

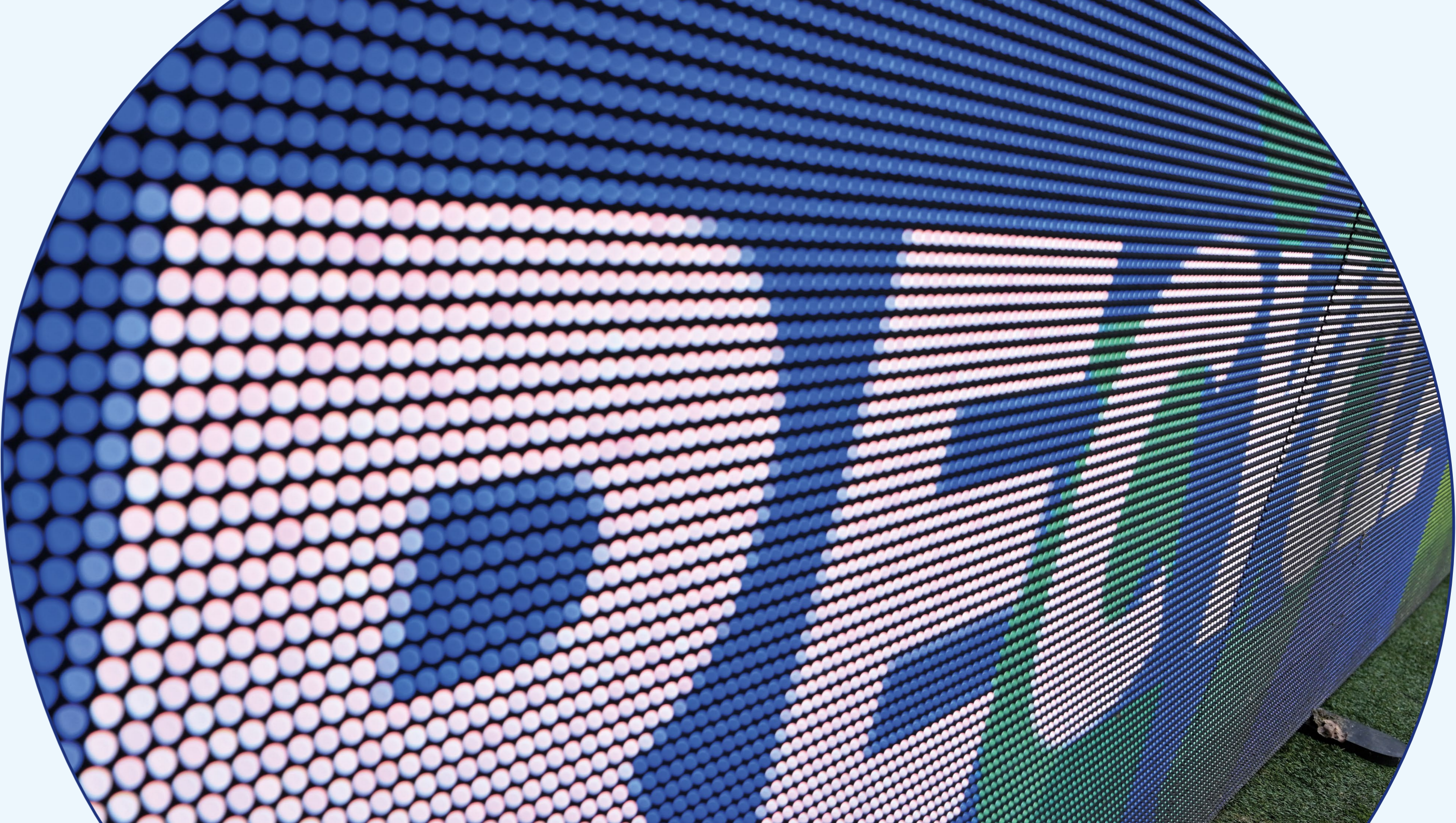
RESPECT REPORT



Season 2024/25

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FOREWORD

The world is changing fast – socially, digitally, environmentally and economically. All these shifts are reshaping our communities and, inevitably, our game.

Football reaches hundreds of millions of people every day. That gives us real influence – and real responsibility: how we stage our competitions, how we support our members, how we use our resources and our voice. UEFA wants to ensure that sustainability is not a side project but one of the core principles guiding how we plan, deliver, and improve our work every day.

Sustainability starts with people. It means protecting rights and well-being, promoting inclusion and equality, and ensuring that everyone can take part in football safely and with dignity. It also means looking after the environments – physical, social and digital – in which our game is played, watched and managed. This report sets out how we are putting that mindset into practice across the board - from reducing our ecological impact to acting responsibly in the digital space.

Four values guide our work. **RESPECT** keeps us grounded in the dignity and diversity of everyone involved in European football. **UNITY** reflects the way we work: in partnership with national associations, leagues, clubs, players, fans and communities, because lasting change only comes when we move together, combining our resources, expertise and voice. **ACCESSIBILITY** reminds us that football must be genuinely open – removing the barriers that, still, keep too many people on the sidelines. And as a **ROLE MODEL**, we want European football to show that sport can lead by example: by making responsible choices, reporting transparently on their impact, and being willing to learn and improve.

UEFA Women's EURO 2025 was another clear step in that direction. Following up on good practices from last men's EURO and by putting sustainability at the heart of the tournament – from cutting emissions and waste to piloting more eco-friendly solutions – it has helped define what future UEFA events should look like in practice.

This report is not just a snapshot of where we stand and a statement of where we are determined to go next. It is an open invitation to join us in making European football more sustainable for the communities that rely on it – today and in the years to come.

ALEKSANDER ČEFERIN
UEFA President



INTRODUCTION

The need to stand firm on sustainability has never been greater, as social and environmental challenges continue to affect and impact on our societies and the sport we love. At UEFA, we have continued to champion a proactive, bold and collective approach to sustainability – anticipating challenges rather than reacting to them.

For the first time, our Respect Report is prepared in line with the international VSME Standard (Voluntary Sustainability Reporting Standard for SMEs) and submitted for assurance by a third party.

We have chosen three key words to characterise this report: investment, protection and impact.

INVESTMENT

Across European football, this growing capacity to anticipate, plan and act have been one of the most encouraging developments of recent years. During the first five years implementing our Strength through Unity – UEFA Football Sustainability Strategy 2030 – we focused on building solid foundations by equipping our 55 member associations, leagues, clubs and the wider football

ecosystem with the knowledge, tools, structures and support to address sustainability challenges within their own contexts. Now, entering the second, but not last, part of our journey, we have a powerful opportunity to embed sustainability even deeper into the fabric of European football, making our shared commitments more tangible and impactful. To this end, we have invested €€13,018,923 million. We are currently upgrading our strategy, ensuring targets remain ambitious but realistic as well as relevant and evidence-based considering real data and stakeholder feedback. This process helps ensure that our investments backing the actions remain focused on the areas where UEFA and the whole football pyramid can have the greatest relevance and impact.

PROTECTION

Sustainability means protection of our game and our community. Every UEFA event and final now features a dedicated sustainability plan with concrete actions, ensuring consistent environmental, social and governance standards, whether for the UEFA Champions League final or the Under 17 Championship.



About this report

The 2024/25 UEFA Respect report presents our activities between 1 July 2024 and 30 June 2025 (VSME Principle 16 & 17) across five strategic areas of action and 11 policies relating to social and the environment. The report is structured into four sections: progress across our areas of action, social policies, environmental policies – each highlighting achievements against targets – and our investment in sustainability for UEFA Women's EURO 2025. Each chapter features key figures, stories and performance indicators, while the social and environmental sections also showcase HatTrick projects delivered by our 55 member associations.

We launched our carbon reduction plan, which sets out measures to reduce operational and event-related emissions. For unavoidable emissions we have shifted from traditional offsetting towards more robust approaches. These include European nature- and technology-based carbon removals, investment in sustainable aviation fuel to address travel-related emissions, and climate funds that support infrastructure improvements and climate resilience projects across our member associations.

In this difficult time, the word protection becomes even more important to support the most vulnerable people, most notably the millions of children and young adults who play and live in football, allowing football to be open to all with a special thought for the less fortunate. Our FootbALL program is entering the dressing rooms, stands and homes of the community that follows football with dedicated practical toolkits to help clubs, professional and amateur, and schools.

IMPACT

In May 2025, more than 250 football stakeholders gathered in Zurich for the second UEFA Respect Forum – a chance to analyse progress and difficulties, deepen collaboration and shape the next phase of collective action. The event reaffirmed our shared purpose: to ensure that European football continues to be a driving force to create a positive influence and impact on society. Among this season's milestones, the launch of

the Take Care programme stood out as a transformative initiative inspiring and promoting healthier lifestyles and positive habits. By addressing the topics of physical activity, nutrition, mental health and digital balance, road safety and substance abuse, Take Care demonstrated how football can be a platform for both well-being and social awareness.

As we move into the 2025/26 season, we will refine the strategic goals set out in Strength through Unity to ensure that our ambitions evolve with the changing world around us. The sustainability challenges ahead will require adaptability, innovation and unity – qualities already shaping European football's future.

At the same time, sustainability must be grounded in impact-focused investments. Strengthening the connection between strategic ambition and tangible action will help us move beyond a top-down approach and deepen sustainability at every level of the football ecosystem. By reaching fans and communities – the foundation of our game – we can generate a bottom-up momentum that reinforces football's role as a positive force for the future.

MICHELE UVA

UEFA Executive Director of Social & Environmental Sustainability



FOOTBALL AS A UNIFYING FORCE

Everyone involved in football should be treated with respect and have guaranteed equal rights and opportunities. We recognise the power of football to unite people across all backgrounds, and our social policies form the foundation of UEFA's commitment to an inclusive and fair game. We continue to advance seven social priorities, ensuring that every level of the game – from European competitions to the local matches that bring communities together – contributes to protecting and promoting human rights through football. tournaments to the local matches that bring communities together – contributes to protecting and promoting human rights through football (VSME B2-26.b).



7
policies



Anti-racism

We work to prevent and eliminate all forms of racial discrimination across every level of football, from grassroots to the elite game, ensuring that everyone is welcome and respected and enjoys equal rights and opportunities.



Child and youth protection

Football must be a safe and empowering environment for every child and young person, and UEFA is committed to protecting their rights and preventing and responding to all forms of harm.



Equality and inclusion

We are committed to ensuring that everyone has equal access and opportunities to take part in football; equality and inclusion are embedded in all our strategic policies to unite communities and drive positive social impact.



Football for all abilities

European football should be accessible to everyone, whether to play or watch, as we strive to place the sport at the service of society and use football as a powerful vehicle for human development.



Health and well-being

We believe in the power of football to inspire healthy lifestyles and encourage people of all ages across Europe to stay physically active, whether by playing the game or through other forms of movement.



Refugee support

We help refugees, asylum seekers and displaced people to enjoy football, harnessing the sport's transformative power to foster inclusion and integration within host communities.



Solidarity and rights

Our commitment to fair and equal access to football is rooted in human rights, with solidarity guiding our actions every day.

Child and youth protection



95%
of UEFA member associations have a child and youth protection focal point – a **6%** increase on 2022/23



37,735
registered users for the updated child and youth protection platform



413m
The FootbALL campaign reached 413m TV viewers across 104 broadcasters

Equality and inclusion



1,353
disabled spectators attended UEFA events – a **101%** increase on 2022/23



100%
of member associations offer accessibility services at their national team events



40
examples of good practice were provided in the updated UEFA Accessibility Guidelines



Refugee support

198
players from 18 teams took part in the Unity EURO Cup 2025

€688,100
refugee grant was invested in 29 projects – a **64%** increase in funding compared with 2021/22

69%

of UEFA member associations offer participation opportunities for refugees



€1m
were distributed in emergency grants

Anti-racism



157
matches monitored, 39 sanctions



1,182
abusive social media posts were flagged for removal during the closing stages of the 2024/25 season

84%

of UEFA member associations have systems for reporting discrimination

80%

of abusive social media posts flagged during UEFA finals were removed

Football for all abilities



Health and well-being

78%
of member associations organise walking football for older people – a **54%** increase on 2022/23



6
modules have been created for the Take Care programme

Solidarity and rights




SOCIAL

2024/25 season highlights

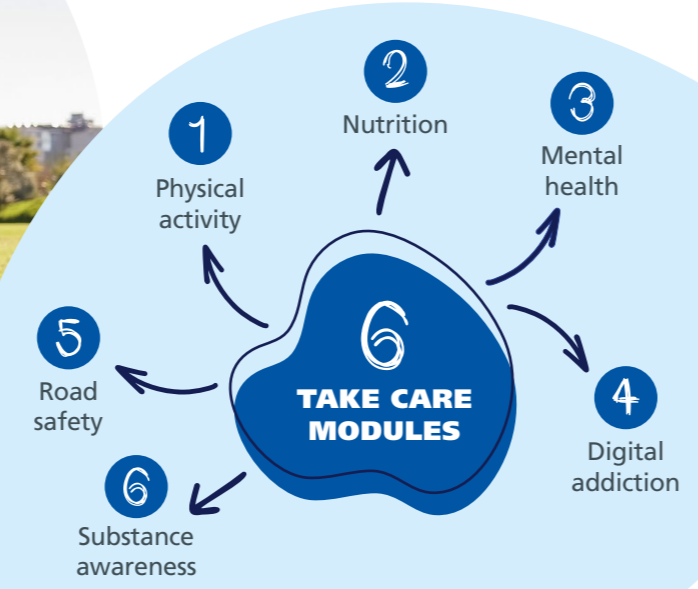


TAKE CARE: New UEFA programme for well-being

 6 modules

The Take Care programme is a new and transformative initiative designed to harness the power of football to promote healthier lifestyles and positive habits across Europe.

Developed to equip national associations, leagues, clubs, schools and other football stakeholders with practical tools, the programme aims to inspire change among influential



figures such as parents, caregivers, teachers, coaches and staff, encouraging them to foster healthier daily routines and mindsets among the young people in their communities.

Structured around six interconnected topics – physical activity, nutrition, mental health, digital addiction, road safety and substance awareness – Take Care addresses the fundamental aspects of well-being that affect people both on and off the pitch.

The programme combines scientific rigour with accessible resources, providing organisations with a clear and adaptable framework for implementation. At the core of each module is a scientific white paper written by an expert in the field, outlining the rationale, data and main insights behind the topic.

Complementary materials, including posters, podcasts, documentaries and sample educational sessions, bring the science to life by offering engaging, real-world applications and highlighting inspirational stories from football legends and practitioners.

A detailed user guide helps football organisations and schools to maximise the use of these resources, helping them to embed health and well-being initiatives within their own programmes.

HUMAN CONNECTION: Football as an antidote to digital addiction

 Advocacy campaign

UEFA was invited to the World Economic Forum in Davos to share how football can help rebuild human connection in an increasingly digital world.

Speaking at the Connection vs Connectivity: Tackling the Loneliness Epidemic panel organised by Human Change, UEFA's director of social and environmental sustainability, Michele Uva, joined global experts to discuss how digital addiction is eroding attention spans, social development and physical activity, and how sport can offer be a powerful antidote.

Since 2023, we have worked alongside Human Change, a global advocacy campaign raising awareness of the impact of social media, digital devices and AI on young people's

development. We believe football is one of the most effective tools for countering excessive screen time and isolation. Regular participation in the game enhances social bonds, builds teamwork and resilience, and supports mental well-being by reducing stress and anxiety.



ACTION: Tackling online abuse

2,256 accounts monitored

Our dedicated online safety platform identified 1,182 abusive social media posts for removal during the closing stages of the 2024/25 season. In collaboration with Meta, TikTok and X, around 80% of flagged posts were removed or restricted between April and August 2025, covering 158 matches across UEFA club finals, youth and futsal competitions and UEFA Women's EURO 2025.

A total of 2,256 accounts belonging to players, coaches, referees, teams and media outlets were monitored, with affected individuals notified to support further action.

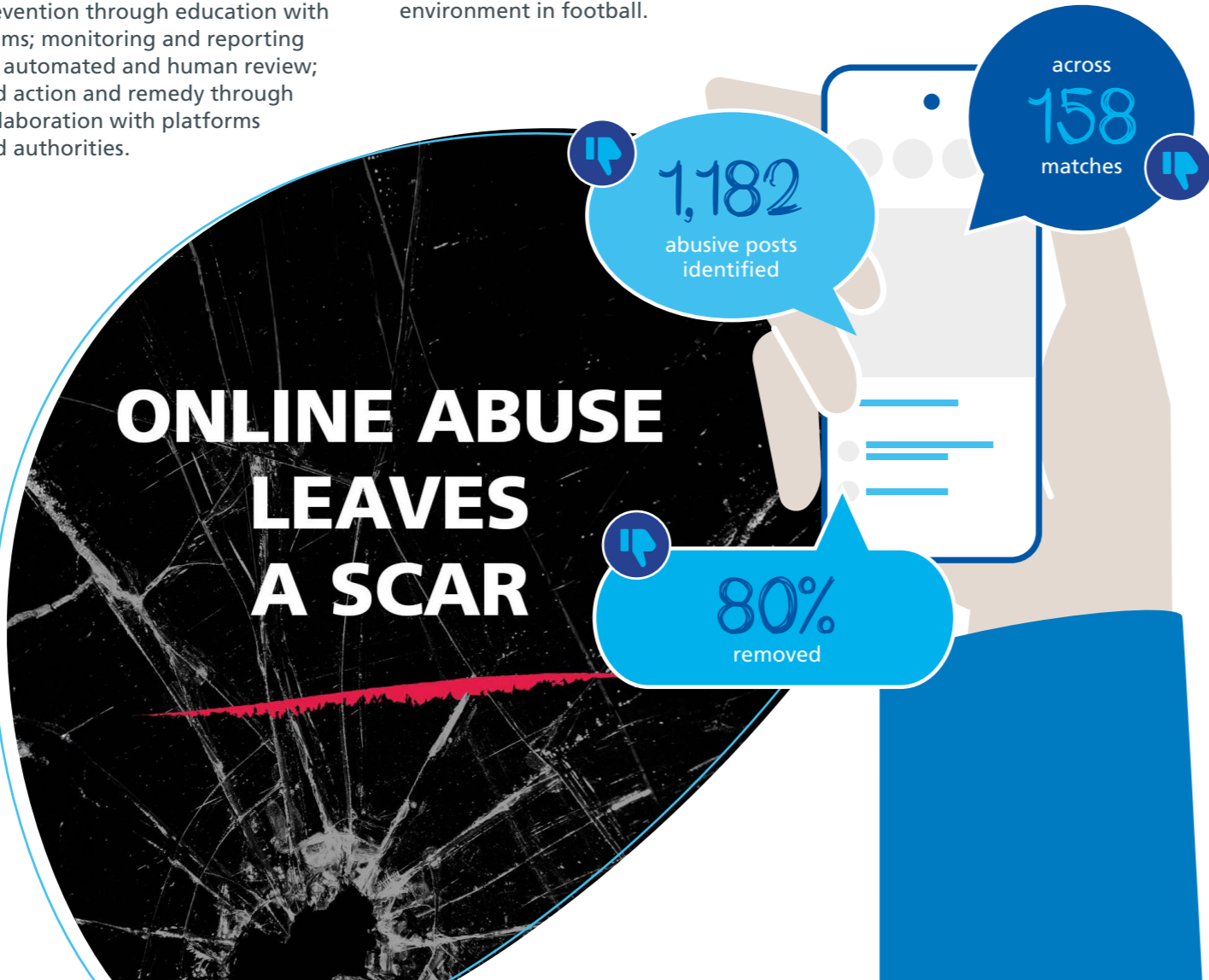
The platform, launched ahead of UEFA Women's EURO 2022, marked the first time a sports governing body had systematically monitored and acted on online abuse in partnership with major social media companies. The initiative will continue to be implemented for all UEFA finals until at least 2028.

Analysis showed that participants in men's club finals were most affected, with an average of 144 abusive posts

per match, primarily targeting players. Hate speech accounted for 65% of identified abuse, racism 33% and homophobia 2%.

Our work in this area focuses on three pillars: engagement and prevention through education with teams; monitoring and reporting via automated and human review; and action and remedy through collaboration with platforms and authorities.

These efforts were reinforced by awareness initiatives such as the Outraged documentary series and the Real Scars campaign, both highlighting the impact of online abuse and promoting collective responsibility for a safer digital environment in football.



PROTECTION: Helping children thrive

95% with focal points

Children and young people remain at the centre of football, and their protection relies on the shared responsibility of everyone involved in the game – from coaches and parents to staff, volunteers and the wider community.

To strengthen this commitment, we have worked with Terre des hommes, the leading Swiss organisation for children's rights, to develop a comprehensive set of learning resources and practical guidelines for all those working with children and young people throughout the football pyramid. The UEFA child and youth protection platform serves 37,735 registered users. These child and youth protection materials, aligned with international standards such as the UN Convention on the Rights of the Child, and informed by input from practitioners across Europe, support the prevention of harm and the protection of children's rights in football.

The resources include multilingual online courses designed to build knowledge and common standards,

event guidelines outlining best safeguarding practices and a detailed toolkit covering key topics such as communication and policy development.



ACCESSIBILITY: Updating the UEFA guidelines



We updated the [UEFA Accessibility Guidelines](#), which are designed to ensure that football in Europe – and the infrastructure that supports it – is accessible to everyone who wishes to take part.

First published in 2011, the guidelines have been comprehensively revised to reflect new insights and experiences gained from UEFA events, tournaments and infrastructure projects, and to provide stakeholders with the most up-to-date resources available.

The initiative aimed to help national associations, leagues, clubs and stadium operators remove barriers that prevent people of all abilities from participating fully in football, whether as players, spectators or staff. Covering infrastructure, operations, workforce training, services and matchday activities, the guidelines encourage a proactive approach to inclusion across every aspect of the game.

Developed in close collaboration with AccessibALL (formerly the Centre for Access to Football in Europe, CAFE),



Number of UEFA members with

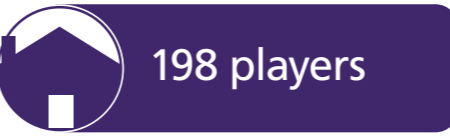
- Disability football national teams 17
- Amputee football teams 11
- Powerchair football teams 6
- Blind football teams 11
- Cerebral palsy football teams 7
- Deaf football teams 8
- Intellectual disability football teams 9

the updated guidelines represent an important step towards UEFA’s long-term ambition of making football accessible to the world’s 1.3 billion disabled people.

The 160-page publication presents more than 40 examples of good practice across its 13 chapters and underlines UEFA’s belief that football should be open, welcoming and accessible to all. hat football should be open, welcoming and accessible to all.



REFUGEE SUPPORT: Bringing people together at the Unity EURO Cup



Hosted by the Royal Netherlands Football Association (KNVB), the fourth edition of the Unity EURO Cup took place in the Netherlands, uniting 18 teams of refugees and host community players in a celebration of football’s power to connect people.

Supported by the UN refugee agency (UNHCR), this year’s competition featured 17 national association teams, including first-time participants Albania, Liechtenstein and Poland, as well as a European Union team. Finland claimed their second title after winning a dramatic penalty shoot-out against Armenia in a competition defined by friendship, respect and solidarity.

A particular highlight of the event was the Refugee Referee Programme, a partnership between the KNVB and Dutch amateur club AVV Zeeburgia that trains refugees to become certified referees, thereby helping them integrate, build networks and support the game. game.



Providing opportunities with Powercoders

Dawit Teum Gebru, a former architect from Ethiopia, joined UEFA as an intern after arriving in Switzerland as a refugee and choosing to retrain in IT. With the support of Powercoders – a nonprofit that helps refugees and migrants transition into tech careers – he completed intensive training and earned a place in UEFA’s ICT team. This partnership enabled Dawit to combine his design background with newly acquired technical skills, while showcasing how organisations can create inclusive, socially impactful career pathways that inspire others to follow suit.

Football is the most popular sport in the world, and this makes it a natural bridge between people and communities, connecting us when language falters or when we are faced with differences.”

Glenn Micallef, European Commissioner for Intergenerational Fairness, Youth, Culture and Sport



HEALTH: Launching our Walking Football Toolkit



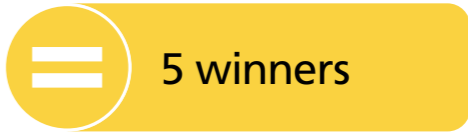
We marked the International Day of Older Persons with the launch of the Walking Football Toolkit – a comprehensive resource designed to help national associations, leagues, clubs and local organisations promote health and well-being among older adults.

The toolkit consists of three documents: a main guide outlining the benefits of walking football, the characteristics of participants and medical recommendations; practical materials for recreational play including forms, training sessions and checklists; and a competitive guide detailing the Laws of the Game.

By 2027, UEFA aims for 60% of its member associations to deliver football activities tailored to the needs of older adults and is monitoring progress towards this target, ensuring that the game remains accessible to everyone, regardless of age.



INCLUSION: Celebrating at the FootbALL Awards



At the 2025 UEFA Respect Forum, we presented the FootbALL Awards to celebrate organisations and individuals whose actions embodied the programme’s core values of diversity, inclusion and accessibility.

This season’s honours went to the Ukrainian Association of Football, the Premier League, Everton FC, Liverpool FC and Carolina Morace, each recognised for outstanding contributions to football on and off the pitch.

The Ukrainian Association of Football was recognised for its League of the Mighty initiative, using amputee football to help veterans rebuild their lives amid the ongoing war. The Premier League received the award for its Community Captain programme, celebrating individuals driving social impact through football across England.

Everton FC and Liverpool FC were jointly honoured for demonstrating leadership and solidarity against discrimination in their united

condemnation of racist abuse following the Merseyside derby. Finally, Carolina Morace, former player and now Member of the European Parliament, was commended for her advocacy on gender equality and LGBTQ+ rights, and her work to advance the women’s game as a member of the UEFA Football Board.

The FootbALL programme, launched in 2023, showcases football’s power to unite communities and promote equality, inclusion and participation at every level of the game. Built around three pillars – the campaign, the platform and the activation – it brings together all of UEFA’s social sustainability initiatives, reinforcing that football is a game for everyone.





SOCIAL
2024/25 season activities,
targets and KPIs
(VSME B2-26.c)

Anti-racism

- Outraged educational toolkit
 - Match observer scheme
 - Online abuse programme
 - Guidelines on discriminatory practices
 - Grievance mechanism
- Webinar for national associations, leagues and clubs
 - Dedicated provision in UEFA’s club licensing regulations
 - 11 dedicated HatTrick projects across UEFA member associations

Targets	Expected year of completion	Strategic KPIs	2024/25
Zero racist incidents across all UEFA events and collaboratively across European football by 2030	2030	Number of incidents reported (confidential)	In progress
Anti-racism principles embedded in UEFA regulations, policies and programmes by 2024	2024	Activity status	Achieved
UEFA communications and awareness campaigns aligned with anti-racism principles	Each year	Campaign reach	413m people reached Achieved
Respect management system developed by 2025	2025	Activity status	In progress
Develop a plan for a preventive and educational programme (including online abuse and hate speech) by 2024	2024	Activity status	Achieved
100% of member associations reached by educational programmes by 2024	2024	Number of member associations	55/55 Achieved
Monitoring of at-risk matches through the match monitoring scheme	Each year	Number of matches monitored	157 matches monitored Achieved
Reporting and remedy structures in place across all UEFA competitions by 2024	2024	% of UEFA competitions with structure in place	100% Achieved
Reporting and remedy structures in place across all 55 member associations by 2030	2030	Number of member associations with structure in place	46/55 In progress



Child and youth protection

- Toolkit
- Policy across all 55 national associations
- UEFA child and youth protection platform
- Training of child and youth protection officers
- Competition-specific guidelines
- Dedicated provision in UEFA’s club licensing regulations
- 22 dedicated HatTrick projects across UEFA member associations



Targets	Expected year of completion	Strategic KPIs	2024/25
Zero instances of abuse in relation to UEFA events and collaboratively across European football played by children and youth by 2030	2030	Number of cases (confidential)	In progress
Implement focal point requirement in UEFA Club Licensing Regulations by 2023	2023	Activity status	Achieved
100% of UEFA member associations having appointed a focal point by 2022	Each year	Number of member associations with focal points	52/55 In progress
100% of member associations' focal points trained by 2024	Each year	Number of participants in training courses	Achieved
100% of member associations with child and youth protection policy in place by 2025	2025	Number of member associations with policy in place	30/55 In progress
Increased coverage of the digital UEFA child safeguarding platform	Each year	Number of registered users of the platform	41,360 users (130% increase compared to 2023/24 season) Achieved
Revision of UEFA's safeguarding platform	2025	Activity status	Achieved
Event-specific child and youth safeguarding protocol standard for member associations available by 2024	2024	Activity status	Achieved
Risk analysis across all of UEFA's member association countries available by 2022	Each year	Activity status	Achieved



Equality and inclusion

- Equal salary certification
- Reporting tool for internal organisation
- Reporting tool for external workers
- Gender equality working group
- Toolkit in progress
- Dedicated provision in UEFA's club licensing regulations
- 23 dedicated HatTrick projects across UEFA member associations



Targets	Expected year of completion	Strategic KPIs	2024/25
Equality and inclusion principles embedded in UEFA regulations, policies and programmes by 2024	2024	Activity status	Achieved
UEFA communications and awareness campaigns aligned with equality and inclusion criteria	Each year	Campaign reach (number of people)	413m people reached Achieved
Equal pay certification awarded to UEFA by 2022 and maintained for subsequent seasons	Each year	Activity status	Achieved
Promotion of the equal pay certification scheme in all member associations	Each year	Number of member associations engaging with the scheme	25/55 Achieved
Equality and inclusion awareness toolkits provided to for national associations	2025	Activity status	In progress
Permanent equality and inclusion working group officially established by 2022	Each year	Activity status	Achieved
Equality and inclusion surveys conducted throughout European football and achieving response rates of at least 60%	2025	Activity status	In progress

Football for all abilities

- Accessibility guidelines and checklist for events and venues
- Support for national associations regarding disability football
- Relationship with and funding for disability organisations
- Dedicated provision in UEFA's club licensing regulations
- 23 dedicated HatTrick projects across UEFA member associations



Targets	Expected year of completion	Strategic KPIs	2024/25
100% of member associations taking the lead in developing activities relating to at least one disability	2030	Number of member associations developing activities	51/55 In progress
100% of stadiums used for UEFA events in compliance with UEFA accessibility requirements by 2026	2026	% of venues complying with UEFA accessibility requirements	77% In progress
100% of member associations having appointed a disability access officer (DAO) by 2028	2028	Number of member associations with a DAO	53/55 In progress
100% of member associations offering access to vocational training, employment or volunteering opportunities for disabled people	2027	Number of member associations offering accessible opportunities (not yet available)	In progress
Support funds allocated to European football disability organisations leveraged to create tangible benefits for member associations	Each year	Number of member associations supported; Total funds	51/55; €250,000 Achieved
60% of member associations supporting at least one disability national team by 2028	2028	Number of member associations	17/55 In progress



Health and well-being

- Take Care programme
- Catering guidelines and checklist
- Walking Football football toolkit
- 26 dedicated HatTrick projects across UEFA member associations

Targets	Expected year of completion	Strategic KPIs	2024/25
Promotion of UEFA's 2024 plan dedicated to the involvement of older people in football	Each year	Activity status	Target achieved
30% of member associations organising football activities for older people by 2027	2027	Number of member associations	46/55 Achieved
Guidance material published for use by UEFA, member associations, leagues and clubs	2025	Number of member associations, leagues and clubs reached	Achieved 6 webinars 800+ reached
Medical check-ups for UEFA staff	Each year	% of staff attendance	26% Achieved
80% of member associations (=44/55) collaborate with UEFA for awareness campaigns	2025	Number of member associations	In progress



Refugee support

- Unity EURO Cup
- Support for national associations through local UNHCR offices
- Refugee grants
- Toolkit in progress
- 7 dedicated HatTrick projects across UEFA member associations dedicated to the policy

Targets	Expected year of completion	Strategic KPIs	2024/25
70% of member associations offering participation opportunities for refugees by 2025	2025	Number of member associations offering opportunities to refugees	38/55 Achieved
Development of refugee football tournaments across Europe by 2026	2026	Activity status	In progress
50% of member associations publicly advocating for social inclusion of refugees by 2025	2025	Number of member associations working with a regional/national UNHCR agency	29/55 Achieved



Solidarity and rights

- Human rights risk assessment for UEFA events
- FIFA World Cup bids
- Emergency grants
- Homeless World Cup Foundation Impact Awards
- 6 dedicated HatTrick projects across UEFA member associations

Targets	Expected year of completion	Strategic KPIs	2024/25
Human rights principles embedded in UEFA regulations, policies and programmes by 2024	2024	Activity status	Achieved
UEFA codes of conduct for business relationships aligned with human rights commitment, by 2024	2024	Activity status	Achieved
Advocacy and awareness network on human rights issues established by 2024	Each year	Activity status	Achieved
100% of requests fulfilled within one month	Each year	Activity status	Achieved



FOOTBALL AS A DRIVER OF REDUCTION

European football protects the environment across events by embracing circular practices, reducing emissions and investing in sustainable infrastructure. Throughout the season, we strengthened this commitment by advancing our carbon calculator and our carbon reduction plan while deepening our focus on sustainable event delivery and sustainable infrastructure guidance (VSME B2-26.b).

4 policies



Circular economy

Our circular economy policy aims to reduce football's environmental impact by cutting energy and resource use in line with the 4R principles: reduce, reuse, recycle and recover.



Climate and advocacy

We recognise the need to reduce European football's carbon footprint and implement a comprehensive emissions reduction plan within our organisation, shifting focus from offsetting to meaningful action and encouraging stakeholders to drive lasting change.



Event sustainability

Our vision is to set the global benchmark for event sustainability in sport and to serve as a driving force for sustainable development across European society.

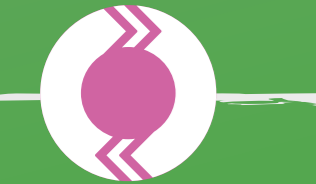


Infrastructure sustainability

Whether building new facilities or refurbishing existing ones, we aim to keep raising the standard for football venues, ensuring they serve as models of sustainable practice.



60%
of member associations are embedding circular economy principles in their football events – a 43% increase on the previous season



Circular economy



41%
Recycling rate at UEFA events (35% in 2023/24)



176
football organisations used the UEFA carbon footprint calculator – a 14% increase on 2023/24



Climate and advocacy



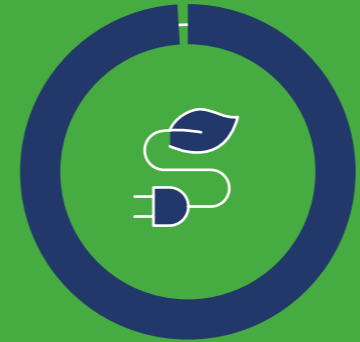
€1,583,060
were invested in the UEFA climate fund and mitigation projects



35,068(*)
tCO₂e were emitted by UEFA's internal organisational activities – assured by a third party (market-based)



First
reduction plan launched



99%
renewable electricity used at UEFA events (16% in 2023/24)



25,025(*)
tCO₂e were emitted by UEFA events – assured by a third party (market-based, Women's EURO 2025 included)



Event sustainability



80%
Fans used public transport at UEFA final



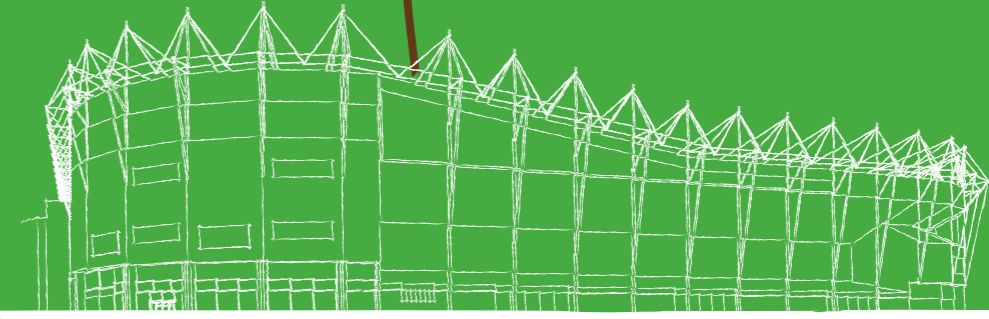
100%
of bidding processes include sustainability requirements



Infrastructure sustainability



18
members of the infrastructure carbon working group
..... 6 member associations
..... 2 leagues
..... 9 clubs
..... 1 stadium operator



163
football stakeholders attended a renewable energy webinar hosted in partnership with Solarpower Europe



(*) Independently assured by ERM Certification and Verification Services Limited (ERM CVS) as part of their limited assurance engagement. Please see ERM CVS' Independent Limited Assurance Report on pages 75 for more details"

ENVIRONMENT

2024/25 season highlights

Measurement – Reduction – Mitigation

MEASURING: Improving the accuracy of our carbon assessment



We continued to strengthen our commitment to environmental sustainability by measuring and monitoring our organisational carbon footprint in line with the UEFA Carbon Footprint Methodology. The assessment covers key operational areas including mobility, facilities, goods and services, and logistics. UEFA applies the operational control approach, accounting for all emissions from activities and facilities under its direct operational control, in line with the GHG Protocol’s control approach requirements (VSME B3-30.a; B3-95.c).

Our internal organisational footprint totalled 35,068 tCO₂e in 2024/25

(VSME B3-31). Compared to the 2023/24 season, a notable increase has been observed in the "purchased goods and services" category. Following the previous year's assurance findings, UEFA has increased the completeness of the purchased goods and services data by improving processes which has enabled the inclusion of service based data in our calculation. This improvement in data completeness has resulted in an increase of 15,825 tCO₂e.

Due to this significant methodological change, direct comparison with the historical baseline (2022/23 season) is no longer appropriate. Consequently, UEFA has decided to reset its carbon footprint baseline to the 2024/25 season. This decision is based on the following considerations:

- Inclusion of purchased services (previously excluded) and expanded coverage of purchased goods under Scope 3, Category 1.

- Implementation of a consolidated and standardised data collection process.
- Verification of the new baseline by independent third-party auditors
- Alignment with the UEFA carbon reduction plan (released in June 2025), enabling consistent monitoring of progress in future seasons.

These updates underline our commitment to improving the accuracy and coverage of our reporting while identifying important areas for future reduction.

Beyond internal operations, we also assessed the footprint of our events, which represent a major part of our overall impact. In 2024/25, event emissions totalled 16,687 tCO₂e. UEFA Women’s EURO 2025 is reported on separately at page 71.

This data provides a clearer understanding of the environmental impact of UEFA’s activities and supports ongoing efforts to make football more

sustainable. Through continuous measurement and transparent reporting, we have reaffirmed our responsibility to reducing emissions and advancing climate action across our organisation and events.

The carbon footprint calculations for both UEFA's internal organisation and events were certified by ERM, a third party. Please see the annex at the end of this report for more details.



(*) Women’s EURO 2025 accounted separately – see page 71



Internal organisation

35,068 tCO₂e

Mitigation strategy:
Sustainable aviation fuel for staff travel and a portfolio of carbon dioxide reduction projects – €1,250,000



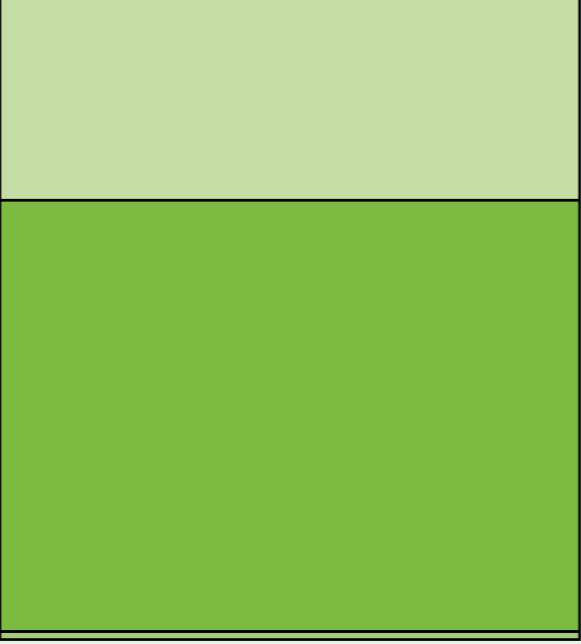
Goods and services
10,681 tCO₂e



Mobility
23,251 tCO₂e



Facility
439 tCO₂e



Annual events
13,769 tCO₂e



Cyclic events
2,918 tCO₂e(*)

(*) Given the cycle nature of the events, it is not possible to compare with previous seasons

UEFA Events

16,687 tCO₂e

Mitigation strategy:
Climate fund – €330,000

Scope 1: 197 tCO₂e
Scope 2 (market based): 0 tCO₂e
Scope 2 (location based): 81 tCO₂e
Scope 3: 34,871 tCO₂e
(VSME B3-30.a and b; B3-95.c)



REDUCING: Strengthening our carbon reduction plan

First reduction plan

We advanced our ‘Road to Zero’ strategy in 2025 by releasing a new carbon reduction plan, marking a decisive shift away from traditional offsetting towards direct investment in measurable climate action.

The carbon reduction plan details UEFA’s comprehensive approach to measuring, reducing and mitigating emissions across both its internal operations and events, organising all measures into four core areas: mobility, facilities, purchased goods and services, and logistics.

Developed using UEFA’s third party-certified carbon footprint calculator, the plan established a clear baseline for emissions and a roadmap to halving our greenhouse gas emissions by 2030. By embedding

sustainability criteria into policies, operations and regulations, we aim not only to reduce our own footprint but also to inspire and empower national associations, leagues and clubs to take similar action across European football.

As part of the carbon reduction plan, sustainable aviation fuel (SAF) is a

strategic investment to reduce emissions as per the Science Based Targets initiative framework. Our Declaration of Environmental Attribute (provided by Shell) confirms that over 0.5 million litres of SAF was used in aviation fuel systems when refuelling.

MITIGATING: Addressing residual emissions

€1,583,060 invested

We take a dual approach to managing our carbon footprint, distinguishing clearly between the impact of our internal operations and that of our events.

We have established a dedicated climate fund that enables member

associations hosting UEFA competitions to invest in projects that will, over their full lifespan, mitigate the emissions generated by those events. Applying a carbon price of €20 per tCO₂e, the fund has a total value of €330,000.

For our internal organisation, we invest in SAF for staff travel as a reduction measure and support a diverse portfolio of carbon-dioxide reduction projects. This portfolio encompasses both nature-based and technology-driven solutions, all situated within UEFA member countries. The total value of these measures is €1,250,000.

UEFA employs the MRV (measure, report, verify) methodology as a standardised, multi-step framework to quantify greenhouse-gas emissions and reductions.

All verified emission reduction (VER) certificates relate to projects within the territory of UEFA member associations, spanning 14 countries and seven project types. For the 2024/25 season, UEFA allocated

€333,060 from its climate fund to support initiatives across the member associations of Albania, the Faroe Islands, France, Germany, Poland, Portugal, Romania, San Marino, Slovakia, Spain and Switzerland.



SUMMARY OF EMISSIONS AND REDUCTIONS FOR UEFA INTERNAL ORGANISATION

SUMMARY	CO ₂ e (t)	cost (EUR)
UEFA organisational carbon footprint – Gross	35,352	
FincoEnergies – HVO certificates	-3	
Lufthansa – SAF certificates	-298	
UEFA – SAF certificates	-1,256	€ 200,000
Carbon dioxide removal – Verified emission reduction	-33,795	€ 1,050,000
UEFA organisational carbon footprint – Net	0	

PORTFOLIO OF CARBON REDUCTION PROJECTS

Project type	Country	UEFA portfolio [tCO ₂ e]
Soil carbon sequestration	Bulgaria, Denmark, England, Estonia, Latvia, Lithuania, Romania, Scotland, Spain, Ukraine	20,000
Afforestation / reforestation	France	5,000
Construction material	Austria, Norway	5,000
Bio-based construction	Finland	1,296
Agriculture	Italy	1,700
Other technology	Portugal	99
Biochar	France	700
TOTAL		33,795



INFRASTRUCTURE: Measuring football construction's carbon emissions



18 partners

We launched a dedicated methodology to help national associations, leagues and clubs measure the often-overlooked embodied carbon emissions of football infrastructure.

Developed in collaboration with the Carbon Trust and a UEFA-led working group, the framework enables organisations to account for greenhouse gas emissions generated throughout a building's full lifecycle – from material extraction and manufacturing to construction, maintenance and demolition – excluding operational use.

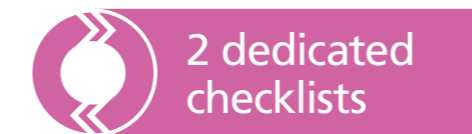
The working group brought together a diverse set of stakeholders from across European football, including six UEFA member associations (Albania, Italy, Liechtenstein, Luxembourg, Norway and Romania), two leagues (DFL Deutsche Fußball Liga and France's Ligue de Football Professionnel), nine clubs (ACF Fiorentina, Brentford FC, Brighton & Hove Albion, Eintracht

Frankfurt, FC Lausanne-Sport, FC Porto, Real Betis Balompié, Tottenham Hotspur and VfB Stuttgart) and one stadium operator (Alphamega Stadium).

Applicable to a wide range of facilities, from stadiums and training centres to offices, the methodology was designed to support football organisations of all sizes and contexts across UEFA's 55 member associations. Given the scale of infrastructure projects within the game, embodied emissions can be significant yet are often underreported. This new approach ensures that they are measured consistently, enabling comparability, transparency and long-term accountability.



CIRCULAR ECONOMY: Optimising resources across football



2 dedicated
checklists

Guided by the 4R framework – reduce, reuse, recycle, recover – UEFA's updated circular economy guidelines set out a clear pathway to minimising waste and optimising resource use across football (VSME B7-37).

The framework focuses on four goals: reducing food waste and promoting sustainable catering; extending the life cycles of apparel and equipment; reusing event materials through circular procurement; and improving energy and water efficiency with a shift to renewable sources.

An eight-step roadmap helps football stakeholders translate these principles into practice, supported by two dedicated circular economy checklists for organisations and events that enable clubs, leagues and organisers to assess and strengthen circularity in their operations.

We have already applied this approach at major competitions, including club finals, UEFA EURO 2024 and UEFA Women's EURO 2025, in collaboration

with partners such as PepsiCo, Just Eat Takeaway.com and Heineken. Initiatives have included zero-waste catering models aligned with the UEFA Healthy and Sustainable Catering Guidelines, large-scale food redistribution – with 40 tonnes of surplus food donated during EURO 2024 – plastic reduction through reusable and biodegradable solutions, and fan engagement campaigns on waste separation.

We continue to encourage national associations, clubs, sponsors and fans to take the next step by conducting food waste audits, organising zero-waste matchdays, integrating circular principles into procurement and catering contracts and involving communities in redistribution and awareness campaigns.



SMART MOBILITY:
Hosting our first
car-free final



While Barcelona celebrated a third UEFA Youth League title with a 4-1 win over Trabzonspor at the Colovray sports centre in Nyon, the 2025 final marked another milestone – UEFA’s first car-free final.

Working closely with local authorities and transport agencies, we ensured seamless access to the venue and offered free public transport on selected routes for ticket holders – an approach first tested at EURO 2024 and replicated at UEFA Women’s EURO 2025.

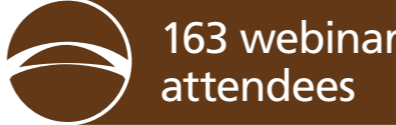
Parking was restricted to two-wheeled vehicles and spaces for people with reduced mobility, while alternative travel options were made easily available, including park-and-ride facilities, electric scooters, bicycles and a free shuttle service linking Nyon railway station with the stadium.

Spectators were encouraged to plan their journeys in advance, supported by detailed transport information published on UEFA.com and at the venue.

The effort was widely appreciated: the Ville de Nyon and local police are eager to do the same next year, while city shops reported a positive impact thanks to increased revenue from passers-through visiting the town centre.



RENEWABLE ENERGY:
Accelerating adoption
across European football



UEFA entered a strategic partnership with SolarPower Europe to accelerate the adoption of renewable energy across European football.

The collaboration aims to harness the potential of solar power to help UEFA, national associations and clubs reduce their carbon footprints and contribute to a more sustainable future for the game.

Under the cooperation agreement, both organisations commit to

“Solar and football already energise communities and nations across Europe – they’re a perfect match. We’re proud to take a natural step in working with UEFA to support their 2030 sustainability goals.”

CEO of SolarPower Europe
Walburga Hemetsberger

expanding the use of solar energy within football infrastructure, supporting the development of power purchase agreements (PPAs) to ensure a long-term renewable energy supply, and delivering a dedicated webinar in 2025 to guide national associations on solar and energy storage solutions.

SolarPower Europe, which represents more than 320 organisations across the solar energy value chain, brings its expertise as Europe’s leading voice for the solar sector. Together, UEFA and SolarPower Europe are seeking to create the right conditions for football to play an active role in Europe’s clean energy transition, making sustainability a core part of the sport’s energy future.

LEADERSHIP:
Recognition by the
Green Sports Alliance



UEFA received the Environmental Leadership Award at the 15th Green Sports Alliance Summit, held from 10–12 June with the theme Game On 2030. The event called for accelerated action towards a more resilient and responsible future.

The Green Sports Alliance (GSA) is a global community working to advance sustainability across leagues, teams and venues, and its Environmental Leadership Award is its highest honour.

The recognition highlighted UEFA’s Road to Zero commitment and the organisation’s consistent efforts to integrate responsible environmental practices – measuring, reducing and mitigating emissions across internal operations and major events – to drive meaningful change within football and beyond.



**Celebrating the
Winners of the Green
Sports Alliance
Environmental
Leadership Award
& Environmental
Innovators of the
Year Awards**

ENVIRONMENT

2024/25 season activities, targets and KPIs (VSME B2-26.c)

Circular economy

- Guidelines and checklist
- Event-specific guidelines for organisers
- 19 dedicated HatTrick projects across UEFA member associations

Targets	Expected year of completion	Strategic KPIs	2024/25
Zero plastic or food waste – within UEFA, across UEFA events and collaboratively across European football – by 2030	2030	Activity status	In progress
4R criteria embedded into UEFA Stadium Infrastructure Regulations by 2025	2025	Activity status	Achieved
4R methodology for events, with a particular focus on product packaging, plastics, single-use items, and food loss and waste available by 2024	2024	Activity status	Achieved
Member associations encouraged to apply UEFA’s 4R principle	Each year	Number of member associations applying the 4R principle	33/55 Achieved
Pilot with sponsor(s) to deliver zero food and plastic waste to landfill at 2026 UEFA Champions League final	Each year	Project implemented	Achieved



Climate and advocacy

- UEFA carbon footprint calculator
- Calculation of UEFA’s carbon footprint
- Embodied carbon emissions included in the UEFA carbon footprint calculator
- Carbon reduction plan
- Player engagement
- Carbon mitigation
- Dedicated provision in UEFA’s club licensing regulations
- 25 dedicated HatTrick projects across UEFA member associations

Targets	Expected year of completion	Strategic KPIs	2024/25
Greenhouse gas emissions cut by 50% by 2030 (compared to baseline year 2024/25) in view of achieving net zero carbon emissions by 2040 within UEFA, across UEFA events, and collaboratively across European football	2030	Carbon emissions of internal organisation Carbon emissions of UEFA events	See page XY for details of the organisation’s carbon footprint In progress
UEFA regulations, policies and programmes as applicable embed climate and advocacy criteria by 2024	2024	Activity status	Achieved
UEFA codes of conduct for business relationships aligned with environment commitment	2024	Activity status	Achieved
Measurement of the environmental impact of all UEFA events	Each year	% of events whose impact is measured	100% Achieved
Clubs and national associations encouraged to measure the impact of competitions	Each year	Number of national associations and clubs using the carbon calculator	176 users Achieved
Campaign reaching a TV audience of over 2.5 billion	Each year	Campaign reach (number of people)	Achieved

Event sustainability

- Event sustainability manual (in progress)
- Event ESG strategy matrix applied to all UEFA events
- Event sustainability performance evaluation system (ESPES)
- Best practice database
- Car-free event
- 8 dedicated HatTrick projects across UEFA member associations

Targets	Expected year of completion	Strategic KPIs	2024/25
Incremental improvements to the sustainability performance of UEFA events to optimise it by 2030	2030	Average events sustainability performance	In progress
100% of bidding processes including requirements relating to the 11 sustainability policies, by 2022	Each year	% of bidding processes including sustainability requirements	Achieved
Dedicated event sustainability management training provided to all member associations by 2025	2025	Number of member associations having received training	In progress
UEFA event sustainability performance evaluation system (ESPES) available by 2023	2023	Activity status	Achieved



Infrastructure sustainability

- Updated guidelines
- Stadium database
- Knowledge-sharing network
- 5 dedicated HatTrick projects across UEFA member associations

Targets	Expected year of completion	Strategic KPIs	2024/25
UEFA sustainable infrastructure guidelines updated by 2025	2025	Activity status	In progress
Knowledge-sharing network and stadium database in place by 2026	2026	Activity status	In progress
Infrastructure sustainability principles embedded in UEFA regulations, policies and programmes by 2024	2024	Activity status	Achieved





AREAS OF ACTION

UEFA's approach to social and environmental sustainability is guided by a clear and collaborative process. Recognising the different contexts and resources of our stakeholders, we aim to build a common framework that enables multiple but coordinated action plans across five focus areas (VSME B2-26.b).



UEFA internal organisation

Aligning our team and working environment with our sustainability strategy requires collaboration across all UEFA divisions.



UEFA events

We work to embed human rights and environmental principles into every stage of football events.



UEFA members

We support all 55 UEFA member associations in developing and implementing sustainable strategies tailored to their domestic priorities.



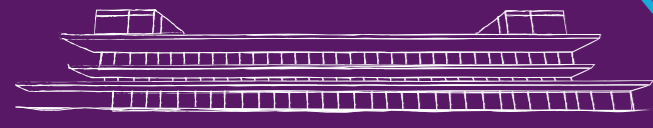
Football ecosystem

We aim to engage everyone involved in the game, from clubs and leagues to players, officials, coaches, and volunteers, in driving sustainable practices.



Partners and society

We focus on collaborating with sponsors, fans, suppliers, media, communities, governments, and global institutions to co-create innovative sustainability solutions.



UEFA internal organisation

€13m

invested in social and environmental sustainability and HatTrick projects



Fair-ON-Pay Advanced certification was achieved



UEFA licensing system embeds sustainability in European football



98%

of energy used on the UEFA campus was renewable



85%

of spectators used public transport to get to the UEFA Champions League final



100%

of events had a dedicated social and environmental sustainability strategy



881

sustainability initiatives across our finals



UEFA events



2,000+

stewards were trained on sustainability for the UEFA Europa League final



40

activations implemented in collaborations with our partners



UEFA members



€6.8m

were distributed to UEFA members for sustainability-focused HatTrick projects



100%

of UEFA members have a sustainability manager and strategy



Football ecosystem



800+

clubs are now engaged in our sustainability network

662

clubs are in compliance with the sustainability requirements of UEFA's club licensing system



Partners and society



400+

member of the UN's Football for the Goals initiative

31

participants joined the first edition of UEFA's Sustainability in Football Compact Course



250+

stakeholders attended the 2025 UEFA Respect Forum with 17 dedicated working groups discussing specific sustainability topics



6


webinars jointly hosted by UEFA and European Football Clubs (EFC)



AREAS OF ACTION

2024/25 season highlights

IMPACT: UEFA Respect Forum 2025



250+ attendees

On 7/8 May, the European football community gathered at Stadion Letzigrund in Zurich – one of the venues for UEFA Women’s EURO 2025 – for the second UEFA Respect Forum.

The event focused on football’s growing role in driving social and environmental sustainability, with over 250 stakeholders from national associations, clubs, leagues, partners and other organisations coming together to share ideas and build partnerships.


The forum aimed to inspire and accelerate collective action across European football by exploring how the game can address crucial sustainability challenges. Across two

days, participants in 17 dedicated working groups examined practical ways to embed sustainability into football’s structures and culture, from strategy and regulation to day-to-day operations. The topics covered in addition to the 11 main policies were accessibility, reporting, stakeholder engagement, commercial partner engagement, community engagement, club engagement and communication.

High-level discussions featured perspectives from both within football and beyond. Panels included representatives of UEFA, clubs, leagues and global organisations such as UN Climate Change, Formula 1 and the NBA, who shared real-world examples of integrating sustainability into operations.



LICENSING: Making sustainability a requirement



800+ clubs

The UEFA club licensing system now requires every club competing in the UEFA Champions League, Europa League or Conference League to appoint a social and environmental sustainability (SES) officer. This officer acts as a central point of contact for both internal and external stakeholders, leading their club’s sustainability strategy – another requirement for participation in UEFA competitions.

These measures are designed to embed sustainability into the culture of European football, helping to protect the environment and promote human rights. By working closely with the EFC (formerly the European Club Association, ECA), we are engaging with more than 500 clubs, creating a growing network committed

to using football’s reach to drive positive change.

Each club’s plan must cover five areas as a minimum: equality and inclusion, anti-racism, child and youth protection, football for all abilities and environmental protection. Policies in these areas ensure that sustainability is integrated into everything from grassroots participation to matchday operations and infrastructure. By fostering collaboration and knowledge sharing through guidelines, programmes and forums, we are building a strong community of SES officers across Europe.

EVENTS: Sustainability activities at UEFA finals



881 initiatives

In 2025, we raised the bar for sustainability across our men’s and women’s club competition finals, implementing a record 315 initiatives embedded within tailored environment, social and governance (ESG) strategies.

We maintained and expanded our core activities, from measuring event carbon



footprints with our carbon footprint calculator and funding host association climate projects, to ensuring sustainable catering, monitoring online abuse and improving accessibility.

Disability access officers (DAOs) were supported by volunteer teams, audio-descriptive commentary was accessed by users worldwide, and our fan festivals once again featured inclusive football through partners such as the International Blind Sports Federation, the Homeless World Cup and Special Olympics.

This season also saw the introduction of new measures. Together with Just Eat Takeaway.com, we launched compostable packaging and carbon emissions labelling of menus, helping tens of thousands of fans make more informed choices. We introduced formal human rights declarations, safeguarding focal points for children and young people and new reporting mechanisms for human rights concerns. Sensory rooms were also provided at three final venues to offer a calm and inclusive space for supporters.

Each final carried its own local sustainability priorities. The UEFA Champions League final in Munich delivered 87 sustainability activities and achieved 85% of spectators using public transport, 70% of waste recycled and 84% of energy sourced from renewables.



881 sustainability initiatives across UEFA finals

Environmental, social and governance commitments lie at the heart of our flagship competitions



Sensory rooms and audio-descriptive commentary



Disability football events at fan festivals



Free public transport



Sustainable catering practices and food redistribution



COMMUNITY: Celebrating member associations achievements



36 strategies published

UEFA member associations are the cornerstone of sustainability progress, driving change at the local level and inspiring leagues and clubs to embed social and environmental action into the heart of football. UEFA is proud and deeply grateful to have fostered such a community, united by a shared commitment to sustainability, where collaboration and innovation drive positive change across European football.

Every association now has an SES manager and a dedicated strategy, 36 of which have already been published, and 40 associations report on their sustainability activities. Internal perceptions are improving, with 41 associations acknowledging greater recognition for SES work. Funding is increasingly diverse, demonstrated by 36 associations now securing resources from non-UEFA sources. Guidance offered by UEFA is widely used, and sustainability is embedded in licensing systems: 51 associations include SES provisions for men's club football licensing and 33 for women's football. Nine more are still developing their women's licensing frameworks.

Social impact is also at the heart of this progress. Today, 46 associations have systems in place for reporting

discriminatory incidents and 29 have developed equality and inclusion guidelines. Child and youth protection is a priority, with 52 associations appointing dedicated officers and 41 implementing formal policies. Accessibility is improving, as all 55 associations now offer services for disabled spectators and 53 have DAOs. Domestic football is becoming more inclusive in general: 46 associations now organise activities for older people, 38 provide participation opportunities for refugees, and 39 have formal commitments to respecting and protecting human rights.

Environmental action is also gaining momentum, as 33 associations embed circular economy principles in their football events, 41 measure their carbon footprint, six offset their emissions and 16 mitigate them. Interest in knowledge sharing is strong, with 48 associations keen to receive an event sustainability manual and 50 eager to exchange best practices on sustainable infrastructure.

This collective effort shows that sustainability – both social and environmental – is becoming a core part of football governance across Europe.



COLLABORATION:
Building capacity with
European Football
Clubs (EFC)

 **Cooperation
plan agreed**

We strengthened our partnership with the EFC to put social and environmental sustainability at the heart of European club football through a new sustainability cooperation plan covering the 2025/26 and 2026/27 seasons.

This cooperation builds on successful collaboration during the 2023/24 season, when UEFA and the EFC launched a series of joint webinars to help clubs integrate sustainability into their operations.

Continuing in 2025 with a dedicated session on embedding sustainability within daily structures and decision-making, the webinars outlined six essential steps for effective action: committing the organisation to sustainability, appointing a dedicated team, developing a strategy, implementing policies, ensuring progress through measurement and reporting. Together, these sessions have provided clubs with practical



guidance on how to align ambition with implementation.

The sustainability cooperation plan builds on this foundation, and on pilot programmes in Austria, Italy, the Netherlands, the Republic of Ireland and Romania, to focus on three priority areas: engagement and advocacy, club licensing, and education and guidance.

Through collaboration at a national level, facilitated discussions and active participation in international forums, UEFA and the EFC will strengthen engagement and support a growing network of sustainability managers. The enhanced club licensing framework will continue to guide clubs in developing strategies and policies across equality, inclusion, child and youth protection, football for all

abilities and environmental protection, with alignment ensured through UEFA's club licensing and SES committees.

FAIRNESS: Underlining
our commitment to
equal pay

 **Advanced level
achieved**

We achieved the SGS Fair-ON-Pay Advanced certification, the highest level available, confirming that our pay practices meet the strictest standards of fairness and gender equality. The certification, available to organisations with more than 100 employees, is granted following

an independent analysis and audit against Fair-ON-Pay criteria. It is valid for four years, with a maintenance review after two.

To achieve the advanced level, we had to demonstrate a complete and correctly prepared data basis, compliance with the 2.5% threshold, a calculated net gap below 5% and a narrow confidence interval of no more than 7.5%. In addition, our approach included structural elements beyond role comparisons.

This certification underlines our commitment to equal pay for women and men and confirms that our compensation practices are transparent, fair and in line with international standards.

RESOURCES: Helping
football prepare for action

 **Guidance
developed**

UEFA has developed a comprehensive suite of resources to support its member associations and the wider football community in advancing social and environmental sustainability.

These include the Outraged documentary series and accompanying materials, the UEFA Child and Youth

Protection Toolkit, the UEFA Accessibility Guidelines, and the UEFA Healthy and Sustainable Catering Guidelines. UEFA also outlines social and environmental sustainability criteria within its club licensing regulations, complemented by UEFA's circular economy guidelines, sustainable infrastructure guidelines and circular economy checklists for organisations and events.

In addition, practical tools such as UEFA's carbon footprint calculator and the UEFA Take Care initiative further strengthen the organisation's commitment to supporting positive action across European football.



FUNDING: Supporting
our national associations

 **€6.8m HatTrick
funding**

UEFA provides dedicated funding and practical support to help its member associations address their specific sustainability priorities and challenges. Through a range of tailored programmes, we enable associations to take meaningful action on inclusion, resilience and community impact.

Our HatTrick development programme channels revenue from the men's EURO back into football development across Europe, with every UEFA member association eligible to apply for up to €100,000 per season to deliver football sustainability projects.

We also provide targeted assistance through the UEFA emergency grants, which help restore football infrastructure damaged by natural disasters such as storms, floods or earthquakes so that football activities can resume quickly. Established in 2009, the emergency fund reflects our commitment to maintaining the health and continuity of football infrastructure across Europe in the face of growing environmental risks.

In parallel, UEFA refugee grants provide annual funding to support domestic programmes that use football to support forcibly displaced people. These initiatives offer often marginalised people opportunities to play and volunteer, coaching and refereeing courses, psychological support and pathways to employment within the game.

DEVELOPMENT:
Celebrating World
Football Day

 **37 UEFA NAs**

We joined the UN in celebrating World Football Day 2025, an occasion designed to bring the global football community together around sustainable development, peace, diplomacy, human rights, environmental responsibility, cooperation and inclusion. The date marked the anniversary of the first international football tournament, held at the 1924 Olympic Games in Paris, which laid the foundations for football as a worldwide phenomenon that transcends borders and cultures.

The UN General Assembly established World Football Day in 2024 to mark

that first tournament's centenary and give us an annual opportunity to reflect on football's role in advancing the UN's sustainable development goals.

As a founding member, UEFA remains committed to the UN's Football for the Goals initi, which provides a platform for the football community to engage

with and advocate for the Sustainable Development Goals. Since its launch in 2022, a further 37 of our member associations have joined, demonstrating the sport's growing contribution to sustainable development worldwide.



**FOOTBALL
FOR THE GOALS**



EXPERTISE: Compact course delivered



Four-day programme

In collaboration with the EFC and the SDA Bocconi School of Management, the UEFA Academy launched the Sustainability in Football Compact Course – a four-day, in-person programme in Milan designed to strengthen sustainability expertise across European football.

Targeted at professionals responsible for or interested in sustainability, the course provided a comprehensive understanding of sustainability fundamentals, policy frameworks, stakeholder engagement and reporting strategies. Participants also developed a personal sustainability action plan to translate learning into practical impact.

TRANSFORMATION: Partners powering purpose



Purpose-driven activations

Partners are crucial drivers of change

– second only to players in their influence across the football ecosystem.

Far more than just sponsors, these organisations are industry leaders with strong sustainability expertise and a record of delivering meaningful transformation. Our partners contribute trusted brands, deep fan connections and resilient operations, making them ideal collaborators for purpose-driven activations that go beyond traditional sponsorship models.

Recent examples illustrate this impact. At UEFA Women's EURO 2025, Visa supported our online abuse programme, promoting positivity through an online fanzone. Just Eat Takeaway.com introduced carbon labelling with My Emissions at major finals, encouraging climate-conscious choices, while Lidl's awareness team created inclusive fan experiences across host stadiums.

Such initiatives demonstrate how sustainability activations add long-term value and relevance to partnerships. UEFA provides a trusted platform for innovation, co-design and legacy-building, enabling partners to meet growing stakeholder expectations and regulatory demands.

Looking ahead, we will soon bring our partners together in a dedicated forum with the aim of inspiring



collaboration, sharing lessons learned and shaping the future of sustainability in football.

OPTIMISE: UEFA campus sustainability efforts



900sq m of solar panels

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. Over the past year, we have continued to build on previous initiatives. The 900 square metres of panels on our Bois-Bougy building generate up to 203,000kWh of electricity annually, which covers approximately 36% of the building's energy consumption and 4%

of the total consumption across the campus. In addition, our 30 electric vehicle charging stations are 90% powered by solar panels can recharge 120 batteries – old data servers given a second life – and any surplus energy is returned to the grid. This complements the 220 square metres of panels that were already in place on the La Clairière building. As a result of these and other efforts, 98% of the energy used on campus now comes from renewable sources.

Despite the increased number of staff working on campus ahead of UEFA Women's EURO 2025, our Facilities and Asset Management unit managed to optimise energy usage so that consumption remained the same as the previous season. Looking forward, the sports centre's natural gas boiler and the back-up diesel generators will be assessed with a view to being phased out and electrified.



UEFA internal organisation

Reporting and data

- Reporting guidelines
- Reporting against international standards
- Two SES committee meetings

UEFA administration

- Sustainability risk assessment
- Equal salary certification for the 2024/25 season
- Internal diversity and inclusion working group
- Communication and engagement around UEFA's inclusive language guidelines
- Review of UEFA documentation
- Calculation of the internal organisation's carbon footprint in the 2024/25 season
- Campus accessibility
- Audit of campus waste streams
- Engagement of UEFA staff in sustainability events

AREAS OF ACTION

2024/25 season activities, targets and KPIs



UEFA members

Sustainability manager community

- One-on-one engagement calls
- Pilot engagement model with the EFC, leagues and clubs in Austria, Italy, Ireland, the Netherlands and Romania

Child and youth protection (CYP) officer community

- Appointment of 55 CYP officers
- CYP policy for all 55 National Associations
- Quarterly webinars
- Continuous learning and training opportunities

National association DAOs

- Appointment of 55 DAOs by 28 February 2025
- Training opportunities and capacity building for the national association DAO community

HatTrick

- Support for national associations to create SES projects
- Review and approval of projects

Climate investment fund

- Engagement of national associations hosting 2024/25 UEFA finals

Refugee grants

- Coordination of annual refugee grant applications for decision by an external jury
- Monitoring and reporting on disbursement

Emergency Grants

- Coordination and evaluation of emergency grant applications



Partners and society

Partners

- Terre des hommes
- Football Against Racism in Europe (the Fare network)
- AccessibALL/CAFE
- Disability football partners
- UNHCR
- Homeless World Cup Foundation
- Broadcasters
- Sponsors and commercial partners
- Council of Europe in relation to its equality, diversity and inclusion programme

Sustainability division events

- UEFA Respect Forum
- Unity EURO Cup hosted by KNVB (October 2025)
- Child and Youth Protection Workshop (November 2025)

Football for the Goals

- 35 national association signatories so far
- Online meetings
- New York event 21/22 May 2025 in connection to World Football Day

UEFA events

UEFA finals

- UEFA Women's EURO 2025: event-specific ESG strategy, human rights declaration and roadshow visiting Swiss host cities
- Dedicated ESG strategies for UEFA competitions
- Human rights declaration for all UEFA events
- Human rights risk assessment for UEFA Champions League final and Women's EURO 2025
- Event ESG report for all finals
- Carbon footprint calculation for all 2024/25 finals
- Educational programmes for staff
- Event-specific child and youth protection guidelines
- Sustainability activities in fan zones



Football ecosystem

Education

- UEFA Academy course focusing on sustainability
- Three-year child and youth protection project in collaboration with CONMEBOL

Engagement

- Sustainability partnership with the EFC to engage clubs
- Online sustainability hub

Communication

- Regular communications with the community



HATTRICK SOCIAL PROJECTS

A total of 128 projects, were funded, focusing on social and environmental initiatives and promoting national associations' sustainability strategies at a local level. Funding did not cover SES manager salaries. The total budget for sustainability projects was €6,800,000.



ALBANIA (FSHF)

The Albanian Football Association launched a project that used football as a platform for social unity and equal opportunity, promoting equality, inclusion, solidarity, rights and diversity in Albanian football. Developed in partnership with organisations such as UN Women, the Albanian Red Cross, Save the Children Albania and Special Olympics, the initiative brought together communities through awareness-raising campaigns, charity events and inclusive tournaments.

Over the past year, the project has supported people battling breast cancer, encouraged people to donate blood to help children with thalassaemia and organised Albania's first football tournament for disabled children. Through the project, the FSHF also marked World Down Syndrome Day and World Autism Awareness Day, while an inclusive football tournament united disabled and non-disabled children from six cities.

With over 350 participants, 100 of whom were disabled, and a new cooperation agreement with the country's Commissioner for Protection against Discrimination, the project has strengthened inclusion across Albanian football and laid the groundwork for lasting social impact.



350
participants, over 100 of
whom were disabled,
took part in the project



AUSTRIA (ÖFB)

The Austrian Football Association launched a human rights-focused project to promote respect, equality and safety for all within football. Centred on child safeguarding, diversity and tackling homophobia, the initiative aimed to create a safe and inclusive environment across all levels of the game. As part of its commitment, the association conducted ten educational campaigns in collaboration with local waste management companies and municipalities during the project's second year, reinforcing the role of football as a driver of social awareness and positive behaviour.



AZERBAIJAN (AFFA)

The Association of Football Federations of Azerbaijan organised a football summer school for homeless children, using football to provide a safe, nurturing and empowering environment for vulnerable children. The initiative improved participants' physical health, social skills and self-confidence while promoting values such as respect, discipline and fair play.

Alongside regular football training and team activities, the programme offered educational support, mentorship and access to essential services, including nutritious meals and healthcare.

Through these efforts, the project helped homeless children build a sense of belonging and inclusion, strengthened their personal development and supported their long-term growth both on and off the field.



BELARUS (ABFF)

The Belarus Football Federation's Football is Your Friend Forever project was created to expand and improve opportunities for orphans by giving them access to football and the benefits it brings. The initiative promoted healthy lifestyles, teamwork and social inclusion, while also helping children organise their free time and build lasting friendships through sport.

More than 350 boys and girls from a number of institutions took part in weekly training sessions, with over 35 sessions held each month. The ABFF also organised an international tournament for orphans, several mini-tournaments at children's camps and a series of football workshops across participating institutions. With girls making up around 20% of participants, the project successfully used football as a tool for personal development, community, and joy.



BELGIUM (RBFA)

The Come Together & Safe Together: Educate and Create Awareness project was launched as part of the Royal Belgian Football Association's Because We Care strategy. Its aim was to promote education and awareness around two core pillars: Come Together, fostering inclusion and equality, and Safe Together, ensuring a secure and safe environment for everyone involved in Belgian football.

The initiative sought to make football accessible to all, regardless of background, gender, age or ability, while using the game's unifying power to strengthen respect, solidarity and social cohesion.

Through training, awareness-raising campaigns and community initiatives, the RBFA worked to prevent abuse, discrimination and harassment, increase diversity and representation and encourage participation at every level of the game.



BOSNIA AND HERZEGOVINA (BHFF)

The Bosnia and Herzegovina Football Federation ran a project which successfully brought together children and families from diverse backgrounds through football tournaments. Educational videos and discussions on nationalism encouraged participants to reflect and highlighted shared values. Participants shared their views before and after the events, fostering dialogue and mutual understanding.

Teams from neighbouring countries were invited to Trebinje, where Balkan history professors and national team players spoke about unity and friendship across national lines. Custom videos were created to promote the initiative and support ongoing education, blending sport, learning and community-building in a meaningful way.



BULGARIA (BFU)

The disability pillar of the Bulgarian Football Union's More Than a Game strategy aimed to make Bulgarian football more accessible and inclusive for physically and intellectually disabled people. The project provided opportunities for people to participate and have fun, used football to raise awareness about disabilities and supported clubs in developing their own inclusion initiatives.

During the project, the BFU supported European Football Week and Special Olympics, increasing the impact of its efforts by involving athletes in team campaigns during European Football Week 2025 matches and presenting a joint report titled Football and Health for All at a national scientific conference. The BFU also launched training programmes in two regions with the aim of forming a national intellectual disability team. In 2024, the BFU earned an award for its support to Special Olympics.

Additionally, the BFU organised walking football events, which were highly successful among older participants, one of whom was a 92-year-old woman, provided administrative support for disability-related projects and distributed tickets to disabled fans for national team games.

3,000
people reached by
disability awareness
campaigns

20%
female
participation

350
children
took part

35
sessions
per month



CROATIA (HNS)

Through its digital platform project, the Croatian Football Federation created educational resources to promote health, well-being and personal development across the football community.

The initiative centred on producing high-quality video content, which was recorded in May 2025 and addressed key topics such as mental health and nutrition – areas identified as essential to supporting players, coaches and staff both on and off the pitch. A total of eight professional video lectures were filmed, designed to be engaging, informative and accessible through the HNS's official website and social media channels.



CZECHIA (FAČR)

The Football Association of the Czech Republic's walking football project aimed to develop senior football nationwide by creating opportunities for older players to remain active, social and connected through the sport. During the year, the association supported walking football tournaments across the country and organised five league tournaments and a final tournament– the Czech Walking Football Championship – which featured 12 teams, a 35% increase from the previous edition.



ENGLAND (THE FA)

As part of The Football Association's equality, diversity and inclusion strategy, the association ran its award-winning Faith and Football programme to celebrate, explore and embrace major religions in the UK through the unifying power of football. The FA organised a series of faith-based events that were held at Wembley Stadium, marking five celebrations that take place across the football season: Hanukkah (Judaism), Christmas (Christianity), Ramadan (Islam), Vaisakhi (Sikhism) and Diwali (Hinduism). Thousands of football stakeholders from diverse cultural and religious backgrounds attended these events to promote mutual understanding and inclusion within the game. Each event highlighted football's ability to connect people and celebrate the country's rich cultural diversity.



ESTONIA (EFA)

The Estonian Football Association's human rights project focused on maintaining high standards in child protection while supporting the well-being and motivation of employees through regular training and engagement activities. It also aimed to strengthen inclusion across football by involving diverse target groups in a variety of initiatives. These included expanding walking football to engage older participants and creating opportunities for disabled people to take part in football activities.



GEORGIA (GFF)

The Georgian Football Federation's amputee football project focused on strengthening the national structure of amputee football and preparing teams to participate in the 2025 Amputee Football Nations League. The initiative centred on two key competitions – the Amputee Football Cup, held from March to June, and the Amputee Championship, running from August to November – both designed to raise the competitive level of domestic football and increase public awareness of the sport.

Alongside developing the competitive framework, the project prioritised player retention and growth, ensuring continuity within existing teams while expanding participation. Following an international youth camp, six new players joined the programme, bringing the total number of registered amputee footballers in Georgia to 85.



GIBRALTAR (GFA)

The Gibraltar Football Association's health and well-being campaign and initiatives promoted physical and mental health across all levels of football. Through the programme, the association expanded football opportunities – including walking football – for players over 60, introduced regular medical tests for participants, supported staff through mental health and well-being campaigns and launched an online platform offering nutrition guidance.

Over the course of the year, 50 registered walking footballers trained regularly, one major trip and four veterans' friendly matches were organised and fruit crates were distributed monthly during weekend football sessions, reinforcing football's role in promoting health and community well-being.



HUNGARY (MLSZ)

During the last season, the Hungarian Football Federation implemented a significant sustainability upgrade at its central office by installing solar panels. The new system comprises 158 panels – 140 on the roof and 18 on the building's side wall – each with a capacity of 425 watts. To optimise energy use, three 10kW and one 20kW AC inverters were installed, along with two battery packs to store excess electricity. These battery packs enhance the efficiency of solar energy utilisation. By the end of August, a building automation system was to be integrated to monitor monthly emissions. An energy audit was also under way, with experts anticipating an A++ or A+++ energy rating for the facility.



ICELAND (KSÍ)

Tækjum tilfinningar (Let's Tackle Emotions) was an educational initiative launched by the Football Association of Iceland to support the mental health of young football players. Through 24 workshops held across the country, specialists in youth mental health provided guidance on recognising emotional challenges, maintaining mental well-being and seeking help when needed. The programme acknowledged the pressures that come with training and competing at a young age and aimed to equip participants with tools to care for themselves and support their peers. In addition to the workshops, 100 individual therapy sessions and interviews were offered, helping young athletes build resilience and awareness around mental health.



ISRAEL (IFA)

The Israel Football Association organised initiatives covering several social policies. The child and youth protection initiative successfully trained 75% of relevant stakeholders, reinforcing safe environments in football. Coaches and staff continue to receive training on safeguarding policies and reporting mechanisms. Activities focused on promoting equality and tackling racism, carried out in collaboration with the Peres Center for Peace and Innovation, saw a 50% rise in participation levels, engaging 9,500 players, though the closing ceremony was affected by the conflict.

The football for all abilities initiative thrived despite challenges, with 24 of 26 Special Olympics teams participating and a successful final tournament held at the IFA's headquarters. The values in sports programme exceeded expectations, reaching 20 teams thanks to government support aimed at bolstering youth resilience. Its impact resonated across clubs. These initiatives collectively promoted inclusion, safety and diversity in football, ensuring that everyone can take part, regardless of age, background or ability.

24
workshops and
100 therapy sessions
to raise awareness
around mental health





LATVIA (LFF)

The refugee support initiative focused on using football as a tool for inclusion, unity and hope among refugees living in Latvia. Through regular football games and community events held throughout the season, more than 1,000 refugees were given the opportunity to train, play and integrate into Latvian society. A key highlight was the formation of the Latvian refugee national team, which trained twice a month and proudly represented the country at the Unity EURO Cup final tournament in Nyon, celebrating solidarity through sport. In addition, the Latvian Football Federation supported Ukrainian refugee teams by hosting four ten-day training camps, organising test matches with Latvian clubs and providing each team with essential football equipment.



KAZAKHSTAN (KFF)

The implementation of the Kazakhstan Football Federation's sustainable development strategy brought together a range of initiatives designed to promote inclusion, health and social responsibility across football in Kazakhstan. Central to the programme was preparing the Kazakhstan men's national cerebral palsy football team for the 2025 European Championship.

Further initiatives included walking football tournaments, which promoted health and well-being among more than 160 participants aged over 50, the KFF Child Protection Forum, which addressed issues such as violence and discrimination, and an interfaith tournament that brought together 160-180 players from different religious communities.



KOSOVO (FFK)

The Football Federation of Kosovo's main initiative focused on finalising the construction of a fully accessible pitch, including the installation of safety barriers, lighting, drainage systems and essential equipment such as goals and benches. Once completed, the facility is set to become a key space for encouraging disabled people to get involved in football and strengthening their integration within the wider football community.



LITHUANIA (LFF)

The Lithuanian Football Federation actively promotes health and well-being among older people through a variety of football formats that keep them active, connected and inspired. From veteran football and futsal leagues for different age groups to the inclusive and increasingly popular walking football championship, the LFF ensures that everyone can enjoy the game in a safe and motivating environment. With more than 1,500 participants and activities organised across multiple municipalities in all regions of the country, these initiatives have become a vital part of community life – fostering social connections, encouraging people to stay active no matter their age and offering older people a meaningful way to stay involved in football. The success of these programmes demonstrates how football can serve as a powerful tool for promoting health, dignity and a sense of belonging at every stage of life in Lithuania.

1,000
refugees offered
training and integration
opportunities



MONTENEGRO (FSCG)

Healthy Relationships in Football – For a Better Childhood and the Development of Young Athletes promoted positive relationships between parents, coaches and young players, thereby strengthening the environment in which children train and grow. The project began with a large-scale anonymous survey completed by more than 15,000 parents, gathering insights into the daily training environment and the dynamics between children, parents and coaches. Based on these findings, the project delivered lectures and interactive workshops to over 250 coaches to encourage a more pedagogical approach to training that respects children's rights and well-being.



NORTH MACEDONIA (FFM)

The Football Federation of North Macedonia's health and well-being project promoted a healthy and balanced lifestyle among employees and young players from the FFM youth academy. The initiative combined education, physical activity and workshops on well-being at work to support both mental and physical health.

Over the year, five educational sessions on nutrition and mental health were organised for staff in addition to one well-being activity. All employees were also offered regular fitness training, with sessions held twice a week.



NORTHERN IRELAND (IFA)

The Irish Football Association's primary focus was to enhance opportunities for elite disability teams, provide comprehensive support for athletes both on and off the pitch and increase public awareness of disability football in Northern Ireland. Throughout the year, powerchair squads trained twice a month, with the senior team competing in two events and the development team in one. The cerebral palsy team also trained twice a month and took part in an international competition. In addition, strength and conditioning support was introduced for all squads, ensuring players received the same professional training and care as their non-disabled peers.



POLAND (PZPN)

The primary focus of the Polish Football Association is to combine education with social activities. Through projects like Walking Futbol, the organisation aims to create new training groups for older people, promoting active ageing, social integration and a welcoming environment. Additionally, the Odważna Drużyna project organises regular educational activities across sports clubs in Poland, targeting children, teenagers, coaches and parents. Its main goal is to promote safety and prevent violence, discrimination, abuse and racism through modern educational tools such as workshops, e-learning, videos and e-books.

4,000
participants reached
with mental health,
child safety and
healthy eating projects

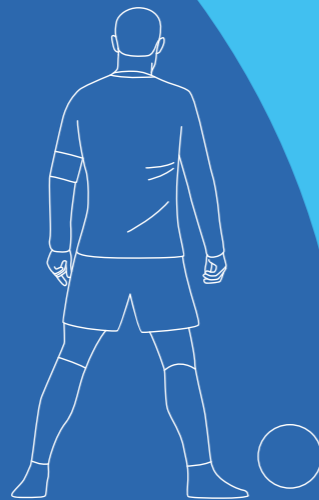




SAN MARINO (FSGC)

The Calcio Camminato project promoted health, well-being and social connection by offering safe and accessible physical activity to people over 50 with type 2 diabetes. Supervised by qualified coaches and supported by medical professionals, the initiative provided participants with a low-risk way to stay active while enjoying the social benefits of playing football.

Building on the success of the previous season, the programme was expanded to include all participants, not only those with type 2 diabetes. The project's new phase focused on developing the existing group of players, establishing an official San Marino national walking football team and laying the groundwork for the country's first walking football championship to ensure the long-term growth of this inclusive form of the game.



SLOVAKIA (SFZ)

The Slovak Football Association's safe football initiative involved integrating a child safeguarding course into coach education, training over 500 coaches and distributing 15,000 awareness leaflets across grassroots events. Working in cooperation with the NGO IPčko, the association encouraged more than 600 people to come forward to share their personal challenges. The Karol Polák Cup brought together children from minority communities through inclusive tournaments and football festivals. The SFZ Foundation supported 48 children from socially disadvantaged environments to attend football camps nationwide.



SLOVENIA (NZS)

The football for all abilities programme focused on expanding access to football for people with intellectual disabilities and visual impairments through two key initiatives: Special Olympics Slovenia and Football for the Blind and Partially Sighted.

The Special Olympics Slovenia project ran year-round, with regular training sessions held in individual centres and a structured tournament system featuring multiple levels of play. Between April and October, participants took part in league tournaments across the country, culminating in a final event at the Football Association of Slovenia's national centre in Brdo. In parallel, through the Football for the Blind and Partially Sighted initiative, regular training sessions were established, beginning in October 2024 in Ljubljana, with plans to expand nationwide.



SWEDEN (SVFF)

The Swedish Football Association continued to implement its sustainability strategy, with a strong emphasis on gender equality, data measurement and coordinated governance. At the organisational level, the SvFF aimed to ensure that at least 40% of its employees, board members and elected officials were women, extending this balance across regional boards, referees and coaches by 2025. Regularly monitoring these figures through key performance indicators guaranteed transparency and progress tracking.



SWITZERLAND (SFA)



The Spirit of Football project was developed to promote a culture of healthy, respectful, fair and responsible football across the country. Encompassing 11 areas of social and environmental responsibility, the initiative encouraged everyone involved in Swiss football – from associations, leagues, clubs, players and coaches to referees, fans and partners – to act with integrity and accountability. To ensure the initiative reaches all members of the Swiss football community, key topics – such as fair play, inclusion, environmental awareness and good corporate governance – were addressed using difference formats, including regular sessions with clubs.

The publication of the first annual report in autumn 2025 marked an important milestone in this ongoing commitment.



TÜRKİYE (TFF)

The Safe Eleven: A Winning Line-Up for Child & Youth Protection project was designed to create a safe, supportive and educational environment for young athletes. The initiative promoted children's physical, psychological and social development while raising awareness about ethical values, moral responsibility and child safeguarding in sport.

Through an extensive programme of face-to-face and online training sessions, child protection certification courses, UEFA coach education sessions and nationwide seminars, the project reached thousands of coaches, players, parents and club staff. Additional activities, including children's festivals linked to national celebrations, educational materials and specialist workshops on mental health and well-being, extended the project's reach to more than 217,000 individuals over two years.

217,000
individuals reached
in two years with
child protection project



UKRAINE (UAF)

Under its child and youth protection policy, the Ukrainian Association of Football raised awareness of safeguarding through education and outreach, and established mechanisms for responding to safeguarding concerns. Another project advanced professional development in amputee football, built coaching capacity in blind football and ensured free stadium access for fans with disabilities.

Meanwhile, recognising the ongoing impact of war, the refugee and internally displaced persons support component provided psychosocial assistance through football activities, using the game as a source of comfort, connection and resilience for those most affected by conflict.



WALES (FAW)

Through its Everyone project, the Football Association of Wales attempted to make Welsh football a safe, inclusive and welcoming environment for all. Through No to Racism Cymru, it challenged discrimination and promoted understanding of anti-racism principles across all levels of the sport. In parallel, Safeguarding Cymru strengthened the culture of child protection by engaging players, parents and staff to define what a truly safe environment means in football. The initiative also supported clubs in building positive, inclusive spaces, ran dedicated awareness campaigns and launched an innovative engagement programme to help children as young as five understand safeguarding.

HATTRICK ENVIRONMENTAL PROJECTS



ANDORRA (FF)

The installation of solar panels in Andorra's new stadium is expected to generate around 220,000 kilowatt-hours of renewable energy annually, reducing CO₂e emissions by approximately 39.6 tonnes each year. This transition to clean energy will also deliver significant economic benefits, saving around €30,800 per year based on current electricity prices. With the project expected to return investment within six to seven years, the project is a major step towards greener operations and long-term energy efficiency within Andorran football.

220,000

kWh of renewable energy annually

39.6

tonnes of emissions saved per year

€30,800

cost savings



ARMENIA (FFA)

The Green Goals project aimed to reduce the environmental impact of football by promoting sustainability and responsible resource use across the sport. As part of the project, 90 recycling bins were installed across nine stadiums hosting Armenian Premier and First League matches, as well as in affiliated academies. Additional actions included planting trees, replacing plastic bags with sustainable alternatives and running educational programmes with local schools.



CYPRUS (CFA)

The Future Is in Our Hands project inspired environmental responsibility among young people through football and education. In collaboration with Green Dot Cyprus and the Ministry of Education, the initiative promoted sustainable practices and environmental awareness in schools, football academies and local communities.

Over 70 schools participated in the programme, which included a football tournament, sessions delivered by environmental experts and zero-waste practices applied during matches. Schools were encouraged to organise clean-up activities in parks and beaches, while promotional gifts, banners and football equipment helped engage students and raise enthusiasm. The campaign also featured a short film and radio adverts promoting recycling, which were broadcast more than 20 times nationwide.



DENMARK (DBU)

Denmark's national test programme for alternative artificial turf pitches has enhanced the country's readiness for the upcoming EU ban on rubber granules by providing clubs with essential data and tools to guide environmentally and player-friendly turf choices.

Key achievements include the launch of a player-focused feedback app, collaboration with other Nordic countries and a national campaign raising awareness of environmental and playability studies. Notably, Denmark introduced Europe's first test-bed system, integrated into the Danish Football Association's tournament platform. As a next step, the DBU and its Nordic partners will expand pitch enrolment and data sharing to support a continent-wide shift toward sustainable turf solutions.



FAROE ISLANDS (FSF)

The Faroe Islands Football Association has taken further steps to strengthen its work on social and environmental sustainability by launching a joint action plan that integrates objectives across both areas. This marks the first time that these efforts have been addressed together within a strategic framework. The initiative includes the development of a new chapter within the association's overarching strategy, ensuring that sustainability becomes a central part of its priorities and future commitments.



FINLAND (SPL)

Climate and environmental responsibility was put at the heart of the Football Association of Finland's renewed sustainability strategy, with a strategic goal to half the association's CO₂ emissions by 2030.

Key initiatives included measuring the carbon footprint of five pilot clubs in 2024, hosting seminars and regional education sessions to share best practices and collaborating with supporters' groups and cities to raise environmental awareness. The SPL also committed to ensuring that all pitch projects minimise microplastic emissions and that old materials are recycled responsibly.



FRANCE (FFF)

The French Football Federation defined and implemented its environmental strategy for the coming seasons, led by its Environment Policies Committee. The association's focus was on reducing greenhouse gas emissions, promoting energy and water efficiency and helping French football to adapt to the impacts of climate change.

To drive lasting change, the FFF launched an e-learning course on climate awareness, reaching 13,000 clubs across the country, and delivered workshops and educational activities to more than 100,000 young players. By combining training, awareness-raising measures and concrete environmental goals, the project established a clear path toward a more sustainable future for French football.

50%

emissions reduction by 2030 is the goal



13,000

clubs and 20,000 young people engaged by climate awareness course



GERMANY (DFB)

Embedding sustainability more deeply across the association and its leagues was a key priority of the German Football Association, which continued to focus on further implementing its sustainability strategy. Central to the initiative was the creation of a data management tool and a materiality analysis to inform an environmental, social and governance factsheet, laying the groundwork for the DFB's first sustainability report since the introduction of the European corporate sustainability reporting standards.

The project also advanced engagement and transparency within German football by expanding the annual DFB Sustainability Conference into a key platform for knowledge exchange and collaboration. In parallel, an action day for sustainability was introduced in the men's third league and women's first league, encouraging 20 participating clubs to implement and showcase sustainability measures linked to the new licensing criteria.



GREECE (HFF)

Focusing on sustainable events was the objective of the Hellenic Football Federation, which made national team matches more environmentally responsible by addressing food waste, material reuse and carbon emissions. The initiative targeted a 90% reduction in food loss and waste during events, ensuring that catering and hospitality operations followed sustainable practices. Reusable cups were used at stadium canteens at selected matches to reduce the use of plastic. Additionally, 500 square metres of event banners were reused, demonstrating a commitment to circular economy principles.



ITALY (FIGC)

Launched in 2023/24 and expanded in 2024/25, the Italian Football Federation's water sustainability initiative reduced plastic use, lowered carbon emissions and conserved water through the installation of innovative atmospheric water generators across FIGC headquarters in Rome.

Following the installation of the first ten dispensers in 2024, an additional ten units were added in early 2025, doubling the project's impact. By July 2025, the 20 dispensers had generated 15,166 litres of drinking water and eliminated the equivalent of 30,332 half-litre plastic bottles, significantly reducing waste and transport-related emissions. The technology's integrated monitoring system enabled real-time tracking of environmental benefits, offering valuable data for sustainability reporting.



20
water
dispensers

30,332
plastic bottles
avoided



IRELAND (FAI)

In collaboration with MyWaste, Ireland's official waste management portal, the FAI piloted the MyWaste MyClub sport waste management toolkit across western, northwestern, and southern regions. Clubs conducted waste audits, improved segregation, reduced single-use plastics, and promoted gear circularity. Supported by UEFA funding, the FAI also installed a food waste Biodigester at Aviva Stadium, advancing climate action and circularity.



LIECHTENSTEIN (LFB)

The Liechtenstein Football Association's recycling event brought together employees, coaches, youth players and local clubs for expert-led sessions on effective recycling and waste management during football operations. Educational materials were distributed to reinforce best practices, with the goal of improving recycling across all clubs and the association.

The LFB campus introduced circular construction principles by using recyclable cement sourced entirely from dismantled local buildings. This approach ensured that at least 55% of the 3,800m³ of cement used in the new LFB campus was recycled, significantly cutting construction waste and lowering CO₂e emissions. The process not only reduced the project's carbon footprint but also showcased how sustainable building materials can meet the same standards as traditional concrete.



LUXEMBOURG (FLF)

The Emission Reduction 2.0 project aimed to lower the environmental footprint of the Luxembourg Football Federation by developing a comprehensive strategy to reduce both direct and indirect carbon emissions. Centred on the FLF's headquarters in Mondrange, the initiative included an in-depth energy feasibility study to establish a detailed emissions baseline, implement greenhouse gas accounting and define a clear reduction target for 2030.

With a goal to half greenhouse gas emissions and reduce electricity consumption by 30%, the FLF took tangible steps to modernise its infrastructure. During the 2024/25 season, the association planned to complete the feasibility study and install the remaining 438 LED lights, building on the 368 already in place, to improve energy efficiency across its facilities.

438
LED lights installed
to reduce energy use



MALTA (MFA)

The 'PlayGreen' project operated on three levels – within the Malta Football Association's own operations and facilities, among national amateur league clubs and across the local communities connected to these clubs. Its overarching goal was to promote sustainability education, reduce environmental impact and encourage greener behaviour both on and off the pitch.

Through a series of Green Day events and practical initiatives, PlayGreen engaged around 150 participants per event, including 80 MFA staff members, 30 clubs and hundreds of club associates, community members and spectators. The project introduced reusable bottles, installed approximately 30 waste separation bins, and reached over 5,000 people through matchday activities.



MOLDOVA (FMF)

The Football Association of Moldova has successfully reconstructed the thermal power plant and internal heating systems at the national teams' base. This project has significantly improved the facility's energy performance, leading to an estimated 30% reduction in energy costs within the first year after completion.

The national teams' base is one of the most used football facilities in the country, hosting all Moldovan national teams – men's, women's and youth – throughout the year. It also serves as the main venue for domestic and international tournaments, training camps and development programmes. The upgrades have enhanced both the comfort and sustainability of the base, ensuring optimal conditions for players and staff while contributing to the FMF's broader commitment to sustainable football infrastructure.

1,000
trees and shrubs
planted



NETHERLANDS (KNVB)

The Green Club project helps football clubs reduce their environmental footprint and transition away from using fossil fuels. Recognising that many clubs face challenges due to limited knowledge and resources, the initiative aimed to provide practical guidance, inspiration and support to make clubs more sustainable and resilient for the future. Each season, the Green Club programme engages around 1,000 clubs, encouraging them to explore renewable energy options and implement eco-friendly practices.

The Green Club is working on a modular concept for clubs to build a new clubhouse with bio-based materials and a low emission factor. By designing a modular concept that can be used by all grassroots clubs, the Royal Netherlands Football Association supports and facilitates local clubs in becoming more sustainable and reduces their costs.



NORWAY (NFF)

The Quality Club+ project in Norway expanded the Football Association of Norway long-standing Quality Club programme by introducing a new focus on sustainability. Building on over a decade of work supporting club development, Quality Club+ was created to recognise and support clubs that take extra responsibility for their environmental and social impact. Ten pilot clubs were selected to launch the sustainability programme, helping to define and test criteria that would later serve as a national model.

The environmental component of the project encouraged clubs to adopt sustainability strategies, appoint sustainability officers and implement circular economy solutions such as textile and footwear reuse schemes. Clubs also developed green event guidelines covering procurement, catering, waste and transport, and introduced annual clean-up drives to protect their local environments. Compliance with pollution and waste management regulations formed part of the mandatory framework, while optional actions included climate accounting, surplus food partnerships and joining the Nordic Swan Ecolabel network.



PORTUGAL (FPF)

Embedding sustainability at the heart of women's football was a key element of the Kicking Goals for the Planet project, which encouraged all clubs in the Women's National Championship to integrate environmental, social and governance principles into their operations. The initiative inspired clubs to take practical steps towards responsible management, ensuring that sustainability became a defining part of their long-term strategy.

Through targeted training, 50 individuals were equipped with the skills to drive sustainability within their clubs, while a dedicated communication campaign reached an estimated 60,000 people across Portugal, helping to raise awareness of football's role in environmental and social progress.



ROMANIA (FRF)

Key achievements of the Environmental Sustainability Leadership project included obtaining the EU's Eco-Management and Audit Scheme (EMAS) certification and ISO 14001 certification, reinforcing the Romanian Football Federation's commitment to high environmental management standards. The association made use of the UEFA carbon footprint calculator, and UEFA sustainability resources – such as the Sustainable Infrastructure Guidelines and guidance on sustainable events management – were translated, adopted and shared with clubs to standardise good practices.

Public engagement was also a key focus, with one major awareness-raising event and a month-long campaign integrated into football matches nationwide. Ten clubs took part in environmental activities as part of a growing network committed to sustainability. Through these combined actions, the FRF strengthened its role as a driving force for environmental progress across Romanian sport.



RUSSIA (RFU)

The Russian Football Union continued to formalise its commitment to environmental and social responsibility through the development of its sustainability strategy, guiding its actions through 2028, setting out clear mid- and long-term goals, key performance indicators and initiatives. The association also drafted its first sustainability report, which will provide information on the RFU's activities in the area of social and environmental responsibility from 2021 to 2024. It will showcase key projects, figures and feedback from participants in the association's events. Furthermore, four thematic policies have been developed and are in the final stages of approval, covering anti-discrimination, football for all abilities, health and well-being and environmental protection.



SCOTLAND (SFA)

The Scottish Football Association's 2025 Stadium Energy Saving project focused on improving energy efficiency and reducing the environmental footprint of its facilities. As part of the initiative, 359 halogen and sodium bulbs were replaced with modern LED lighting – 163 in phase one and 196 in phase two – while 63 new emergency lighting packs were installed. These upgrades are projected to deliver annual savings of approximately 48,000 kilowatt-hours in energy consumption, equivalent to 1.8 tonnes of carbon emissions avoided each year, and a financial saving of around £11,500.



SERBIA (FSS)

Grassroots football met circular economy principles at the Green Village Champions League, an initiative that strengthened environmental awareness in rural communities by engaging amateur clubs across multiple districts and encouraging them to take part in activities such as cleaning rivers, collecting recyclable materials and improving local sports infrastructure.

During the 2024/25 season, the project established a comprehensive infrastructure database covering 79% of Serbia's 674 active amateur clubs, organised inaugural Green Village Champions League tournaments in several regions and held veteran football events paired with community clean-ups. The clubs that collected the most recyclables were rewarded with priority access to future infrastructure funding, while tangible improvements – such as irrigation systems and new equipment – supported their continued development.



SPAIN (RFEF)

The Royal Spanish Football Federation has translated its long-term vision into concrete and measurable environmental action through its 2023–27 sustainability strategy. This roadmap introduces a unified system for measuring, reducing and offsetting carbon emissions across major competitions, including the Copa del Rey, Copa de la Reina, Supercopa de España and national team matches, establishing a consistent baseline and committing to increase verified carbon offsetting by 20%.

At the RFEF's headquarters in Las Rozas, the association has also taken steps to decarbonise its operations through the introduction of electric buggies to promote low-emission mobility. In addition, new high-efficiency electric hand dryers have been installed to eliminate paper waste and improve resource efficiency across facilities.

48,000
kWh of energy
consumption saved
(1.8 metric tonnes
of carbon emissions)





UEFA WOMEN'S EURO 2025

UEFA Women's EURO 2025 in Switzerland not only boasted unforgettable performances on the pitch and attendance records broken in the stands, but also represented a significant milestone for sustainability at major sporting events.

As the largest women's football tournament that we have ever organised, UEFA Women's EURO 2025 had an event-specific ESG strategy, and the outcomes were presented in a dedicated ESG report, published on 30 October – meeting our pledge to deliver results within 100 days of the final. The report presents the outcomes of our sustainability efforts across three overarching goals, 11 areas of action and 97 performance measures.

MINIMISING ENVIRONMENTAL IMPACT

We implemented 34 carbon reduction measures for UEFA Women's EURO 2025, covering climate action, sustainable infrastructure and circular economy. We

mitigated the tournament's carbon footprint through a €162,057 climate fund, which went towards carbon reduction projects in Switzerland.

These measures significantly reduced the tournament's environmental impact thanks

to 87% of ticket holders using sustainable transport methods, 70% of dressing and signage being recycled or upcycled and zero waste going to landfill (VSME B7-37).



FOSTERING INCLUSION AND ACCESSIBILITY

Aiming to put people at the heart of UEFA Women's EURO 2025, we worked throughout the tournament to prevent and combat discrimination, safeguard individual rights and embrace diversity and inclusion.

Highlights include 1,217 fans accessing audio-descriptive commentary, which was on offer at every match, 1,384 accessibility tickets being sold to disabled fans from 20 countries and 53 accessibility volunteers working across the eight venues.

In addition, our online abuse monitoring programme helped protect 443 individuals, including players, coaches and referees.





STRATEGIC PILLARS



Climate action



Sustainable infrastructure



Circular economy



Rights protection



Diversity and inclusion



Health and well-being



Solidarity



Good governance



Education



Communication



Reporting

UPHOLDING GOOD GOVERNANCE

The highest standards of transparency, responsibility and accountability were on display at UEFA Women's EURO 2025, with 46 sustainability criteria for the tournament audited by a third party, and continuous stakeholder engagement helping us to identify and address sustainability risks.

To ensure accountability, all venues had a dedicated sustainability manager while five commercial partners –

Swiss federal railways, Lidl, Just EatTakeaway.com, Visa and Heineken – supported our efforts through targeted initiatives.

This close collaboration and knowledge sharing was supported by a comprehensive reporting system that allowed us to provide a complete evaluation of the tournament's overall impact.

To find out more about the sustainability impact of UEFA Women's EURO 2025, read the report in full.



UEFA WOMEN'S EURO 2025 IN NUMBERS

47

Targets set

97

Sustainability actions

8

Venue sustainability managers

ENVIRONMENT

24

green volunteers

100%

of stadiums operated with renewable energy

34

carbon-reduction measures implemented

0%

waste to landfill

67%

of ticket holders using free public transport

20%

of ticket holders walking or cycling

100%

of cities promoting smart mobility solutions

70%

of event signage and dressing recycled or upcycled

8,338

tCO₂e emissions related to the event

27,708

tCO₂e spectator transport emissions

SOCIAL

100%

of matches assessed for human rights risks

73

nationalities represented by volunteers

100%

of stadiums with available walking and cycling paths

53

accessibility volunteers

100%

of matches offering audio-descriptive commentary

24

human rights volunteers

1,901

potentially harmful social media posts identified

19.1%

social media posts eligible to be reported for removal

1,384

accessibility tickets sold

94%

of accessibility ticket holders satisfied with services provided

1,217

users of audio-descriptive commentary

27

grievance mechanism reports

GOVERNANCE

38

sustainability risks managed

5

commercial partners engaged in sustainability activities

46

sustainability criteria audited by third party

48.8%

budget spent locally (in Switzerland)



WOMEN'S EURO 2025 HIGHLIGHTS

A LANDMARK FOR SUSTAINABLE MOBILITY

UEFA Women's EURO 2025 set a new standard for sustainable mobility in major tournaments. In close collaboration with Swiss authorities, transport providers and host cities, UEFA made low-carbon travel the easiest and most accessible option for fans. Two thirds of the 620,000

spectators travelled to matches by public transport, and thousands more chose to walk or cycle.

Central to this success was an initiative offering a day of free second-class travel by public transport across Switzerland with every match ticket purchased. Supported by more than 400 additional train

services, this measure reduced emissions, eased congestion and made sustainable travel the natural choice for fans.

By the quarter-final stage, 89% of spectators were using public or active transport – demonstrating how world-class event delivery can go hand in hand with environmental responsibility.



A FAMILY-FRIENDLY AND INCLUSIVE CELEBRATION

The tournament was designed as an inclusive, accessible and community-focused celebration of football. With tickets starting at CHF 25 (meaning that a family of four could attend for just CHF 100, including travel), the tournament embodied UEFA's commitment to affordability and openness. Across all eight Swiss host cities, stadiums and fan zones offered family-friendly experiences with live screenings, concerts, workshops and interactive football activities, ensuring that everyone could be part of the occasion.

We also reinforced our commitment to human rights by establishing a dedicated advisory board



ahead of the tournament, following the successful model introduced for UEFA EURO 2024. Bringing together civil society representatives, public authorities, national associations, inclusion experts

and former players, the board guided the development of a human rights declaration and ensured that the tournament operated in full alignment with the UN sustainable development goals.



REPORTING APPROACH

Methodological note

This year marks a significant evolution in our approach to sustainability reporting. For the first time, we have aligned our disclosures with internationally recognised standards, reinforcing our commitment to consistency, comparability and global best practices in the way we measure and communicate sustainability performance.

In particular, we have adopted the voluntary sustainability reporting standard for non-listed small-, and medium-sized enterprises (VSME) framework developed by European Financial Reporting Advisory Group (EFRAG) in 2024, which provides a standardised set of sustainability indicators suitable for voluntary disclosure. The adoption of the VSME OPTION A: Basic Module (only), represents a foundational step towards enhanced transparency and the progressive development of a standard-aligned sustainability reporting system. The table attached in this section includes the information required by the Standard. Since this is

the first year, no comparative information is reported.

As part of our ongoing enhancement of UEFA’s sustainability reporting approach, we also updated our materiality analysis to better reflect the evolving expectations of our stakeholders and to inform our ongoing review of the Strength through Unity 2030 strategy. The strategy will be published in Q1 2026 and will incorporate the findings of the materiality analysis. These findings highlight the positive and negative impacts that UEFA has, or is likely to have, on environmental and social issues—both those that have affected, or are likely to affect, the organisation and its ecosystem in the short, medium and long term.

This ensures that our efforts remain focused on the most relevant and impactful areas to both stakeholders and UEFA’s long-term objectives.

Furthermore, during this reporting cycle we initiated the external

assurance process for our VSME sustainability data, marking a key step in validating the accuracy and integrity of our disclosures and strengthening stakeholder confidence in UEFA’s sustainability performance, which goes beyond the Standard by extensively reporting additional information on sustainability issues specific to the organisation and its role in creating positive impacts across the entire football ecosystem.

Reporting period:
1 July 2024 – 30 June 2025

Scope: Respect Report 2024/25 contains information regarding the Union des Associations Européennes de Football and also its subsidiaries: UEFA Events SA, UEFA Club Competitions SA (former UC3) and Women’s EURO 2025 SA. Standard reference: VSMEs

Standard reference:
VSMEs

VSME ID	Section title	Disclosure statement
'--8.a; 8.b; 9	Complying with this Standard	See methodological note - materiality analysis is on going and its results will inform the reporting approach for season 2025/26. The results will be published in the updated UEFA Sustainability strategy.
'--10; 11	Complying with this Standard	UEFA extensively reports additional information not covered in this Standard, reflecting the sustainability issues that are specific to the undertaking, i.e. its role in creating positive impacts that extend to the entire football ecosystem.
--12	Comparative information	UEFA commits to report information in a way that allows comparability with future years, as this is the first year the standard is applied. This applies to the information requested by this standard and information related to the strategy Strength through Unity 2030 which will be updated in January 2026.
'--14	Inclusion of subsidiaries in the reported data	Respect Report 2024/25 contains information regarding the Union des Associations Européennes de Football and also its subsidiaries: UEFA Events SA and Women’s EURO 2025 SA.
'--16; 17	Timing and location of the sustainability report	Reporting period: 1 July 2024 - 30 June 2025. Respect Report 2024/25 contains all available information on sustainability performance and exceptions are explicitly mentioned. The report is published annually on UEFA website.
'--20.a; b	Coherence and linkages with disclosures in financial statements	Financial figures reported in this table refer to forecasted figures. The final financial statement will be published in UEFA Financial Report in February 2026.
B1-24.a1	Basis for preparation	The basis for preparation is OPTION A: Basic Module (Only).
B1-24.b	Basis for preparation	The undertaking has omitted the average hours of training for employees value, as the recorded number is not accurate. The undertaking will work to improve the accuracy of this data point to make it available for the next season report.
B1-24.d	Basis for preparation	UEFA and its subsidiaries are headquartered at: Route de Genève 46 1260 Nyon, Switzerland
B1-24.e1; B1-68.e	Basis for preparation	The Union des Associations Européennes de Football (hereafter UEFA) is an international non-governmental, not-for-profit organisation in the form of an association according to Swiss law and is domiciled in Nyon, Switzerland. As at 30 June 2025, UEFA consisted of 55 member associations. It is a confederation recognised by FIFA.
B1-24.e2	Basis for preparation	NACE sector classification codes: <ul style="list-style-type: none">• Section S – Other service activities• Division 93 – Sports activities and amusement and recreation activities• Group 93.1 – Sports activities• Class 93.12 – Activities of sports clubs and federations

VSME ID	Section title	Disclosure statement
B1-24.e3; e4	Basis for preparation	UEFA does not publish a formal forecasted balance sheet. Turnover forecast: E 5 bn. Actual data will be published in UEFA Financial Report in February 2026.
B1-24.e5	Basis for preparation	869
B1-24.e6	Basis for preparation	Primary country of operations Switzerland. Domicile Route de Genève 46 1 260 Nyon
B1-24.e7; B1-73; B1-75; B1-76	Basis for preparation	UEFA is currently managing the Colovrai Sport Center under a dedicated contract with the City of Nyon. No assets are acquired under finance lease agreements. Coordinates: 46°22'15"N, 6°13'52"E.
B1-25	Basis for preparation	Sustainability Certifications and Labels: Minergie and Minergie ECO certifications obtained for 2 out of 3 UEFA campus buildings (https://www.minergie.ch/fr/batiments/details/?gid=VD-053-ECO). Fair-On Pay certification and ERM Carbon footprint assurance (attached to this report).
B2-26.a	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Practices aiming at reducing/preventing UEFA's own negative impacts and enhancing positive impacts:p.10-25 social section; p.28 - 39 Environmental section; Practices aiming at reducing/preventing federations' and other stakeholders' impacts: UEFA members (p. 54-67).
B2-26.b	Practices, policies and future initiatives for transitioning towards a more sustainable economy	11 policies included in the Sustainability Strategy and in the Respect Report: <ul style="list-style-type: none">• 7 Social policies_see page 9• 4 Environmental policies_see page 27• 5 areas of actions_see page 41
B2-26.c	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Most of the initiatives reported are on-going. The main forward looking plan is the update of the organisation Sustainability Strategy. The update will include the results of a renewed consultation process which collected inputs from some 200 stakeholders.
B2-26.d	Practices, policies and future initiatives for transitioning towards a more sustainable economy	For each of the 11 policies, UEFA has outlined a "2030 ambition" and set specific targets, some of which are time-phased.

VSME ID	Section title	Disclosure statement
B3-29; B3-83; B3-84; B3-86; B3-87	Energy and greenhouse gas emissions	<ul style="list-style-type: none">• Renewable electricity: 3169 MWh• Non renewable electricity: 0 MWh• Total electricity: 3169 MWh <ul style="list-style-type: none">• Renewable fuels: 0 MWh• Non-renewable fuels: 995 MWh• Total fuels: 995 MWh <ul style="list-style-type: none">• Natural Gas: 639 MWh• Campus on-site Renewable Energy generated, MWh: 87• Energy use at the UEFA sites encompasses three buildings and the Colovray Sports Centre. In addition, an organisational vehicle fleet is available for employees
B3-30.a; B3-95.c	Energy and greenhouse gas emissions	UEFA applies the operational control approach, accounting for all emissions from activities and facilities under its direct operational control, in line with the GHG Protocol's control approach requirements. UEFA Carbon Footprint - Internal Organisation - GHG Scope 1: 197.44 tCO2e Note: Scope 3 is not reported under VSME Basic module.
B3-30.b	Energy and greenhouse gas emissions	UEFA Carbon Footprint - Internal Organisation - GHG Scope 2 location-based emissions: 81.26 tCO2e.
B3-31	Energy and greenhouse gas emissions	UEFA Carbon Footprint (Internal Organisation - Scope 1 & Scope 2) = 278,7 tCO2e. Intensity calculated per forecasted turnover (5 bn): 55,74 tCO2e/Billion E.
B5-32	Pollution of air, water and soil	For the nature of its business, UEFA does not emit pollutants to air, water and soil.
B5-33	Biodiversity	UEFA Campus consits of four units located in proximity of Lac Lemman, a biodiversity sensitive area (ID Site 555539486 of the World Database on Protected Areas (WDPA). The total area is 2.5805 ha.
B6-35	Water	Internal Organisation: 22,330,000 litres. UEFA sites are not situated in areas of high water stress, and there are no production processes in place that significantly consume water.
B7-37	Resource use, circular economy and waste management	The Respect Report 24-25 mentions UEFA's circular economy policy and actions in the area of circular economy. See page 35, 69.

VSME ID	Section title	Disclosure statement
B7-38.a	Resource use, circular economy and waste management	Internal Organisation Non hazardous waste Total general waste: 106’853 kg 1. Aluminium: 40 kg 2. Building waste: 90 kg 3. Bulky general waste: 1’370 kg 4. Cardboard: 11’455 kg 5. Coffee capsules (aluminium): 1’095 kg 6. Confidential paper (shredded): 4’239 kg 7. Cooking oil: 247 kg 8. EEE (electrical & electronic equipment): 3’500 kg 9. General waste: 43’843 kg 10. Glass: 6’140 kg 11. Other metal: 1’200 kg 12. Paper: 6’020 kg 13. Plastic bottles: 267 kg 14. Wood: 4’917 kg Hazardous waste produced: Batteries: 100 kg.
B7-38.b	Resource use, circular economy and waste management	General recycled amount: 40’680 kg
B8-39.a	Workforce – General characteristics	723 permanent employees 146 fixed-term contracts
B8-39.b	Workforce – General characteristics	Gender split: 522 male – 347 female
B8-39.c	Workforce – General characteristics	867 employees Switzerland; 2 employees Belgium
B8-40; B8-183	Workforce – General characteristics	Employee turnover rate: 4.7% (including resignations, dismissals, (early) retirements and mutual agreements).
B10-42.a; B10-192	Workforce – Remuneration, collective bargaining and training	UEFA employees receive a pay that is equal or above applicable minimum wage for Switzerland.

VSME ID	Section title	Disclosure statement
B10-42.b; B10-195	Workforce – Remuneration, collective bargaining and training	See SGS certificate "Fair-ON-Pay Advanced" publicly available at https://fair-on-pay.com/wp-content/uploads/2025/07/OnePager_Fair-ON-Pay_UEFA_EN.pdf Note: During the reporting period (March 2025), UEFA obtained the "Fair-ON-Pay" equal pay certification. This certification covers the four entities included in the Respect Report 2025 and applies to all 847 employees active on 31 March 2025, except for the 7 Executive category, as no women are currently represented in that group, making it impossible to calculate a gender pay ratio. The methodology applied for calculation included all salary components and was in line with the disclosure requirement of the VSME. UEFA achieved the highest certification level—Fair-ON-Pay Advanced—with a gender pay gap of less than 2.5%. The certification process follows the guidelines of the Swiss Federal Office for Gender Equality (FOGE), and the Log-ON tool used for the analysis is based on FOGE’s Logib methodology.
B10-42.c; B10-203	Workforce – Remuneration, collective bargaining and training	0% of UEFA employees covered by collective bargaining agreements .
B9-41.a; B9-184	Workforce – Health and safety	19 work-related accidents. The rate of recordable work-related accidents is 2,46. The rate is calculated using the VSME standard method and the total worked hours are estimated (number of working days without bank holidays and holidays x nr of employees x 8 hours).
B9-41.b; B9-184	Workforce – Health and safety	Nothing to report.
B10-42.d	Workforce – Remuneration, collective bargaining and training	UEFA offers several types of training to each employee (New comers package, Managerial skills, Soft skills, ICT, Innovative skills, Football specific, UEFA Academy). The average hours of training tracked for male employees is 4.5 and for women is 3.5. This number is underestimated because it takes into account only training on managerial skills. The undertaking will work to improve the accuracy of this data point to make it available for the next season report.
B11-43; B11-207	Convictions and fines for corruption and bribery	No conviction or fines to report.

THANK YOU
TO OUR
PARTNERS



United Nations
Framework Convention on
Climate Change



FOOTBALL
FOR THE GOALS





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 2024/25 season (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for 2024/25 season, as indicated on Pages 28 and 29, are fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	<ul style="list-style-type: none">UEFA Internal Organisation total GHG emissions (market-based) [tCO₂e] consisting of:<ul style="list-style-type: none">Business Travel and accommodationLogisticsFacilities (UEFA campus)Purchased goods and servicesUEFA Events total GHG emissions (market-based) [tCO₂e] consisting of:<ul style="list-style-type: none">UEFA Under-17 Championship 2025UEFA Women's Under-17 Championship 2025UEFA Futsal Champions League 2024/2025UEFA Champions League Final 2025Nations League 2025UEFA Super Cup Final 2025UEFA Europe Conference League Final 2025UEFA Women's Under-19 Championship 2025UEFA Women's Champions League Final 2025UEFA Under-19 Championship 2025UEFA Regions' Cup 2025UEFA European Under-21 Championship 2025UEFA Europa League Final 2025UEFA Women's EURO 2025UEFA Youth League Final 2024/2025
Reporting period	2024/25 season: 1 st July 2024 to 30 th June 2025

ENGAGEMENT SUMMARY (CONTINUED)

Reporting criteria	<ul style="list-style-type: none">UEFA's GHG emissions accounting methodology (Basis of Reporting) available at: https://respectreport.uefa.com/2024-25WBCSD/WRI GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition 2015) for Scope 1 and Scope 2 GHG emissionsWBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions
Assurance standard and level of assurance	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'. 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.
Respective responsibilities	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. ERM CVS' responsibility is to provide a conclusion to UEFA on the agreed assurance scope based on our engagement terms with UEFA, the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for the 2024/25 season is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

EMPHASIS OF MATTER

Without affecting our conclusion, which is not modified, we draw attention to UEFA's explanation in its UEFA Carbon Account Methodology (Basis of Reporting) around the impact of the timing differences for the processing of purchase orders.

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 Information;
- 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 Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Evaluating the conversion factors, emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.



15 December 2025
London, United Kingdom

ERM Certification and Verification Services Limited
www.ermcvs.com | post@ermcvs.com

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected 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 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, 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.

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