



EQUINET-UNAR CONFERENCE "GAME CHANGER: SPORT'S ROLE IN FIGHTING DISCRIMINATION"
ROME, 7 NOVEMBER 2024

Strength through Unity:

UEFA's approach to fostering social sustainability in European football

WE CARE ABOUT FOOTBALL

UEFA's Social & Environmental Sustainability Division



Presilia Mpanu-Mpanu
Social & Environmental Sustainability Expert
UEFA



Michele Uva
Director of Social & Environmental Sustainability
UEFA

Presentation contents



UEFA's Strategic Approach



From Strategy to Collective Action



UEFA's role in fighting discrimination



UEFA'S APPROACH TO FOSTERING SOCIAL AND ENVIRONMENTAL SUSTAINABILITY IN EUROPEAN FOOTBALL

UEFA's Strategic Approach

WE CARE ABOUT FOOTBALL

The Strategies of UEFA



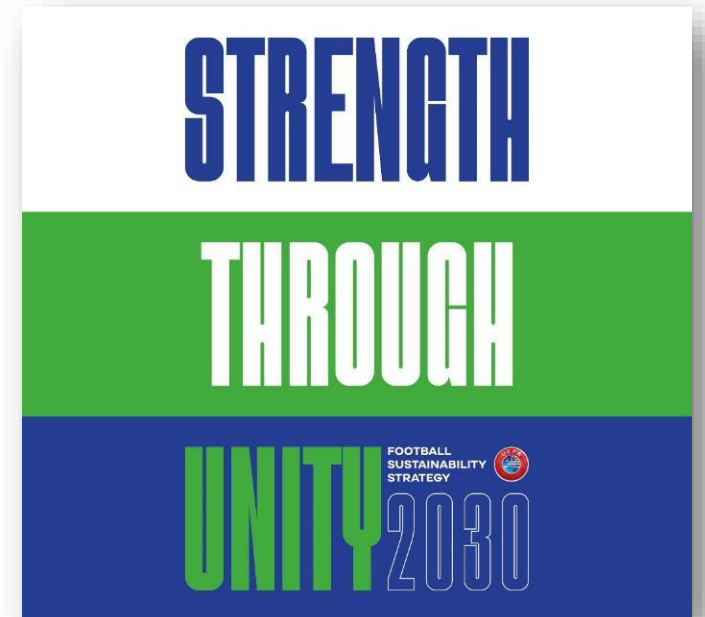
UEFA Strategic Vision

2019-2024 – Together for the Future of Football
2024-2030 – United for Success



UEFA Sustainability Strategy

2021-2030 – Strength through Unity



UEFA Strategic Vision – United for Success



Be at the core of society

2030 ambition



To be a unifying force across European football, contributing to a more open and inclusive society.



Ensure opportunities for all, from Grassroots to Elite

2030 ambition



A thriving football ecosystem at every level across Europe, with the opportunity for everybody to participate.



Strengthen the game's fundamentals

2030 ambition

To have a united football ecosystem in Europe through a system of open, competitive and sustainable competitions.



Work together to the highest governance standards

2030 ambition

An inclusive culture where best practices are shared to achieve common goals and every voice of the football family is listened to.



Maximise the potential of women's football

2030 ambition

To inspire more girls and women to play and follow football across Europe, to drive more professional opportunities, create more pathways and deliver more compelling and financially sustainable competitions.



Organise world-class competitions

2030 ambition

To stage the most followed sporting events in the world, delivering sporting excellence for all supporters and maximizing revenues for investment back into the game.



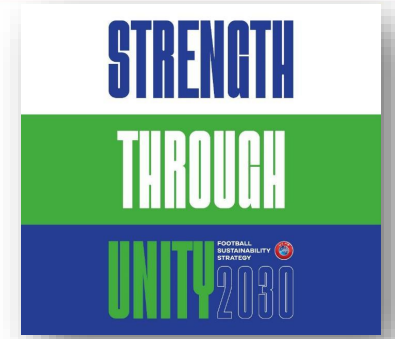
Pursue culture of sustainability

2030 ambition



To reduce the impact of football on the environment, leveraging its power to raise awareness and catalyse action.

Development of policy specific topics, targets and KPIs



7
Human Rights
Policies



4
Environmental
Policies



UEFA INTERNAL ORGANISATION



UEFA EVENTS



UEFA MEMBERS



FOOTBALL ECOSYSTEM



PARTNERS & SOCIETY

SUSTAINABLE DEVELOPMENT GOALS

Policy example



ANTI-RACISM

TOPICS

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

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.

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.

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	
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	
	UEFA communications and awareness campaigns aligned with anti-racism principles	Number of communications Number of people reached by the campaign	S2	
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 associations reached by educational programmes by 2024	% 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	
	Monitoring of at-risk matches through the match monitoring scheme	Number of matches monitored	S2	
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	



UEFA'S APPROACH TO FOSTERING SOCIAL AND ENVIRONMENTAL SUSTAINABILITY IN EUROPEAN FOOTBALL

From Strategy to Collective Action

WE CARE ABOUT FOOTBALL

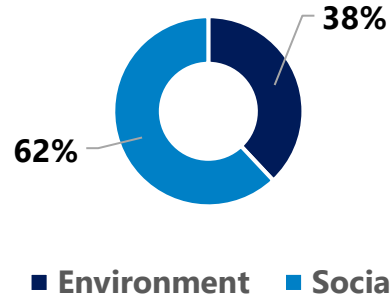
From strategy to collective action – Key considerations

- 1 Identifying a **common language** and approach
- 2 Engaging with stakeholders towards common goals and objectives
- 3 Supporting a **community of sustainability managers** within European Football
- 4 Developing and disseminate **tools and best practices**



1. A common language and approach

UEFA Investment
€ 12.4 million



UEFA Activities

Season 2022/23: all national associations needed to appoint an SES manager



Season 2023/24: all national associations were required to have developed a domestic Football Sustainability strategy



Season 2024/2025: UEFA members need to have appointed a fully dedicated SES manager (no other roles at NA besides CYP/DAO)



Year	Objectives	Year	Funding
2020	Aumentare il numero dei collaboratori di Terzo Settore (NGO) impegnati in progetti di accoglienza e integrazione dei rifugiati (40%)	2020	Numero di aiuti
2021	Aumentare il numero di centri di accoglienza costituiti dai progetti di accoglienza (20 anni (40%))	2021	Numero di centri costituiti
2022	Implementare strumenti di accoglienza culturale che accolgono rifugiati nei territori (100%)	2022	Stato dell'attività
2023	Prevedere un modulo di formazione sui temi (Rugby) e dello sviluppo dei coordinatori regionali (manager) (100%)	2023	Numero di moduli di formazione erogati
2024	Introdurre un partner scientifico di supporto ai progetti (Rugby Team)	2024	Stato dell'attività
2025	Implementare ed avviare il "Project Rugby"	2025	Stato dell'attività
2026	Aumentare il numero di collaboratori di Terzo Settore (NGO) impegnati in progetti di accoglienza e integrazione dei rifugiati (40%)	2026	Numero di aiuti di progetto approvati



55/55 National Associations have appointed a Sustainability Manager

55/55 National Associations have published a Sustainability Strategy

1. A common language and approach – Leveraging UEFA’s Club Licensing provisions

To compete in UEFA’s Club Competitions, Clubs need to be licensed, under the UEFA Club Licensing and Financial Sustainability Regulations.



B criteria **A**

Appointment of a **Social and Environmental Sustainability Officer** (Art. 44)

Establishment **Social and Environmental Sustainability Strategy** (Art. 27)

Establish and implement a **Policy** in the following areas (Art. 28-32):



Appointment of a **Disability Access Officer** in the following areas (Art. 46)

Appointment of a **Child and Youth Protection Officer** in the following areas (Art. 43)

Article 28: Equality and inclusion



“The licence applicant must establish and implement a policy to ensure equal rights and opportunities for all people following and contributing to football activities organised by the licence applicant”

Article 29: Anti-Racism



“The licence applicant must establish and implement a policy to tackle racism and to guarantee that all the licence applicant’s policies, programmes and practices are exercised without discrimination of any kind”

From strategy to collective action – Key considerations

- 1 Identifying a **common language** and approach
- 2 **Engaging with stakeholders** towards common goals and objectives
- 3 Supporting a **community of sustainability managers** within European Football
- 4 Developing and disseminate **tools and best practices**



2. Engaging with stakeholders on sustainability

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



From strategy to collective action – Key considerations

- 1 Identifying a **common language** and approach
- 2 **Engaging with stakeholders** towards common goals and objectives
- 3 Supporting a **community of sustainability managers** within European Football
- 4 Developing and disseminate **tools and best practices**



3. Supporting a community of sustainability managers – Insights



55

National Associations

700

Professional Football Clubs

39

Leagues

Step 1

Step 2

Step 3

Step 4

Step 5



Commit your organisation



Assign a point of contact



Develop a policy and a club-specific approach



Implement the policy






Measure, report and communication

From strategy to collective action – Key considerations

- 1 Identifying a **common language** and approach
- 2 **Engaging with stakeholders** towards common goals and objectives
- 3 Supporting a **community of sustainability managers** within European Football
- 4 Developing and disseminate **tools and guidelines**



4. Tools and guidelines

 Outraged Toolkit	 Child & Youth Protection Toolkit	 #FootbALL Campaign	 Healthy & Sustainable Catering Guidelines
 Online abuse platform	 #FootbALL Community Platform	 Equal Salary Certification	 Walking Football Toolkit
 Competition Specific CYP Guidelines	 Diversity & Inclusion Survey	 Accessibility Guidelines	 Refugee Grant
 Trainings on Child & Youth Protection	 Gender Equality Working Group	 FootbALL for all abilities	 Unity EURO Cup 2024, 3rd edition

Coming soon

Child Safeguarding Platform



#FootbALL Community Platform



Diversity, Equality & Inclusion Toolkit



Take Care Toolkit







UEFA'S APPROACH TO FOSTERING SOCIAL AND ENVIRONMENTAL SUSTAINABILITY IN EUROPEAN FOOTBALL

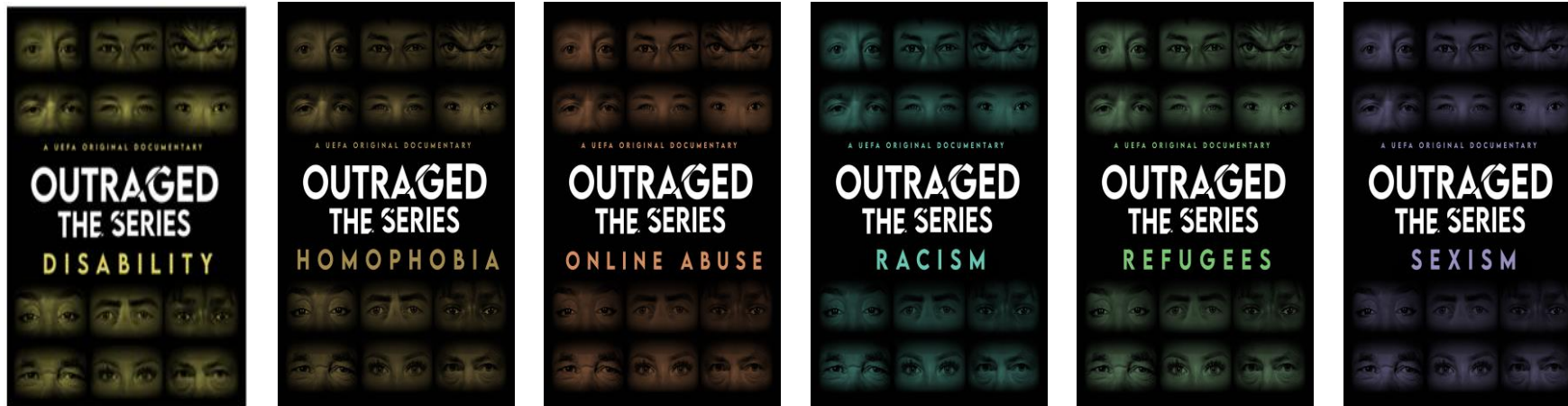
UEFA's role in fighting discrimination

WE CARE ABOUT FOOTBALL

OUTRAGED Educational toolkit

Leverages the award-winning documentary series on discrimination in football (available on UEFA.tv)

OUTRAGED: The Series



- The OUTRAGED series is being leveraged as a main tool in UEFA's efforts towards education in relation to **anti-discrimination, equality, and inclusion**.
- Insights from 38 football players, coaches, referees, leaders and academics.
- The video content is available in **35 languages** used across the European football associations.

The videos and toolkit are available on: www.uefa.com/sustainability

OUTRAGED Educational toolkit

Leverages the award-winning documentary series on discrimination in football (available on UEFA.tv)

OUTRAGED: The Toolkit

Target audiences

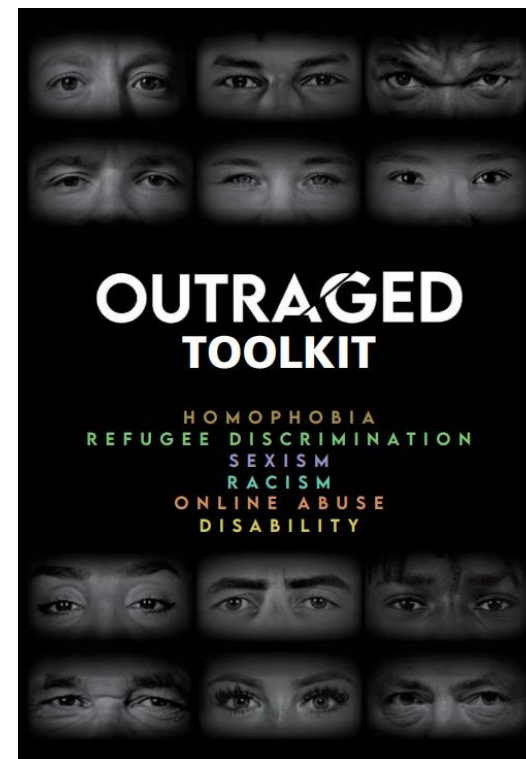
- Youth & young adults
- Coaches
- Parents

Video material available with subtitles in 35 languages

- 25-minute video
- Series of 5 videos (12 min each)

Session guidelines

- Discussion starters
- Moderation notes
- Educational activities
- Forms to provide feedback & commitment for actions



The videos and toolkit are available on: www.uefa.com/sustainability

Online abuse monitoring programme

Objectives: To inspire, activate and accelerate collective action to tackle online abuse and hate speech across European football

Multi-season commitment of UEFA – kicked off at UEFA Women’s Euro 2022 all the way through all the organisation’s finals, including youth, women’s and men’s finals matches until 2025. More than 20 finals monitored so far.

Engagement and prevention

Engaging with players, coaches, referees, officials, and team staff in activities related to preventing online abuse.



Monitoring and reporting

Running of a monitoring platform, based on AI and human review of content posted on social media platforms and accounts.



Empowering action and remedy

Sharing findings and all relevant evidence with those who have been victimized by the abusive content detected.



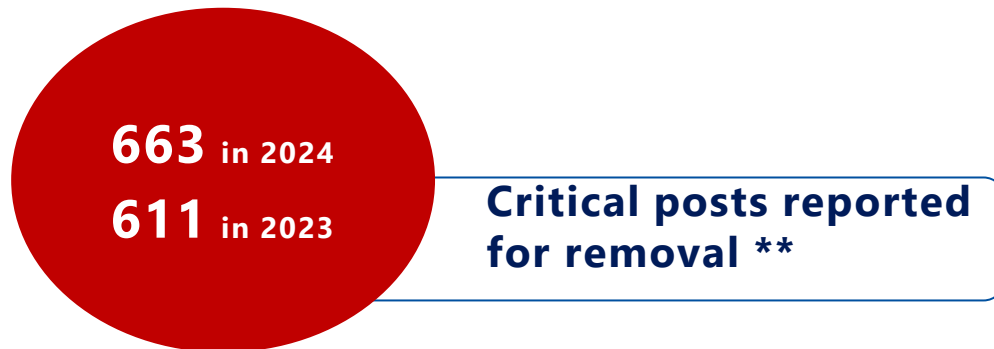
In collaboration with:



Sponsored by:



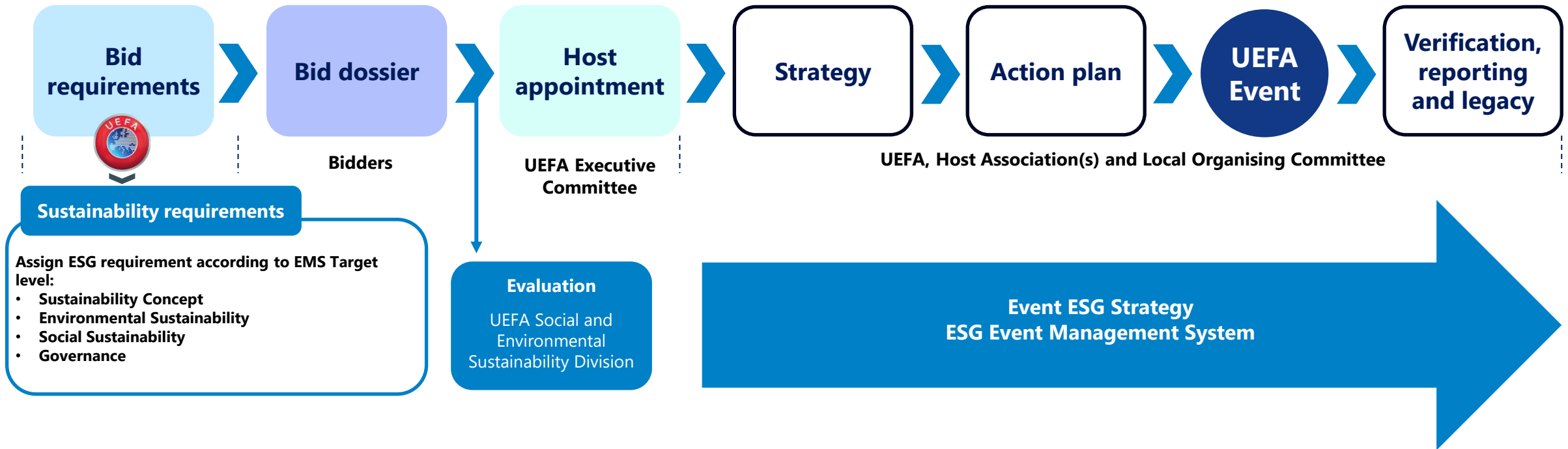
Online abuse monitoring programme



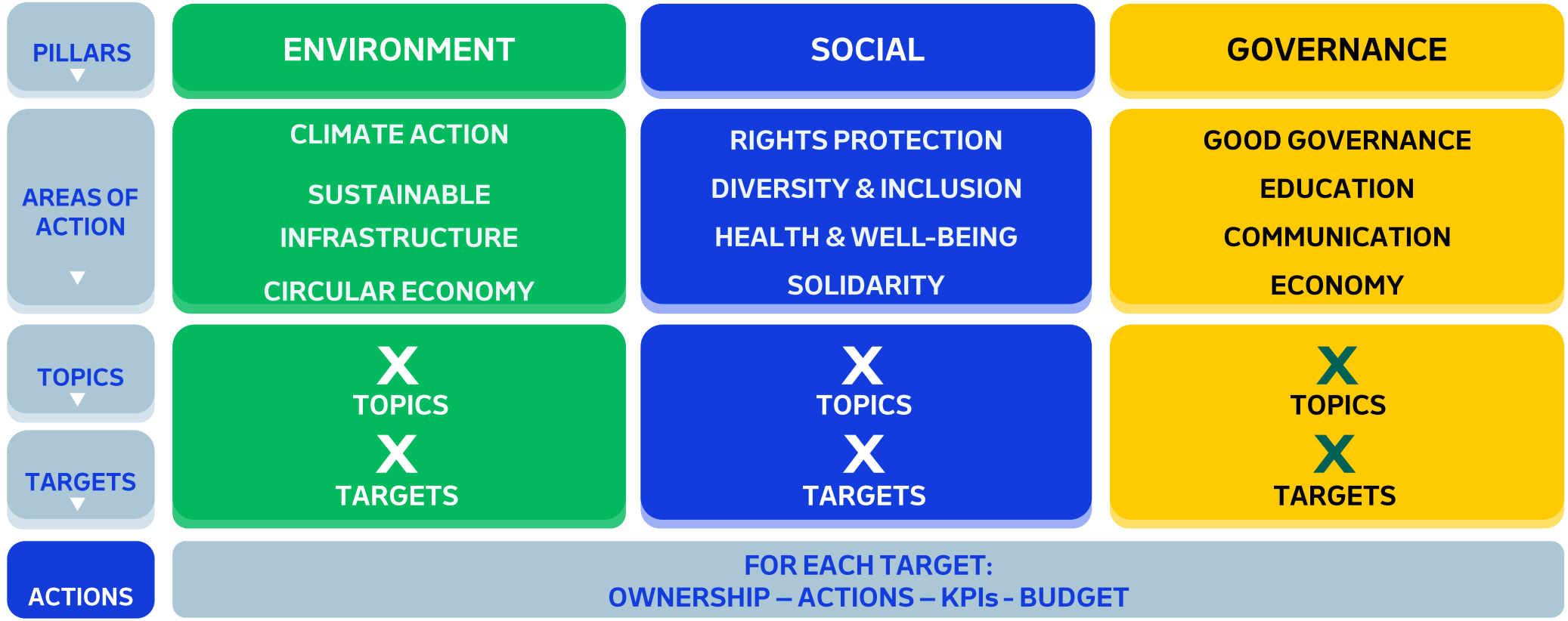
(*) Geo-localisation of users is not known. It can be retrieved by public authorities only

(**) Targeting individuals or people and recognized as candidate for prosecution

Fostering social sustainability at UEFA events - ESG Event Management System



Fostering social sustainability at UEFA events - ESG Event Matrix

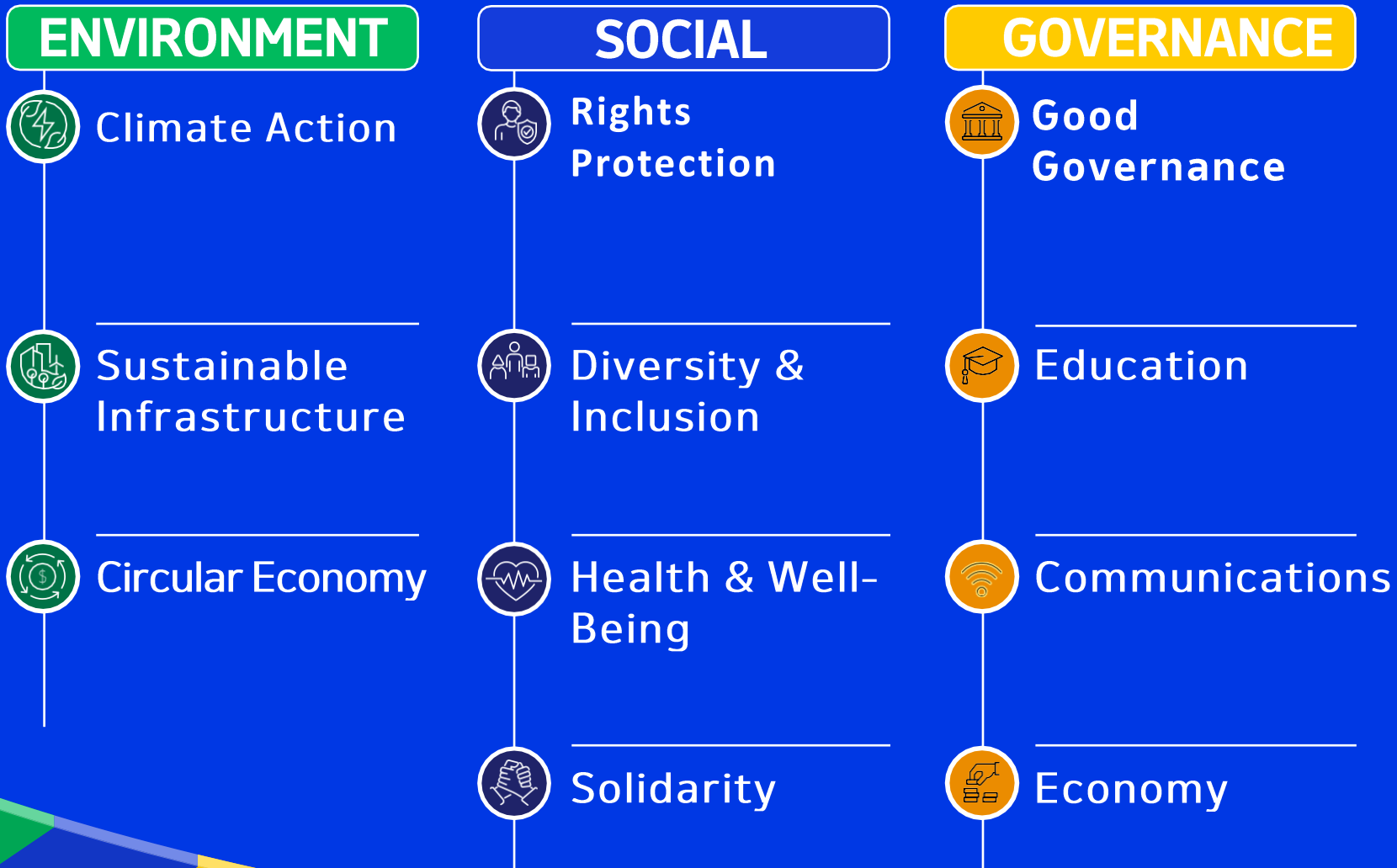




UEFA
EURO2024
GERMANY

EURO 2024 IN GERMANY
MORE THAN JUST FOOTBALL

3 Pillars & 11 Areas of Action





ESG @ EURO 2024 IN NUMBERS



€29.6m

budget for sustainability



120+

sustainability actions



95%

targets achieved



500+

sustainability volunteers



Social



10,000

disabled fans



100%

of matches assessed for human rights risks



5.4bn

people reached through the #FootbALL campaign



100%

matches covered with audio-descriptive commentary (ADC)



124

nationalities represented by volunteers



100%

of stadiums with dedicated walking & cycling paths

Environmental



€7m

Climate Fund



81%

of ticket holders used free local public transport



75%

reduction of PNAS flights compared with EURO 2016



4.8m

drinks in reusable cups & single-use cups avoided



50

carbon footprint reduction measures implemented



100%

of stadiums operated with renewable energy



36%

waste reduction compared with EURO 2016



0%

waste to landfill

Governance



17

Sustainability managers



53

Sustainability criteria audited by third party



9

Sponsors engaged in tournament sustainability activities



81%

Staff and volunteers completed sustainability e-learning module



OUR AREAS OF SOCIAL ACTION


 Social investment
€1,055,000

RIGHTS PROTECTION



Anti-discrimination



Children and youth



Reporting and remedy mechanisms

DIVERSITY AND INCLUSION



Accessibility



Workforce equality



Advocacy

HEALTH AND WELL-BEING



Non-smoking policy



Healthy food and beverage



Promotion of exercise

SOLIDARITY

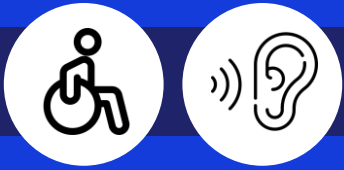


Grassroots sports and society



Charity and philanthropy

ACCESSIBILITY & ADC



- Stadium **accessibility audit** with AccessibALL
- **Priority lanes** for disabled fans at entrances, exits and concessions
- Dedicated **accessibility page** on event guide
- **Audio descriptive commentary** for sight- impaired spectators



100% of venues offered **quality assistance services**,

79% of spectators with accessibility needs reported an **above- average or excellent** experience

10,000+ disabled fans welcomed

250+ **accessibility volunteers** were appointed for the tournament

100%
of matches offered ADC

15
languages provided

41,561
unique accesses to the service



Audio descriptive commentary

Live commentary designed for blind and vision impaired people.

Live now - 21:00-22:30
Denmark v Serbia



Live now - 21:00-22:30
England v Slovenia



PROTECTION



- Child & youth protection policy
- Accessible grievance mechanism
- Rapid response mechanism
- Tackling all forms of online abuse

20+

human rights volunteers with a focus on child safeguarding were recruited for the tournament

100%

of venues put in place a reporting and escalation process

All 10

venues with child and youth protection policy implemented

All 10

venues had points of contact for rights violations designated

529

cases discriminatory incidents and rights violations were reported



270

spectators received assistance on-site

696

individual social media accounts monitored

666

abusive posts were reported and **91%** actions rate



DIVERSITY & INCLUSION



- Across staff & volunteers
- Embedded into the company philosophy and HR policies
- Brand identity celebrating the diversity of fans and European football



Staff from

54

Nationalities employed

100+

disabled people
volunteered at the
tournament

37

average age
of volunteers

124

nationalities
of volunteers

100%

of job postings included
a clause on inclusion



Conclusion

— Aim to **set the standard** for how football can lead by example

— **Through proactive work towards equality and inclusion**, we can all play a role in enriching the game both on and off the pitch.

3 Principles

1. **A**mbition
2. **A**ction
3. **A**ccountability

4 Pillars

1. **S**trategy
2. **A**ction Plan
3. **M**easurement
4. **R**eporting



MORE THAN JUST FOOTBALL



Thank you!

www.uefa.com/sustainability

sustainability@uefa.ch



Thank you

sustainability@uefa.ch