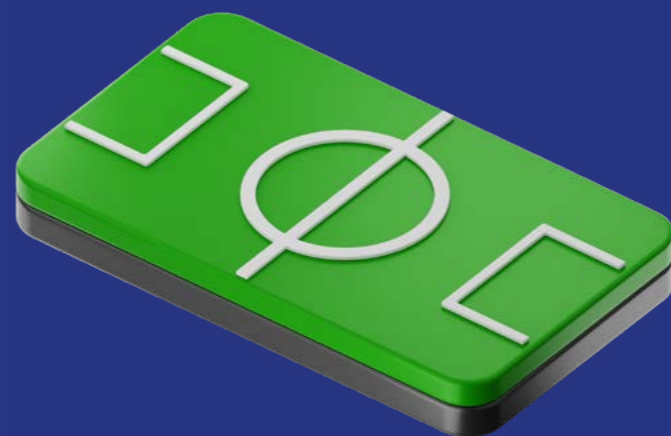




# RESPECT REPORT

2023/24 SEASON





## UEFA President's foreword



At UEFA, we believe football's power to touch people's lives is unparalleled. It transcends borders and languages, brings communities closer, and inspires a shared passion that often overcomes our differences. With this unique power comes a profound responsibility – not only to the game itself but also to the world around us. As we face environmental and social challenges, we must ask ourselves what we can do collectively to make a positive impact.

Sustainability is not just a goal for UEFA – it's a responsibility we embrace wholeheartedly. With the support of our partners and the European football family, we are committed to ensuring that the game we love leaves a positive legacy for generations to come.

This report reflects UEFA's ongoing commitment to sustainability and willingness to create lasting change beyond the field of play. It is not just about carbon footprint, circular economy and other complicated green metrics – it is about ensuring that the future of football fully embraces environmental and social responsibility.

UEFA EURO 2024 marked a significant milestone in this journey, with sustainability being one of the central focuses of the tournament. From successfully reducing emissions and waste to implementing innovative eco-friendly systems, this tournament will serve as a blueprint for the future of UEFA events. As we look ahead to the UEFA Women's EURO 2025, we're excited to continue leading the way in the right direction.

But our responsibility goes beyond the environment. From its very base, European football must remain a friendly space for everyone to feel welcome. We will continue to advocate for health and well-being, solidarity, and human rights protection. And speaking of the base, the safety and well-being of children and youth remains one of the central focuses of our mission.

So, instead of worrying about the world we will leave to our children, let us unite to build it – with reverence for nature and a profound respect for humanity, ensuring football's legacy is one of hope, harmony, and purpose.

**Aleksander Čeferin**

UEFA President

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# Introduction

As the challenges confronting society grow in scale and complexity, UEFA responds with a commitment to social and environmental responsibility that is stronger than ever. We understand that sustainability is not just about addressing today's urgent issues but about anticipating the needs of tomorrow. To do so, we must develop a clear strategy/vision, take proactive actions, establish key performance indicators and ensure transparent reporting. This forward-looking mindset guides our efforts to make UEFA Sustainability Strategy 2030 a reality, preparing us to lead in shaping what sustainability in football will mean in the future.

There is nothing quite like football. It is more than just a game: it moves us in a way that is special and provides community, identity and inspiration. In a fractured world, football stands as a powerful force that strengthens the ties that bind us. At UEFA, we have 55 Member Associations, each with their own football ecosystems, deeply woven into national cultures and we run 13 events that create unforgettable, shared memories. This unique platform gives us not only an opportunity but a profound responsibility in the field of sustainability. Football can do more than entertain: it can raise awareness, connect people and drive meaningful actions to reach the change we need.

With the Strength through Unity 2030



strategy as our lodestar, the Respect Report illustrates how we are navigating the path, ever more convinced that actions are more powerful than strategies. This year, we invested more than twelve million and achieved 100% of our strategic targets. The 2023/24 Report outlines an intense focus on our action plan, which last year consisted of 79 targeted actions. This Report demonstrates how we have enhanced our programmes, grown in new and exciting areas and matched increasing expectations. This has included a deliberate effort to amplify our impact through the engagement of our national associations and commercial partners, highlighting the power of collective action around shared goals, guided by common interests to drive solutions.

We can reflect on a job well done at UEFA EURO 2024. It was an amazing sports tournament, but a lot more than just that. UEFA EURO 2024 went beyond the field of play to deliver a legacy of sustainability being placed right at the heart of football events. The key stakeholders were with us every step of the way. We take pride in the tournament's success in significantly reducing its carbon footprint. However, what we are most proud of is its lasting legacy and the way in which its scalable Event Sustainability Performance System will now be applied at all UEFA events, setting new standards for sustainability practices.

Our experience shows that strategic vision is essential to driving meaningful change in sustainability. To that end,

all our 55 Member Associations have a dedicated sustainability strategy. All our events are guided by a bespoke sustainability strategy, designed to address the unique scale and requirements of each event. With this strategic alignment firmly in place, we can move forward with confidence that we are all on the same page.

UEFA's work on sustainability has a positive impact that extends to the entire football ecosystem, reaching over 1200 sustainability professionals working across football Organisations, in Europe and beyond, through capacity building events in which toolkits and guidelines are shared, explained and discussed.

In previous seasons, we offset our emissions generated by our Internal Organisation through Gold Standard certified projects. This approach alone is no longer the right strategy for us. We have shifted our focus to investing in climate resilience projects that generate impact beyond our value chain. This was a crucial decision in the delivery of our emissions reduction plan. For our events, we introduced climate funds that grant financial support to national associations that host UEFA events. These funds empower associations to develop strategies and adopt innovative solutions related to energy efficiency, renewable energy, water conservation, waste management, or smart mobility. The funding is directly tied to the emissions generated by the respective event ensuring that we take measurable steps toward a sustainable future.

On the social side, we believe in football's unique power as unifying force. To amplify this potential, we have been working to a new #FootbALL programme to showcase how football can drive

positive change in our society. Our sustainability efforts are led by a driven and passionate team of experts in the field. In place for a number of years, their impact is really being felt and they are agents of positive change. They leave no stone unturned when it comes to giving our key partners the information they need: updating toolkits, refreshing guidelines and evolving advice in line with real-world developments. Their work ensures we anticipate trends and stay ahead in the sustainability space.

Looking ahead, 2025 will be pivotal. The UEFA Women's EUROs will soon be upon us and will take place on our doorstep here in Switzerland. The women's game in Europe continues to grow at incredible speed. While the next generation of stars will be on the field of play, UEFA Women's EURO 2025 promises to break new ground in its approach to sustainability and in how major tournaments can inspire positive change.

We commend this Report and reaffirm our commitment to transparency, sharing our progress with the football community, as we continue this journey together. UEFA is not only focused on what sustainability is today, but also on what it will be in the future. By riding the wave of evolving regulations, we are committed to anticipating and leading dynamic changes in social and environmental sustainability, shaping the future of football with proactive actions that set the standard for a sustainable game across Europe.  
Michele Uva  
UEFA Director Social & Environmental Sustainability

# How to read the report

UEFA continues to take bold steps forward in addressing some of the most significant issues affecting European football. We're proud to present our latest interactive report. This comprehensive report is designed to showcase the great work being undertaken to improve all aspects of football and highlights our commitment to making football a force for good - on and off the pitch.



**16**  
Reporting areas

## Areas of Action

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

## Policies

- Anti-Racism
- Child & Youth Protection
- Equality & Inclusion
- Football for all Abilities
- Health & Well-being
- Refugee Support
- Solidarity & Rights
- Circular Economy
- Climate & Advocacy
- Infrastructure Sustainability
- Event Sustainability

**What we did**

**Targeted actions**

**What we achieved**

**Work in progress**

**Focus**

# Key highlights

In this section, we present the main highlights of the season. The first page is dedicated to general topics, while the second page focuses on highlights from the Social pillar. The third page covers the Environmental pillar highlights.



**79** targeted actions  
**100+** key performance indicators

**100%** of UEFA Members with sustainability manager and strategy

**B → A** sustainability provisions in club licensing

**1,200+** football organisations representatives attended capacity - building webinars

**25,138** tonnes of CO<sub>2</sub>e\* 2023/24 season carbon footprint

**100%** 2024 strategic targets achieved, **27** in progress

**€12.1M** UEFA sustainability investment

**100%** UEFA events with sustainability strategy  
**690** sustainability actions

**100%** carbon emissions mitigated, through climate investment and carbon removal

2022/23 Season: **39,450 tCO<sub>2</sub>e**

computed with the UEFA Carbon Footprint Calculator

\*Difference compared to previous season is due to events cyclicity, for further detail see page 41

# Social highlights



**61%**  
of abusive social media posts removed through online abuse programme

**+80%**  
users of the Child & Youth Protection digital platform



**NEW**  
UEFA Accessibility Guidelines, covering 13 areas



**51/55**  
UEFA members promote disability football activities in their country

**NEW**  
#FootbALL programme to highlight the power of football to drive positive social change

**NEW**  
UEFA Catering Guidelines for concessions and hospitality

**5,000+**  
refugees directly supported by UEFA and its members



# Environmental highlights

7

Circular Economy projects with 4 UEFA commercial partners

€1.6M

invested in climate resilience

98% of renewable electricity

-99% PolyEthylene Terephthalate waste at UEFA campus

35

languages available for the Sustainable Infrastructure Guidelines

NEW


UEFA Circular Economy Guidelines and Checklist, available in 10 languages

NEW

Event Sustainability Performance Evaluation System established

NEW

UEFA Carbon Footprint Calculator launched, used by 154 football organisations so far



**UEFA**  
CARBON FOOTPRINT  
CALCULATOR





# AREAS OF ACTION

Our strategy is to follow a clear, collaborative process that is based on each organisation's specific context and resources, with the ultimate objective of forming a framework for the delivery of multiple but coordinated action plans across our 5 focus areas: UEFA Internal Organisation, UEFA Events, UEFA Members, Football Ecosystem, Partners & Society.

# UEFA Internal Organisation

As an organisation with more than 700 employees and a wide range of activities, UEFA is committed to walking the talk when it comes to sustainability.

We aim to be consistent in our actions in applying all Social and Environmental Sustainability processes internally, across regulations, policies, communications, workforce and campus infrastructure.

## Focus

### Social and Environmental Sustainability Committee

Formerly known as the Fair Play and Social Responsibility Committee, the Social and Environmental Sustainability Committee meets twice a year to guide all of the division's activities. It devises the sustainability division's strategy, assesses progress against targets and invites questions.

The committee has 25 members, is chaired by UEFA Vice President Laura McAllister and includes representatives from the UEFA Members, European Leagues, European Club Association, FIFPRO Europe and Football Supporters Europe.

## What we did

UEFA documentation is constantly being reviewed to ensure that social sustainability criteria are being embedded effectively. This concerned two key areas of activity in the 2023/24 season. Firstly, to ensure that all documentation complies with our Inclusive Language Guidelines and secondly to reinforce the integration of Social and Environmental Sustainability methodology in our supplier management and procurement processes.

A number of activities have been conducted internally to ensure consistency with our 11 policies, including obtaining equal salary certification, a diversity and inclusion survey of staff and the calculation and assurance of UEFA's carbon footprint.

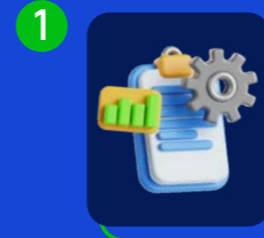
### Committee composition

**Chair** Laura McAllister (Wales)  
**Deputy Chair** Jesper Møller Christensen (Denmark), Bernd Neuendorf (Germany)  
**1st Vice Chair** Klara Bjartmarz (Iceland)  
**2nd Vice Chair** Kairat Boranbayev (Kazakhstan)  
**3rd Vice Chair** Laura Georges (France).

**Members** Jacinto Alonso (Spain), Francisca Araújo (Portugal), Cristina Blasetti (Italy), Milovan Djukanović (Montenegro), Paul Elliott (England), Ekaterina Fedyshina (Russia), Doruntinë Fetahaj (Kosovo), Conrad Kirkwood (Northern Ireland), Haris Loizides (Cyprus), Shimon Maimon (Israel), Meta Römers (Netherlands), Charles Schaack (Luxembourg), Dragan Soldo (Bosnia & Herzegovina), Ian Torrilla (Gibraltar), Jan Van Daele (Slovakia), Pascale Van Damme (Belgium).

**Special Advisor** Dominique Blanc (Switzerland)  
**European Club Association Representative** Philipp Heßberger (Eintracht Frankfurt)  
**European Leagues Representative** Marcin Animucki (Poland)  
**FIFPRO Europe** Marketa Haindlova (Czechia)  
**Football Supporters Europe** Niamh O'Mahony (Republic of Ireland)

## Actions



**1** Review of UEFA documentation to embed social sustainability criteria



**2** Equal salary certification



**3** Diversity and Inclusion survey



**4** Calculation and assurance of carbon footprint



**5** Sustainability activities implemented at UEFA campus

## What we achieved



**Equal salary certification:** obtained

**100%** of UEFA employees received diversity and inclusion survey results

**17,243 tCO2e** Internal Organisation carbon footprint

**Internal Organisation carbon footprint independently assured** by ERM Certification and Verification Services Limited (ERM CVS) as part of their limited assurance engagement. Please see ERM CVS's Independent Limited Assurance Report on pages 53 for more details

**900m<sup>2</sup>** of solar panel installed at UEFA campus

## Work in progress

The review of UEFA documentation will also finalise its first step, outlining recommendations towards more inclusive language across documents identified as high priority. We are pushing forward with our UEFA campus accessibility upgrade, for which recommendations have been issued. We are working closely with our travel management team as part of our ongoing carbon reduction plan to update our practices and ensure that our travel arrangements are more efficient, allowing travel emissions to be reduced.

# UEFA Internal Organisation

## Focus on Sustainability on the UEFA campus

UEFA has been based in the Swiss town of Nyon for more than 30 years and our campus is currently undergoing a transformation to ensure sustainability. A number of renovations have taken place on campus in the last year, particularly the widespread installation of solar panels.

As much as 6% of our annual energy needs will now be met by 900 square metres of solar panels installed on our Bois-Bougy building, with an annual capacity of 203,000 kWh, which represents the annual consumption of 44 four-person homes. This electricity will be used to recharge our 120 batteries and to power our 30 electric vehicle charging stations with the remainder returned to the grid.

This project is in addition to the 220 square metres of solar panels which are currently on the roof of La Clairière building. On days when the solar panels produce insufficient energy, the batteries offer extra storage capacity.

The 120 batteries of our Uninterruptible Power Source\* inverters have been in use for five years. The batteries have a life of 10 years, but are replaced every five to meet IT standards.



**99%**  
reduction of PolyEthylene Terephthalate on the campus compared to 2019

**900m<sup>2</sup>**  
solar panels installed on the campus

**30**  
electric vehicle charging stations

**98%**  
of renewable energy on the campus

Other measures include, but are not limited to, the banning of plastic bottles and paper cups – which has reduced the volume of PolyEthylene Terephthalate waste by 99% since 2019 – and a rainwater collection system.

\*An uninterruptible power supply (UPS) or uninterruptible power source is a type of continual power system that provides automated backup electric power to a load when the input power source or mains power fails.

# UEFA Events

We have a longstanding commitment to embedding sustainability principles into all of our activities through a matrix of dedicated Environmental, Social and Governance (ESG) actions applicable to all events.

## Focus

Our objective is to expand activities from event to event, striving for improvement in the quality and depth of implementation.

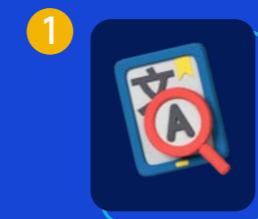
Example activities include: raising the bar for accessibility services by establishing the Disability Access Officer role, embedding Child & Youth Protection (CYP) requirements into event manuals, and advocacy for sustainability causes through demonstration matches at club finals festivals. We also measure the carbon footprint of our events and invest in carbon reduction projects in the host country through the Climate Investment Fund.

## What we did

Every single UEFA event has a bespoke strategy, shaped by Environmental, Social, and Governance principles, the implementation of which is led by an event sustainability manager. This structures the implementation of sustainability activities and in devising each strategy, the type, size and host of the event is considered to establish the right activities and targets. UEFA EURO 2024 being the event delivered according to the highest standards so far.

A new Event Sustainability Performance Evaluation System (described in the Event Sustainability policy page) will complement the implementation of the Environmental, Social, and Governance matrix from the very start of the event life cycle - the bid process, with prospective hosts required to integrate social & environmental sustainability criteria in their application.

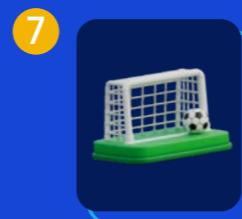
## Actions



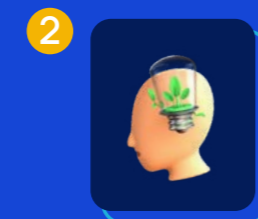
1 Environmental, Social, and Governance strategy for our events



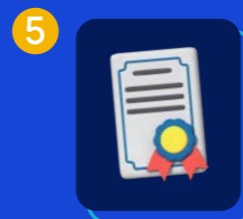
4 Sustainability process from bid requirements to reporting



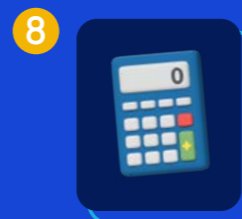
7 Showcase social partners demo matches at our finals festivals



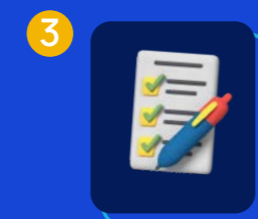
2 Sustainability manager for our events



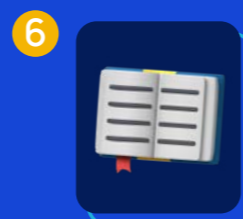
5 Accessibility services implemented, as per guidelines



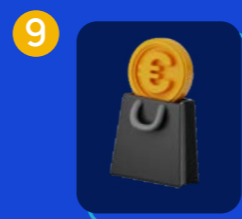
8 Calculation and assurance process for UEFA Events carbon footprint



3 Application of Event Sustainability Performance Evaluation System at UEFA EURO 2024



6 Child & Youth Protection requirements embedded in event manuals



9 Climate Investment Fund

## What we achieved



**100%** of events had a bespoke strategy, **690** actions in total, **+44%** compared to last season

**95%** of UEFA EURO 2024 Sustainability Performance Evaluation criteria achieved

**100%** of bid processes have Social and Environmental Sustainability criteria embedded

**6/12** events had UEFA Disability Access Officer and dedicated accessibility team

**100%** of events had a Child & Youth Protection policy and officer

**16** partner associations involved in social sustainability demonstration matches

**7,894 tCO2e** UEFA Events carbon footprint

**€283,080** invested into the Climate fund, an increase from €20 to €40 per tonnes of CO2e

## Work in progress

We are working to include the embodied carbon emissions in infrastructure (second category of Greenhouse Gas Protocol - capital goods), which is an extremely complex issue. This was initially omitted from the carbon accounting methodology for football due to its complexity. UEFA is working with experts to draft a report on this subject.



# UEFA Events

Focus on UEFA EURO 2024

**€30.6M**  
budget for sustainability

**120+**  
sustainability actions

**95%**  
reaching the excellence level and obtaining assurance

**500+**  
sustainability volunteers

## Environmental

**€8M**  
of carbon footprint reduction measures implemented

**50**  
carbon footprint reduction measures implemented

**81%**  
of ticket holders used free local public transport

**100%**  
of stadiums operated with renewable energy

**75%**  
reduction of PNAs flights compared with UEFA EURO 2016

**36%**  
waste reduction compared with UEFA EURO 2016

**4.8M**  
drinks in reusable cups rather than single-use cups

**0%**  
waste to landfill

## Social

**10,000**  
disabled fans

**100%**  
of matches had audio-description

**100%**  
of matches assessed for human rights risks

**124**  
nationalities represented by volunteers

**5.4BN**  
people reached through the #FootbALL campaign

**100%**  
of stadiums had dedicated walking & cycling routes

## Governance

**17**  
sustainability managers

**9**  
sponsors engaged in tournament sustainability activities

**53**  
sustainability criteria audited by third party\*

**81%**  
of staff and volunteers completed sustainability e-learning module

Check out the full ESG Report here



\*Independently assured by DEKRA Assurance Services GmbH (DEKRA) as part of their limited assurance engagement. Please refer to UEFA EURO 2024 Environmental, Social, and Governance Report for further information

# UEFA Members

UEFA represents 55 national football associations across Europe. They each operate in a unique, local, cultural, sportive context. We support our member associations on their individual sustainability journeys through community building initiatives, educational sessions, toolkit and guidelines and conditional funding.

## Focus

### Sustainability strategy across the 55 members

All 55 member associations now have a sustainability strategy and are each delivering on them in their local contexts.

Strategies are shaped according to the specific needs of each member association, and are all aligned with UEFA's Football Sustainability Strategy 2030 "Strength Through Unity".

We continue to support the members in the "strategy to action loop" consisting of strategy updates, action planning, Social and Environmental Sustainability reporting and steps towards continuous improvement and innovation.

## What we did

UEFA is here to help our member associations understand the scope and potential of sustainability strategic investment. Beside the numerous on-line trainings, a key resource in this aspect is the annual Social and Environmental Sustainability managers meeting, where all 55 Social and Environmental Sustainability managers, come together with the aim of upskilling and sharing best practices.

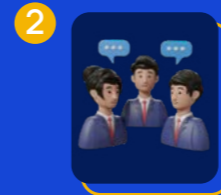
To gain insights on the community, and understand how to better support it, we run a yearly dedicated survey. Such support also takes the form of funding, with the HatTrick Programme, Climate Investment Fund, Emergency Grant and Refugee Grants all used by our members. Accompanying toolkits are available.



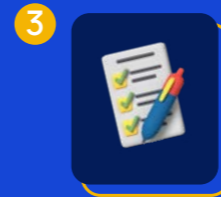
## Actions



Sustainability managers and sustainability strategy for all 55 Member Associations



Dedicated educational meetings for Social and Environmental Sustainability managers



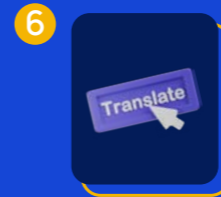
Members Sustainability Survey



UEFA Social and Environmental Sustainability funding: HatTrick programme, Climate Investment Fund, Refugee Grants and Emergency Grants



Set of topical toolkits and guidelines



Translation of toolkits and guidelines

## What we achieved



100%

of UEFA members have a sustainability manager, a strategy and started to report progress

54/55

member associations replied to the Sustainability Survey

38/55

member associations reported improved perception of work around sustainability in their own organisation

+€7M

Social and Environmental Sustainability funds dedicated to our member associations

9

toolkits and guidelines available in member associations languages

## Work in progress

Appointment of fully dedicated Social and Environmental Sustainability managers for each of the UEFA members, whose exclusive focus will be sustainability-related. They will be responsible for the development of a comprehensive action plan to facilitate the implementation of their association's sustainability strategy, and advance sustainability in their domestic football ecosystem, including through support provided to clubs and leagues. In addition, each association is required to appoint a national Disability Access Officer (DAO), to ensure the provision of inclusive, accessible facilities and services at matches and for educational programmes.

# UEFA Members

## HatTrick projects

### Austria (OFB)



After finalising the content of its domestic football sustainability strategy, the Austrian Football Association invested time and resources in updating its graphic design, to make the strategy as engaging and user-friendly as possible. This action was based on the intention to widely disseminate the strategy to key stakeholders, such as federal associations and clubs, thus preparing the ground for their increased commitment to social and environmental sustainability.

### Finland (SPL)



The Football Association of Finland focused on more effective communication to support its clubs and better highlight the work being done in the area of sustainability. An advertising agency was consulted to design easy-to-use websites where clubs can share their own projects and learn from other clubs' best practices. In the sphere of communication, a monthly newsletter was sent to 880 clubs, reaching more than 2,500 people, to spread the word on sustainability.



### Germany (DFB)



The German Football Association continued to roll out its sustainability strategy in the football industry, chiefly through a series of bespoke workshops. Sustainability criteria were embedded in league licensing and now cover the men's third division and women's Bundesliga. Three clubs in the men's third tier have already been audited for sustainability. A climate and environmental action plan has been piloted in one region in preparation for a national rollout. A national conference on sustainability in football was held in April, attended by more than 120 participants from amateur football clubs, regional football federations and NGOs, with more than 80% of the attendees aged under 35.

### Poland (PZPN)



Research conducted by the Polish Football Association while developing an Environmental, Social, and Governance Strategy found that many people in the football community were unaware of sustainable development and what projects could be implemented within this framework. A series of training sessions were held in the 2023/24 season, especially for Ekstraklasa, Ekstraliga, and 1 Liga clubs. The training aimed to introduce the topic and highlight development opportunities for clubs. As a next step, a major sustainability forum is planned for at least 100 stakeholders from the Polish football ecosystem.

### Sweden (SvFF)



Once the Swedish Football Association's sustainability strategy had been finalised, the next phase of their work was to increase awareness of sustainability within the organisation itself as well as in boards and committees at regional and local levels.

The current focus is on developing more effective ways of promoting sustainability and boosting support for learning throughout the football ecosystem. In particular, a "football and society" section is being developed on the website to ensure that 100% of committees and staff are aware of the strategy and understand their role in its implementation.



### Switzerland (SFV-ASF)



The Swiss Football Association launched their Quality Club project in 2022. The first group of Swiss clubs were analysed, advised and certified in specific areas, including social and environmental sustainability. The project's comprehensive club support and certification programme includes professional mentoring support, strategy development and action planning. Exemplary clubs have been awarded Quality Club certification. The following phase saw a further 25 pilot clubs included in the programme. Clubs are implementing the project at a rapid pace, thus increasing its social, economic and ecological benefits. In addition to 17 regular workshops that include content from the Swiss FA's sustainability strategy, known as the "Spirit of Football", a forum of all 49 participating clubs was held.



# Football Ecosystem

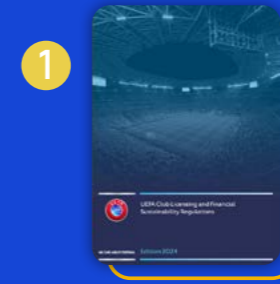
Our aim is to involve clubs, leagues, players, referees, officials, coaches and volunteers in driving sustainable practices within the game. We aim to collaborate on joint initiatives and work with each of the above stakeholders to ensure that best practice on sustainability is followed across European football.

## What we did

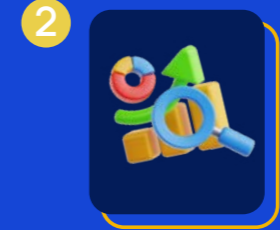
Throughout 2023/24, we updated the UEFA Club Licensing regulation, promoting some sustainability criteria from B to A level and developing a dedicated chapter in UEFA Club Licensing Guide to support clubs in the implementation of the regulations. Football stakeholders were consistently engaged in the development of methodologies and guidelines through consultations and a working group. All outputs were then piloted by a dedicated group of football organisations to show proof of concept, with early lessons shared to aid the practical application of these initiatives. A positive example of this teamwork is the UEFA Carbon Footprint Calculator, which was launched in March 2024. This was the result of a collaborative effort spanning two years, engaging two dozen football organisations and external advisors.

Regular webinars in partnership with European Club Association (ECA) are allowing the ever-growing community of sustainability managers and stakeholders across European football to share news, updates, technical expertise and resources, continually raising the standards across leagues. Meanwhile confederations have shared developments and encouraged best practice in areas including sustainability and child and youth protection. We initiated a collaboration with CONMEBOL to create, develop and monitor a child and youth protection framework. The framework will be firstly implemented in the confederation and in a second phase disseminated to the members through a three-year project.

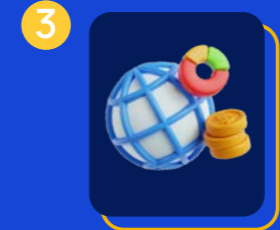
## Actions



1 UEFA club licensing regulations updated



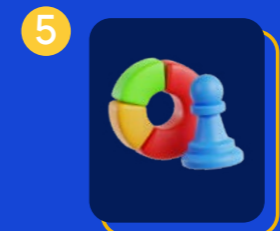
2 Engagement of clubs and leagues in consultation process



3 European Club Association and EL-webinars



4 Collaboration with confederations



Representatives of the European Club Association, Europa League, Fédération Internationale des Associations de Footballeurs Professionnels and Football Supporters Europe included in Social and Environmental Sustainability committee



## What we achieved

500+ clubs comply with updated UEFA Club Licensing regulations

1,200+ participants across six webinars focused on UEFA Club Licensing requirements on social and environmental sustainability

Collaboration on Child & Youth Protection with CONMEBOL initiated

Social and Environmental Sustainability committee structure expanded for the cycle

2023-27 cycle

+4 football organisations added to UEFA Social and Environmental Sustainability committee for the 2023-27 cycle

## Work in progress

Thanks to our close links with the European Club Association, more than 500 clubs are now working with us and each other to use the game's reach to create a better future for everyone.

Regular webinars are allowing the ever-growing community of sustainability managers and stakeholders across European football to share news, updates, technical expertise and resources which continually raise the bar across leagues, while confederations have been engaged to share developments and encourage best practice across areas.



# Football Ecosystem

## Focus on Club Licensing

The 2024 edition of the regulations has been refreshed to reflect UEFA strategic ambitions. Updated UEFA Club Licensing guidelines have been put in place to catalyse a strategic approach to social and environmental sustainability across European football.



### Club licensing update for men's football



Criteria updated in May 2024. A\* criteria now include:

- Appointment of Social and Environmental Sustainability Officer
- Requirement of an Social and Environmental Sustainability Strategy

\*Compliance with A criteria is required to obtain the licence.

### Club licensing update for women's football



New criteria in May 2024. B\*\* criteria now include:

- Appointment of an Social and Environmental Sustainability Officer

\*\*Compliance with B criteria is required to avoid sanctions but does not prevent to obtain the licence.

Clubs must also establish and implement dedicated policies in areas such as equality and inclusion, anti-racism, child and youth protection and environmental protection, aided by the development of a dedicated chapter in the UEFA Club Licensing Guide to support clubs in the implementation of the regulations. More than 500 clubs across Europe are impacted by this process. Ongoing work will have an effect in terms of the requirements for participation in UEFA club competitions across the men's and women's game.

# Partners & Society

Engaging commercial partners, fans, suppliers, media, broadcasters, 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.

## Focus

UEFA's sponsors have shown an increasing commitment to sustainability in recent years. We have taken this commitment on board and co-design event-specific initiatives to champion respect for the environment, social inclusivity and community engagement.

At UEFA EURO 2024 nine sponsors engaged in tournament sustainability activities, while four sponsors engaged across the four UEFA club competition finals with 303 actions covering 37 topics. We will continue to engage with commercial partners in the build-up to and during UEFA Women's EURO 2025, with the tournament's dedicated Environmental, Social, and Governance strategy aiming to inspire and set new sustainability benchmarks.

## What we did

We continue to influence the discussion on the role of football in sustainability. We have done this through continued engagement with sponsors and by hosting our own events, occupying spaces in external events and leveraging technology to push content.

Consistent innovation in this space was apparent throughout 2023/24 as we launched our first-ever Healthy Sustainable Catering Guidelines, a groundbreaking Carbon Footprint Calculator and updated Accessibility Guidelines to ensure European football and its infrastructure is accessible to anyone who wants to take part. Circular Economy Guidelines were also refreshed with the aim of revolutionising football's consumption model and significantly cutting waste.

Beyond hosting dedicated events online and in-person, the UEFA team regularly contributes to presentations and panel discussions in international sustainability events & forums, advocating the importance of a strategic approach to respecting human rights and the environment. Sessions across the past season covered topics such as accessibility, health and wellbeing, and the role of football in contributing to the Sustainable Development Goals.

Among the events attended was Sport for the Promotion of Peaceful and Inclusive Societies held at the UN's New York headquarters, as well as another initiative at the COP 28 conference in Dubai. UEFA also became the first organisation to sign up for the UN's Football for the Goals initiative and consequently issued a call to action.



## Actions

1



Activities and collaboration with sponsors

2



UEFA football sustainability events

3



Participation in international sustainability events and forums for United Nations Football for the Goals

4



Member signatories followed UEFA's call to action for United Nations Football for the Goals



## What we achieved

13

sponsors engaged in UEFA Events

18

partners engaged across the season

5

Social and Environmental Sustainability events organised

36

UEFA member signatories of United Nations Football for the Goals

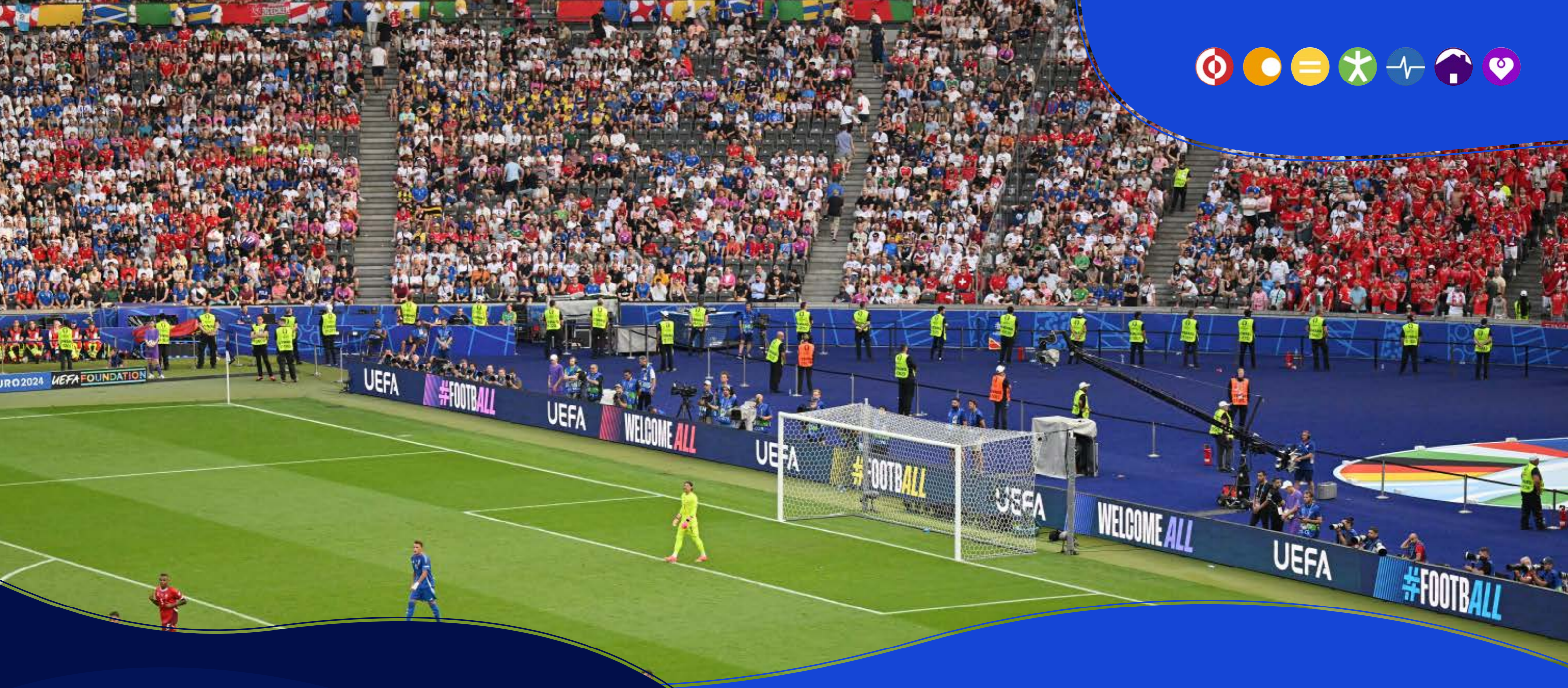
## Work in progress

UEFA's commercial partners continue to show an increasing commitment towards sustainability in the last years. We intercept it and co-design event specific initiatives to champion respect for the environment, social inclusivity and community engagement.

We will continue to engage with commercial partners in the build-up to and during UEFA Women's EURO 2025.

# Thank you to our partners





## SOCIAL POLICIES

# FOOTBALL AS A UNIFYING FORCE

We recognise the critical importance of football as a unifying force. UEFA's human rights policies, Anti-Racism, Child & Youth Protection, Equality and Inclusion, Football for All Abilities, Health and Well-being, Refugee Support, Solidarity and Rights, form the very foundation of our commitment to creating a more inclusive and fair footballing environment.

In line with the ongoing efforts of our Strength through Unity strategy, we continue to advance seven key strategic social 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.

# Anti-racism

Prevent and fight all forms of racial discrimination in the football environment, from grassroots to the elite professional level. Our message is clear: in football, everyone is welcome. All involved in football should be treated with respect and enjoy equal rights and opportunities.

## Focus

Launched in 2023, the OUTRAGED toolkit brings the initiative to life and sees member associations, clubs and leagues access bespoke resources.

The OUTRAGED initiative is our main leverage point when it comes to education and awareness of all forms of anti-discrimination.

The OUTRAGED initially addressed five topics: racism, refugee discrimination, online abuse, sexism and homophobia. In consultations with clubs, we perceived a gap in the area of disability and disability discrimination. On December 3, the International Day of Persons with Disabilities, in 2023, a sixth module was launched addressing the issue of disability discrimination.



## What we did

On the front line of the fight against discrimination is UEFA's Match Observer Scheme. A trained, anonymous observer attends high-risk matches and documents any issues. The consequences can include spectator bans for certain matches.

In the digital sphere, we conduct online abuse monitoring and work with social media platforms directly to remove or report abusive content.

Meanwhile, UEFA has a robust internal reporting and remedy structure for discrimination.

## Actions

1



OUTRAGED educational toolkit

2



Match observer scheme

3



Online abuse programme at UEFA events

4



Initiated remedy measures for online abuse incidents

## What we achieved



30

member associations use the OUTRAGED toolkit

31

instances of discrimination identified from the 120 high-risk matches observed, an increase compared to last season

100%

of UEFA Events covered by the online abuse programme, **100%** of teams received educational material and match findings

61%

of abusive online posts removed during UEFA events

## Work in progress

The OUTRAGED series and toolkit continue to be leveraged as a main tool in UEFA's efforts towards education in relation to anti-discrimination, equality, and inclusion. Tailored implementation plans are being discussed with each member association. Season 2024/25 introduced pivotal change and reforms to the structure and format of UEFA club competitions that increased the number of matches played. As such, the match observer scheme was increased from 120 to 150 high-risk matches per season.



# Anti-racism

HatTrick projects

## Bosnia & Herzegovina (BHFF)



The Bosnia and Herzegovina Football Federation has used the popularity of football as a means for promoting social inclusion, diversity and intercultural dialogue. Football events involving other Balkan nations have been an opportunity to educate youngsters about human rights and non-discrimination, thereby contributing to peace and reconciliation in divided societies. Another key objective has been the empowerment of youth, women and girls, minority groups and ethnic minorities.

## Croatia (HNS)



To help focus on football social responsibility within the Croatian football community, the Croatian Football Federation (CFF) hosted a two-day seminar for security officers, press officers and Social and Environmental Sustainability officers from all first division clubs, along with relevant CFF officials and leading experts. The main objective was to discuss a multi-faceted approach to incidents of racism and discrimination at football matches, including more frequent campaigns on anti-racism and discrimination. The success of the project was founded on the attendance of all ten clubs from the Croatian first division, gathering relevant feedback from each club's challenges and goals, before working with the clubs to develop new formats designed to increase inclusivity in football.

## Romania (FRF)



The Romanian Football Federation has made a concerted effort in the area of anti-racism and anti-discrimination. Working with stakeholders including the FARE network - set up to counter discrimination in European football - and Romania's national anti-discrimination agency has bolstered activities that ensure football is a welcoming environment for all. The centrepiece of the initiative is a group of ten observers who record incidents of racism and discrimination. The federation has also completely revised its disciplinary regulations and ethics documentation to align with best practice, as well as staging "Good House Tournaments" dedicated to promoting inclusion and diversity and raising awareness. This work extends to the clubs of the first and second tiers of the Romanian system, and has resulted in a network of expertise and collaborative action.

# Child & Youth Protection

Football should be a safe and empowering environment for all children and young people. Under this policy, UEFA focuses on protecting the rights of children and young people playing or participating in football, preventing and responding to any form of harm.

## Focus

### Competition-specific UEFA Child & Youth Protection Guidelines

The development of competition-specific guidelines has been a crucial next step on European football's Child & Youth Protection (CYP) journey. Informed by internal and external consultation and published in November 2023, the guidelines equip Child & Youth Protection officers, event organisers and all key actors with a framework to ensure that children feel safe at UEFA events. They cover such topics as potential risks for children and youth, preventative measures and responsive measures. Particularly in the events space, clear delineation of roles is paramount to keeping children safe.



## What we did

The competition-specific UEFA Child & Youth Protection guidelines were tested at UEFA club competition finals and UEFA EURO 2024. Dedicated officers were included in the venue management teams and the workforce at each venue were included in the safeguarding process and training. The experience gained and the lessons learned will be the basis for a revision of the guidelines in time for this season's finals, youth competitions and UEFA Women's EURO 2025.

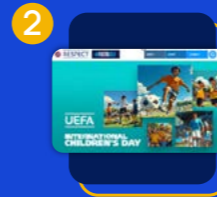
We have aimed to upskill and nurture the new Child & Youth Protection officers in a number of ways. These include five dedicated webinars each season to equip Child & Youth Protection officers with the knowledge they need to fulfil their roles effectively. We also offer guidance on using the Child & Youth Protection digital platform and organise an in-person workshop every two years to establish a sense of community and raise awareness on child safeguarding.



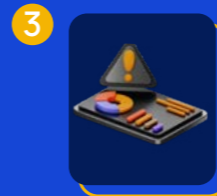
## Actions



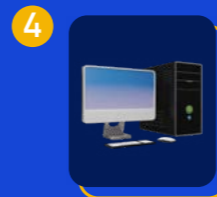
1 Child & Youth Protection officers appointed and trained



2 UEFA Child Safeguarding digital platform and toolkit revision process initiated



3 Child & Youth Protection policy implementation across member associations



4 Webinars dedicated to member clubs and leagues



5 Digital platform – increasing use



6 Child & Youth Protection workshop in person

## What we achieved



40

member association's with Child & Youth Protection policy in place

60

member association's representatives attended the Child & Youth Protection workshop in Ljubljana

+80%

registration for the UEFA Child Safeguarding digital platform

54

Child & Youth Protection officers appointed and trained across member associations

## Work in progress

UEFA's popular Child Safeguarding digital platform, providing a central online information resource, is undergoing an update together with its toolkit and guides. The objective is to ensure that these resources continue to serve the needs of those working directly or indirectly with children in football settings. Meanwhile, for the first time, UEFA C licence and grassroots coaching courses will have Child & Youth Protection requirements embedded. This has been the case at UEFA A and B licence level for some time.

# Child & Youth Protection

## HatTrick projects

### Faroe Islands (FSF)

The Faroe Islands Football Association focused on creating a new child safeguarding website in 2024. The objective was to better protect children and youth players from any form of abuse. The scheme was supported by clubs who implemented appropriate child and youth protection policies to ensure that all young footballers are kept safe and can enjoy the game. The project introduced a website where clubs and players can get information and report incidents. The website launched on World Children's Day (20 November 2023) and continues to be updated with relevant educational materials and acts as a support for anyone who needs it. Partners include the Faroese Confederation of Sports and Olympic Committee, the police, the data protection authority and SSP.



### Iceland (KSI)

The Football Association of Iceland created a new scheme called Guardian of Children. The goal of the project was to use education to prevent violence, specifically sexual violence, against children. A further objective was to improve the association's image. The project also sought to inspire companies and individuals to support partners, particularly Barnaheill - Save the Children in Iceland. Some 58 individuals attended seven courses.



### Latvia (LFF)

The Latvian Football Federation created a new child safeguarding programme designed to provide educational support for children in football. The programme aimed to include all league clubs, ensure training of key club and official personnel and engage in regular communication and activity documentation. All clubs in Riga attended an awareness meeting in 2024 with a total of around 177 students taking part in training.



### Serbia (FSS)

After an extensive research project that established the degree of risk of physical and psychological harm to young people at grassroots level, the Football Association of Serbia delivered a wide range of educational activities in the area of child and youth protection. Grassroots coordinators implemented this topic within the UEFA C diploma courses and embarked on a youth coach education programme. This built on the general strategy established by the association during the 2023/24, which saw the working group include child and youth protection as one of the core perspectives on developing any segment.



### Wales (FAW)

The Football Association of Wales created a new safeguarding and child protection content creation and upskilling programme for 2023/24. The programme was established to tackle key child protection issues in Cymru (Wales) using the power of football to upskill the volunteer workforce. The focus was on developing key content for young people on topics such as misogyny, keeping yourself safe online, sexual abuse and harassment and harmful behaviours. A further objective was to empower parents and volunteers in football to be able to create a safe, transparent culture with safeguarding and child protection at its heart. The volunteer workforce was a priority: ensuring they have optimal skills to manage concerns effectively is essential to safeguard children in the grassroots game. The results of the programme include four awareness-raising pieces developed to keep children safe in football and the delivery of ten upskilling workshops to safeguarding volunteers.





# Equality and Inclusion

We want to ensure that the football community can be part of the game with equal access for everyone.

Equality and Inclusion is deeply interconnected with all of our strategic policies, which is key to uniting communities behind positive social impact.

## Focus

### Gender Equality Working Group

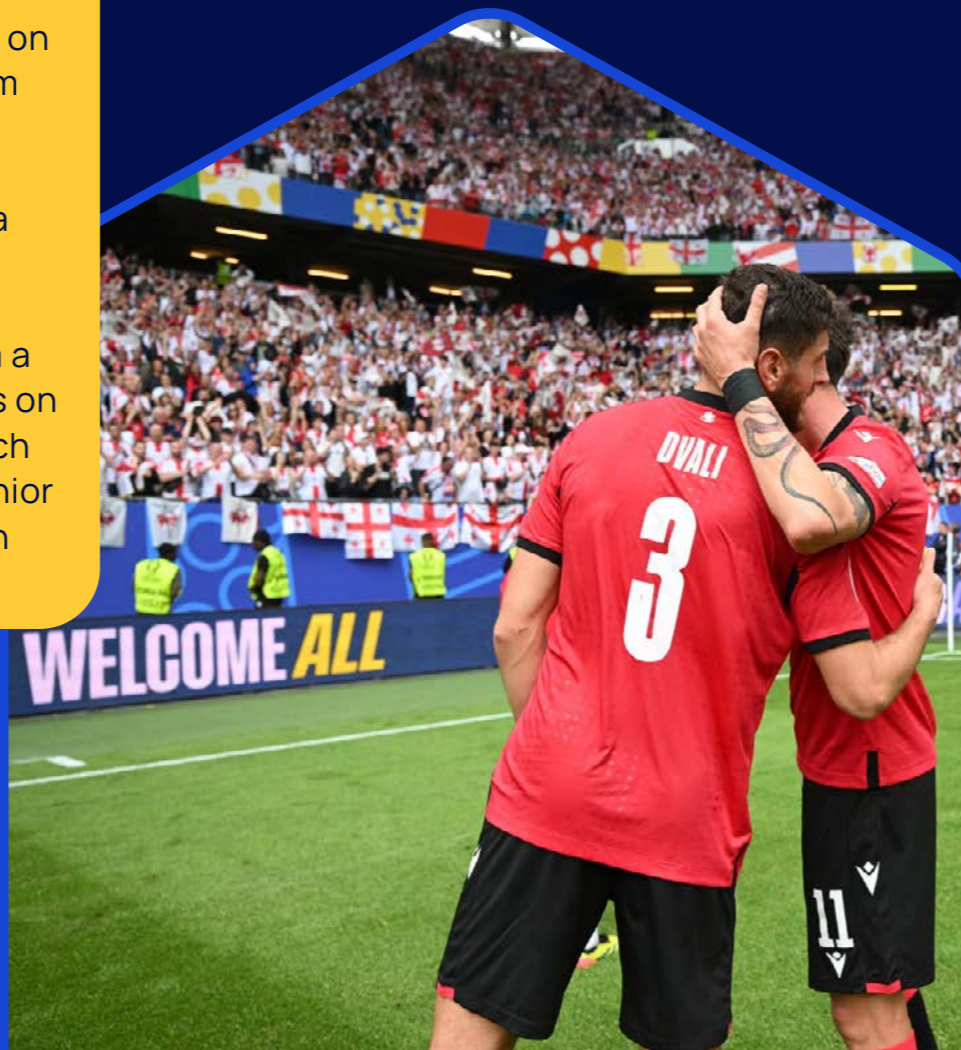
In its first iteration, a Gender Equality Working Group was instrumental in ensuring two guaranteed positions for women on UEFA's Executive Committee from 2025 onwards.

Led by UEFA Vice President Laura McAllister, it reformed in 2021 for a second phase. The group encompasses ten members from a range of backgrounds and meets on a quarterly basis. Its second batch of recommendations to UEFA senior management will be presented in early 2025.

## What we did

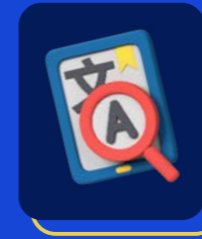
The way in which language is used can have a significant impact and its effects can be easily overlooked. Our Inclusive Language Guidelines are designed to ensure the language we use is effective, respectful, accurate and relevant. We have sharpened our focus to deploy these guidelines at UEFA events, taking into account the specific features of the languages of our event hosts.

A diversity and inclusion survey of the UEFA administration has helped us understand the experiences of our staff. Our recruitment process has been upgraded to ensure inclusivity and prevent the impact of bias. Since 2018, a Gender Equality Working Group has championed gender equality across UEFA's appointed, elected and administrative bodies.



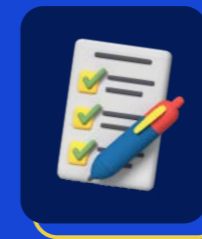
## Actions

1



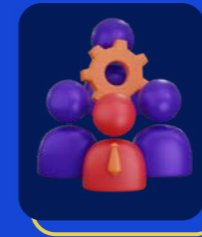
UEFA Events applied the Inclusive Language Guidelines

2



Diversity and inclusion survey for staff

3



Recruitment process upgrade

4



Gender Equality Working Group

5



OUTRAGED educational toolkit

## What we achieved



100%

of UEFA events applied the Inclusive Language Guidelines

+4%

improvement in the Diversity & Inclusion Index in UEFA

100%

of job postings since March 2024 follow the upgraded recruitment process

12

UEFA member representatives on the Gender Equality Working Group which focuses on

3

target areas: elected, appointed and administrated positions

30

member associations using OUTRAGED

## Work in progress

A brand new Equality and Inclusion toolkit, set to be released in early 2025, will support football Organisations with practical guidelines on how to apply the principles of equal rights and opportunities on the pitch, off the pitch and in the stands.

# Equality and Inclusion

## HatTrick projects

### Azerbaijan (AFFA)



Azerbaijan has worked extensively on its correctional facilities to deliver a new curriculum for youth offenders aged 14-18 that has football at its heart. A programme of football coaching sessions encouraged offenders to remain physically and mentally healthy and helped them make better life choices during their time in the facilities. The accompanying educational training was overseen by UNICEF psychologists and the project was delivered in partnership with the Ministry of Justice.

### Bulgaria (BFU)



The Bulgarian Football Union created the Team of Hope in 2024 to drive meaningful involvement in football for migrants, refugees, people from Roma and Turkish minorities, orphans and people with addictions. The project had a specific focus on women, girls and young people. The project is ongoing and aims to engage 200 participants from a minimum of 15 residential areas across five tournaments with the aim of selecting eight players to represent the national team. The project has been supported throughout by the Bulgarian Association of Social Management.



### England (FA)



The Football Association, together with their equality partner Kick It Out, deployed a team of Inclusion Ambassadors to support the grassroots game in 2023/24 and beyond. These roles have been designed to grow recreational football in all communities that are currently under-represented in the game. The new ambassadors were identified by connecting with a diverse workforce of people and integral allies from the communities. Three education and awareness sessions were delivered in 2024 with grassroots clubs in Birmingham, London and Leicester, with a total of 1,000 attendees.

### France (FFF)



The French Football Federation launched a project to combat all forms of violence and discrimination in football. The project was the first version of its global plan to fight violence and discrimination in all areas of football, especially the amateur game. The plan focused on a number of areas ranging from education and prevention to victim support and training. The project built and managed an interactive reporting platform which trained and supported 300,000 football supervisors to help enforce the policies. In the 2023/24 season, all 634 alerts that came through the platform were addressed.



### Georgia (GFF)



The Georgian Football Federation (GFF) has worked on a joint venture with the Ministry of Health, Ministry of Defence, City Hall and the Georgian Amputee Football Association to raise awareness and develop amputee football in Georgia. The GFF realised the importance of football in the process of integration and supported the Amputee Football Association in a project to promote inclusion and healthy lifestyles. The project incorporated competitions including a national league, two cup competitions and various international events. The initiative also featured an education programme covering coaches and referees. The project focused on raising awareness and improving domestic competitions ahead of the European Championships. Some 85 players were recruited. At the highest level, Georgia won European Amputee Nations League Group C and will be promoted into Group B after the 2025 European Championships.

### Lithuania (LFF)



The Lithuanian Football Federation has used the OUTRAGED tool to drive inclusion in their football ecosystem. The federation hired a specialist to disseminate the tool. An ambassador was appointed to identify the main topics from OUTRAGED that applied to specific challenges and target groups and education sessions were rolled out. The project supported and expanded equality and inclusion events in Lithuania. In particular, three certified academies used the tool and three youth national teams were educated. A total of over 200 people took part in OUTRAGED education sessions.

### Republic of Ireland (FAI)



The Football Association of Ireland this year delivered the Irish Homeless Street League's 20th anniversary tournament, a key project in their equality, diversity and inclusion policy. The project was designed to reinforce the association's football and social responsibility strategy with clear links to the priorities of health and wellbeing. The nationwide leagues created positive change by motivating, inspiring and developing people who have experienced homelessness, alcohol and substance abuse, or are ex-offenders, long-term unemployed or refugees. The league project featured 12 teams, six for men and six for women, and led to positive outcomes which challenged the stigma and perceptions often faced by people regarding these social issues.

# Football for all Abilities

European football should be accessible for everyone, whether they are watching or playing the game.

We strive to put the sport at the service of all of society and deploy football as a vehicle for human development.

## Focus

### Cooperation agreement with five Organisations

Over the last two seasons, UEFA has been assisting its member associations with the development of additional opportunities for disability football national teams, in this way ensuring that increasing numbers of people with special needs find their rightful place within the football community. Supported initiatives range from the creation of new teams in specific impairment formats to hosting international friendly matches and tournaments. Our work is aided by a co-operation agreement with five expert organisations: International Blind Sports Federation (IBSA), European Amputee Football Federation, European Powerchair Football Association, Special Olympics Europe Eurasia (SOEE), International Federation of CP Football (IFCPF).

## What we did

UEFA's Accessibility Guidelines have been a crucial step in our ambition to guarantee barrier-free access to football. They cover such areas as matchday activities, workforce training and infrastructure. The guidelines were updated in September 2024 to reflect technological and societal changes and to ensure they continue to meet the needs of a variety of stakeholders, from clubs to stadium operators. In the guidelines we highlight the contribution of the disabled workforce to football and identify best practices to encourage sporting Organisations to be more inclusive.

UEFA distributes starter grants to its 55 member associations, to facilitate the creation of international development encounters between disability national teams. The five European disability football organisations provide access to disabled people who wish to play our game, and support UEFA members with the increase of internal know-how in this area.

The Fan Festivals accompanying UEFA's club competition finals and UEFA EURO 2024 provided disabled players with a high-profile platform to showcase their skills in front of enthusiastic crowds. The footballers participated under the banner of the five disability football organisations or the hosting member associations, advocating for quality participation and pathway opportunities for disabled footballers.



## Actions

1



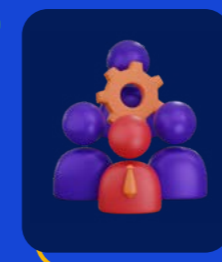
UEFA Accessibility Guidelines and checklist

2



OUTRAGED toolkit - new disability module

3



Development of disability teams in member associations

4



Support to disability football organisations

## What we achieved



### New

Accessibility Guidelines launched with **13** dedicated chapters

**46**

football disability teams across UEFA member associations

**5**

European disability football organisations supported to expand the game

**36**

member associations have a Disability Access Officer

**25**

showcase disability matches at UEFA fan festivals

### Work in progress

On 3 December 2024, the first-ever UEFA workshop for National Disability Access Officers (DAOs) took place in Lisbon, hosted by the Portuguese FA. We will continue to dedicate resources to their education and create knowledge-exchange opportunities for the Disability Access Officer community, to ensure team matches across Europe are barrier-free and enjoyable for disabled spectators.



# Football for all Abilities

## Focus on UEFA Accessibility Guidelines

About 16% of the world's population is disabled and this number is expected to increase in the coming years. Disabled people have the right to be part of football in the same way as everyone else. Therefore, it is vital that football is accessible across the board; UEFA considers this a top priority for the growth of European football.

Reference: <https://www.who.int/health-topics/disability>



UEFA's Accessibility Guidelines are at the core of our commitment to integrate accessibility into all aspects of football. The guidelines are designed to serve the entire football ecosystem, with a specific focus on venue owners and operators, event organisers and Disability Access Officers (DAOs).

They provide those stakeholders with concrete insights into the topic of accessibility, presenting a comprehensive overview of the requirements and procedures relating to how this applies in the football context.

For example, the guidelines offer advice on the matchday experience and elaborate on guidance for assisting disabled people, keeping language inclusive, disability etiquette

and prevention of disability hate. A corresponding accessibility checklist has been created for stakeholders to audit their operations and evaluate whether their services are accessible.

The checklist consists of more than 40 items in nine areas, ranging from accessibility roles to entering and leaving the stadium. This is a practical tool to enable the implementation of the accessibility guidelines and the widening of access to football in Europe.

**40+** Items assessed in the checklist across **9** areas



# Football for all Abilities

## HatTrick projects

### Andorra (FAF)



The Andorran Football Federation has stepped up its work on inclusion in a number of ways. There has been a major effort to hire two or three disabled people to drive a new inclusive agenda for football in the country. Elsewhere, the federation contributed to the preparation of Andorran athletes for the Special Olympics by means of two coaching sessions a week for squad players. The Andorran Football Federation has also been an active participant in the Tots Marquem international camps organised by the Red Cross.

### Belgium (RBFA)



The Royal Belgian Football Association has sought to improve its services for disabled people when watching matches and visiting the association's headquarters and technical centre. To this end, staff, volunteers and stewards have been trained to communicate properly about accessibility and website content has been enhanced. Wheelchair users are ensured full access at men's and women's national team games and volunteers assist disabled fans. All Belgian national team venues and association buildings have been evaluated for accessibility.



### Kosovo (FFK)



One of the Football Federation of Kosovo (FFK)'s major priorities for 2023/24 was the construction of a pitch designed for national disability teams. Through UEFA Social and Environmental Sustainability funds, the FFK had established two new national teams for disabled players – the blind and amputee national teams. These teams required a specifically designed pitch at the Hajvalia national training centre. The initiative has attracted around 100 blind and 40 amputee players. The aim was for as many disabled players as possible and footballers from other minority communities to benefit from the construction of the pitch.

### Portugal (FPF)



This year the Portuguese Football Federation launched a new accessibility project called Game On Inclusion. The project aimed to contribute to accessibility in Portuguese football and was conducted in partnership with experts from Access Lab – a company that works on the access of disabled and deaf people to culture and entertainment as a fundamental human right.

The project audited four stadiums, trained 40 people and has been the focus of a major marketing and communications campaign. The project has involved a number of key partner NGOs such as Accessible Portugal, Hands Voice, Bengala Mágica, Associação Salvador and Centro de Vida Independente and was implemented in four stadiums across men's and women's national team matches. In total, 424 people from different ability groups were welcomed, including 108 people with limited mobility, 63 deaf people and 57 visually-impaired people.



### Russia (RFS)



The RFU placed a major focus on environmental education in 2024. The programme included collaboration with professional football clubs on the UEFA environmental agenda and offered recommendations. The scheme also helped RFU staff enhance the connection between environmental issues and football, sharing learning with youth and community football programmes across the country. The project included 30 professional football clubs, including women's clubs, as well as about 50 youth football clubs (with some 1,200 players) and around 250 RFU staff. The RFU aims to reach over 250,000 people through their social media network.



## Health and Well-being

We passionately believe in the power of football to support healthy lifestyles and we encourage people of all ages throughout Europe to be physically active, whether it be through playing football or otherwise.

### Focus

Our investment in the development of Walking Football is a centrepiece in our commitment to promote healthy ageing. We are passionate about helping Walking Football to grow, but we also recognise variance in how the game is played across Europe.

From the UEFA Walking Football Cup – Pilot edition 2024 and the Walking Football Working Group emerged a Walking Football Toolkit, aimed at stimulating its growth. The toolkit is divided into sections covering recreational and competitive strands, aiming to reflect the diversity of the game. It provides recommendations, best practices, and resources to help football organisations and communities implement and promote Walking Football effectively.

### What we did

The UEFA Healthy and Sustainable Catering Guidelines continue to be a best-in-class benchmark for how to ensure our events take place in a healthy, safe environment.

They cover the selection, preparation, communication and waste management of food and beverages. The first set of guidelines, issued in September 2023, cover hospitality and banqueting.

For the first time, a set of guidelines have been published to cover food served on concessions - in which preparation and communication methods vary significantly - embedding healthy and sustainable catering in the fan experience.

Walking Football is also a key part of our work in supporting healthy lifestyles. The Walking Football Toolkit covers essential topics such as the benefits of walking football, characteristics of older participants, roles of the different people involved and medical recommendations to ensure participant safety.



### Actions

1



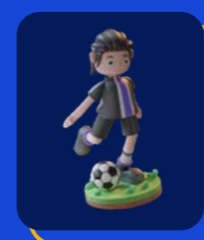
Healthy and Sustainable Catering Guidelines applied

2



Walking football promoted across Europe

3



Walking Football pilot tournament

4



Walking Football Toolkit

5



Take Care Programme initiated

### What we achieved



100%

of UEFA events disseminate the have Healthy and Sustainable Catering Guidelines

29/55

of member associations organise walking football

36

players aged between 52 and 79 (from England, Gibraltar, Portugal and Sweden) played in the walking football pilot tournament

**Walking Football Toolkit,**

for both recreational and competitive settings published October 2024

### Work in progress

The Take Care Programme is under development, targeting children and young people, and focusing on the following topics: physical activity, nutrition, mental health, digital addiction, substance awareness, and road safety. Designed for member associations, leagues, and clubs, the programme will offer a range of tools aimed to be used by parents, caregivers, coaches, and staff.



# Health and Well-being

## HatTrick projects

### Cyprus (CFA)



The Cyprus Football Association (CFA) launched its Assist to Life project designed to raise awareness of a range of campaigns to prevent addiction and in general promote healthy living and nutrition.

The project saw the CFA implement a number of initiatives including:

- printing and distributing 700 shirts for key partners and schools
- host four cooking lessons and distribute training materials
- reprinting a nutrition booklet
- producing a promotional film supporting a healthy lifestyle message.
- promoting smoke free stadiums
- engaging 50 schools in the European School Sports Week

Partners included the Cyprus National Addictions Authorities, Ministry of Education, Culture, Sports and Youth, University of Nicosia and various health industry and football experts.



### Czechia (FAČR)



In 2024, the Football Association of the Czech Republic (FAČR) highlighted cancer education, supporting various initiatives and programmes designed to help both survivors and those undergoing treatment. The project focused on veteran/senior football in Czechia and supported events promoting health and well-being for this age group. In addition, the FAČR also organised a football tournament to support cancer prevention and help children and parents in their battles with cancer. These projects saw the FAČR deliver 20+ tournaments featuring 56 teams for veterans football and a further 3,000 spectators, 24 teams and 280 players in a tournament designed to raise awareness of childhood cancer.

### Kazakhstan (KFF)



The KFF launched a new Walking Football Tournament in both Astana and Almaty in 2024. The events saw participation for over 150 players aged 50+ and were supported by the Kazakhstan Union of Football Veterans, Astana Football Federation and Almaty Football Federation.

### Scotland (SFA)



**4**  
Clubs

The Scottish Football Association worked in collaboration with key partners to educate women from disadvantaged communities about the menopause and offer support.

**90**  
Players

The initiative leveraged the influence of football to address the stigma surrounding menopause, equipping women with crucial knowledge during this phase of their lives. The pilot project saw 25 women participate over 12 weeks. Training workshops allowed a 12-week awareness programme to be delivered at football clubs across Scotland. The project was developed in partnership with the University of Glasgow.

### Slovenia (NZS)



The Football Association of Slovenia launched a new programme designed to improve the health and well-being of children living in inner cities. In partnership with the Slovenian Heart Foundation, the project aimed to promote movement among primary school children. The project raised awareness of the importance of movement and leading an active lifestyle through information leaflets and a three-week sports programme for children and their parents or carers. The children and adults used a special brochure to follow movement tasks for each day of the week; once they had completed the tasks, they submitted their records and won prizes for engaging in sport. Some 11,500 brochures were distributed to 154 teachers involved across 55 schools; 400 prizes were distributed for the reports received.

**100,000**  
Children across



**25**  
Schools and events

# Refugee Support

Together with all football stakeholders and other global institutions, we support refugees, asylum seekers and displaced people to be physically and mentally healthy through football. We believe football and the transformative power of sport can assist refugees' integration into their host communities.

## Focus

Delivered in partnership with the United Nations High Commissioner for Refugees (UNHCR), the third edition of the Unity EURO Cup took place in October 2024. An international tournament like no other, each of the 16 teams consist of eight refugee players and four players from host communities.

Latvia lifted the trophy for the first time in 2024, with all 33 matches played in the spirit of inclusiveness. After the final, UEFA and UNHCR hosted a high-level panel discussion on "Refugee Inclusion Through Sport." The Unity EURO Cup's reach continues to grow with a number of member associations adopting the event's model in their own countries.



## What we did

We collaborate actively with the United Nations Refugee Agency.

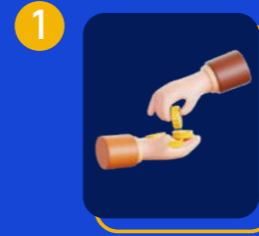
The signing of a cooperation protocol with UNHCR in 2021 amplified the focus and the impact of our work with refugees across Europe. Our two organisations closely work together at headquarters level, and the protocol also helped establish mutually beneficial co-operations between UEFA member associations and UNHCR country offices.

The Unity EURO Cup celebrated inclusion, diversity and the power of football to break down cultural barriers. Our work in this field is further enhanced by the participation of refugees at the fan festivals of club competition finals. In support of World Refugee Day 2024, a dedicated video was repeatedly aired at all 10 UEFA EURO 2024 fan zones and on our media platforms.

Meanwhile, the UEFA Refugee Grants provides annual funding to our members, for the implementation of domestic programmes in direct support of refugees through football. The programmes offer playing and volunteering opportunities, access to coach and referee training, psychological support and a pathway to gainful employment within the football industry.



## Actions



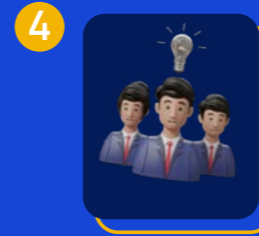
1 UEFA Refugee Grants



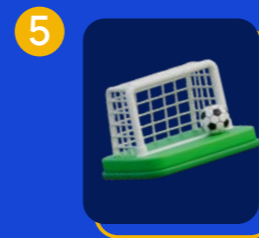
2 Unity EURO Cup 2024



3 Collaboration of UEFA/ UNHCR through memorandum of understanding



4 Collaborations between UEFA and UNHCR local agencies



5 Participation of refugees in fan festivals at UEFA club competition finals

## What we achieved



€600,000

distributed through Refugee Grants for 18 projects

192

players from 16 teams participated in Unity EURO Cup 2024

Together with its member associations, UEFA

- directly supported over 5000 refugees
- trained over 3000 people interacting with refugees
- gave 350 refugees the opportunity to train as coaches, referees, football administrators
- involved 220 refugees in football events as volunteers

38

member associations offer refugees opportunities to participate in fan festivals at UEFA club competition finals

## Work in progress

We will keep encouraging our member associations to develop participation opportunities for forcibly displaced people, with financial support from the UEFA Refugee Grants. Each year, an increasing number of member associations and UNHCR country offices collaborate on domestic Refugee Support programmes, a trend we will continue to foster through international knowledge exchange.



# Refugee Support

## HatTrick projects

### Malta (MFA)



The Malta Football Association created the Family Football and Community Football Project in 2024 representing a significant addition to the existing PaSS refugee project. The process of setting up inclusive football hubs continued. The project worked with clubs on a local level, who in turn involved local authorities and communities. Awareness sessions were conducted to address issues ranging from domestic violence to match-fixing. Family football sessions were held across six locations. The initiative reached more than 20 clubs with some 300 participants in the sessions.



### Moldova (FMF)



The Football Association of Moldova has given refugee children the opportunity to play football in a safe, organised environment. The objectives of the project were to promote healthy lifestyles and mental health through football, providing refugee children with equipment and encouraging friendship and collaboration between children from different nations, particularly Ukraine and Moldova. To this end, some 3,000 disabled and refugee children and children from socially vulnerable families have taken part in football activities across seven festival events in this impactful scheme.



### Ukraine (UAF)



Amid the continuing war in Ukraine, the Ukrainian Association of Football (UAF) has shifted its focus toward providing support to children and adults deeply affected by the war.

This initiative was launched in response to the growing number of internally displaced persons (IDPs), including children who became orphans. Support is also extended to the families of football fans who lost their lives in the conflict. In collaboration with the NGO Stand of Heroes, the UAF enabled these families to attend football matches. Children participated in pre-match ceremonies, standing alongside players during their entrance to the field. This initiative brought moments of profound joy and unforgettable experiences to the youngest fans.

In partnership with the UNHCR office in Ukraine and the Rokada Charitable Foundation, the UAF also organised the inaugural Unity Cup of Ukraine, a football tournament that united 80 boys and girls, both IDPs and local residents. Established in 2023, the tournament embodies the spirit of football as a unifying force, drawing inspiration from the Unity EURO Cup, which celebrates the sport's unique ability to bring communities together.



# Solidarity and Rights

Our commitment to ensure fair and equal access to football activities is based on human rights and solidarity is the way in which we act in our day-by-day journey.

## What we did

Initiated in 2009, UEFA's Emergency Grants exists to support the restoration of football infrastructure that has been damaged by natural disasters such as storms, floods, wildfires and earthquakes. It also helps maintain or restart football activities in a temporary manner until the infrastructure has been restored.

The fund allows member associations to apply on behalf of themselves or in relation to affected domestic football infrastructure from clubs and regional associations. With these extreme weather events occurring increasingly, UEFA will continue to help maintain the health of football infrastructure across Europe.

To rally European football around our message on social inclusivity, we distributed #FootbALL armbands to the amateur and youth national teams of 42 member associations, and also displayed them during UEFA's fan festivals and football partner events across Europe.

We helped promote the Netflix production "The Beautiful Game", inspired by the Homeless World Cup's true story. The Homeless World Cup Foundation is a longstanding UEFA partner, and UEFA Members are encouraged to support national teams representing their country at the annual Homeless World Cup.



## Actions

1



UEFA  
Emergency Grants

2

#FOOTBALL

Advocacy of  
#FootbALL message

3



UEFA working group  
on human and labour  
rights

4



UEFA Human Rights  
steering group



## What we achieved

€300,000

distributed in emergency  
grants

66,000+

#FootbALL armbands  
donated to UEFA  
members' amateur and  
youth national teams

4

meetings for the working  
groups dedicated to  
Human Rights

## Work in progress

We are working on a Human Rights risk assessment and Human Rights declaration for UEFA Women's EURO 2025, work to be steered by a newly formed Human Rights Board for the tournament. Thanks to these initiatives we will make sure that we continue to prevent and fight all forms of discrimination and ensure the rights of all are protected.



# Solidarity and Rights

## HatTrick projects

### Albania (FSHF)



The Human Rights Advocacy and Awareness Network aimed to create a strong, interconnected community of advocates, forge meaningful partnerships and conduct impactful workshops and seminars. This project left a lasting legacy of increased human rights awareness and a more engaged and empowered society, committed to upholding and defending the rights of all individuals. The focus was on elevating the rights and opportunities of minorities, using football in the community as a powerful tool for inclusion and fostering teamwork. There have been three workshops in total, reaching 120 people, with a further 100 people surveyed. The scheme worked in partnership with UNHCR and UEFA.



### Belarus (ABFF)



The Football is Your Friend Forever project targeted the country's orphans and was designed to expand and improve opportunities by providing access to football and promoting healthy lifestyles and teamwork skills. The project allowed the participants to organise their own leisure time and build friendships. The project has been a huge success to date, with over 250 participants so far across 16 teams and 12 institutions. Over 20% of participants are girls and the project has delivered 35 training sessions per month.



### San Marino (FSGC)



The objective of the InVolo project was to introduce major social benefits for two target demographic groups: the players of the new under-22 academy team (making its debut in the national championship in the 2023/24 season and consisting solely of San Marino players) and the members of the InVolo social co-operative.

Eighteen players in the Academy team and 45 members of the co-operative have been involved, each of whom have experienced different problems (social problems, disabilities etc). This project provided them with access to increased support from experts of the cooperative throughout their everyday lives. The two groups have collaborated, memorably playing a championship match with two different fan villages. The expert support helped them to enter into the world of work and to improve their opportunities to socialise.





## ENVIRONMENTAL POLICIES

# FOOTBALL AS A DRIVER OF REDUCTION

In line with the ongoing efforts of the Strength through Unity sustainability strategy, we remain committed to advancing our four key strategic environmental priorities: a circular economy, climate and advocacy, event sustainability and infrastructure sustainability. Throughout the season, we laid the foundation for reducing our environmental impact by collecting greater amounts of data and gaining a deeper understanding of the effects of our competitions.

We introduced a carbon footprint calculator and methodology, thus emphasising our commitment to climate action. We moved away from offsetting and addressed our carbon footprint through climate investment and carbon removal. Reduction plans go beyond emissions: our goal is to minimise waste, decrease our overall environmental impact and actively contribute to environmental preservation and regeneration through football.

# Circular Economy

The Circular Economy policy aims to limit the sport's environmental impact and cut energy and resource consumption in accordance with 4R principles: Reduce, Reuse, Recycle, Recover.

## Focus

### Launch of the Circular Economy checklist for single events

UEFA's aim is to embed the 4R approach (Reduce, Reuse, Recycle, Recover) in all operations. To accelerate this process, organisations can now audit their operations in this area through an event-specific checklist. By simply answering "yes" or "no" to questions, sustainability managers can calculate a score out of 100 to establish a benchmark for how circular their activities are.

## What we did

The second version of our Circular Economy Guidelines underpins the implementation of this policy.

The guidelines have been improved and now cover four main areas: food and beverage, apparel and football equipment, event materials and energy and water consumption. The accompanying checklist enables organisations to audit what they do in terms of the circular economy and was launched at a webinar with the European Club Association.

Our commercial partners have led the way in bringing these guidelines to life, particularly PepsiCo and Just Eat Takeaway in the food and beverage space, pioneering waste-reducing practices at UEFA events.



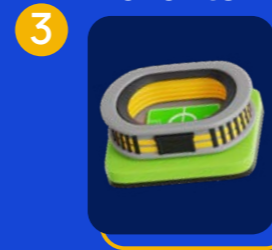
## Actions



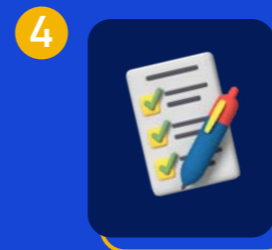
UEFA Circular Economy Guidelines updated



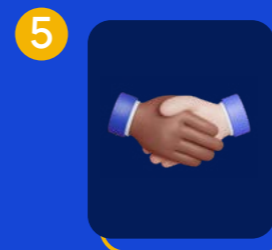
UEFA Circular Economy checklist for single events



Launch events dedicated to new Circular Economy resources



Application of Circular Economy Guidelines at UEFA Events



Circular Economy projects with sponsors

## What we achieved



31

member associations using the Circular Economy Guidelines across 4 areas of activity - food and beverage, apparel, event materials, energy and water

95

items assessed in Circular Economy Checklist, 16 members using it

### Reusable cup scheme:

with a focus on removing single-use plastic

16

member associations using the Circular Economy Checklist

10

languages available for the Circular Economy Guidelines

## Work in progress

The Circular Economy Guidelines and Checklist continue to be disseminated to member associations and clubs, including through wide-ranging translation efforts. They are aimed at the sustainability managers across football organisations, but the topics and guiding questions are all framed in a user-friendly way so they can be used by larger audience.

# Circular Economy

## HatTrick projects

### Armenia (FFA)



The objective of the Green Goals project has been to reduce the use of plastic in Armenian football, especially in stadiums and academies and at the federation headquarters. The project aimed to reduce plastic waste, enhance recycling efforts and promote a greener football environment through the introduction of sustainable practices and by raising awareness. As part of the initiative, 50 clearly-labelled recycling bins were installed at the Football Federation of Armenia's headquarters and Avan football academy. The project also reached stadiums, with 70 recycling bins installed across seven venues. Furthermore, nine environmental education campaigns were rolled out.

### Estonia (EFA)



The Estonian Football Association launched a UEFA "footprint" pilot project. This focused on reducing waste and improving the utilities, such as central heating, water and sewage, in architectural renovation projects at stadiums. In addition, the project also introduced more environmentally-friendly advertising banners at the national stadium. Work also began on a new project at the Lilleküla Football Centre, part of a vision for 2035, which involved installing solar panels on the roof of the national stadium and renovating the water and heating systems.



### Gibraltar (GFA)



The Gibraltar Football Association embarked on raising awareness of a number of circular economy projects. These included reducing single-use products, especially plastic, through a vigorous marketing and media campaign together with educational courses in schools. The GFA has also supported various organisations in the climate and advocacy sectors with the objective of significantly raising public awareness at all levels of the game. Water fountains featuring prominent sustainability messages have been installed in a variety of facilities and an awareness campaign launched through merchandise and pitchside banners. National team squads no longer use plastic bottles.



### Israel (IFA)



The Israel Football Association placed a major focus on the circular economy in 2023/24. The priorities were initiatives for zero plastic waste and food waste at the association's facilities, stadiums and events as well as the implementation of UEFA criteria and guidelines to maintain a circular economy in infrastructure and events. Cheerleading accessories were no longer made out of plastic in collaboration with the national team supporters' organisation. The IFA raised awareness across the national fanbase, supported training at all levels and signed the United Nations Sports for Climate Action framework.



### Italy (FIGC)



The Italian Football Federation has reduced greenhouse gas emissions by eliminating the operations of pumping and distributing water in its three buildings in Rome. The FIGC now uses an atmospheric water generator (sustainable water dispenser) to reduce its use of plastic and mitigate its environmental impact. The equipment extracts air from the atmosphere and filters it through a purification process that removes dust, pollutants and particles. A process of condensation on a cold surface is then used to produce water. Advanced monitoring technology, combined with six filters, two ultraviolet lights and ozone treatment, ensures the result is pure, healthy water. The installation of sustainable water dispensers will eliminate 60,000 single-use plastic bottles annually (with a reduction of 3,000 bottles in the first month alone). This means the removal of the carbon emissions related to the large trucks used for bottle delivery, as well as reduced storage and logistics requirements. Some 5,782 litres of water will be saved a year by producing drinking water through condensation. Overall, the scheme eliminates 24 kg of carbon emissions per day.

### North Macedonia (FFM)



The Football Federation of North Macedonia's major initiative in 2023/24 was the Go Green/Go Clean project designed to improve its performance in terms of waste management and the adoption of solar energy. The programme involved the development of a new waste management system and the drafting of an annual report on waste in the sports sector. The solar energy component of the project focused on the installation of new technology and producing an annual report on the energy generated from solar panels.



# Climate and Advocacy

We recognise the need for the reduction of the carbon footprint of European football. We are applying to our organisation a carbon emissions reduction plan, moving away from offsetting and encouraging our stakeholders to be agents of trend reversal.

## Focus

We moved away from offsetting and addressed our carbon footprint through climate investment and carbon removal.

Season 2021-22: Gold standard to offset UEFA emissions (Internal Organisation & Events)

Season 2022:23: Gold standard for UEFA Internal Organisation and Climate Fund for UEFA events (20€/tCO<sub>2</sub>e)

Season 2023-24: Carbon Dioxide Removal for Internal Organisation and Climate Fund for UEFA events (40€/tCO<sub>2</sub>e)



## What we did

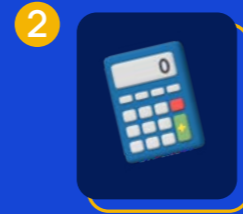
We developed a new and innovative carbon accounting methodology for football which has undergone rigorous consultation with an expert Steering Committee comprising player, sponsor, media and academic representatives. The result of the consultation has seen us develop comprehensive resources including user guides and video tutorials which have been shared with our member associations.

We have also made a considered effort to further reduce our Green House Gas emissions through the purchase of Sustainable Aviation Fuel (SAF) which we have used for UEFA staff travel.

## Actions



1 UEFA Carbon Footprint Calculator created



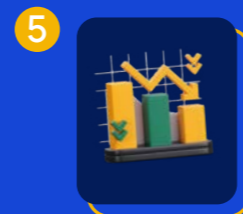
2 UEFA carbon footprint calculation



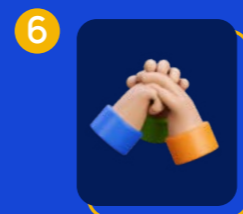
3 Launch of the UEFA Carbon Footprint Calculator



4 UEFA Carbon Footprint Calculator dissemination



5 Reduction plan



6 Carbon footprint assurance by third party completed for Internal Organisation only

## What we achieved



+120

indicators across 4 impact categories: mobility, facilities, purchased goods and services and logistics

154

football organisations are using the UEFA Carbon Footprint Calculator so far

25,138 tCO<sub>2</sub>e

UEFA carbon footprint



## Work in progress

As part of our commitment to reduce our carbon emissions, after analysing our impact from previous seasons, a carbon reduction plan is currently under validation by top management, prioritising initiatives addressing business travel of the UEFA Internal Organisation. A series of actions are being put in place, including the review of travel policies, in view of driving reduction efforts across the coming seasons in line with our commitments.

# UEFA Carbon Footprint Calculator in brief

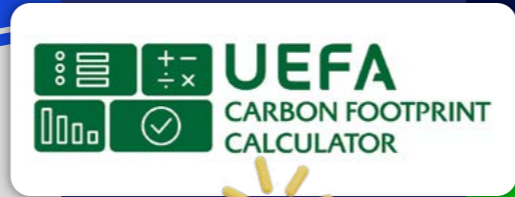
## Climate and Advocacy

### Focus on UEFA Carbon Footprint Calculator

#### What is it?

The UEFA Carbon Footprint Calculator is an online tool to help anyone involved in football calculate, understand and therefore act on their emissions related to the game.

The tool has been designed to highlight emissions in football-specific domains. This includes the areas of mobility, facilities, purchased goods and services, as well as logistics, all within the context of our sport.



#### 1. Methodology

- **Validated** by third party verifier
- **Aligned with international standards** for quantifying reporting GHG emissions adapted to the context of football

#### 2. Software

- **Easy to use**
- **Emission factors library** regularly updated
- **Data security & privacy** confidentiality and security
- **Dashboards & Reports** Automatically generated and updated

#### 3 Supporting materials

- **User guide** to support the users throughout the whole process
- **Video tutorials** illustrate the user guide with step-by-step voice over
- **Online help function** embedded in the software

#### How it was developed

Based on the greenhouse gas protocol, validated by a third party, and piloted by several football organisations in its development phase, the calculator has been designed to support all endeavours to manage and reduce carbon emissions in a simplified and cost-effective way.

This investment in a collective approach will improve consistency, provide clarity of reported information and support efforts toward comparability over time.

## Collaborative development across 2 years

National Associations	Clubs	External advisors



# Climate and Advocacy

## Focus on UEFA Carbon Footprint

UEFA measures its carbon footprint using the European Football Carbon Accounting Methodology and the UEFA Carbon Footprint Calculator, both of which have been publicly available since March 2024.

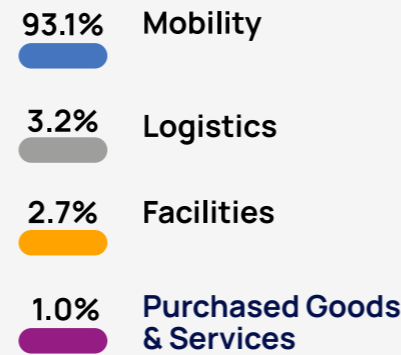
The carbon footprint assessment covers four key categories: mobility, facilities, purchased goods and services and logistics. For our internal organisation and events, we have defined boundaries and evaluate emissions based on factors we can control or influence. We manage aspects such as energy, water, waste, business travel, staff travel, accommodation, venue management, purchased goods, and logistics. However, we can only influence ticket-holder travel and accommodation.

This year, the total emissions for our internal organisation amounted to 17,243 tCO<sub>2</sub>e, with over 93% attributed to the mobility (travel and accommodation) of staff and officials. Event-related emissions totaled 7,894 tCO<sub>2</sub>e, with the UEFA Champions League Final being the most impactful event (UEFA EURO 2024 is accounted for separately). Despite this, a reduction was observed compared to the previous season.

In total, UEFA's carbon emissions amounted to 25,138 tCO<sub>2</sub>e. The insights gained from these measurements are guiding our decision-making process for our reduction plan.

## UEFA Internal Organisation carbon footprint

2022/23 season  
17,606 tCO<sub>2</sub>e



17,243 tCO<sub>2</sub>e

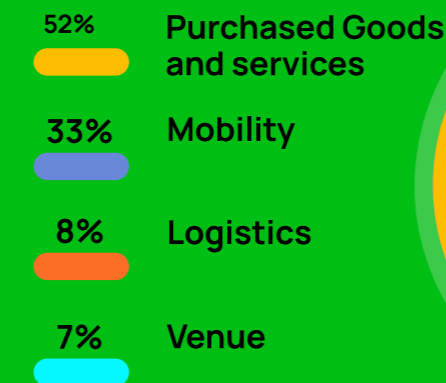
## UEFA Events carbon footprint

2022/23 season  
21,844 tCO<sub>2</sub>e



7,894 tCO<sub>2</sub>e

## UEFA Events impact per category



## Evolution on major UEFA finals

The carbon footprint of UEFA events depends on the number of events organised each season, which varies according to the football cycle. Events occur either annually or cyclically. For instance, the UEFA Champions League Final (UCLF) takes place every year, while the Nations League finals occur every two years. This explains the variation in carbon emissions compared to the previous season: 18 events resulted in 21,844 tCO<sub>2</sub>e, whereas the current season, with 12 events, resulted in 7,894 tCO<sub>2</sub>e (excluded UEFA EURO 2024).

	Men's Champions League final	Europa League final	Europa Conference League final	Women's Champions League final
2023/24 Operations footprint	2904 tCO <sub>2</sub> e	1046 tCO <sub>2</sub> e	599 tCO <sub>2</sub> e	316 tCO <sub>2</sub> e
2022/23 Operations footprint	3243 tCO <sub>2</sub> e	1057 tCO <sub>2</sub> e	469 tCO <sub>2</sub> e	378 tCO <sub>2</sub> e



# Climate and Advocacy

## HatTrick projects

### Denmark (DBU)



The Danish Football Association (DBU) created a programme for a better future – the Green Sustainability Committee (Bæredygtighedsudvalget). The project went live in September 2022 and continues to bring together highly qualified sustainability and FSR professionals from sports organisations (DIF), the football community (DBU, Elite Club AGF A/S), commercial partners (Carlsberg & Gjensidige), a large music festival (Roskilde), academia (University of Copenhagen) and the Danish municipalities organisation (KL- Local Government Denmark). The objectives have been to encourage greater awareness in the football community and acknowledge major societal trends for stronger environmental concern and prioritisation. The project saw the DBU lead Green Sustainability Committee meetings and promote the dissemination of insights.

**4**  
Green Sustainability Committee meetings



### Northern Ireland (IFA)



The Irish Football Association (IFA) created a new sustainability initiative designed to empower staff, fans and clubs. The project created learning resources to assist clubs and volunteers across Northern Ireland in their fight against climate change. The IFA worked with Ulster University on research to document the association's carbon footprint by the end of the 2023/24 season. Clubs were given help both through face-to-face and remote training in this area and also received UEFA guidelines. The project was supported by a variety of new ambassadors and best practice guides were developed for clubs. The initiative's partners included clubs, leagues and selected energy consultants.


**Partners include**  Clubs, leagues and selected energy consultants.

### Norway (NFF)



One of the goals of the Football Association of Norway's strategy is to reduce carbon emissions by 55% by 2030. To that end, environmental impact has been measured in line with the Greenhouse Gas Protocol. Pilot clubs have been identified and surveys were conducted after national team matches at Ullevaal Stadium with questions about spectators' transport choices. The association also changed its travel policy for employees to reduce movement where possible and conduct smarter trips. Office waste routines were also overhauled.

Strategy to reduce emissions by **55%** By 2023



### Spain (RFEF)



The Royal Spanish Football Federation (RFEF) made environmental sustainability a major focus for 2024 with a project designed to measure and compensate its carbon footprint using sector standards established by UEFA. The initiative features measurement, registration, reduction and compensation plans, a sustainable mobility plan and monitoring. In addition, the RFEF wants to reduce the use of water in its offices through the measurement of the water footprint. The association is also seeking to improve its overall environmental footprint with respect to its suppliers and build inclusiveness criteria into its events. So far, the project has seen a unanimous uptake of the carbon footprint calculator and the adoption of digital tools, achieving a 20% reduction from the baseline in 2024. The association is in the final stages of measuring its carbon footprint with 90% of the data recorded through the UEFA Carbon Footprint Calculator. The data received has facilitated the adoption of reduction and offsetting measures.

# Event Sustainability

Our vision is to be the reference for event sustainability in the world of sports and a driving force for sustainable development in European societies.

## Focus

### Event Sustainability Performance Evaluation System:

This evaluation system is designed to empower the football ecosystem by offering event organisers a clear framework to assess and improve their sustainability performance over time. Its flexible structure makes it suitable for events of any scale, from local tournaments to global championships.

Developed through extensive consultation with both internal and external experts and grounded in UEFA's best practices and Organisation for Economic Cooperation and Development Guidelines, the system provides an objective measure of sustainability performance. The system is suitable for internal and external audit, as the UEFA EURO 2024 case demonstrated.

### The System consists of the following elements:

- The events sustainability criteria catalogue, organised per 4 target levels, 3 pillars, 11 areas of action.
- The guidance material includes a description of specific activities associated with the criteria and documented proof deemed suitable to assess compliance.
- The performance evaluation scheme allows a transparent evaluation method, including room for justifiable exceptions and to recognition of additional efforts.
- The verification process suitable for both internal and external audit.

## What we did

UEFA introduced the Event Sustainability Performance Evaluation System.

UEFA EURO 2024 was the first UEFA event to which the system was applied; the evaluation was excellent – the highest level of performance had been achieved. The results were validated by an external audit (DEKRA), reinforcing the tournament's commitment to setting a new standard for sustainable sports events. See UEFA EURO 2024 Environmental, Social, and Governance Report for further information.

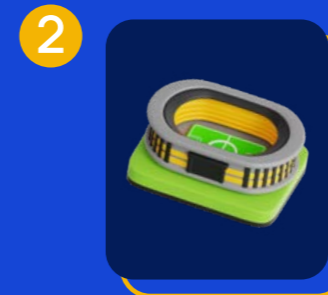
From the 2024/25 season onward, the system will be applied to all UEFA events, fostering collaboration and innovation among host cities, partners and stakeholders. This initiative aims to create a lasting football legacy rooted in sustainability.



## Actions



1 Event Sustainability Performance Evaluation System finalised



2 Event Sustainability Performance Evaluation System piloted at UEFA Events



3 Event Sustainability Performance Evaluation System applied at UEFA EURO 2024



## What we achieved

UEFA EURO 2024: achieved excellence level, highest level: 4/4



UEFA EURO 2024 sustainability performances certified by third party (DEKRA)

53 event sustainability criteria across Environmental, Social, and Governance pillars included in the Event Sustainability Performance Evaluation System

## Work in progress

We are working on adapting Event Sustainability Performance Evaluation System to single events and making sure that the system can be disseminated across the football ecosystem. We are also developing a Sustainability Event Manual, which will be a useful resource for event owners and organisers to ensure that sustainability criteria are embedded across the full event life cycle.

# Event Sustainability

## HatTrick projects

### Greece (GFF)



The Hellenic Football Federation launched a project to change the event experience for fans and clubs by reducing the impact of football events on the environment and natural resources. The objectives of the project were to reduce food waste at matches by 80%, introduce the reuse of giant banners, reduce the direct and indirect carbon emissions of all national team games and ultimately build a greener mindset in Greek football. The project's strategic partners included the catering suppliers as well as Boroume ("We Can"), a non-profit organisation whose mission is to reduce food waste and fight hunger in Greece; Institute Team for the World, a non-governmental and not-for-profit organisation involved in sport and environmental awareness; and The Sports Footprint, a startup company which implements circular economy action plans to make sports organisations carbon neutral.

**80%**  
reduction



Of food  
waste during  
the game

### Liechtenstein (LFV)

The Liechtenstein Football Association launched a project to increase the digitisation of annual reports and match programmes for national team and cup games. The digitisation of match programmes avoided the printing of an estimated 10,000 hard copies per season, significantly reducing the ecological footprint and promoting sustainable practices within the sporting community. In addition to the significant environmental benefits, the digitisation of match programmes empowered fans to access game-related content with ease and convenience. The annual report will also be digitised for further savings. The success of the project will be measured by the reduction of the number of match programmes and reports printed plus the number of fans accessing the match programme online per game.



**10,000**  
fewer physical match  
programmes



### Luxembourg (FLF)

The Luxembourg Football Federation launched a new event sustainability programme focused on grassroots events. The objective was to encourage events to be organised in ways that prevent or reduce negative environmental impacts. The event sustainability programme was launched at the 2022 edition of National Football Day. Grassroots events in the 2023/24 season, including National Football Day and Girls Foot Day, focused on mobility and the circular economy. The federation will seek to fulfil 30 key criteria to be awarded Green Event status from the Ministry of Environment, Climate and Sustainable Development for National Football Day until 2028. The project aimed for 30% of participating teams to travel in groups to the 2023 edition of National Football Day. To meet circular economy requirements, plastic consumption was decreased by distributing 3,000 multi-use bottles, fewer printed documents were produced and a waste sorting system was set up.



**3,000**  
Multi-use bottles  
distributed



# Infrastructure Sustainability

Whether new facilities are being built or existing ones refurbished, we want to continue to raise the bar for football venues and believe they can be containers of good sustainability practices.

UEFA  
SUSTAINABLE  
INFRASTRUCTURE  
GUIDELINES

RESPECT

## What we did



UEFA's Sustainable Infrastructure Guidelines aim to support stakeholders to make their building and redevelopment as economically and environmentally sustainable as possible.

Developed with the support of internal and external experts, the guidelines cover topics such as purpose, location, design, conception, construction, pitch and landscaping. By presenting an overview of the principles behind green architecture, the guidelines offer a road map for developers to embed as many sustainable actions into their processes as possible.

The guidelines are regularly updated and available in the languages of all 55 UEFA member associations. A knowledge-sharing network ensures that they remain at the cutting edge.

## Actions

1



Guidelines translations

2



Guidelines dissemination

3



Knowledge-sharing network



## What we achieved

35

local language versions of the Sustainability Infrastructure Guidelines

**Knowledge sharing network:** established

**Sustainable Infrastructure Guidelines:** updated

## Work in progress

We are working to include the embodied carbon emissions in infrastructure (second category of the Greenhouse Gas Protocol – capital goods), which is an extremely complex issue, and was initially omitted from the carbon accounting methodology for football due to its complexity. UEFA is addressing this and working with experts to develop a dedicated document.

In line with our continued commitment to ensure UEFA documents embed a social and environmental sustainability criteria, we have reviewed key regulations, policies and guidelines to improve and promote sustainability.

The Stadium Infrastructure Regulations was reviewed to improve accessible facilities and services as well as sanitary facilities for all genders.



# Infrastructure Sustainability

HatTrick projects

## Hungary (MLSZ)



The Hungarian Football Federation (MLSZ) began a new project in 2023/24 designed to introduce electric charging stations at MLSZ HQ. The MLSZ undertook a procurement process for electric cars and the construction of charging stations at the Federation HQ are planned to be delivered throughout 2023/24. For this purpose, the Federation had to order a network expansion from the capital's electric power supplier. This large investment was completed in 2022. The project aimed to install 5 x charging stations are installed and collaborated with Budapest's official electric power supplier.

**5x**  **Charging Stations Installed**

## Netherlands (KNVB)



The Royal Netherlands Football Association launched a sustainable heating campaign for clubs as well as waste management initiatives. In response to the Paris Climate Agreement, football clubs are obliged to reduce their dependency on fossil fuels. Given the size of this challenge for many clubs, the association initiated a campaign to improve knowledge and capacities. The objective has been to help member clubs become future proof. Over 500 clubs have been given energy consultancy and encouraged to explore alternative fuels. Analyses of energy consumption were conducted at 300 clubs and work conducted with five pilot clubs – SC Everstein, SC Den Dungen, IJFC, Union Nijmegen and vv ONT – to test the new PreZero waste management scanning system.

## Slovakia (SFZ)



The Slovak Football Association's major focus in 2023/24 has been on the reduction of energy consumption at the National Training Centre. The main aim of the project was to improve the energy efficiency of the national training centre in Senec. This involved changing the old, outdated solutions with new sustainable ones. The outdated light system at Senec has been addressed. In collaboration with a contractor, pillars with lamp beams have been shortened so they provide sufficient carrying capacity and luminosity, paving the way for a new energy-efficient LED system to be implemented. New lighting system has also dramatically reduced light smog in town of Senec.



# SUSTAINABILITY STRATEGIC PROGRESS

For each of the 11 policies, topics have been translated into targets and key performance indicators (KPIs) which guide the action plan. We have developed aspirational and operational targets to demonstrate our commitment towards the long-term ambitions of our 11 policies.

To ensure transparency and accountability, we have defined specific KPIs to continuously monitor our progress against targets. Lastly, a link to specific Sustainable Development Goals (SDGs) is also provided to integrate our targets and the SDG framework.



## Anti Racism Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Anti-racism measures across UEFA regulations, policies, guidelines and communications	UEFA regulations, policies and programmes as applicable embed anti-racism criteria by 2024	2024	Activity Status	Achieved
Preventive and educational plans, with a particular focus on children and youth	Develop a plan for a preventive and educational programme (including online abuse and hate speech) by 2024	2024	Activity Status	Achieved
Preventive and educational plans, with a particular focus on children and youth	100% of Member Associations reached by educational programmes by 2024	2024	% of Member Associations	Achieved
Plans and collaborative action to identify, investigate and sanction racism in football.	Monitoring of at-risk matches through the match monitoring scheme	Each Year	Number of matches monitored	Achieved 120 matches

## Child and Youth Protection Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Network and training of child and youth protection officers in European football	100% of Member Associations nominate focal points by 2022	Each year	% of Member Associations	Achieved
Network and training of child and youth protection officers in European football	Implement focal point requirement in UEFA Club Licensing Regulations by 2023	2023	Activity Status	Achieved
Network and training of child and youth protection officers in European football	100% of member association focal points trained by 2024	2024	% of training participants	Achieved
Network and training of child and youth protection officers in European football	100 % of Member Associations have child and youth protection policy in place by 2025	2025	% of Member Associations	In progress 72%
Online UEFA Child Safeguarding Platform	Increase by 50% visibility of the digital UEFA child safeguarding platform by 2023 (compared with season 2020/21)	Each Year	Platform coverage %	Achieved - increase in progress: no. visitors by 57%
Online UEFA Child Safeguarding Platform	Revision of www.uefa-safeguarding.eu : reOrganisation, content + design, brand +transfer from childhub to uefa.com	2025	Activity Status	& no. registered members by 80% (compared to data June 2023) In progress
Event-specific child and youth safeguarding arrangements and protocols, including access to remedy	Event-specific child and youth safeguarding protocol standard for Member Associations available by 2024	2024	Activity Status	Achieved



## Equality and Inclusion Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Equality and inclusion measures across UEFA regulations, policies, guidelines and communications and UEFA advocating equal opportunities for women in the football ecosystem	<b>UEFA regulations, policies and programmes as applicable embed equality and inclusion criteria by 2024</b>	2024	% of applicable regulations, policies and programmes including equality and inclusion criteria	Achieved
Equality and inclusion measures across UEFA regulations, policies, guidelines and communications and UEFA advocating equal opportunities for women in the football ecosystem	<b>UEFA communications and awareness campaigns aligned with equality and inclusion criteria</b>	Each year	Campaign reach (number of people)	Achieved- 53.7M
Equality and inclusion measures across UEFA regulations, policies, guidelines and communications and UEFA advocating equal opportunities for women in the football ecosystem	<b>Equal pay certification awarded to UEFA by 2022 and maintenance across the seasons. Promotion of the scheme across Member Associations.</b>	Each year	Activity Status	Achieved
Equality and inclusion measures across UEFA regulations, policies, guidelines and communications and UEFA advocating equal opportunities for women in the football ecosystem	<b>Equal pay certification awarded to UEFA by 2022 and maintenance across the seasons. Promotion of the scheme across Member Associations.</b>	Each year	% of Member Associations	Achieved 27/55
Measures against discrimination based on gender, age, sexual orientation, religion or abilities	<b>Equality and inclusion awareness toolkits for Member Associations distributed by 2024</b>	2024	% of Member Associations	Achieved 55/55
Awareness campaigns on equality and inclusion	<b>Equality and inclusion permanent working group officially recognised by 2022</b>	Each year	Activity Status	Achieved

## Football for all Abilities Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
All	<b>100% of Member Associations take the lead in developing activities related to at least one disability</b>	2030	% of Member Associations	In progress 15/55
Improved accessibility for disabled people to stadiums	<b>100% of UEFA events stadiums comply with UEFA accessibility requirements by 2026</b>	2026	% of venues complying with UEFA accessibility requirements	In progress 84%
Dedicated disability access officer (DAO) across Member Associations	<b>100% of Member Associations appoint a Disability Access Officer (DAO) by 2028</b>	2028	% of Member Associations	In progress 36/55
Increased access to vocational training, employment and volunteering	<b>100% of Member Associations offer access to vocational training, employment or volunteering opportunities for disabled people</b>	2027	% of Member Associations	In progress
Collaboration with European disability football Organisations	<b>Leverage the support funds distributed to European football disability Organisations to benefit Member Associations</b>	Each year	% of Member Associations supported	Achieved cooperation agreements with 5 disability partners
Support to national disability teams	<b>60% of Member Associations support at least one disability national team by 2028</b>	2028	% of Member Associations	In progress 16/55

## Health and Wellbeing Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Programmes targeting football for older people	UEFA plan dedicated to involvement of older people in football, in place by 2024	2024	Activity Status	Achieved
Programmes targeting football for older people	30% of Member Associations organise football activities for older people by 2027	2027	% of Member Associations	Achieved
Guidance and recommendations to improve competences on health and well-being topics and promoting prevention	Member Associations, leagues and clubs by 2024	2025	Number of Member Associations, leagues and clubs reached	In progress
Guidance and recommendations to improve competences on health and well-being topics and promoting prevention	Medical check-up for UEFA staff	2022	% of staff attendance	Achieved
Youth-focused awareness-raising campaigns	80% of Member Associations collaborate with UEFA for awareness campaigns	2025	% of Member Associations active	In progress

## Refugee Support Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Availability and access to organised football activities, initiatives and events in host communities	70% of Member Associations offering participation opportunities for refugees by 2025	2025	% of Member Associations	In progress 38/55
Availability and access to organised football activities, initiatives and events in host communities	Development of football tournaments across Europe by 2026	2026	Activity Status	In progress
Advocacy of football's role in strengthening ties and interactions between host communities and refugees	50% of Member Associations publicly advocating social inclusion of refugees by 2025	2025	Number of Member Associations working with a regional / national UNHCR agency	In progress 22/55

## Solidarity and Rights Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Promotion and application of UEFA's human rights commitment across the organisation's regulations, policies, guidelines and business relationships	<b>UEFA regulations, policies and programmes as applicable embed human rights criteria by 2024</b>	2024	Activity status	Achieved
Promotion and application of UEFA's Human Rights Commitment across the organisation's regulations, policies, guidelines and business relationships	<b>UEFA codes of conduct for business relationships aligned with Human Rights Commitment by 2024</b>	2024	Activity status	Achieved
Promotion and application of UEFA's Human Rights Commitment across the organisation's regulations, policies, guidelines and business relationships	<b>Advocacy and awareness network on human rights issues by 2024</b>	2024	Number of entities involved	Achieved
Rapid response mechanisms that provide relief (via emergency grants) in emergency situations	<b>100% Request within one month</b>	Each year	Response time	Achieved

## Circular Economy Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
All	<b>Zero plastic waste and food waste – within UEFA, across UEFA events and collaboratively across European football – by 2030</b>	2030	Plastic waste amount	In progress
All	<b>Zero plastic waste and food waste – within UEFA, across UEFA events and collaboratively across European football – by 2030</b>	2030	Food waste amount	In progress
4R processes and tools embedded in football infrastructure regulations	<b>UEFA infrastructure regulations embeds 4R criteria by 2025 Encourage Member Associations to apply UEFA 4R criteria</b>	2025	% of UEFA applicable infrastructure regulations embedding circular economy criteria	Achieved
4R processes and tools embedded in football infrastructure regulations	<b>UEFA infrastructure regulations embeds 4R criteria by 2025 Encourage Member Associations to apply UEFA 4R criteria</b>	2025	% of Member Associations	In progress 31/55
4R approach for UEFA operations and events	<b>4R methodology for events with a particular focus on product packaging, plastics, single-use items, and food loss and waste available by 2024</b>	2024	Activity Status	Achieved
Knowledge transfer around UEFA 4R pilot projects	<b>Run a pilot with sponsor(s) to deliver a zero food and zero plastic waste to landfill at UEFA Champions League Final 2026</b>	Each year	Project implemented [Y/N]	Achieved

## Climate and Advocacy Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Reduction in direct and indirect carbon emissions related to UEFA's operations and events	Cut greenhouse gas emissions by 50% by 2030 – in view of achieving net zero carbon by 2040 within UEFA, across UEFA events, and collaboratively across European football	2030	UEFA Internal Organisation carbon emissions (events excluded) UEFA Events carbon emissions	In progress
Prevention and monitoring of UEFA's environmental impacts	Measure the environmental impact of all UEFA events by 2024	Each year	Monitoring of events measured	Achieved 100% UEFA events measured
Prevention and monitoring of UEFA's environmental impacts	Encourage clubs and Member Associations to measure impacts of competitions	Each year	Monitoring progress of NAs and clubs using the carbon calculator	Achieved
Prevention and monitoring of UEFA's environmental impacts	Measure the environmental impact of all UEFA events by 2024 Encourage clubs and Member Associations to measure impacts of competitions	Each year	Monitoring progress of NAs and clubs using the carbon calculator	Achieved
Promotion and application of UEFA's environmental commitment across the organisation's regulations, policies, guidelines and business relationships	UEFA regulations, policies and programmes as applicable embed Climate and Advocacy criteria by 2024	2024	Activity status	Achieved
Promotion and application of UEFA's environmental commitment across the organisation's regulations, policies, guidelines and business relationships	UEFA codes of conduct for business relationships aligned with environment commitment	2024	Activity status	Achieved
Awareness-raising and advocacy of climate action and environmental protection across the football community	Campaign reach of over 2.5 billion TV audience by 2024	2024	Campaign reach	Achieved

## Event Sustainability Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
All	Continuously improve each UEFA event's sustainability performance to optimise it by 2030	2030	Events sustainability performance average	In progress work started with EURO24
Development of UEFA management system related to events' impacts	UEFA Event Sustainability Performance Evaluation System (ESPES) available by 2023	2023	Activity Status	Achieved
Development of UEFA management system related to events' impacts	100% of bidding processes include requirements related to the 11 sustainability policies by 2022	Each year	% of bidding processes	Achieved
Promotion of the system across Europe, including capacity building at member association, league and club level	Provide dedicated SEMS training to all Member Associations by 2025	2025	% of Member Associations trained	In progress

## Infrastructure Sustainability Strategic Progress

Topics	Targets	Expected year of completion	Strategic KPIs	2023/24
Guidelines for sustainable football infrastructure	Update UEFA guidelines for sustainable infrastructure available by 2025	2025	Activity status	Achieved
Promotion and application of infrastructure sustainability criteria across UEFA's governance, policies and guidelines	UEFA regulations, policies and programmes as applicable embed infrastructure sustainability criteria by 2024	2024	% of applicable regulations, policies and programmes including infrastructure sustainability criteria	Achieved
Knowledge transfer around best practices in stadium infrastructure	Knowledge sharing network in place and stadia database by 2025	2025	Activity status for knowledge network	In progress

# Independent Limited Assurance Report UEFA Internal Organisation – Carbon Footprint



## Independent Limited Assurance Report

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by the Union des Associations Européennes de Football (UEFA) to provide limited assurance in relation to the selected information set out below and presented in UEFA's Respect Report for the 2023-24 season (the "Report").

### ENGAGEMENT SUMMARY

<b>Scope of our assurance engagement</b>	<p>Whether the following Selected Information for the 2023-24 season, as indicated on Page 10 of the Report is fairly presented, in all material respects, in accordance with the reporting criteria:</p> <ul style="list-style-type: none"> <li>UEFA Internal Organisation total GHG emissions [tCO<sub>2</sub>e]</li> </ul> <p>Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.</p>
<b>Reporting period</b>	2023-24 season: (1 <sup>st</sup> July 2023 to 30 <sup>th</sup> June 2024)
<b>Reporting criteria</b>	<ul style="list-style-type: none"> <li>UEFA's GHG emissions accounting methodology (Basis of Reporting) available at: <a href="https://www.uefa.com/sustainability/our-commitment/respect-report/">https://www.uefa.com/sustainability/our-commitment/respect-report/</a></li> <li>WBCSD/WRI GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions</li> <li>WBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions</li> </ul>
<b>Assurance standard and level of assurance</b>	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
<b>Respective responsibilities</b>	<p>UEFA is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information.</p> <p>ERM CVS' responsibility is to provide a conclusion to UEFA on the agreed scope based on our engagement terms with UEFA, the assurance activities performed and exercising our professional judgement.</p>

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### OUR CONCLUSION

Based on our activities, as described below, nothing has come to our attention to indicate that the 2023-24 season's data and information for the disclosures listed under 'Scope' above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

### OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope;
- Interviewing management representatives responsible for managing the selected issues;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures;
- Reviewing of a sample of qualitative and quantitative evidence supporting the reported information at a corporate level;
- Conducting a visit to UEFA's Headquarters in Nyon, Switzerland to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

### THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. Our work was undertaken at UEFA's head office in Nyon, Switzerland.

### OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective,

Page 2

impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to UEFA in any respect.



13 December 2024  
London, United Kingdom

ERM Certification and Verification Services Limited  
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