

STRENGTH

THROUGH

UNITY

**FOOTBALL
SUSTAINABILITY
STRATEGY**



2030

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MESSAGE FROM THE UEFA PRESIDENT

UNLOCKING FOOTBALL'S UNIQUE POWER

Dear friends,

Challenges in the field of human rights and the environment are gaining importance in society and football.

Awareness of these issues is growing within member associations, fan groups, clubs, and leagues. As UEFA and European football form an intrinsic part of society, they are being called upon to contribute to the solution. And we can, because football has the unique ability to activate an enormous reach within one of the largest communities in Europe. This strategy is titled **Strength through Unity** to signify that these complex issues can only

be addressed and solved if we work in close collaboration with all our football stakeholders, agree on a shared agenda, use a common language, and adopt a consistent approach.

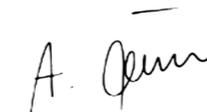
I am convinced that if football comes together and bundles its power to drive sustainable change, it will be able to have a strong and long-lasting positive impact. As UEFA, we need to set the right example towards sustainable change and inspire and mobilise others to follow.

It is the first time that our organisation has presented such a comprehensive and ambitious sustainability strategy.

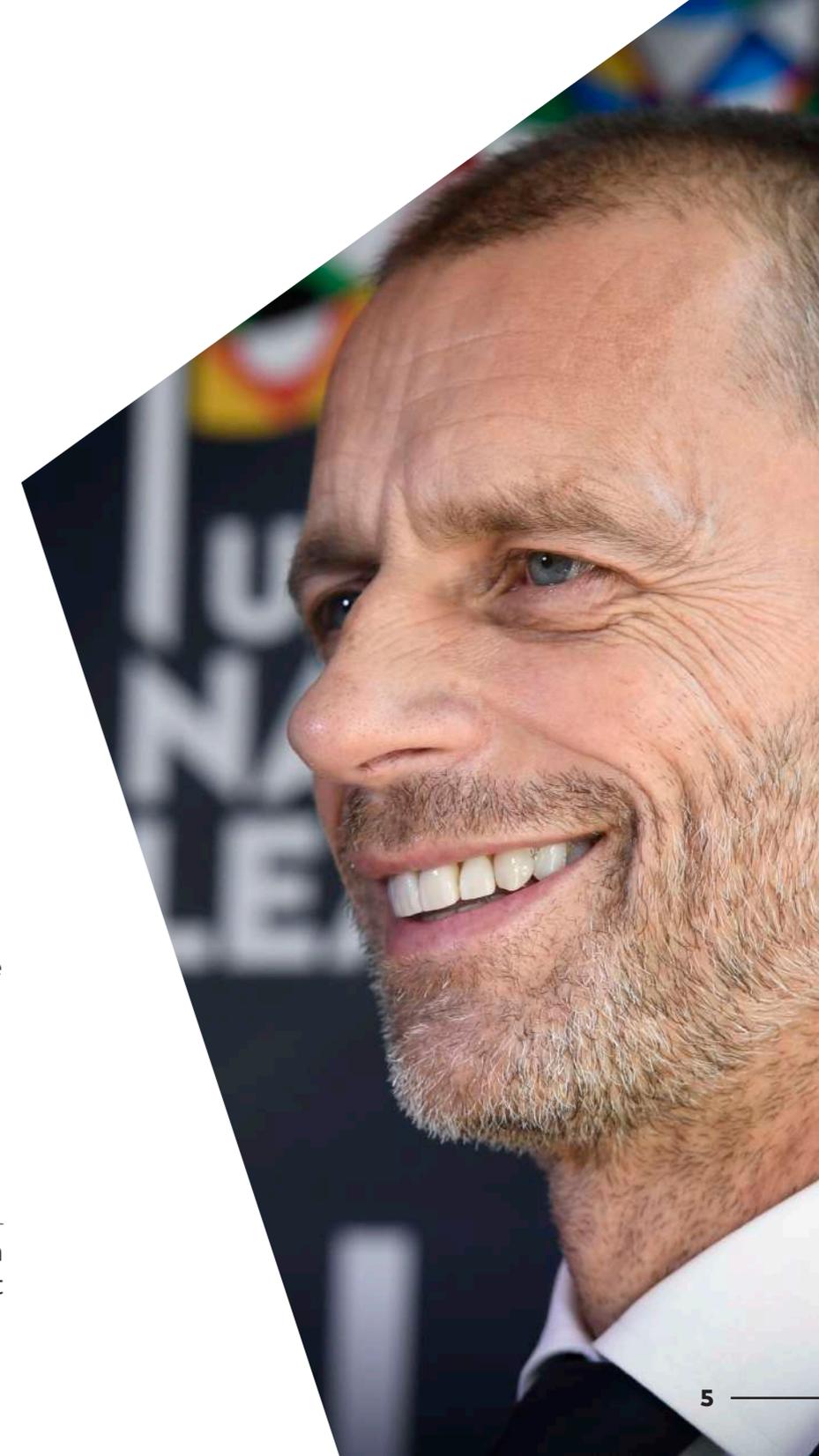
It includes commitments based on robust policies with measurable targets and KPI's and builds on the foundation of solidarity that has characterised our European football community for so many years. To show that we mean business, we have set a scope of ten years as human rights and environmental issues require a long-term commitment.

I am deeply supportive of these ambitions and am liaising closely with European and global partners to define partnerships and initiate regulatory frameworks to provide our strategy and its implementation with additional strength.

We need to take our responsibility within the context of European football to help solve urgent issues that threaten our society and our sport. This can only be successful if we lead the way and invite our stakeholders to closely collaborate with us. Only in unity, we can achieve the strength to unlock the unique power of football and inspire millions of others to drive positive sustainable change.



Aleksander Čeferin
UEFA President



FOREWORD: DIRECTOR OF FOOTBALL AND SOCIAL RESPONSIBILITY

ACCELERATOR OF CHANGE

Researching and developing football's sustainability strategy, arguably the most discussed topic at all levels in our world, is an extraordinary task.

We combined ambition and realism, outlining a 10-year journey and keeping in mind what UEFA can realistically do through its strong platform.

Our aim is to provide European football with a common base and language, clearly defined targets and KPIs. We started from our inspiration, our North Star. We analysed the context linking football to sustainability, aligned with

UEFA's principles and with the demands of global institutions and civil society.

We recognised that sustainability requires a right balance between socially responsible and environmentally friendly actions and practices to preserve the long-term viability of football.

Next, we agreed the core fundamentals underpinning our future that will always direct our journey and lead to our mission: **Inspire, activate and accelerate collective action to respect human rights and the environment within the context of European football.**

Activation is the focal point of our strategic process. A simple strategic model built for UEFA but aimed at helping national associations, leagues, and clubs. UEFA cannot and must not act alone. Collaboration will be a key ingredient to deliver direct positive impact, as well as to prevent and mitigate risks that weigh on the football ecosystem.

We will accelerate our journey with 11 policies, aligned with the pillars of human rights and environment, together with the five areas of action. Each policy is described in detail and every one of them has a clear 2030 ambition and plan linking topics to targets to KPIs with the understanding that these will evolve to keep up with the fast-moving world of sustainability.

ESG criteria are included in our strategy, conscious of the critical role these will play in the development of activities within football team organisations. This document is not a final destination but the jumping point to operationalise the strategy, a difficult yet fascinating task

ahead. We will create guidelines and support programmes to help member associations, leagues and clubs develop their own strategies.

We will create a community of managers experts in sustainability to rally their teams and share best practice. Measuring and reporting will be decisive to demonstrate how football is using its powerful platform to improve sustainability.

Now is the time to accelerate. Strength through unity is the real heart of this strategy, designed for everyone, and owned by everyone.



Michele Uva
Director of Football and
Social Responsibility



INSPIRATION

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CONTEXT

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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 will be 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 will require a shared vision and 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!

FOOTBALL NEEDS TO ACCELERATE

In a context of increased stakeholder expectations, UEFA and European football should not only embrace this call to action but also accelerate its 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.

TOGETHER FOR THE FUTURE OF FOOTBALL

The sustainability agenda is embedded into the responsibility chapter of UEFA's strategy Together for the Future of Football. This reflects the organisation's desire to ensure that football is trusted, engaging and responsible vis-à-vis all stakeholders.



2 FUNDAMENTALS CORE CONVICTIONS



UEFA'S APPROACH IS GROUNDED IN A SET OF UNCHANGING, FUNDAMENTAL CONVICTIONS THAT GUIDE THE FOOTBALL AND 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 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 partners to amplify football's positive impact and make the most of our collective efforts

WE ADVOCATE RESPECT FOR HUMAN RIGHTS AND THE ENVIRONMENT

We portray our actions with a blue respect logo for human rights and a green respect logo for the environment.



3 MISSION INSPIRE, ACTIVATE, ACCELERATE



UEFA has a longstanding 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 RESPECT HUMAN RIGHTS AND THE ENVIRONMENT WITHIN THE CONTEXT OF EUROPEAN FOOTBALL.

To succeed in this mission and fulfil this commitment, the following objectives have been defined in connection with the UEFA strategy Together for the Future of Football:

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.

SAFEGUARDING

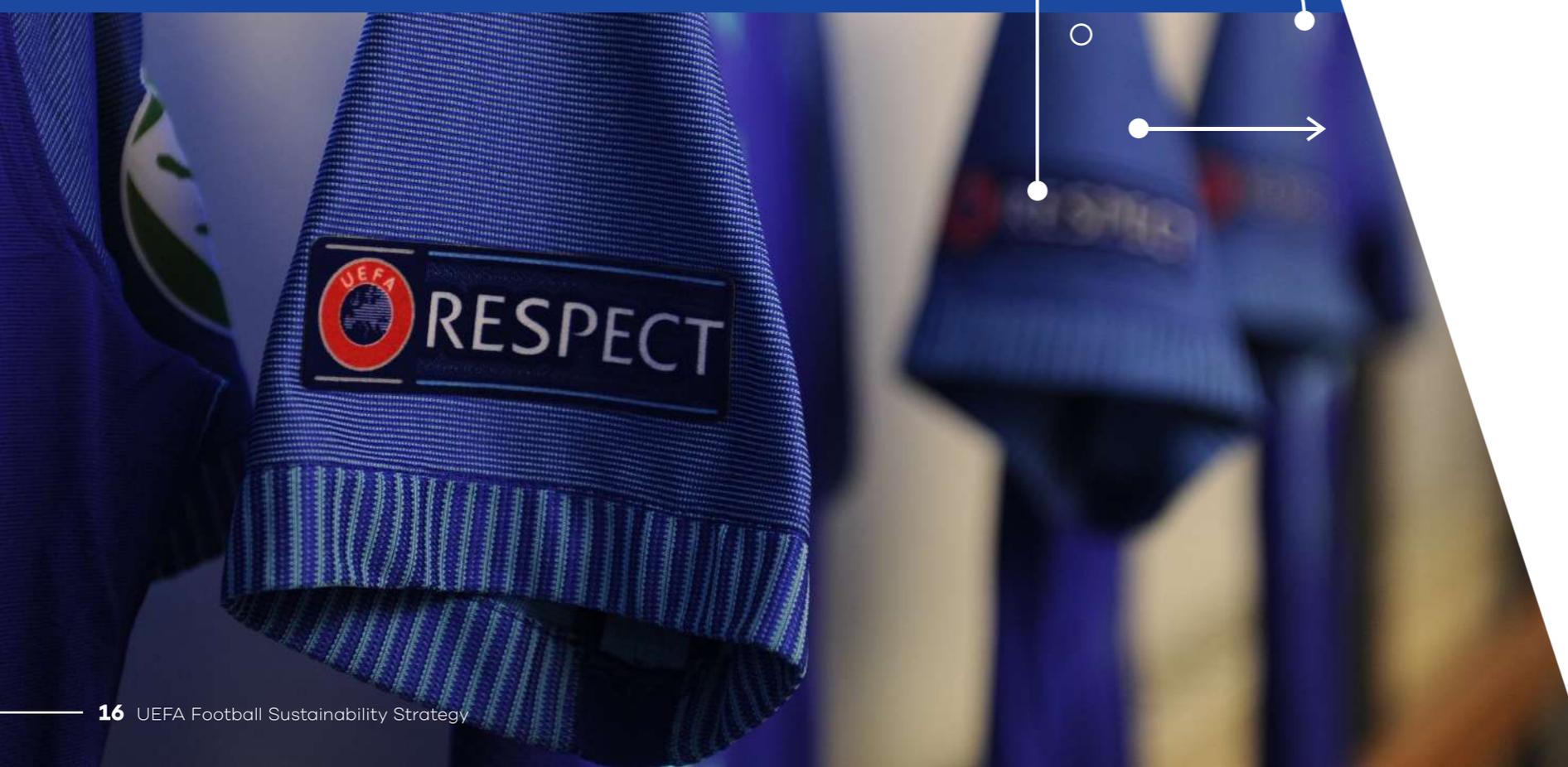
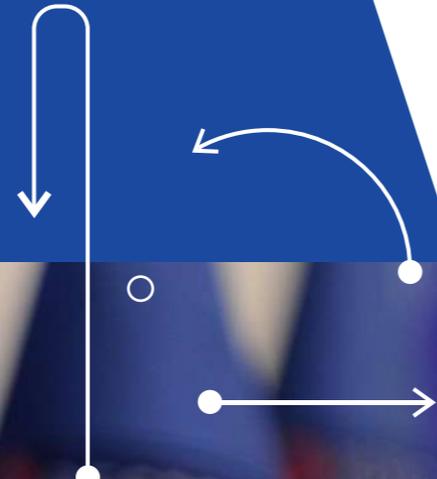
To guarantee the safety of all, building on the principles of human rights.

PROTECTING

To conserve the game for future generations by fostering economically viable and sustainable operations.

GUIDING PRINCIPLES

THE JOURNEY TOWARDS SUSTAINABILITY



EVERYTHING UEFA DOES IS BASED ON THE VALUE OF RESPECT FOR HUMAN RIGHTS AND THE ENVIRONMENT, THE TWO PILLARS OF OUR APPROACH. THIS ACTIONABLE UEFA STRATEGY IS MADE AVAILABLE TO ALL FOOTBALL STAKEHOLDERS TO SUPPORT THEM IN FORMULATING THEIR OWN SUSTAINABILITY APPROACH.

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 likely to evolve through periodical reviews and assessments of progress. This may lead to consolidating some of the policies. An integrated and flexible method is essential to tackle human rights and environmental considerations and balance all aspects of sustainability. A review of the strategy's effectiveness and architecture is envisaged for 2025.

ESG

Environmental, social and governance (ESG) standards and mechanisms will be applied to link the sustainability, operational and financing strategies of European football, and accelerate the sustainability ambitions of the football industry.

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, the UN Global Compact Principles and the Global Reporting Initiative.

The strategy and its implementation are overseen by the UEFA Executive Committee and the UEFA Fair Play and Social Responsibility Committee.

ACTIVATION

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5 THE ROAD TO 2030 STRATEGIC PROCESS

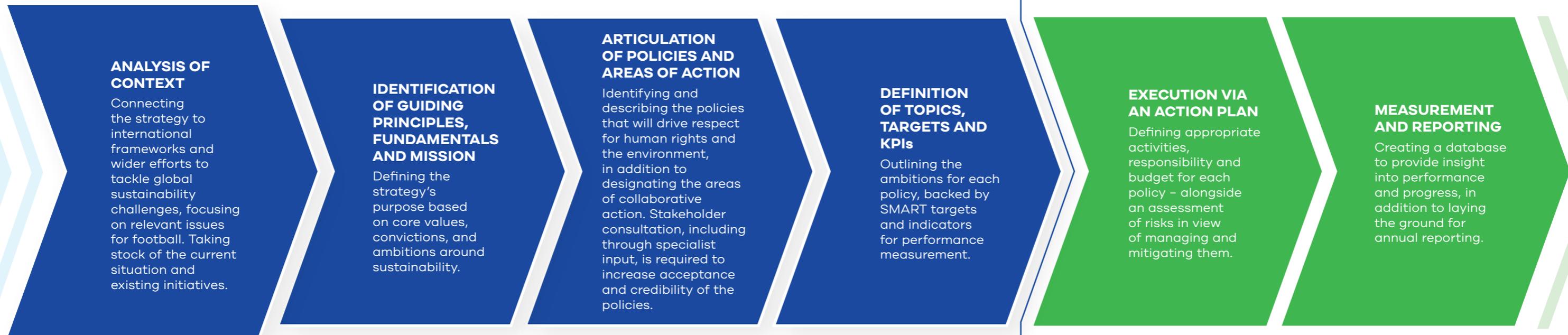
UEFA has undertaken a transparent, structured process to develop the strategy and gather the required commitment for its effective deployment.

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.

THE 6 STEPS IN DEFINING THE ROADMAP ARE:



ANALYSIS OF CONTEXT

Connecting the strategy to international frameworks and wider efforts to tackle global sustainability challenges, focusing on relevant issues for football. Taking stock of the current situation and existing initiatives.

IDENTIFICATION OF GUIDING PRINCIPLES, FUNDAMENTALS AND MISSION

Defining the strategy's purpose based on core values, convictions, and ambitions around sustainability.

ARTICULATION OF POLICIES AND AREAS OF ACTION

Identifying and describing the policies that will drive respect for human rights and the environment, in addition to designating the areas of collaborative action. Stakeholder consultation, including through specialist input, is required to increase acceptance and credibility of the policies.

DEFINITION OF TOPICS, TARGETS AND KPIS

Outlining the ambitions for each policy, backed by SMART targets and indicators for performance measurement.

EXECUTION VIA AN ACTION PLAN

Defining appropriate activities, responsibility and budget for each policy – alongside an assessment of risks in view of managing and mitigating them.

MEASUREMENT AND REPORTING

Creating a database to provide insight into performance and progress, in addition to laying the ground for annual reporting.

UEFA STRATEGY PROCESS

- Strategy development
- Strategy execution

STAKEHOLDER CONSULTATION

6 STAKEHOLDERS COLLABORATION IS KEY

This strategy cannot be successful in splendid isolation – collaboration is necessary to maximise positive impacts and to prevent and mitigate risks.

OUR FOOTBALL ECOSYSTEM:



UEFA aims to rally the European football ecosystem to gather around a common agenda and create effective synergies. At the heart of European football, UEFA operates in tandem with its members – the 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 of collaboration, united by the positive values of the sport.

This is underpinned by the popularity of football, which enables UEFA to amplify the sustainable message to a global audience.

OUR REACH

18.5 MILLION
FOOTBALL PLAYERS
ACROSS MEMBER
ASSOCIATIONS

1.2 MILLION
COACHES
ACROSS MEMBER
ASSOCIATIONS

5.2 BILLION
EURO 2020
CUMULATIVE
GLOBAL AUDIENCE

300 MILLION
FOLLOWERS ON
UEFA SOCIAL MEDIA
CHANNELS

877 MILLION
REACH OF UEFA ONLINE
CAMPAIGN SIGN FOR AN
EQUAL GAME

15 MILLION
AUDIENCE OF UEFA
DOCUMENTARY
OUTRAGED

321 FOOTBALL SOCIAL RESPONSIBILITY
PROJECTS FINANCED BY UEFA SINCE 2016

70%
OF EUROPEAN
FOOTBALL FANS
THINK UEFA HAS
A ROLE TO PLAY
IN THE AREA OF
SUSTAINABILITY

7 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 forming a framework for the deployment of multiple but coordinated action plans, all contributing to an overall impact.

THIS INTEGRATED AND COLLABORATIVE APPROACH WILL FOCUS ON AREAS OF ACTION:



UEFA INTERNAL ORGANISATION

Aligning organisational management and work setting with the ambition set out in UEFA's sustainability strategy.

WAYS TO WORK TOGETHER

Collaborate across all UEFA divisions to catalyse actions and processes across regulations, policies, communications, workforce and campus infrastructure.



UEFA EVENTS

Embed human rights and environmental principles, standards and practices across the lifecycle of all football-related events.

WAYS TO WORK TOGETHER

Ensure that UEFA's event sustainability priorities are reflected across event bidding requirements and resulting plans laid out by local organising structures.



UEFA MEMBERS

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

WAYS TO WORK TOGETHER

Leverage UEFA development programmes and governance system (e.g. HatTrick) to make conditional funding available for member associations' efforts towards sustainability.



FOOTBALL ECOSYSTEM

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

WAYS TO WORK TOGETHER

Devise joint actions targeting dedicated human rights and/or environment policies in UEFA's Football Sustainability Strategy.



PARTNERS & SOCIETY

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

WAYS TO WORK TOGETHER

Co-develop innovative solutions that generate opportunities, visibility and value for all stakeholders involved.

ACCELERATION

**COLLECTIVE
ACTION
OVERVIEW:**
AREAS AND
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**RESPECT
HUMAN RIGHTS:**
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**RESPECT THE
ENVIRONMENT:**
POLICIES

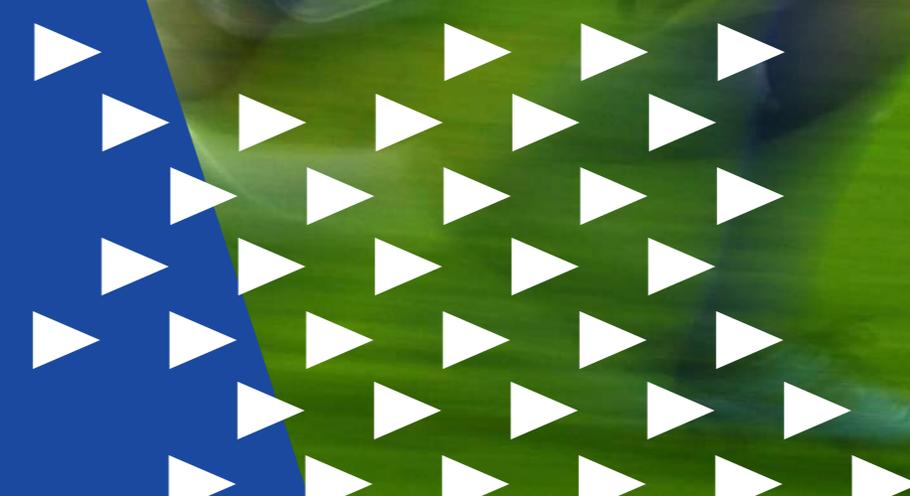
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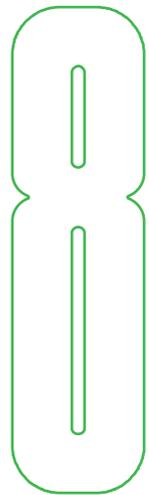
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**FROM STRATEGY
TO ACTION:**
THE WAY
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AREAS AND POLICIES

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 two pillars of respecting human rights and the environment.

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

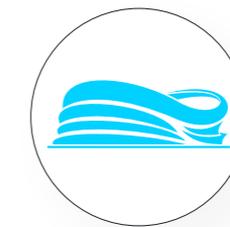
POLICIES



AREAS OF ACTION



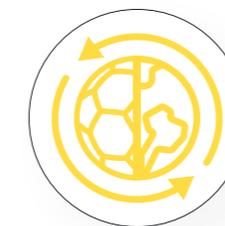
UEFA INTERNAL ORGANISATION



UEFA EVENTS



UEFA MEMBERS



FOOTBALL ECOSYSTEM



PARTNERS & SOCIETY



POLICIES

RESPECT HUMAN RIGHTS

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 at the same time the sport can be a powerful vehicle for overcoming them.

HUMAN RIGHTS AND FOOTBALL

Dignity, respect and equal rights and opportunities should be afforded to everyone involved in football in a spirit of freedom and justice.

This means that football is a community that welcomes everyone, with equal access, in a safe and secure environment.

Each individual should be able to be involved in football as their authentic self. And the value of sport towards healthy lifestyles, both physically and mentally, should 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 vehicle for human rights in broader society, engaging society and governments on key topics and providing information and education.

THE FOLLOWING 7 POLICIES HAVE BEEN IDENTIFIED FOR THE STRATEGIC PERIOD OF 2021-30 AND ARE EXPLAINED IN THE FOLLOWING PAGES:



ANTI-RACISM



TOPICS

- ANTI-RACISM MEASURES ACROSS UEFA REGULATIONS, POLICIES, GUIDELINES AND COMMUNICATIONS
- PREVENTIVE AND EDUCATIONAL PLANS, WITH A PARTICULAR FOCUS ON CHILDREN AND YOUTH
- COLLABORATIVE ACTION TO IDENTIFY, INVESTIGATE AND SANCTION RACISM IN FOOTBALL
- TRANSPARENT REPORTING SYSTEMS AND ACCESS TO REMEDY

DESCRIPTION

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

2030 AMBITION

Eradicate racism in all its forms on and around the pitch across European football.

MOVING FORWARD

UEFA conducts a review to further improve existing systems for reporting racism and racial discrimination across European football. Consequently, it ensures systems are developed and accessible to support victims. Furthermore, the structures and communications around the investigation and sanctioning of discrimination cases will be strengthened. Lastly, discriminatory actions and management procedures within stadiums as well as UEFA online platforms will be identified.

EXISTING INITIATIVES

- Consultation and dialogue through an independent UEFA anti-discrimination working group.
- Match observer scheme implementation 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.
- Relationship building with global institutions in view of developing joint actions in the fight against discrimination.
- Campaigns to promote UEFA's vision that everyone should be able to enjoy football.

CHILD AND YOUTH PROTECTION



TOPICS

- NETWORK AND TRAINING OF CHILD AND YOUTH PROTECTION OFFICERS IN EUROPEAN FOOTBALL
- ONLINE UEFA CHILD SAFEGUARDING PLATFORM
- EVENT-SPECIFIC CHILD AND YOUTH SAFEGUARDING ARRANGEMENTS AND PROTOCOLS, INCLUDING ACCESS TO REMEDY

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 football.

MOVING FORWARD

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

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

The organisation continuously updates the online UEFA child safeguarding platform to facilitate continuous learning.

EXISTING INITIATIVES

- Guidelines for member associations on child and youth protection.
- Series of courses providing training for all stakeholders managing child-related concerns.
- Online platform to enhance knowledge, skills and practices to create safer football environments.

EQUALITY AND INCLUSION



TOPICS

- EQUALITY AND INCLUSION MEASURES ACROSS UEFA REGULATIONS, POLICIES, GUIDELINES AND COMMUNICATIONS
- UEFA ADVOCACY OF EQUAL OPPORTUNITIES FOR WOMEN IN THE FOOTBALL ECOSYSTEM
- MEASURES AGAINST DISCRIMINATION BASED ON GENDER, AGE, SEXUAL ORIENTATION, RELIGION, OR ABILITIES
- AWARENESS CAMPAIGNS ON EQUALITY AND INCLUSION

DESCRIPTION

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

2030 AMBITION

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

MOVING FORWARD

UEFA continues to explore ways to encourage diversity and provide equal opportunities to each member of the football community. It sets governance standards for its own organisation and events regarding equal rights and opportunities.

Lastly, it trains and engages grassroots to elite-level coaches, players, officials and administrators on the importance of equal opportunities and inclusion.

EXISTING INITIATIVES

- Engaging with leading organisations and stakeholders to map the current situation, needs and gaps in the European football environment regarding inclusion.
- Development of training material, engagement and awareness across the football ecosystem.
- Continued work at UEFA to ensure an inclusive workplace via a staff compensation audit and diversity and inclusion survey.

FOOTBALL FOR ALL ABILITIES



TOPICS

- INCREASED ACCESS TO PLAYING OPPORTUNITIES AS WELL AS VOCATIONAL TRAINING, EMPLOYMENT AND VOLUNTEERING
- IMPROVED ACCESSIBILITY FOR DISABLED PEOPLE TO STADIUMS, FOOTBALL FACILITIES AND TELEVISED MATCHES
- DEDICATED FOOTBALL FOR ALL ABILITIES UNITS ACROSS MEMBER ASSOCIATIONS

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 for any individual wanting to play, attend events or work in football.

MOVING FORWARD

UEFA engages football coaches by including Football for All Abilities in its coach education programmes. Furthermore, the organisation actively addresses barriers by continuing to raise accessibility levels at stadiums and events, and by offering employment, vocational training or volunteering opportunities.

Lastly, it fosters enhanced collaboration between football stakeholders, such as member associations and European expert organisations.

EXISTING INITIATIVES

- Continued partnerships with European disability football associations and other stakeholders.
- Share good practice to inspire the entire football community.
- Leverage UEFA's media platforms to create increased visibility and recognition.

HEALTH AND WELL-BEING



TOPICS

- PROGRAMMES TARGETING FOOTBALL FOR OLDER PEOPLE
- GUIDANCE AND RECOMMENDATIONS TO IMPROVE COMPETENCES ON HEALTH AND WELL-BEING TOPICS AND PROMOTING PREVENTION
- YOUTH-FOCUSED AWARENESS-RAISING CAMPAIGNS

DESCRIPTION

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, active lifestyles and widen the engagement of players across age groups, particularly older people.

MOVING FORWARD

UEFA operationalises topics such as physical activity, nutrition, mental health and avoidance of substance abuse into campaigns that leverage world and international days across each calendar year.

This includes competence building across the target groups of staff, managers, coaches, trainers, mentors and referees.

In addition, UEFA continues to enable access to healthy food at its own events.

EXISTING INITIATIVES

- Coaches for Health, the UEFA health and well-being programme, will be implemented by its 55 member associations, in particular by the coaches of their national men's and women's teams. It advocates the benefits of a healthy lifestyle across Europe for youth aged 13 to 17.
- Tobacco-free policy and healthier food options at UEFA, at matches and host stadiums, including guidance and training for stadium owners and event staff.

REFUGEE SUPPORT



TOPICS

- AVAILABILITY AND ACCESS TO ORGANISED FOOTBALL ACTIVITIES, INITIATIVES AND EVENTS IN HOST COMMUNITIES
- OPPORTUNITIES FOR YOUNG ATHLETES TO ACCESS AMATEUR AND ELITE SPORT SUPPORT PROGRAMMES
- ADVOCACY OF FOOTBALL'S ROLE IN STRENGTHENING TIES AND INTERACTIONS BETWEEN HOST COMMUNITIES AND REFUGEES

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 sport.

MOVING FORWARD

UEFA, together with UNHCR, collaborates with European football stakeholders to operationalise the above focus areas. Furthermore, the organisation will continue to roll out a grants-based programme providing dedicated funding to member associations.

Lastly, UEFA collects and shares good practices to inspire the entire football community around tangible ways to support refugees through football.

EXISTING INITIATIVES

- Operationalisation of the cooperation agreement with UNHCR, the UN Refugee Agency.
- UEFA Football and Refugees Grant Scheme, in which more than 34 member associations have participated since its launch in 2017.
- Use of UEFA's media platforms to raise awareness about refugees, asylum seekers and internally displaced people.

SOLIDARITY AND RIGHTS



TOPICS

PROMOTION AND APPLICATION OF UEFA'S HUMAN RIGHTS COMMITMENT ACROSS THE ORGANISATION'S REGULATIONS, POLICIES, GUIDELINES AND BUSINESS RELATIONSHIPS

RAPID RESPONSE MECHANISMS THAT PROVIDE RELIEF, VIA SOLIDARITY GRANTS, IN EMERGENCY SITUATIONS

DESCRIPTION

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

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.

MOVING FORWARD

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

In addition, UEFA continuously improves solidarity mechanisms (including natural disaster grants) that contribute to the restoration of football assets through seed funding.

EXISTING INITIATIVES

- UEFA Human Rights Commitment, approved in 2021, serving as the basis for the development of the specific policies laid out in this 2030 Football Sustainability Strategy.
- Natural disaster grants, open to all 55 UEFA member associations to apply for on behalf of their football community.
- Working group examining issues surrounding workers' rights in the context of the 2022 FIFA World Cup.



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POLICIES

RESPECT THE ENVIRONMENT

The Paris Agreement on Climate Change, the UN Sports for Climate Action Framework, the European Climate Pact and the European Green Deal have sent a decisive and global signal that the transition to a thriving, green economy is imperative. Each societal actor has to be part of the solution in the crucial decade ahead and football can play an important role.

ENVIRONMENT AND FOOTBALL

Environmental issues represent a potential risk for football. For instance, climate-related episodes such as flooding and extreme weather have already damaged football infrastructure and negatively impacted leagues in both professional and amateur football. Likewise, air pollution impairs football performance and can have long-lasting physical effects. Football's environmental impact is mainly related to the organisation of events as well as infrastructure construction and management, with impacts across travel, transport, energy, and waste management, for example.

OUR COMMITMENT TO ACT

In accordance with the Environmental Commitment approved in 2021, UEFA is determined to be part of the solution to preserve and regenerate the environment and leverage the power of football to raise awareness and catalyse action.

Along the way, it measures progress on how it prevents, minimises and remediates the impact of football on the environment.

THE FOLLOWING 4 POLICIES HAVE BEEN IDENTIFIED FOR THE STRATEGIC PERIOD OF 2021-30 AND ARE EXPLAINED ON THE FOLLOWING PAGES:



CIRCULAR ECONOMY



TOPICS

- 4R PROCESSES AND TOOLS EMBEDDED IN FOOTBALL INFRASTRUCTURE REGULATIONS
- 4R APPROACH FOR UEFA OPERATIONS AND EVENTS
- KNOWLEDGE TRANSFER AROUND UEFA CIRCULAR ECONOMY PILOT PROJECTS

DESCRIPTION

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

2030 AMBITION

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

MOVING FORWARD

UEFA catalyses circular economy solutions together with partners and stadiums/ event venues, with a particular focus on product packaging, plastics, single-use items, food loss and waste. Furthermore, it integrates circularity criteria in the UEFA Stadium Infrastructure Regulations as well as in UEFA campus facility management. The organisation also creates and continuously updates a repository of best practices targeting football, capturing innovations and lessons learned across member associations, leagues and clubs.

EXISTING INITIATIVES

- Identifying best practices for food and beverage packaging in collaboration with PepsiCo, UEFA Champions League partner for the 2021/22 to 2023/24 seasons.
- UEFA innovation hub start-up challenge to source scalable solutions to waste reduction challenges around match days.

CLIMATE AND ADVOCACY



TOPICS

- REDUCTION OF DIRECT AND INDIRECT CARBON EMISSIONS RELATED TO UEFA'S OPERATIONS AND EVENTS
- PREVENTION AND MONITORING OF UEFA'S ENVIRONMENTAL IMPACTS
- PROMOTION AND APPLICATION OF UEFA'S ENVIRONMENTAL COMMITMENT ACROSS THE ORGANISATION'S REGULATIONS, POLICIES, GUIDELINES AND BUSINESS RELATIONSHIPS
- AWARENESS-RAISING AND ADVOCACY OF CLIMATE ACTION AND ENVIRONMENTAL PROTECTION ACROSS THE FOOTBALL COMMUNITY

DESCRIPTION

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

2030 AMBITION

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

MOVING FORWARD

UEFA transitions from a reliance on compensation to a focus on reducing emissions from its carbon footprint. Furthermore, it leverages the global popularity of UEFA's elite competitions to communicate about the urgency of climate action. Alongside, a repository of best practices in football solutions targeting environmental protection will be created, capturing innovations and lessons learned. Lastly, UEFA continues efforts to minimise its internal organisational footprint.

EXISTING INITIATIVES

- Signatory to the UN Sport for Climate Action Framework.
- Launch of The World's Best Trick advertisement campaign with the European Commission, promoting the EU Green Deal's Call to Action.
- Cleaner Air, Better Game campaign focused on the impact of air pollution on young footballers.
- Embedding sustainability principles and practices at the UEFA campus in Nyon.

EVENT SUSTAINABILITY



TOPICS

- DEVELOPMENT OF UEFA SUSTAINABLE EVENT MANAGEMENT SYSTEM
- PROMOTION OF THE SYSTEM ACROSS EUROPE, INCLUDING CAPACITY BUILDING AT MEMBER ASSOCIATION, LEAGUE AND CLUB LEVEL

DESCRIPTION

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

2030 AMBITION

Setting a new benchmark for zero-impact sporting events by developing and rolling out UEFA's own sustainable event management system.

MOVING FORWARD

The creation of the UEFA sustainable event management system (SEMS) will enable the measurement and benchmarking of event sustainability in football and provide end-to-end traceability of UEFA's impacts across its events. In the further implementation of the system, UEFA will collaborate closely with member associations, leagues and clubs. This will result in a process of continuous improvement around areas such as carbon footprint measurement, sustainable procurement and waste management. Lastly, this will lead to further cooperation and innovation with host cities, partners and other football stakeholders to shape a sustainable legacy for events.

EXISTING INITIATIVES

- Running carbon neutral UEFA events across the European Under-21 finals in 2021, UEFA EURO 2020, the UEFA Champions League and UEFA Europa League finals.
- Piloting the UEFA sustainable event management system (SEMS) at Women's EURO 2022. The first full implementation will take place at EURO 2024 in Germany.
- Ensuring that UEFA's event sustainability priorities are reflected in event bidding requirements and resulting plans laid out by local organising structures.

INFRASTRUCTURE SUSTAINABILITY



TOPICS

- GUIDELINES FOR SUSTAINABLE FOOTBALL VENUES
- PROMOTION AND APPLICATION OF INFRASTRUCTURE SUSTAINABILITY CRITERIA ACROSS UEFA'S GOVERNANCE, POLICIES AND GUIDELINES
- KNOWLEDGE TRANSFER AROUND BEST PRACTICES IN STADIUM INFRASTRUCTURE

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.

MOVING FORWARD

UEFA produces a Guide to Sustainable Stadiums, which integrates best practices in a wide range of areas (e.g. pitch treatment, energy, water, materials, electricity, mobility).

Furthermore, UEFA integrates sustainability criteria into its Stadium Infrastructure Regulations as part of the UEFA club licensing system.

EXISTING INITIATIVES

- Participation in Greenfoot, an EU project run alongside member associations using crowdfunding schemes to finance energy efficient renovations and renewable energy installations in sport buildings.
- Engagement in Life Tackle, an international project co-funded by the EU to improve the environmental management of football matches and the overall level of environmental awareness.

1 THE WAY FORWARD TO 2030 FROM STRATEGY TO 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. UEFA will accelerate the process by implementing the following priority steps:

- Football-related **action plans** for each policy.
- **A community of sustainability managers** connected by a **common process and common terminology**.
- **Guidelines and support programmes** for developing sustainability strategies at member associations and other football stakeholders.
- **Measurement and monitoring** for (annual) reporting on actions and results.
- **ESG (environmental, social and governance) criteria** linking sustainability, operational and financing strategies.

This journey will present challenges on the way. To overcome these, the European football ecosystem must acknowledge the urgency for action and collaborate around 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.

Strength through unity!



TARGETS AND KEY PERFORMANCE INDICATORS



As shown in the following pages, for each of the 11 policies, topics have been translated into targets and key performance indicators (KPIs) which will 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 pertaining to seven specific policies represent the ultimate sustainable impacts to be achieved by 2030 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 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. Lastly, a link to specific Sustainable Development Goals (SDGs) is also provided to integrate our targets and the SDG framework.

2030 ASPIRATIONAL TARGETS

- **ANTI-RACISM:** Zero racist incidents across all UEFA events and collaboratively across European football by 2030.
- **CHILD & YOUTH PROTECTION:** Zero episodes of abuse, with reference to UEFA events and collaboratively across European football played by children and youth, by 2030.
- **EQUALITY & INCLUSION:** Zero episodes of discrimination within UEFA, with reference to UEFA events and collaboratively across European football, by 2030.
- **FOOTBALL FOR ALL ABILITIES:** Triple the number of football players with disabilities collaboratively across European football and double the number of people with disabilities working within UEFA and for UEFA events by 2030.
- **CIRCULAR ECONOMY:** Zero plastic waste and food waste – within UEFA, across UEFA events and collaboratively across European football – by 2030.
- **CLIMATE AND ADVOCACY:** Cut greenhouse gas emissions by 50% by 2030 – in view of achieving net zero carbon by 2040 within UEFA, across UEFA events and collaboratively across European football.
- **EVENT SUSTAINABILITY:** Continuously improve each UEFA event's sustainability index score to optimise it by 2030.



ANTI-RACISM



CHILD AND YOUTH PROTECTION

ANTI-RACISM					CHILD AND YOUTH PROTECTION				
TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs	TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Zero racist incidents across all UEFA events and collaboratively across European football by 2030	Number of incidents	L5		ALL	Zero episodes of abuse, with reference to UEFA events and collaboratively across European football played by children and youth by 2030	Number of abuse episodes	L5	
1. ANTI-RACISM MEASURES ACROSS UEFA REGULATIONS, POLICIES, GUIDELINES AND COMMUNICATIONS	UEFA regulations, policies and guidelines as applicable embed anti-racism criteria by 2024	% of applicable regulations, policies and guidelines including anti-racism criteria	M4		1. NETWORK AND TRAINING OF CHILD AND YOUTH PROTECTION OFFICERS IN EUROPEAN FOOTBALL	100% of member associations nominate focal points by 2022	% of member associations	S1	
	UEFA communications and awareness campaigns aligned with anti-racism principles	Number of communications Number of people reached by the campaign	S2			Implement focal point requirement in UEFA Club Licensing Regulations by 2023	Activity Status	S3	
2. PREVENTIVE AND EDUCATIONAL PLANS AND ACTIONS, WITH A PARTICULAR FOCUS ON CHILDREN AND YOUTH	Develop a plan for a preventive and educational programme (including online abuse and hate speech) by 2024	Activity status	M3			100% of member association focal points trained by 2024	Total number of training participants (entity or individual)	M2	
	100% of member associations reached by educational programmes by 2024	% of member associations	M4			100 % of member associations have a child and youth protection policy in place by 2025	% of member associations	M4	
3. PLANS AND COLLABORATIVE ACTION TO IDENTIFY, INVESTIGATE AND SANCTION RACISM IN FOOTBALL.	Respect management system developed by 2025	Activity status	M4		2. ONLINE UEFA CHILD SAFEGUARDING PLATFORM	Increase by 50% coverage of the digital UEFA child safeguarding platform by 2023 (compared with season 2020/21)	Platform coverage %	S2	
	Monitoring of at-risk matches through the match monitoring scheme	Number of matches monitored	S2		3. EVENT-SPECIFIC CHILD AND YOUTH SAFEGUARDING ARRANGEMENTS AND PROTOCOLS, INCLUDING ACCESS TO REMEDY	Event-specific child and youth safeguarding protocol standard for member associations available by 2024	Activity status	M2	
4. TRANSPARENT REPORTING SYSTEMS AND ACCESS TO REMEDY	Reporting and remedy structures in place across all UEFA competitions by 2024, and for all 55 member associations by 2030	% of UEFA competitions % of member associations	M4 L4			Risk analysis across all the countries of UEFA's member associations available by 2022	Number of countries covered	S4	

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



EQUALITY AND INCLUSION



FOOTBALL FOR ALL

EQUALITY AND INCLUSION					FOOTBALL FOR ALL				
TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs	TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
ALL	Zero episodes of discrimination within UEFA, with reference to UEFA events and collaboratively across European football, by 2030	Number of incidents	L5		ALL	Triple the number of football players with disabilities collaboratively across European football and double the number of people with disabilities working within UEFA and for UEFA events by 2030	Number of new players with disabilities Number of employees with disabilities	L4	
1. EQUALITY AND INCLUSION MEASURES ACROSS UEFA REGULATIONS, POLICIES, GUIDELINES AND COMMUNICATIONS	UEFA regulations, policies and guidelines as applicable embed equality and inclusion criteria by 2024	% of applicable regulations, policies and guidelines including equality and inclusion criteria	M4	 	1. INCREASED ACCESS TO PLAYING OPPORTUNITIES AS WELL AS VOCATIONAL TRAINING, EMPLOYMENT AND VOLUNTEERING	100% of member associations offer playing opportunities for everyone who wants to take part by 2028	% of member associations	L4	
	AND	UEFA communications and awareness campaigns aligned with equality and inclusion criteria	Number of communications Number of people reached by the campaign			S2	100% of member associations offer specific training programmes for coaches by 2026	% of member associations Number of trained coaches	
2. UEFA ADVOCATING EQUAL OPPORTUNITIES FOR WOMEN IN THE FOOTBALL ECOSYSTEM	Equal pay certification awarded to UEFA by 2022 and promotion of the scheme across member associations	Activity status % of member associations	S2		2. IMPROVED ACCESSIBILITY FOR DISABLED PEOPLE TO STADIUMS, FOOTBALL FACILITIES AND TELEVISED MATCHES	100% of UEFA events stadiums and televised matches comply with UEFA infrastructure and accessibility requirements by 2026	% of venues and matches complying with UEFA accessibility requirements	M5	
3. MEASURES AGAINST DISCRIMINATION BASED ON GENDER, AGE, SEXUAL ORIENTATION, RELIGION, OR ABILITIES	Equality and inclusion awareness toolkits for member associations distributed by 2024	% of member associations	M2		3. DEDICATED FOOTBALL FOR ALL ABILITIES UNITS ACROSS MEMBER ASSOCIATIONS	80% of member associations roll out Football for All Abilities units by 2030	% of member associations	L5	
4. AWARENESS CAMPAIGNS ON EQUALITY AND INCLUSION	Equality and inclusion permanent working group officially recognised by 2022	Activity status	S2						
	Run Equality and Inclusion surveys across European football reaching at least 60% of response by 2025	Response rate Average Equality and Inclusion score	M4						

*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. PROGRAMMES TARGETING FOOTBALL FOR OLDER PEOPLE	UEFA plan dedicated to involvement of older people in football, in place by 2024	Activity status	M4		1. AVAILABILITY AND ACCESS TO ORGANISED FOOTBALL ACTIVITIES, INITIATIVES AND EVENTS IN HOST COMMUNITIES	70% of member associations offering participation opportunities for refugees by 2025	Number of member associations Number of initiatives Number of players	M4		
	30% of member associations organise football activities for older people by 2027	% of member associations	L3			Development of football tournaments across Europe by 2026	Activity status	M5		
2. GUIDANCE AND RECOMMENDATIONS TO IMPROVE COMPETENCES ON HEALTH AND WELL-BEING TOPICS AND PROMOTING PREVENTION	Guidance material for UEFA staff, available by 2022	Number of people reached by material	S2		2. OPPORTUNITIES FOR YOUNG ATHLETES TO ACCESS AMATEUR AND ELITE SPORT SUPPORT PROGRAMMES	50% of member associations offering football development initiatives for young refugees by 2027	% of member associations Number of initiatives Number of players	L5		
	Medical check-up dedicated for UEFA staff	% of staff attendance	S2			3. ADVOCACY OF FOOTBALL'S ROLE IN STRENGTHENING TIES AND INTERACTIONS BETWEEN HOST COMMUNITIES AND REFUGEES	50% of member associations publicly advocating social inclusion of refugees by 2025	Number of member associations working with a regional / national UNHCR agency		M3
3. YOUTH-FOCUSED AWARENESS-RAISING CAMPAIGNS	80% of member associations collaborate with UEFA for awareness campaigns by 2024	% of member associations active	S3							

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



SOLIDARITY AND RIGHTS



CIRCULAR ECONOMY

SOLIDARITY AND RIGHTS					CIRCULAR ECONOMY					
TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs	TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs	
1. PROMOTION AND APPLICATION OF UEFA'S HUMAN RIGHTS COMMITMENT ACROSS THE ORGANISATION'S REGULATIONS, POLICIES, GUIDELINES AND BUSINESS RELATIONSHIPS	UEFA regulations, policies and guidelines as applicable embed human rights criteria by 2024	% of applicable regulations, policies and guidelines including human rights criteria	M4		ALL	Zero plastic waste and food waste – within UEFA, across UEFA events and collaboratively across European football – by 2030	Plastic waste amount Food waste amount	L5		
	UEFA codes of conduct for business relationships aligned with Human Rights Commitment by 2024	% of business relationships aligned	M3			1. 4R PROCESSES AND TOOLS EMBEDDED IN FOOTBALL INFRASTRUCTURE REGULATIONS	UEFA infrastructure guidelines embed 4R criteria by 2025 Encourage member associations to apply UEFA 4R criteria	% of UEFA applicable infrastructure guidelines embedding circular economy criteria % of member associations	M4	
	Advocacy and awareness network on human rights issues by 2024	Number of entities involved (organisations/individuals)	M3			2. 4R APPROACH FOR UEFA OPERATIONS AND EVENTS	4R methodology for UEFA events with a particular focus on product packaging, plastics, single-use items, and food loss and waste available by 2024	Activity status	M4	
2. RAPID RESPONSE MECHANISMS THAT PROVIDE RELIEF (VIA SOLIDARITY GRANTS) IN EMERGENCY SITUATIONS	100% of requests processed within one month	Response time Number of member associations aware of the UEFA grant scheme	M3		3. KNOWLEDGE TRANSFER AROUND UEFA 4R PILOT PROJECTS	One circular economy pilot project per season until 2025 % of waste reduction	Number of entities involved in the project % of waste reduction	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	TOPICS	TARGETS	KPIs	TIMING & DIFFICULTY*	SDGs
1. REDUCTION IN DIRECT AND INDIRECT CARBON EMISSIONS RELATED TO UEFA'S OPERATIONS AND EVENTS	Cut greenhouse gas emissions by 50% by 2030 - in view of achieving net zero carbon by 2040 within UEFA, across UEFA events, and collaboratively across European football	Events carbon emissions Events carbon emission intensity (per number of live spectator)	L 5		ALL	Continuously improve each UEFA event's sustainability index score to optimise it by 2030	Events sustainability index average	L5	
2. PREVENTION AND MONITORING OF UEFA'S ENVIRONMENTAL IMPACTS	Measure the environmental impact of all UEFA events by 2024 Encourage clubs and member associations to measure impacts of competitions	Number of UEFA events monitored	M4		1. DEVELOPMENT OF UEFA MANAGEMENT SYSTEM RELATED TO EVENTS' IMPACTS	UEFA sustainable event management system (SEMS) available by 2023	Activity status	S4	
3. PROMOTION AND APPLICATION OF UEFA'S ENVIRONMENTAL COMMITMENT ACROSS THE ORGANISATION'S REGULATIONS, POLICIES, GUIDELINES AND BUSINESS RELATIONSHIPS	UEFA regulations, policies and guidelines as applicable embed climate and advocacy criteria by 2024	% of applicable regulations, policies and guidelines including climate and advocacy criteria	M4		2. PROMOTION OF THE SYSTEM ACROSS EUROPE, INCLUDING CAPACITY BUILDING AT MEMBER ASSOCIATION, LEAGUE AND CLUB LEVEL	100% of bidding processes include requirements related to the 11 sustainability policies, by 2022	% of bidding processes	S3	
	UEFA codes of conduct for business relationships aligned with Environmental Commitment	% of business relationships aligned	M4		Provide dedicated SEMS training to all member associations by 2025	% of member associations trained	M3		
4. AWARENESS-RAISING AND ADVOCACY OF CLIMATE ACTION AND ENVIRONMENTAL PROTECTION ACROSS THE FOOTBALL COMMUNITY	Campaign reach of over 2.5 billion TV audience by 2024	Number of people reached by the campaign	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</p>	<p>UEFA guidelines for sustainable infrastructure available by 2022</p>	<p>Activity status</p>	<p>S4</p>	
<p>2. PROMOTION AND APPLICATION OF INFRASTRUCTURE SUSTAINABILITY CRITERIA ACROSS UEFA'S GOVERNANCE, POLICIES AND GUIDELINES</p>	<p>UEFA regulations, policies and guidelines as applicable embed infrastructure sustainability criteria by 2024</p>	<p>% of applicable regulations, policies and guidelines including infrastructure sustainability criteria</p>	<p>M3</p>	
<p>3. KNOWLEDGE TRANSFER AROUND BEST PRACTICES IN STADIUM INFRASTRUCTURE</p>	<p>Knowledge sharing network in place by 2023</p>	<p>% of member associations involved</p>	<p>S2</p>	

*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
