

STRENGTH

THROUGH

UNITY

FOOTBALL
SUSTAINABILITY
STRATEGY



2 0 3 0

AND BEYOND

2026 UPGRADE

STRENGTH

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FOOTBALL
SUSTAINABILITY
STRATEGY



2030

AND BEYOND

2026 UPGRADE

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TARGETS AND KEY PERFORMANCE INDICATORS



UNITY. ACTION. IMPACT.

Dear friends,

European football has always been more than the game itself. It reflects the world around the game, connects communities and cultures within and across borders.

Today, that role carries an added expectation: to respond meaningfully and decisively to the growing challenges in human rights and the environment. These issues are no longer peripheral to football, but a significant factor in how our competitions are organised and experienced.

We can be proud of the progress made to date. Sustainability is increasingly embedded in how UEFA works and in how we deliver our major tournaments. In particular, UEFA EURO 2024 and UEFA Women's EURO 2025 marked significant milestones.

They demonstrated that global sporting events can raise standards in this delicate, fast-evolving field, and they reinforced a clear message: football can lead by example. At the same time, expectations continue to rise - from societies, member associations, clubs, leagues, fan groups, players, host communities and partners.

That is why we are updating our sustainability strategy: to reflect new trends, strengthen our approach, and ensure our commitments remain relevant, robust and measurable.

Our direction is clear. Football has an unmatched ability to mobilise people, amplify messages and accelerate change. With one of the largest communities in Europe, we have both an opportunity and a responsibility to use that reach for lasting positive impact.

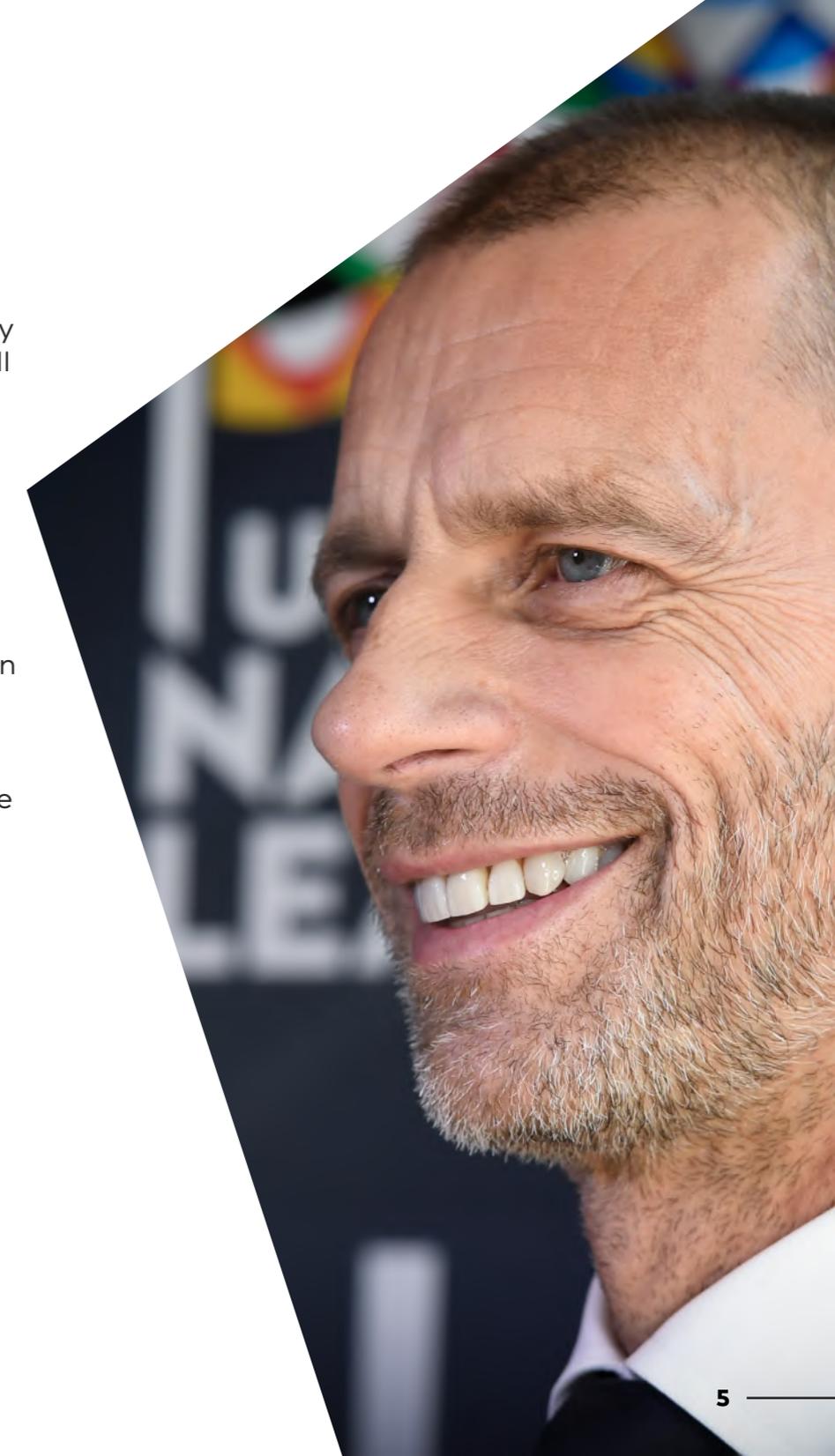
That is the essence of the Strength through Unity Strategy. Real progress on complex social and environmental challenges can only be achieved when we work together, align on priorities, listen to each other, and act consistently across the football ecosystem. UEFA will continue to set the standard through strong policies, clear targets and KPIs, and a long-term perspective.

Until 2030, we will continue to build on the foundation of unity and solidarity that defines European football, deepen cooperation with stakeholders, and strengthen partnerships at the European and global level. Our goal is practical and ambitious: to protect the people who make football possible, reduce our environmental footprint, and help ensure that the game remains a positive force for society.

As I said back in 2022, when this strategy was launched - only by acting together can we unlock the full power of football and inspire millions to drive sustainable change, on and beyond the pitch.



Aleksander Čeferin
UEFA President



IMPACT BEYOND THE GAME

Football is one of Europe's most powerful social infrastructures. Its reach, trust, and cultural relevance position it not only as a sport, but as a scalable platform capable of generating measurable social value while reinforcing long-term institutional strength.

For UEFA, impact is not peripheral. It is a core value driver.

WHY WE ARE UPGRADING OUR STRATEGY IN 2025

Our initial strategy Strength Through Unity in 2021 established the foundations and the journey: a unified

framework and a common language linking football to responsibility, credibility, concreteness, and long-term value creation. In 2025, we entered an upgrade phase—reflecting a more mature ecosystem and anticipating societal expectations. Sustainability, once exploratory, is now assumed.

What distinguishes leadership today is no longer intent, but the ability to deliver results at scale. Across European football, standards have strengthened, guidelines and data systems have developed, and stakeholder alignment has increased.

The football ecosystem is ready to move beyond commitments toward outcomes—measured, comparable, and credible.

FROM SUSTAINABILITY TO IMPACT PERFORMANCE

The language of sustainability, on its own, is no longer sufficient.

Our focus now is impact performance: what football tangibly delivers to society, and how effectively it deploys its social capital.

Our impact thesis is anchored in three pillars:

- System integrity: safeguarding trust, fairness, and credibility across the game
- Targeted capital allocation: investing where football can generate the highest social return

- Contextual relevance: respecting cultural diversity while applying shared standards

We prioritise interventions with clear pathways from input to outcome, favouring execution over narrative, evidence over intention, and partnership over soloist.

BEYOND 2030: LONG-TERM VALUE CREATION

While 2030 remains a useful reference point, meaningful impact requires a longer horizon. Football operates across social and cultural cycles measured in generations. Our responsibility is to ensure that today's decisions enhance future optionality—strengthening institutions, reducing systemic risk, and preserving relevance over time. Impact, in this sense, is not a short-term programme but a long-term investment in resilience, credibility, and continuity.



EXECUTION, MEASUREMENT, AND CREDIBILITY

Impact without a clear strategy, an action plan and measurement of indicators remains aspiration.

Our framework is designed for continuous assessment – tracking progress, stress-testing assumptions, and adapting where evidence demands it.

For the first time, our Respect Report for the 2024/25 season has been developed in line with an international standard and independently assured by a third party. This marks a decisive shift away from symbolic compliance toward verifiable impact—responding directly to growing scrutiny around greenwashing and social-washing claims.

Credibility is built through transparency, discipline, persistence, and consistency over time.

THE DOUBLE RETURN: RETURN OF INVESTMENT PLUS RISK OF INACTION

Our approach delivers a clear dual return:

- Positive impact and long-term value creation through action
- Risk mitigation through anticipation rather than reaction

Inaction compounds risk—reputational, regulatory, and financial.

For football institutions, proactive impact investment is not only value-enhancing; it is a form of anticipatory leadership—the capacity to identify social and environmental trends early, adapt ahead of pressure, and shape change rather than absorb it.

This is leadership defined not by response, but by foresight.

SCALING IMPACT: FROM INSTITUTIONAL TO COMMUNITY CAPITAL

The next phase of football’s contribution to concrete social and environmental impact requires a structural shift.

After five years of largely top-down momentum, progress must now extend bottom-up – where thanks to the synergy with our stakeholders, grassroots football, fans and communities become active contributors to outcomes, not only passive beneficiaries.

Institutions play a catalytic role: setting standards, enabling capital flows, and amplifying proven solutions.

Here, football’s distributed network becomes a strategic advantage – allowing impact to scale through proximity, trust, and participation.

A PLATFORM FOR COLLECTIVE ENGAGEMENT AND LEADERSHIP

This evolution reflects a broader ambition: positioning football as a credible and proactive partner within the impact investment ecosystem.

By aligning governance, capital, and community action, football evolves from a sport asset into a long-term impact platform—capable of delivering measurable outcomes while reinforcing the values that underpin the game.

Football’s greatest return is not only what it wins or transmits on the pitch, but what it builds for society over time.

By upgrading the strategy, UEFA reinforces its focus on execution, measurement and accountability in translating ambition into tangible impact.



Michele Uva
Executive Director Social &
Environmental Sustainability

INSPIRATION

**STRENGTH
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CONTEXT

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**CORE
CONVICTIONS:**
FUNDAMENTALS
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**INSPIRE,
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MISSION

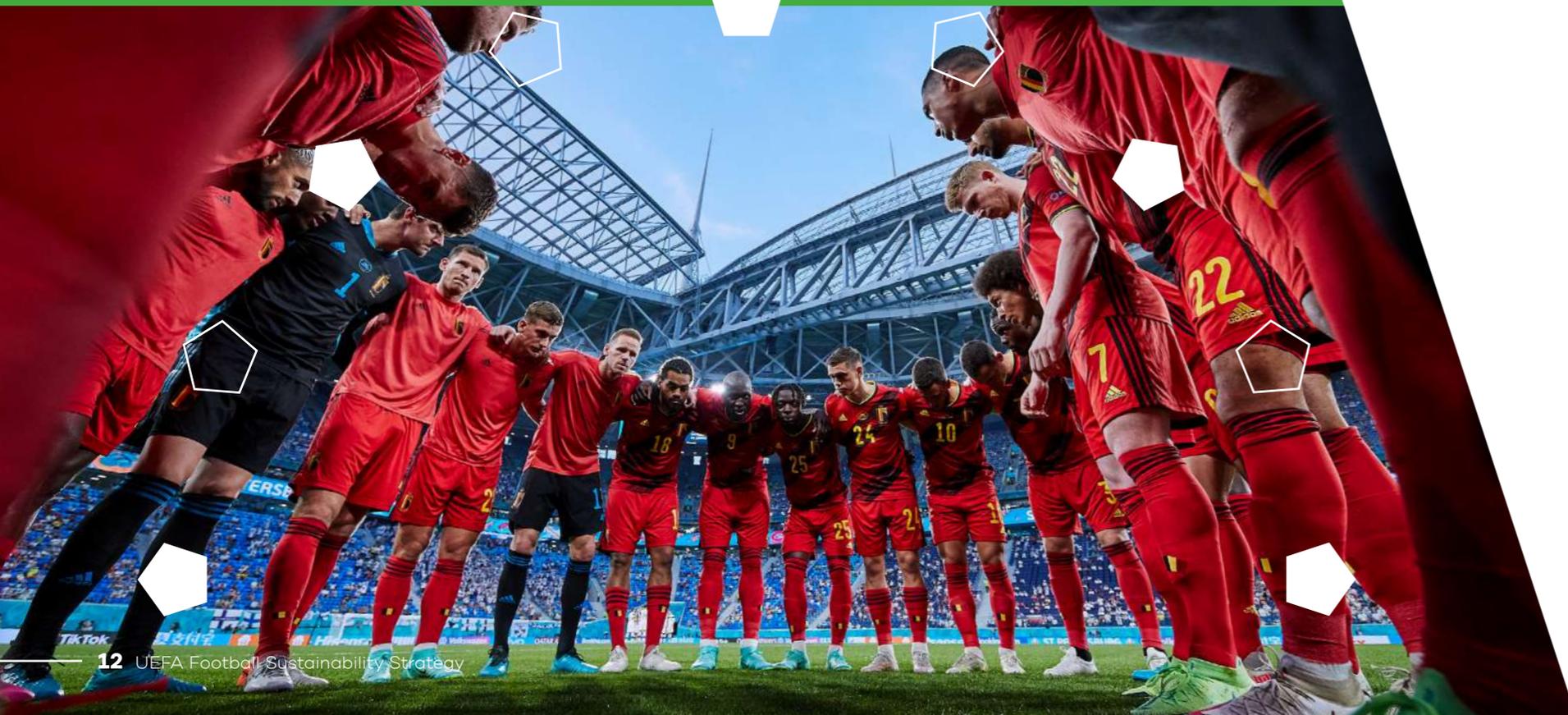
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1 CONTEXT

STRENGTH THROUGH UNITY



IT'S ABOUT FOOTBALL AND SUSTAINABILITY

Our societies are facing social and environmental challenges. As an intrinsic part of these communities, UEFA feels the obligation to address these concerns in close cooperation with its European football stakeholders.

This includes socially responsible and environmentally friendly practices, which are addressed in this strategy under the term sustainability, in close alignment with international standards.

Acknowledging the relevance of sustainability can benefit football while inspiring and mobilising the wider society. This requires a shared vision and collaborative actions toward a set of objectives to mobilise the expansive football fan community and create strong impacts.

DRIVING CHANGE TOGETHER

The rising awareness of environmental and societal priorities needs to turn into concrete action, with a particular focus on achieving tangible results. The scale of our challenges calls for coordinated, joint action by multiple players and constant adaptation. No one acting in isolation can hope to find the necessary answers and ensure their implementation. It's going to take teamwork with our stakeholders!

FOOTBALL NEEDS TO ACCELERATE

In a context of increased stakeholder expectations, UEFA and European football are not only embracing this call to action but also accelerating their response. The mobilising power of the sport will help in making a positive and credible contribution to a sustainable future for the next generations of football players and fans, at international, national and local levels – with initiatives positively impacting communities and civil society.

UNITED FOR SUCCESS

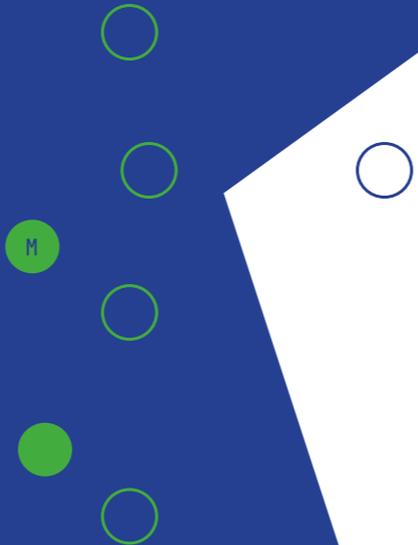
The sustainability agenda is firmly embedded in UEFA's strategic vision for 2024–30, United for Success, with one of the five strategic pillar anchored around these topics. This reflects the organisation's desire to ensure that all stakeholders trust and engage with football, and that the sport is responsible.



2

FUNDAMENTALS AND GUIDING PRINCIPLES

CORE CONVICTIONS



FUNDAMENTALS

UEFA's approach is grounded in a set of unchanging, fundamental convictions that guide the Football Sustainability Strategy and its implementation.

WE FOCUS ON FOOTBALL AND ITS IMPACT ON SOCIETY

We prioritise issues that are relevant for European football, working with partners and institutions based on mutual convictions and trust, using our voices to raise awareness about the issues that matter.

WE BELIEVE SUSTAINABILITY SUPPORTS THE SUCCESS OF EUROPEAN FOOTBALL

We underscore the importance of managing sustainability in UEFA's core activities as an investment in football's future prosperity. As part of this, we actively pursue opportunities with host cities, partners and other stakeholders to source, experiment and roll out product and service innovations.

WE ADVOCATE RESPECT FOR HUMAN RIGHTS AND THE ENVIRONMENT

We are committed to respecting, protecting and promoting human rights through a comprehensive set of

measures designed to ensure the welfare and safety of all engaged in football. On the environmental front, we focus on reducing our environmental footprint through targeted investments in key areas material to football.

WE ACT IN LINE WITH TRANSPARENT, LONG-TERM OBJECTIVES

We commit to a long-term plan up to 2030, communicating on progress year-by-year.

This lays the ground for a trust-based dialogue and collaboration with all stakeholders.

WE WORK AS ONE TEAM, WITH ONE COMMON LANGUAGE AND APPROACH

We work in synergy with all to amplify football's positive impact and make the most of our collective efforts, rallying around a common language and approach.



GUIDING PRINCIPLES

This actionable UEFA strategy is made available to all football stakeholders to inspire and support them in formulating their own sustainability approaches.

APPROACH

The strategy is formulated around 11 policies, each supported by a 2030 ambition, targets and key performance indicators (KPIs), and will be implemented in five areas of action. The issues covered by the policies are interconnected.

AGILITY

UEFA's approach is expected to evolve through periodical reviews and assessments of progress. This may lead to consolidating some of the policies.

Given the dynamic nature of sustainability, an integrated and flexible method is essential to tackle social and environmental considerations and balance them all.

ESG

Environmental, social and governance (ESG) standards and mechanisms are embedded to ensure the alignment of sustainability objectives with operational practices and financing strategies.

RISK MANAGEMENT

UEFA's enterprise risk management system identifies sustainability risks and formulates mitigation actions covering

financial, operational, reputational and strategic dimensions.

CONFORMITY

The strategy aligns with UEFA's statutes, strategy, regulations and guidelines.

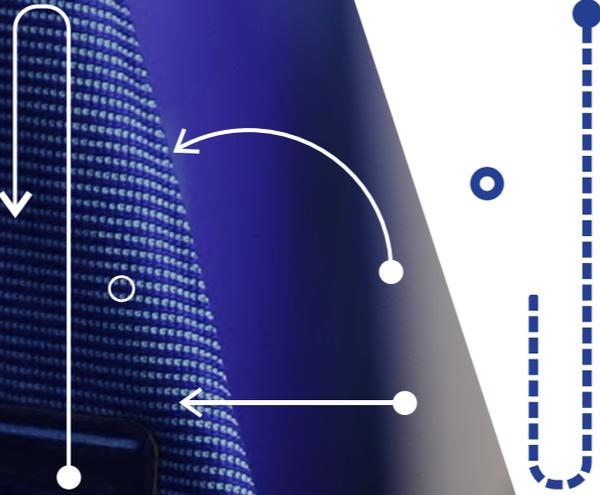
It also concurs with internationally recognised frameworks and standards, including, among others, the UN Sustainable Development Goals, the UN Sports for Climate Action Framework, the European Green Deal, the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the UN Global Compact Principles.

REPORTING

Each season, our performance against the targets set in this strategy is consolidated in the UEFA Respect Report, with a view to ensuring transparency and accountability.

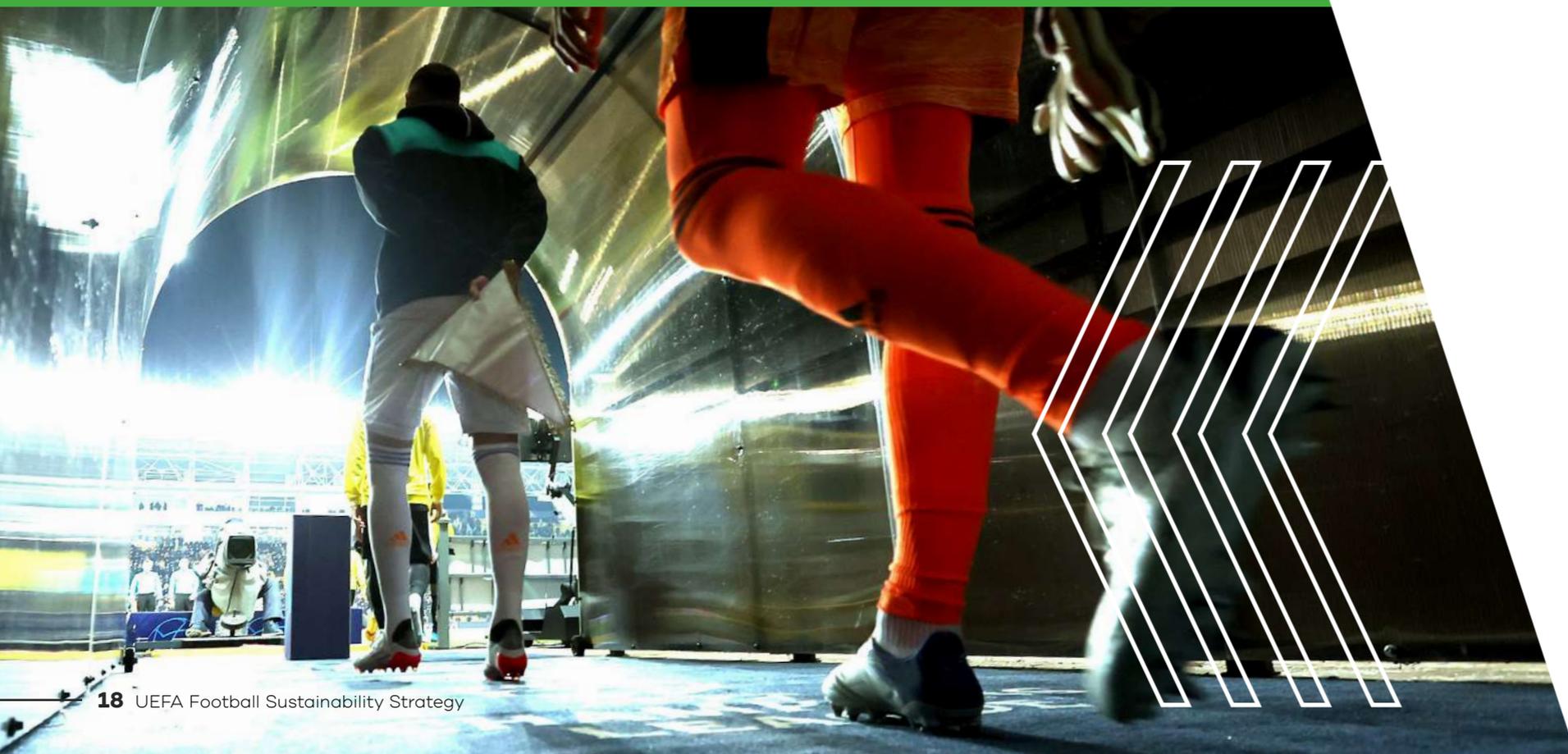
OVERSIGHT

The strategy and its implementation are overseen by the UEFA Executive Committee and the UEFA Social and Environmental Sustainability (SES) Committee.



MISSION

INSPIRE, ACTIVATE, ACCELERATE



UEFA has a long-standing commitment to manage all its activities and events based on the core value of respect and the principles of sustainability, leading by example and ensuring a positive legacy for the future.

We want to:

INSPIRE, ACTIVATE AND ACCELERATE COLLECTIVE ACTION TO GENERATE SOCIAL IMPACT AND RESPECT FOR THE ENVIRONMENT ACROSS EUROPEAN FOOTBALL

To succeed in this mission and honour our commitment, we have defined the following objectives in connection with our United for Success strategy:

ROLE MODEL

To be recognised as a guide for others, through responsible actions in support of sustainable development.

RESPECT

To ensure respect is maintained as our guiding value, encouraging inclusive practices and activities.

UNITY

To capitalise on the sum of the football community's collective strength, pooling

resources, expertise and know-how for the benefit of all.

PROTECTION

To conserve the game for future generations in a spirit of solidarity, fostering economically viable and sustainable operations.

ACCESSIBILITY

Football is for everyone – facilitating engagement and participation in the sport lies at the heart of UEFA's mission.

ACTIVATION

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ROAD TO 2030

STRATEGIC PROCESS

UEFA'S STRATEGIC PROCESS

In 2021, UEFA undertook a transparent, structured process to develop the strategy and gather the necessary support for its effective deployment.

The 6 steps in defining the roadmap are:

ONE LANGUAGE AND ONE PROCESS TO ALIGN EFFORTS

The process provides a template for other football organisations to develop their own strategies or align existing commitments with the UEFA framework.

As part of its own action plan, UEFA will develop guidelines to help member associations, other football organisations and clubs to develop, implement and communicate their own sustainability approach.



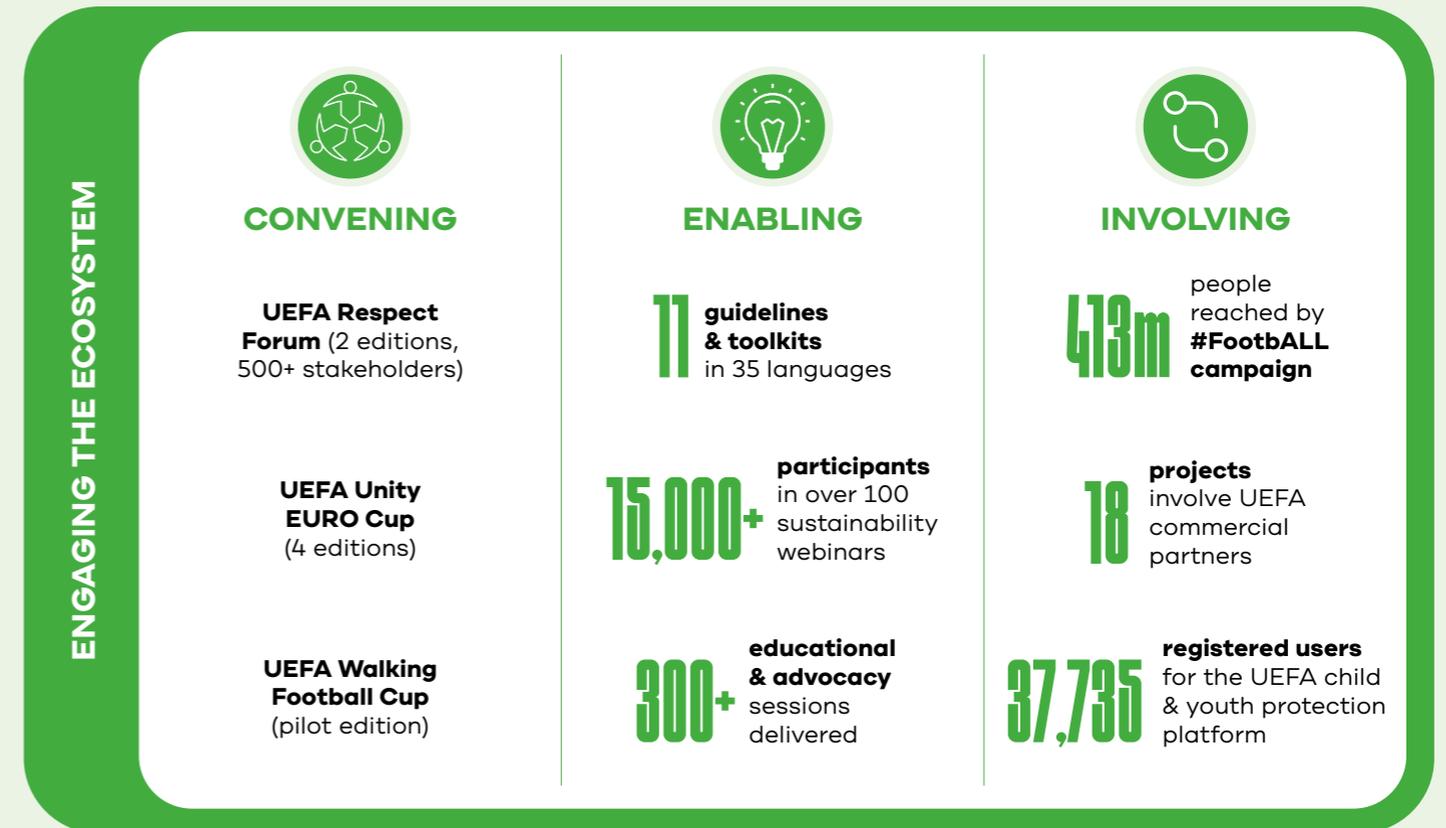
UEFA'S SUSTAINABILITY ACHIEVEMENTS & IMPACT 2021-2025

Between 2021 and 2025, UEFA advanced its sustainability agenda across European football, delivering concrete progress across policies and areas of action. Through collaborative initiatives and innovative approaches, we strengthened the game's role as a catalyst for positive change and set new benchmarks for delivering impact through football. Highlights from this initial stage of our strategy across six areas – investment, governance and regulations, engaging with the football ecosystem, capacity building, event performance and key achievements of our member associations – were as follows:

INVESTMENT



BOOSTING SUSTAINABILITY



EVENT PERFORMANCE

2,049

actions to deliver sustainable events

- Governance
- Social
- Environment



100% OF UEFA EVENTS WITH

- ✓ a venue sustainability manager
- ✓ a disability access officer (DAO)
- ✓ a child & youth protection officer (CYPO)
- ✓ sustainability criteria embedded in the bidding process
- ✓ a Human Rights Declaration
- ✓ a platform against online abuse in place
- ✓ carbon footprint measurement assured by a third party
- ✓ a carbon reduction plan & climate fund
- ✓ an Event Sustainability Performance Evaluation System validation

MEMBER ASSOCIATIONS

€ 29.6m

investment across our 55 member associations

55

have a dedicated Sustainability Manager

55

NAs have a sustainability strategy

46

have systems to report discriminatory incidents

55

have a dedicated Child & Youth Protection Officer

55

offer services for disabled spectators

40

publicly report on their activities

55

have a dedicated Disability Access Officer

51

include sustainability provisions for men's football and 31 for women's football

41

measure their carbon footprint

THE ROAD TO 2030 AND BEYOND

Following the commitment we made in 2021, we upgraded our sustainability strategy in the second half of 2025 after assessing its effectiveness and analysing the lessons learned from the targeted measures and investments undertaken over the past years.



Throughout this process, which included stakeholder consultation (see Chapter 5 below), we aimed to ensure that our strategic outlook remains relevant and impactful for European football, with a view to continuing to raise ambition, accelerate action and embed sustainability deeper into the game.

In this context, it is important to underline that while this strategy is based around a 2030 end point, its ambition and actions have been designed to create lasting impact far beyond then.



5 STAKEHOLDERS COLLABORATION IS KEY

This strategy cannot be successfully implemented in isolation – collaboration is necessary to maximise positive impacts while preventing and mitigating risks.

OUR FOOTBALL ECOSYSTEM:



UEFA aims to rally the European football ecosystem around a common agenda and create effective synergies. At the heart of European football, UEFA operates in tandem with its 55 member associations, while leagues and clubs play an active role in organising games and competitions.

Other stakeholders actively participate in UEFA competitions at each level of the game, from players and fans to coaches, referees, officials and

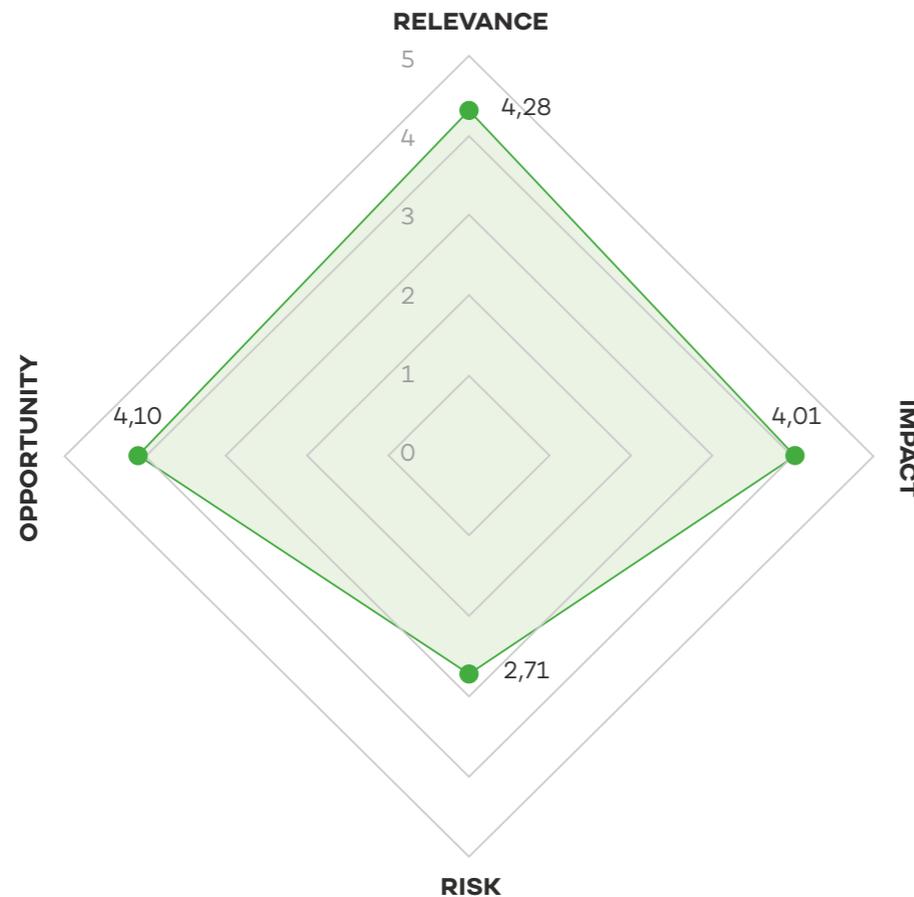
volunteers. Sponsors, the media and different institutions complete the stakeholder field.

In undertaking collaborative efforts with its stakeholders, UEFA can leverage the heartfelt, shared passion for football to offer a platform for collaboration that unites participants around the positive values of the sport. This is underpinned by the popularity of football, which enables UEFA to amplify the message of sustainability to a global audience.



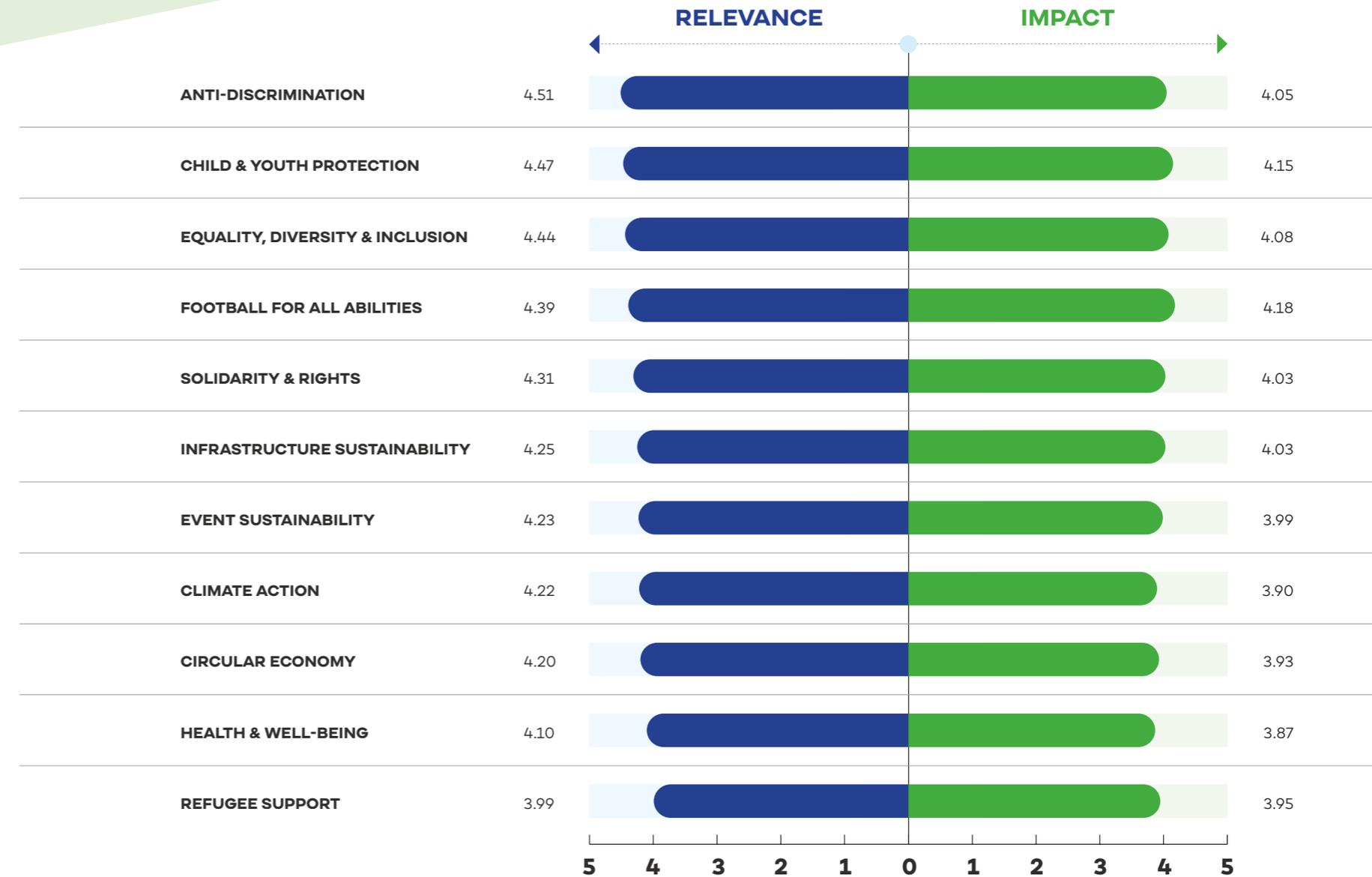
STAKEHOLDER CONSULTATION

In October 2025, UEFA carried out a survey to assess stakeholder perceptions of 39 topics across 11 policy areas. Stakeholders were asked to rate each topic from 1 (very low) to 5 (very good/high) across four dimensions: **relevance** (importance for UEFA's sustainability agenda), **impacts** (effects on people and the environment), **risks** (potential operational, financial, reputational or regulatory consequences) and **opportunities** (potential benefits such as innovation, efficiency, partnerships, brand value and stakeholder trust).



PERCEIVED PROFILE OF UEFA SUSTAINABILITY APPROACH

Aggregating the feedback across all the eleven policies, stakeholders perceive the high relevance of UEFA's sustainability approach. They find an overall lower risk profile compared to the opportunities available.



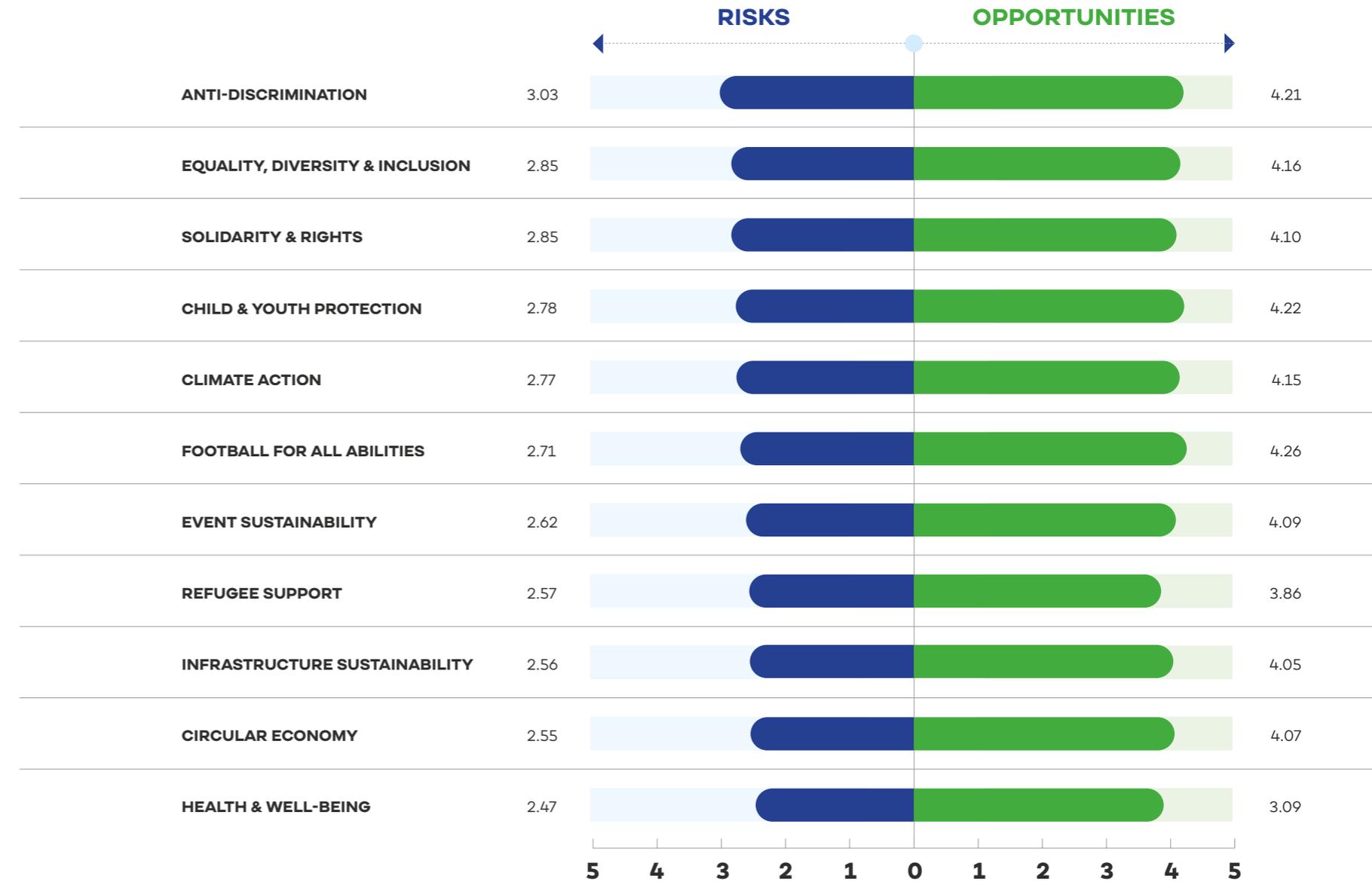
The results show a consistently strong perception of **relevance** and **impact** across all 11 policies, with social topics (Anti-racism, Child & Youth Protection, Equality & Inclusion) receiving the highest ratings. Environmental themes such as Climate Action, Event Sustainability and Circular Economy also score strongly, confirming that stakeholders view both social and environmental dimensions as central to UEFA's sustainability agenda.

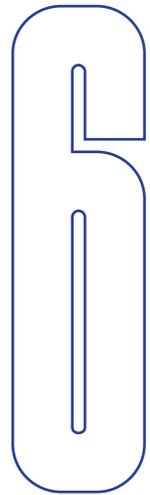
Perceived **risks** are moderate across all policies, with no critical outliers. This indicates that stakeholders consider UEFA's current approach robust, though social issues, particularly Anti-racism and Equality & Inclusion, are seen as areas in which operational or reputational risks may be more pronounced. At the same time, all policies are associated with high **opportunity** ratings, especially Football for All Abilities, Child & Youth Protection and Anti-racism.

Environmental themes also scored highly in opportunity perceptions, suggesting that stakeholders believe UEFA can create significant added value through innovation, community impact and leadership in sustainable event operations. Overall, the graphs reflect broad alignment, confirming that UEFA's policy areas are well-positioned and widely supported, which provides a solid foundation for prioritisation in the next phase of the strategy.

Of the 262 stakeholders contacted, 125 responded across the following categories:

- Sustainability partner
- Commercial partner
- National sport federation
- UEFA senior management
- Media
- NGO
- Academia
- Expert
- Confederation
- UEFA member association
- League
- Club
- UEFA SES committee
- Steering group member
- Global institution





AREAS OF ACTION

IMPACT AT ALL LEVELS

This strategy aims to create synergy between all stakeholders that can be translated into concrete, collaborative action based on each organisation’s specific context and resources, with the ultimate objective of developing a framework consisting of multiple impactful and coordinated action plans. This integrated and collaborative approach focuses on five areas of action. The topics described for each area of action have been integrated into the UEFA Social & Environmental Sustainability division’s action plan matrix.



UEFA INTERNAL ORGANISATION

Aligning organisational management and work with the aims set out in UEFA’s football sustainability strategy.

ACTIVATION

Collaborate across all UEFA divisions to catalyse actions and processes across regulations, policies, communications, workforce and campus infrastructure. This includes assessing risk management processes, ensuring equal pay regardless of gender and publishing a UEFA Respect Report that consolidates information on the strategy’s performance each season.



UEFA EVENTS

Embedding social and environmental principles, standards and practices into the life cycle of all football-related events.

ACTIVATION

Ensure that the event sustainability priorities laid out in UEFA’s ESG event matrix and previous post-event ESG reports are reflected in the event bidding requirements and any resulting plans laid out by local organising structures. Key topics in this domain include advocating for an ESG-based approach to event organisation, setting out specific parameters in a dedicated event sustainability framework and verifying performance through a customised Event Sustainability Performance Evaluation System.



UEFA MEMBERS

Supporting all 55 UEFA member associations in their efforts to design and roll out sustainable organisation and event strategies based on their domestic priorities.

ACTIVATION

Leverage UEFA development programmes and governance system to make funding, educational opportunities and access to translated tools and guidelines available for member associations to use towards their sustainability efforts. This includes distributing UEFA HatTrick incentive payments and grants and regularly convening the community of national association sustainability officers.



FOOTBALL ECOSYSTEM

Cascading sustainable action by the clubs and leagues, together with players, referees, officials, coaches and volunteers involved in the game.

ACTIVATION

Devise and implement joint action dedicated to engaging the football ecosystem, in line with UEFA’s football sustainability strategy. This includes establishing cooperation plans with European Football Clubs (EFC) and European Leagues and leveraging the UEFA Academy to offer educational opportunities aligned with the needs of the football sector.



PARTNERS & SOCIETY

Actively involving sponsors, fans, suppliers, media, local communities, governments and global institutions to work together in sustainability initiatives.

ACTIVATION

Co-develop innovative solutions that generate opportunities, visibility and value for all stakeholders involved. Key topics within this area include strategically engaging UEFA commercial partners to catalyse collaborative solutions across our competitions and beyond, organising a UEFA Respect Forum once every two years that convenes professional across the sector and actively supporting the UN Football for the Goals initiative.

ACCELERATION

COLLECTIVE ACTION OVERVIEW:
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7 AREAS AND POLICIES

COLLECTIVE ACTION OVERVIEW

An integrated and collaborative approach between stakeholders will ensure impact on all levels.

Each area of action should bring concrete, tangible results.

Eleven policies, supported by specific topics, targets and KPIs, cover the ambition of delivering social impact, respecting the environment and championing responsible management.

Each of these policies will be implemented in the five different areas of action, tailored to the specificities of these areas.

POLICIES

SOCIAL IMPACT



RESPECT FOR THE ENVIRONMENT



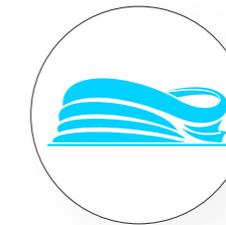
RESPONSIBLE MANAGEMENT



AREAS OF ACTION



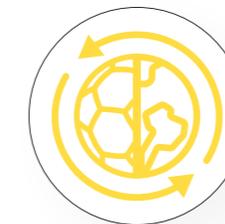
UEFA INTERNAL ORGANISATION



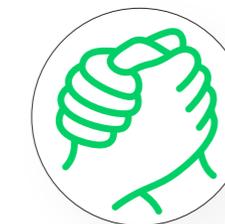
UEFA EVENTS



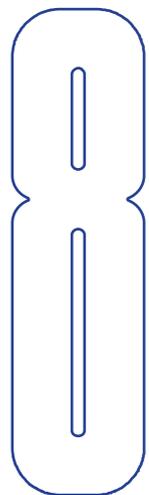
UEFA MEMBERS



FOOTBALL ECOSYSTEM



PARTNERS & SOCIETY



POLICIES

SOCIAL IMPACT

Football is all about people – a common passion that brings together individuals of different ages, backgrounds, nationalities and abilities. The divisions and discrimination that afflict our societies inevitably play out on and around the pitch, but the sport can be a powerful vehicle for challenging and overcoming them, generating positive impact in society.

SOCIETY AND FOOTBALL

Everyone involved in football should be afforded dignity, inclusion, protection and equal rights and opportunities, in a spirit of freedom and justice.

Football must be a community that welcomes everyone and offers them equal access and a safe and secure environment. Everyone should be able to be involved in football as their authentic self.

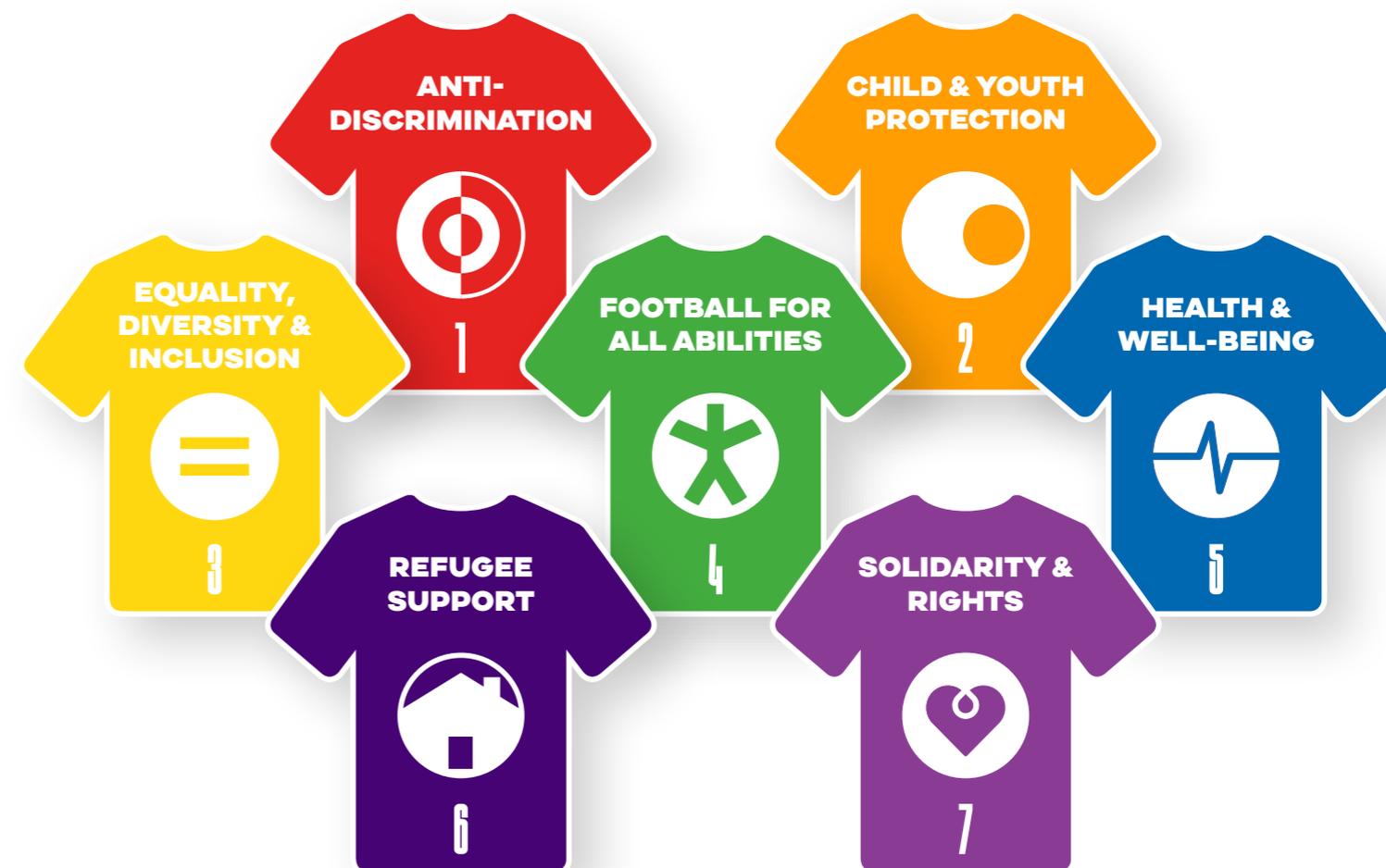
The value that sport brings to both our physical and mental health should also be emphasised.

OUR COMMITMENT TO ACT

In accordance with the UEFA Human Rights Commitment approved in 2021, we strive for an inclusive culture in which no one is discriminated against or excluded based on any personal traits – whether playing, coaching, refereeing or organising the game, and including all aspects of the game itself and any activities connected to it. In addition, UEFA aspires for football to be a driver for impact more broadly, engaging society and governments on key topics and providing information and education.

#FOOTBALL PROGRAMME

These core beliefs are reflected in our #FootbAll programme, which spans the social policies and highlights the power of football to drive positive social change across Europe, advocating that the game is open to all to enjoy, play, learn and develop. The following seven policies have been identified for the strategic period of 2026–30 and are explained in the following pages:





ANTI-DISCRIMINATION

DESCRIPTION

Prevent and fight all forms of discrimination in the football environment, from grassroots to elite and from fans to communities. For 2026–30, the policy has transitioned from anti-racism to a broader anti-discrimination approach to ensure that football remains a safe space where everyone is treated with dignity and respect, free from harm and discrimination.

2030 AMBITION

Eradicate all forms of discrimination on and off the pitch across European football.

TOPICS

- TOOLKIT TO IMPROVE COMPETENCIES
- ANTI-DISCRIMINATION CRITERIA ACROSS THE ORGANISATION'S REGULATIONS, POLICIES AND COMMUNICATIONS
- PREVENT, IDENTIFY, INVESTIGATE AND PUNISH RACISM IN FOOTBALL
- TRANSPARENT REPORTING SYSTEMS AND ACCESS TO REMEDY
- PROGRAMME TO PREVENT, IDENTIFY AND ADDRESS ONLINE ABUSE IN FOOTBALL
- ADVOCACY PROGRAMME ON ANTI-DISCRIMINATION

MOVING FORWARD

UEFA will review and strengthen the existing systems for reporting racism and discrimination across European football. This includes ensuring that reporting mechanisms are consistently developed, accessible and capable of supporting victims.

The structures and communication processes related to the investigation and sanctioning of discrimination cases will also be improved. In addition, UEFA will work to identify discriminatory behaviours and management shortcomings within stadiums and on UEFA online platforms, to enable more effective prevention and response measures.

EXISTING INITIATIVES

- Consultation and dialogue with an independent UEFA human rights steering group
- Match observer scheme implemented within club and major national team competitions
- Control, Ethics and Disciplinary Body ruling on all disciplinary, ethical and other matters that fall within its competence under UEFA's statutes and regulations
- Practical steps integrated across European clubs through UEFA's Club Licensing regulations.
- Relationship building with global institutions with a view to developing joint actions in the fight against discrimination
- Comprehensive #FootbALL programme, supported by an online platform, advocating that in football, everyone is welcome
- Platform to monitor, detect and report instances of online abuse across UEFA events



CHILD AND YOUTH PROTECTION

DESCRIPTION

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

2030 AMBITION

Provide a safe and empowering environment for all children and youth to play and enjoy football, on and off the pitch.

TOPICS

- GUIDELINES AND TOOLKIT TO IMPROVE COMPETENCIES
- CHILD AND YOUTH PROTECTION CRITERIA ACROSS THE ORGANISATION'S REGULATIONS, POLICIES AND COMMUNICATIONS
- DEDICATED CHILD AND YOUTH PROTECTION OFFICERS ACROSS FOOTBALL ORGANISATIONS
- ONLINE UEFA CHILD SAFEGUARDING PLATFORM WITH TRAINING MODULES
- EVENT-SPECIFIC GUIDELINES AND PROTOCOLS

MOVING FORWARD

UEFA will continue to support dedicated practitioners across Europe in developing child and youth protection policies.

This includes establishing event-specific safeguarding arrangements and protocols, overseeing reporting and case management, and training coaches, event workforce and volunteers.

In addition, UEFA will continuously update the online UEFA child safeguarding platform to facilitate continuous learning.

EXISTING INITIATIVES

- Child and youth protection guidelines for member associations, leagues and clubs
- Practical steps integrated across European clubs through UEFA's Club Licensing regulations
- Series of courses providing training for all stakeholders on managing child-related concerns
- Online multilingual platform to enhance knowledge, skills and practices to create safer football environments
- Comprehensive #FootbALL programme, supported by an online platform, advocating that in football, everyone is welcome



EQUALITY, DIVERSITY AND INCLUSION

DESCRIPTION

Apply principles of equality, diversity and inclusion at all levels of European football to ensure that everyone feels respected and empowered to express themselves, enjoy and contribute to the game.

2030 AMBITION

Establish an inclusive ecosystem that guarantees equal rights and opportunities to all in football.

TOPICS

- TOOLKIT TO IMPROVE COMPETENCIES
- EQUALITY, DIVERSITY AND INCLUSION CRITERIA ACROSS THE ORGANISATION'S REGULATIONS, POLICIES, AND COMMUNICATIONS
- ENSURE EQUAL OPPORTUNITIES IN THE FOOTBALL ECOSYSTEM
- ADVOCACY PROGRAMME ON EQUALITY, DIVERSITY AND INCLUSION

MOVING FORWARD

UEFA will continue to explore ways to encourage diversity and provide equal opportunities to each member of the football community.

It will further develop governance standards for its own organisation and events regarding equal rights and opportunities.

UEFA will also continue training and engaging coaches, players, officials and administrators from grassroots to elite level on the importance of equal opportunities and inclusion.

EXISTING INITIATIVES

- UEFA Gender Equality Working Group, tasked with developing recommendations to UEFA focusing on three main areas: elected positions, appointed positions and administration
- Leading organisations and stakeholders engaged with to map needs and gaps in the European football environment regarding inclusion
- Training material and guidelines developed to foster engagement and awareness across the football ecosystem
- Practical steps integrated across European clubs through UEFA's Club Licensing regulations
- Continued work at UEFA to ensure an inclusive workplace via a staff compensation audit, diversity and inclusion survey and communication
- Comprehensive #FootbALL programme, supported by an online platform, advocating that in football, everyone is welcome



FOOTBALL FOR ALL ABILITIES

DESCRIPTION

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

2030 AMBITION

Guarantee barrier-free access and opportunities for any individual wanting to play, attend events or work in football.

TOPICS

- GUIDELINES AND CHECKLIST TO IMPROVE COMPETENCES
- ACCESSIBILITY CRITERIA ACROSS THE ORGANISATION'S REGULATIONS, POLICIES AND COMMUNICATIONS
- IMPROVED ACCESS FOR DISABLED PEOPLE TO FOOTBALL INFRASTRUCTURE AND SERVICES AS WELL AS WORK AND PLAYING OPPORTUNITIES
- DEDICATED DISABILITY ACCESS OFFICERS (DAOS) ACROSS FOOTBALL ORGANISATIONS
- ADVOCACY PROGRAMME ON FOOTBALL FOR ALL ABILITIES

MOVING FORWARD

UEFA will continue its active work to ensure that accessibility remains a priority for the delivery of all UEFA events and topic is well established across policies and regulations.

Furthermore, the organisation will further invest resources in the development of player opportunities for disabled people across Europe through partnerships with European disability football associations and other stakeholders.

UEFA will also continue to develop guidance and projects to support member associations, leagues and clubs in accelerating accessibility both on and off the pitch.

EXISTING INITIATIVES

- UEFA Accessibility Guidelines consisting of 13 chapters presenting the fundamentals of accessibility at matchdays, facilities and events, guiding the user through the requirements and best practices across Europe
- Continued partnerships with European disability football associations and other stakeholders for the development of player opportunities
- Education and awareness-raising through the inclusion of a disability hate module within the UEFA OUTRAGED Programme
- Comprehensive #FootbALL programme, supported by an online platform, advocating that in football, everyone is welcome
- Practical steps integrated across European clubs through UEFA's Club Licensing regulations



HEALTH AND WELL-BEING

DESCRIPTION

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

2030 AMBITION

Mobilise the football community to promote better health and active lifestyles and widen the engagement of players across age groups.

TOPICS

- GUIDELINES, CHECKLIST AND TOOLKIT TO IMPROVE COMPETENCIES AND PROMOTE PREVENTION
- HEALTH AND WELL-BEING CRITERIA ACROSS THE ORGANISATION'S EVENTS AND COMMUNICATIONS
- FOOTBALL PROGRAMME TARGETING OLDER PEOPLE
- ADVOCACY PROGRAMME ON HEALTH AND WELLBEING

MOVING FORWARD

UEFA will continue to develop, implement and disseminate the Take Care programme and campaign, which address key health-related topics such as physical activity, nutrition, mental health, digital addiction, road safety and substance awareness. Through this initiative, UEFA will further promote awareness and build competencies across diverse target groups including children and youth, parents and caregivers, coaches and technical staff and the wider public. The programme plays a central role in embedding health and well-being into football environments and communities. UEFA remains committed to promoting walking football opportunities and the accompanying toolkit as a way for older people to stay active.

EXISTING INITIATIVES

- Take Care programme, tailored for key influential figures such as parents or caregivers, teachers, coaches and staff to encourage healthier lifestyles and more positive habits across a wide range of topics
- Walking Football toolkit, which provides guidance for both recreational and competitive Walking Football, enabling everyone to tailor the game to their preferences with rules that best fit their needs, context and objectives
- Healthy and Sustainable Catering Guidelines, providing tailored recommendations for hospitality and concession catering at sports events, aligned with the growing demand for healthier and more environmentally responsible food options
- Comprehensive #FootbALL programme, supported by an online platform, advocating that in football, everyone is welcome



REFUGEE SUPPORT

DESCRIPTION

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

2030 AMBITION

Be a driving organisation and advocate the protection and inclusion of refugees through football.

TOPICS

- TOOLKIT TO PROVIDE GUIDANCE
- SUPPORT FOOTBALL ORGANISATIONS TO DEVELOP OPPORTUNITIES FOR REFUGEES IN HOST COMMUNITIES
- DEVELOP TOURNAMENTS ACROSS EUROPEAN FOOTBALL FOCUSED ON THE INCLUSION OF REFUGEES

MOVING FORWARD

UEFA, together with UNHCR, will continue to collaborate with European football stakeholders to operationalise these focus areas.

UEFA will continue to roll out a grants programme providing dedicated support to member associations as well as organise the Unity EURO Cup.

Lastly, though its dedicated toolkit, UEFA will maintain its efforts to provide guidance to inspire the football community around tangible ways to support refugees and to open dialogue with local communities through football.

EXISTING INITIATIVES

- Cooperation agreement with UNHCR, the UN Refugee Agency, in operation
- UEFA Refugee Grants providing annual funding to UEFA members for the implementation of their domestic refugee support programmes.
- Unity EURO Cup, an international tournament organised yearly by UEFA with the support of UNHCR for member association teams of refugee and host community players
- UEFA's media platforms used to raise awareness about refugees, asylum seekers and internally displaced people
- Comprehensive #FootbALL programme, supported by an online platform, advocating that in football, everyone is welcome



SOLIDARITY AND RIGHTS

DESCRIPTION

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

2030 AMBITION

Embed human rights principles into all strategic decisions and business relationships and be recognised for valuable initiatives of solidarity in the European football ecosystem.

TOPICS

- APPLICATION OF UEFA'S HUMAN RIGHTS COMMITMENT ACROSS THE ORGANISATION'S REGULATIONS, POLICIES, GUIDELINES AND BUSINESS RELATIONSHIPS
- HUMAN RIGHTS TOPICS EMBEDDED ACROSS UEFA EVENTS, FROM PLANNING TO DELIVERY AND REPORTING PHASES
- SOLIDARITY MEASURES IN SUPPORT OF STRENGTHENING FOOTBALL'S IMPACT ON SOCIETY

MOVING FORWARD

UEFA will advance its work to operationalise its Human Rights Commitment by catalysing actions across regulations, policies, guidelines and business relationships.

In addition, UEFA will further improve solidarity mechanisms that contribute to strengthening football's impact on society.

EXISTING INITIATIVES

- UEFA Human Rights Commitment, approved in 2021, serves as the basis for developing the specific policies laid out in this sustainability strategy
- Human rights topics embedded across UEFA events, from planning to delivery and the reporting phases (written declaration, risk assessment, advisory board, grievance mechanism processes, etc.)
- Comprehensive #FootbALL programme, supported by an online platform, advocating that in football, everyone is welcome





POLICIES

RESPECT THE ENVIRONMENT

Environmental sustainability contributes to football’s long-term viability. The sport can play its part in addressing environmental challenges through targeted measures and investments.

Actions range from measuring impacts to implementing reduction and mitigation strategies, while leveraging football’s global reach to raise awareness and catalyse collective action.

ENVIRONMENT AND FOOTBALL

Football’s environmental footprint is primarily linked to event organisation and infrastructure construction and management.

Internal operations also contribute, notably through travel,

transport, energy use and waste management. By acting to reduce its own footprint, football can reduce risks, optimise processes and ensure that the game not only entertains but also leaves a positive legacy for future generations.

OUR COMMITMENT TO ACT

Under the Environment Commitment adopted in 2021, UEFA is determined to minimise its environmental impact and harness the power of football to catalyse solutions among organisations, host cities and fans. Progress is measured through efforts to prevent, reduce and remediate football’s environmental impact.



For the strategic period 2026–30, UEFA has identified two environmental policies: the first aims to eliminate waste through circular economy solutions; the second focuses on assessing, measuring, reducing and disclosing emissions, while leveraging football’s influence to inspire concrete actions and systemic change. They are detailed on the following pages.



CIRCULAR ECONOMY

DESCRIPTION

Optimise the consumption and life cycle of products across UEFA operations and events by applying circular principles to food and beverage services, packaging, branded materials, and energy and water consumption.

2030 AMBITION

Embed the 4R approach – built around Reducing, Reusing, Recycling, and Recovering – in all operations to minimise the environmental impact of football and drive resource efficiency and cost savings.

TOPICS

- GUIDELINES, CHECKLIST AND TOOLKIT TO IMPROVE COMPETENCIES
- CIRCULAR ECONOMY CRITERIA ACROSS THE ORGANISATION'S REGULATIONS, POLICIES AND COMMUNICATIONS
- 4R APPROACH TO UEFA'S INTERNAL ORGANISATION AND EVENT OPERATIONS
- ADVOCACY PROGRAMME ON CIRCULARITY IN FOOTBALL

MOVING FORWARD

UEFA will continue to catalyse circular economy solutions together with partners, stadiums and other event venues, with a particular focus on product packaging, plastic, single-use items and food loss and waste.

UEFA will further promote the integration of circularity criteria in the UEFA Stadium Infrastructure Regulations as well as in UEFA campus facility management.

A repository of best practices targeting football, capturing innovation and lessons learned across member associations, leagues and clubs, will also be created and regularly updated.

EXISTING INITIATIVES

- Circular economy guidelines and checklists launched and disseminated
- 4R approach applied to UEFA events
- Commercial partners engaged on the development of 4R-based solutions across football operations
- Practical steps integrated across European clubs through UEFA's Club Licensing regulations
- Circular economy principles and practices embedded at the UEFA campus in Nyon



CLIMATE AND ADVOCACY

DESCRIPTION

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

2030 AMBITION

Reduce European football's carbon footprint and be a credible reference partner for organisations working on climate protection.

TOPICS

- APPLICATION OF UEFA'S ENVIRONMENT COMMITMENT ACROSS THE ORGANISATION'S REGULATIONS, POLICIES, GUIDELINES AND BUSINESS RELATIONSHIPS
- MEASURING, REDUCING AND REPORTING OF CARBON EMISSIONS RELATED TO UEFA'S INTERNAL ORGANISATION AND EVENTS OPERATIONS
- INVESTMENTS IN CARBON MITIGATION (BEYOND VALUE CHAIN MITIGATION, SUSTAINABLE AVIATION FUEL, CLIMATE FUNDS)
- ADVOCACY PROGRAMME ON CLIMATE ACTION IN FOOTBALL

MOVING FORWARD

UEFA will further implement the measures laid out in its Carbon Reduction Plan across mobility, facilities, purchased goods and services, and logistics. Furthermore, it will continue to shift away from carbon offsetting to investing in mitigation measures spanning actions beyond the value chain, such as sustainable aviation fuel and climate funds.

Furthermore, UEFA will leverage the global popularity of its elite competitions to communicate the urgency of climate action. UEFA will also continue to feature best practices in football solutions for climate action, capturing innovations and lessons learned.

EXISTING INITIATIVES

- UEFA's Carbon Reduction Plan launched and implemented, laying out the measurement, reduction and mitigation measures undertaken across our internal organisation and at UEFA events
- UEFA's Carbon Footprint Calculator for measuring, managing and disclosing greenhouse gas emissions launched and rolled out
- Practical steps integrated across European clubs through the UEFA club licensing regulations
- Signatory to the UN Sport for Climate Action Framework
- Climate action principles and practices embedded at the UEFA campus in Nyon

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POLICIES

RESPONSIBLE MANAGEMENT

Responsible management reinforces football's long-term resilience. By embedding strong ESG principles into the way UEFA designs venues and delivers competitions, the game can enhance operational quality, reduce risks and create long-lasting value for host communities.

OPERATIONS AND FOOTBALL

Football's operational impact is inherently linked to the venues where the game takes place and to the way competitions of all scales are organised.

The planning, construction and operation of venues influence accessibility, safety, efficiency and the overall experience of fans and participants. Likewise, the delivery of competitions, from matchday logistics to stakeholder coordination, shapes football's operational footprint. A unified ESG matrix applied across all UEFA events, not only flagship finals, ensures

coherent expectations, clearer responsibilities and more accountable processes throughout the entire football calendar. UEFA can strengthen trust and performance by promoting transparent, measurable and high-quality operational standards.

Responsible management encourages the adoption of consistent criteria for venues, fosters harmonised procedures for event delivery and supports data-driven decisions that help address risks, unlock efficiencies and elevate the legacy left by each competition.

OUR COMMITMENT TO ACT

For the 2026–30 strategic period, UEFA focuses its operational responsibility around two core policies: event sustainability, emphasising structured ESG management systems, accountable delivery processes and clear criteria applicable to all UEFA events; and infrastructure sustainability, guiding the development, upgrading and operation of venues.



Progress will be evaluated through measurable actions, monitoring frameworks and continuous improvement systems. By championing responsible management across events and venues, UEFA aims to strengthen the foundations of European football and ensure that every competition contributes positively, both today and for future generations.



EVENT SUSTAINABILITY

DESCRIPTION

Design, plan and implement events in ways that maximise social benefits and minimise negative environmental impacts on host cities and surrounding communities.

2030 AMBITION

Setting a new benchmark for sustainability in football events by rolling out UEFA's Event Sustainability Performance Evaluation System (ESPES) and providing guidance through the UEFA – European Leagues Event Sustainability Manual.

TOPICS

- ROLL-OUT OF UEFA ESG MATRIX, ESG STRATEGY AND REPORT FOR UEFA EVENTS
- ROLL-OUT OF UEFA EVENT SUSTAINABILITY PERFORMANCE EVALUATION SYSTEM (ESPES)
- DEVELOPMENT AND DISSEMINATION OF EVENT SUSTAINABILITY MANUAL
- ADVOCACY PROGRAMME ON FOOTBALL EVENT SUSTAINABILITY

MOVING FORWARD

Creating the UEFA ESPES enabled the measurement and benchmarking of event sustainability in football and allows the social and environmental impact of football events to be traced from end to end. Moving forward, UEFA will collaborate closely with member associations, leagues and clubs to promote the UEFA ESPES and enable football stakeholders to apply it across various event scopes. In addition, an event sustainability manual will be created that consolidates all sustainability guidance for football stakeholders into one accessible and user-friendly resource. This will encourage continuous improvement, in turn leading to further cooperation and innovation with host cities, partners and other football stakeholders to shape a sustainable legacy for events.

EXISTING INITIATIVES

- UEFA's ESG matrix, strategy and reporting applied to all UEFA events
- UEFA ESPES applied to all UEFA events, including third-party auditing for events categorised at level 3 and 4
- Event sustainability best practices and innovation efforts disseminated with member associations, leagues and clubs
- Practical steps integrated across European clubs through the UEFA Club Licensing regulations
- UEFA's event sustainability priorities reflected in event bidding requirements and resulting plans laid out by local organising structures



INFRASTRUCTURE SUSTAINABILITY

DESCRIPTION

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

2030 AMBITION

Continue to raise the bar for European football infrastructure by setting criteria and sharing best practices for a new generation of sustainable football venues.

TOPICS

- GUIDELINES FOR SUSTAINABLE FOOTBALL INFRASTRUCTURE TO IMPROVE COMPETENCES
- INFRASTRUCTURE SUSTAINABILITY CRITERIA ACROSS THE ORGANISATION'S REGULATIONS, POLICIES AND BUSINESS RELATIONSHIPS
- KNOWLEDGE TRANSFER AROUND BEST PRACTICE IN STADIUM INFRASTRUCTURE
- ADVOCACY PROGRAMME CAMPAIGN ON SUSTAINABLE FOOTBALL INFRASTRUCTURE

MOVING FORWARD

UEFA will continue to engage with football stakeholders on the importance of planning, developing and managing football infrastructure to reduce environmental impact and increase social benefits.

Best practices across the sector (e.g. pitch treatment, energy, water, materials, electricity, mobility) will be further consolidated and integrated in UEFA competitions, in partnership with stadium operators and experts.

EXISTING INITIATIVES

- UEFA Sustainable Infrastructure Guidelines disseminated through workshops and knowledge-sharing sessions
- UEFA Stadium Infrastructure Regulations amended to reflect latest developments and requirements
- Practical steps integrated across European clubs through the UEFA club licensing regulations
- Cooperation agreement with SolarPower Europe to promote sustainable energy in European football stadiums and facilities
- Regular dialogue and targeted support for member associations for their infrastructure-focused projects

1 THE WAY FORWARD TO 2030 AND BEYOND ACCELERATING ACTION



TURNING THE UEFA FOOTBALL SUSTAINABILITY STRATEGY INTO CONCRETE ACTION REQUIRES A WILLINGNESS TO ADAPT FROM ALL PARTIES INVOLVED.

Difficult trade-offs might have to be discussed and made concerning short term versus long term, profit versus purpose, risks versus opportunities and priority setting. The foundations have been laid and multiple guidelines, toolkits and frameworks have been produced across all the topical areas set out in this document. The next phase requires shifting towards solution-oriented implementation and measurable results, supported by targeted change management measures that enable consistent delivery across the football ecosystem. UEFA will accelerate the process by implementing the following priority steps:

- **Continuous investments** via support systems, tools, guidelines and regulations
- Refined **action plans** for each policy and area of action
- An ever-larger **community of sustainability managers** connected by a common process and common terminology
- **Guidelines and support programmes** for developing human resources, sustainability strategies and action plans at member associations and other football stakeholders
- Measuring and monitoring progress for **annual reporting on actions and results**, in alignment with international standards
- **ESG (environmental, social and governance) criteria and datasets** linking sustainability, operational and financing strategies
- An acknowledgement that the **top-down approach** advocated by UEFA for the European football pyramid will need to be complemented with a **bottom-up approach** with regard fans, communities and amateur clubs

This journey will continue to present challenges. To overcome these, the European football ecosystem must acknowledge the urgency for action and work towards a common agenda. As the future of football is close to all our hearts, UEFA calls upon the entire football community to play their part and engage in this platform. Strength through unity!

TARGETS AND KEY PERFORMANCE INDICATORS



As shown in the following pages, for each of the 11 policies, topics have been broken down into targets and key performance indicators (KPIs) which guide the action plan. Recognising where we are today, we have developed aspirational and operational targets to demonstrate our commitment towards the long-term ambitions of our 11 policies. Aspirational targets relating to seven specific policies represent the ultimate sustainable impacts to be achieved by UEFA within its organisation and with reference to its events, as well as collaboratively across European football.

Operational targets represent the drivers of our aspirations and are related to the levers that UEFA can mobilise to inspire, activate and accelerate sustainable change. These operational targets are further qualified in terms of timing (short, medium and long term) and level of difficulty (increasing from 1 to 5). To ensure transparency and accountability, we have defined specific KPIs to continuously monitor our progress against both aspirational and operational targets. A link to specific sustainable development goals (SDGs) is also provided to integrate our targets with the SDG framework. As described in Chapter 4 under our guiding principles, each season, a reporting process outlining performance against targets is consolidated in the UEFA Respect Report.

ASPIRATIONAL TARGETS FOR 2030

- **ANTI-DISCRIMINATION:** Eradicate discriminatory incidents across all UEFA events and advocate action across European football.
- **CHILD & YOUTH PROTECTION:** Eradicate episodes of abuse at UEFA events and advocate action across European football.
- **EQUALITY, DIVERSITY AND INCLUSION:** Ensure football is open, welcoming and accessible to everyone by promoting equal opportunities on and off the pitch.
- **FOOTBALL FOR ALL ABILITIES:** Guarantee barrier-free access for any individual wanting to play, attend events or work in football.
- **CIRCULAR ECONOMY:** Pursue a road to zero plastic waste and food waste within UEFA and across UEFA events, and advocate action across European football.
- **CLIMATE AND ADVOCACY:** Accelerate action towards reducing greenhouse gas emissions by 50% within UEFA and across UEFA events, and advocate action across European football.
- **EVENT SUSTAINABILITY:** Continuously improve each UEFA event's sustainability performance level.



ANTI-DISCRIMINATION



CHILD AND YOUTH PROTECTION

ANTI-DISCRIMINATION					CHILD AND YOUTH PROTECTION				
TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs	TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Eradicate discriminatory incidents across all UEFA events and advocate action across European football	Number of incidents Advocacy programme in place: yes/no	L5		ALL	Eradicate episodes of abuse in relation to UEFA events and advocate action across European football	Number of abuse episodes Advocacy programme in place: yes/no	L5	
1. Toolkit to improve competencies across the football ecosystem	Develop and roll out toolkit across the football ecosystem	Activity status Number of member associations using the toolkit	M3		1. Network and 1. Guidelines and toolkit to improve competencies across the football ecosystem	Develop and roll out guidelines across the football ecosystem	Activity status Number of member associations using the toolkit	M2	
2. Anti-discrimination criteria across the organisation's regulations, policies and communications	Perform a yearly review of UEFA regulations, policies, guidelines and communications	Activity status	M4		2. Child and youth protection criteria across the organisation's regulations, policies and communications	Perform a yearly review of UEFA regulations, policies, guidelines and communications	Activity status of action	M4	
3. Prevent, identify, investigate and punish racism in football	Identify high-risk matches for discrimination through analysis of the fixtures	Number of fixtures analysed	S2	 	3. Dedicated child and youth protection officers in UEFA member associations Train child and youth protection officers in UEFA member associations	Number of matches monitored	Number of officers appointed Number of officers trained	S4	
	Investigate reported discriminatory conduct, in reference to the UEFA Disciplinary Regulations, specifically Article 14	Number of incidents reported							
4. Transparent reporting systems and access to remedy	Report and remedy structures in place within UEFA and across UEFA finals by 2029	Activity status	M4		4. Online UEFA child safeguarding platform with training modules	Develop and promote the child safeguarding platform across the football ecosystem	Activity status Number of users	M3	
	Promote these mechanisms across the football ecosystem	Activity status	L4						
5. Programme to prevent, identify and address online abuse in football	Preventive material shared with players and officials to protect the online accounts of individuals and teams	Number of preventive actions taken Number of matches monitored	S3		5. Event-specific guidelines and protocols	Develop and implement child and youth protection event protocol	Activity status Number of users	M3	
	Monitoring programme in place across UEFA finals, identifying and reporting abusive content posted	Number of abusive posts reported							
6. Advocacy programme on anti-discrimination	Develop and roll out an advocacy programme on anti-discrimination	Activity status	S3						

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).



EQUALITY, DIVERSITY AND INCLUSION



FOOTBALL FOR ALL ABILITIES

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Ensure football is open, welcoming and accessible to everyone by promoting equal opportunities on and off the pitch.	% of individual requests fulfilled Advocacy programme in place: yes/no	L5	
1. Toolkit to improve competencies across the football ecosystem	Develop and roll out toolkit across the football ecosystem	Activity status Number of member associations using the toolkit	M2	
2. Equality, diversity and inclusion criteria across the organisation's regulations, policies and communications	Perform a yearly review of UEFA regulations, policies, guidelines and communications	Activity status	M4	
3. Ensure equal opportunities across the football ecosystem	Acquire yearly external certification of UEFA as an equal pay employer Promote initiatives across the football ecosystem	Activity status Activity status	S2	
4. Advocacy programme on equality, diversity and inclusion	Develop and roll out an advocacy programme across the football ecosystem	Campaign reach (number of people engaged online and offline) Engagement metrics (number of social media interactions, video views, etc.) Number of member associations actively participating in campaigns	M4	

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Guarantee barrier-free access for any individual wanting to play, attend events or work in football	% of individual requests fulfilled Advocacy programme in place: yes/no	L5	
1. Guidelines and checklist to improve competencies across the football ecosystem	Develop and roll out guidelines and checklist	Activity status Number of member associations using the toolkit	M2	
2. Accessibility criteria across the organisation's regulations, policies and communications	Perform a yearly review of UEFA regulations, policies, guidelines and communications	Activity status	M4	
3. Improved access for disabled people to football infrastructure and services as well as work and playing opportunities	Guarantee accessible stadiums and services in all UEFA finals Promote accessibility across the football ecosystem Promote equal employment opportunities in football Support member association to develop playing opportunities	Number of fully accessible UEFA finals Activity status Activity status Number of member associations supported	M4	
4. Dedicated disability access officers (DAOs) across football organisations	Appoint DAO within member associations Train DAO within member associations	Number of DAOs appointed Number of DAOs trained	S4	
5. Advocacy programme on football for all abilities	Develop and roll out an advocacy programme across the football ecosystem	Activity status	S3	

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).



HEALTH AND WELL-BEING



REFUGEE SUPPORT

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs	TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
1. Guidelines, checklist and toolkit to improve competencies and promote prevention across the football ecosystem	Develop and roll out Take Care programme	Activity status	M3		1. Toolkit to provide guidance across the football ecosystem	Develop and roll out toolkit	Activity status	M3	
	Develop and roll out walking football toolkit	Number of member associations using the toolkit				Number of member associations using the toolkit			
2. Health and well-being criteria across the organisation's events and communications	Develop and roll out Healthy and Sustainable Catering Guidelines and Checklist	Activity status	S2		2. Support football organisations to develop opportunities for refugees in host communities	On- and off-pitch participation opportunities for refugees offered by UEFA member associations	Number of member associations offering opportunities to refugees	L5	
	Integrate health and well-being criteria across the organisation's events and communications	Activity status				Number of member associations offering opportunities to refugees			
3. Football programme targeting older people	Develop international football tournaments	Activity status	L3	3. Develop tournaments across European football focused on the inclusion of refugees	Encourage UEFA member associations to collaborate with relevant domestic partners	Number of member associations collaborating with relevant organisations	L3		
	Organise football activities for older people by 2027	Number of member associations organising activities	L3		Develop domestic and international football tournaments	Activity status	L3		
4. Advocacy programme on health and well-being	Develop and roll out an advocacy programme on health and well-being	Activity status	S2						

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).



SOLIDARITY AND RIGHTS



CIRCULAR ECONOMY

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
1. Application of UEFA's Human Rights Commitment across the organisation's regulations, policies, guidelines and business relationships	Perform a yearly review of UEFA regulations, policies, guidelines and communications	Activity status	L4	
2. Human rights topics embedded in UEFA events, from planning to delivery and reporting phases	Embed human rights topics across planning, delivery and reporting phases of UEFA finals	Number of UEFA finals in which human rights topics are embedded	M3	 
3. Solidarity measures in support of strengthening football's impact on society	Support human rights initiatives across the football ecosystem	Activity status	S1	

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Pursue a road to zero plastic waste and food waste within UEFA and across UEFA events, and advocate action across European football	Amount of plastic and food waste recorded internally at UEFA and at UEFA events Advocacy programme on circular economy in place: yes/no	L5	
1. Guidelines, checklist and toolkit to improve competencies across the football ecosystem	Develop and roll out guidelines, checklist and toolkit	Activity status	S3	 
2. Circular economy criteria across the organisation's regulations, policies and communications	Application of 4R methodology within UEFA's internal organisation and across events	Activity status	M4	
3. 4R approach applied across UEFA's internal organisation and event operations	Embed UEFA sustainable infrastructure guidelines 4R criteria by 2027 Encourage UEFA member associations to apply UEFA 4R criteria	Activity status Number of member associations applying the criteria	M4	
4. Advocacy programme on circularity in football	Develop and roll out a circular economy advocacy programme by 2026	Activity status	S3	

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).



CLIMATE AND ADVOCACY



EVENT SUSTAINABILITY

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Accelerate action on the road to reducing greenhouse gas emissions by 50% within UEFA and across UEFA events, and advocate action across European football	% of reduction	L5	
1. Application of UEFA's Environment Commitment across the organisation's regulations, policies, guidelines and business relationships	UEFA regulations, policies and guidelines as applicable embed climate criteria by 2027	Activity status	M4	
2. Measuring, reducing and reporting carbon emissions related to UEFA's internal organisation and events operations	Measure the carbon footprint of UEFA's internal organisation and UEFA events each season	Activity status Number of member associations measuring their carbon emissions	S2	
	Encourage UEFA member associations, leagues and clubs to measure their carbon emissions each season	Number of leagues and clubs using the UEFA Carbon Footprint Calculator		
	Have a strategic emissions reduction plan in place	Number of workshops focused on measuring carbon emissions per season		
3. Investments in carbon mitigation (beyond value chain mitigation, sustainable aviation fuel and climate funds)	Invest in sustainable aviation fuel certificates each season	€ invested tCO2e reduced	S2	
	Invest in climate funds to mitigate UEFA events emissions each season	€ invested € saved/tCO2e mitigated		
	Invest in carbon dioxide removal certificates (CDRs) each season	€ invested tCO2e reduced		
4. Advocacy programme on climate action in football	Develop and roll out an advocacy programme on climate action by 2026	Activity status	S3	

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Continuously improve each UEFA event's sustainability performance level	% of events awarded level 1 to 4 result in the UEFA ESPES	L5	
1. Roll out UEFA ESG matrix, ESG strategy and report for UEFA events	Apply UEFA ESG matrix to all UEFA events	Number of UEFA events using an ESG matrix	S2	
	Apply ESG strategy to all UEFA events	Number of UEFA events using an ESG strategy		
2. Roll out the UEFA Event Sustainability Performance Evaluation System (ESPES)	Produce ESG report for all UEFA events	Number of ESG reports produced	S4	
	Apply UEFA Event Sustainability Performance Evaluation System (ESPES to UEFA events)	Activity status		
3. Development and dissemination Event Sustainability Manual	Develop an event sustainability manual by 2026	Activity status	S3	
	Disseminate across the football ecosystem	Number of football organisation representatives reached		
4. Advocacy programme on football event sustainability	Develop and roll out an advocacy programme on football event sustainability by 2026	Activity status	S3	

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).



INFRASTRUCTURE SUSTAINABILITY

TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
<p>1. Guidelines for sustainable football infrastructure to improve competencies across football ecosystem</p>	UEFA guidelines for sustainable infrastructure updated periodically	Activity status	S4	
<p>2. Infrastructure sustainability criteria across the organisation's regulations, policies and business relationships</p>	Embed infrastructure sustainability criteria in UEFA regulations, policies and guidelines as applicable by 2027	Activity status	M3	 
<p>3. Knowledge transfer around best practices in stadium infrastructure</p>	<p>Create knowledge-sharing network</p> <p>Disseminate across the football ecosystem</p>	<p>Number of national associations involved</p> <p>Number of leagues and clubs involved</p> <p>Number of sessions convened</p>	S2	
<p>4. Advocacy programme on sustainable football infrastructure</p>	Develop and roll out an advocacy programme on sustainable infrastructure by 2026	Activity status	S3	

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).





UEFA Football Sustainability Strategy

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WE CARE ABOUT FOOTBALL
