Preventing and fighting** all forms of discrimination, ensuring the rights of all are respected and protected
-  **Promoting** physical activity and offering healthy food and beverage options at all stadiums and tournament venues

-  **Promoting** solidarity within German and European society by fostering ties with and supporting grassroots football
-  **Adopting** transparent, responsible and accountable forms of conduct in the event's operations
-  **Sharing** knowledge and good practices in continuous discussions with stakeholders
-  **Cooperating and innovating** with host cities, partners and other football stakeholders to shape a sustainable legacy



UEFA EURO 2024 is the embodiment of football passion, uniting people of all ages, backgrounds, and abilities. We champion diversity and inclusion, committing to eradicate discrimination and safeguard the rights of everyone involved.

Our proactive approach involves monitoring and remedying online abuse, with a robust reporting structure for workforce, volunteers and spectators. Measures include a child and youth protection policy, stadium accessibility audits and promoting diversity in staff recruitment.

Beyond the pitch, we're fostering solidarity in German and European society. We are supporting grassroots football through a climate fund, investing in projects to offset tournament-related emissions and enhance German football infrastructure. To amplify environmental awareness, initiatives like the national climate protection initiative for grassroots football, the 10,000 Smiles initiative, and projects funded by Stiftung Fußball & Kultur EURO 2024 will engage football fans and communities.



UEFA EURO 2024 leverages football's influence to promote healthy lifestyles. Collaborating with venue partners, we'll encourage physical activity and offer UEFA Catering Guidelines-aligned healthy food options. Dedicated walking routes, bicycle parking and staff exercise opportunities amplify our commitment.

Transparent, responsible and accountable conduct defines our operations. Continuous engagement with stakeholders, addressing sustainability risks and upholding human rights principles are paramount. The Human Rights Declaration for UEFA EURO 2024, launched with the DFB in November 2023, embodies our good governance ambitions.

Post-tournament, our commitment persists through transparent governance and knowledge sharing. Engaging in sustainability activities with sponsors, participating in sports conferences and publicising key documentation ensures an ongoing positive impact. Independent studies will evaluate the tournament's lasting effects. UEFA EURO 2024 isn't just a moment; it's a catalyst for sustained positive change.





THANK YOU  
TO OUR  
PARTNERS



The background is a dark blue field with a light blue dot grid. Several large, dark blue circular icons are scattered across the page: a house silhouette, a diamond-shaped circuit board, a water drop, a gear, and a stylized equals sign. A large, semi-transparent circular shape is on the left side.

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