

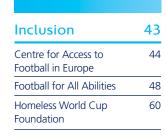
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UEFA Football and Social Responsibility Report 2015/16 List of abbreviations

List of abbreviations

BAAP

Balkan Alpe Adria Project

CAFE

Centre for Access to Football in Europe

CCPA

Cross Cultures Project Association

CFM

UEFA Certificate in Football Management

CP football Cerebral palsy football DCL

Deaf Champions League

DSG

Disabled supporters' group

EAFF

European Amputee Football Federation

EDSO

European Deaf Sport Organisation

EPFA

European Powerchair Football Association

FAI

Football Association of Ireland

FIPFA

Fédération Internationale de Powerchair Football Association

FSE

Football Supporters Europe

FSR

Football and social responsibility

GIFS

Grassroots Intercultural Football Standards

GRI

Global Reporting Initiative

HWCF

Homeless World Cup Foundation

IBSA

International Blind Sports Federation

ICRC

International Committee of the Red Cross

IFA

Irish Football Association

IFCPF

International Federation of CP Football

iPass

International Partners Sharing Skills

KIO

Kick It Out Israel

LGBTIQ

Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning

MESGO

Master in European Sport Governance

MIP

UEFA Executive Master for International Players

NAA

NEVER AGAIN Association

NDSO

National deaf sports organisation

NOPF

National organisation of powerchair football

NSO

National supporters' organisation

OFFS

S&C

Sport and Citizenship think tank

S&D

Sport and development

Open Fun Football Schools

SD Europe

Supporters Direct Europe

SDG Sustainable Development

Goals

SFA

Scottish Football Association

SLO

Supporter liaison officer

SOEE

Special Olympics Europe Eurasia

WHF

World Heart Federation

WWF

World Wide Fund for Nature

UEFA Football and Social Responsibility Report 2015/16 Introduction

Message from Peter Gilliéron



I am delighted to once again be given the opportunity to reflect on UEFA's ever-advancing football and social responsibility (FSR) journey. The 2015/16 season - the fourth of a five-year FSR cycle - was a very special one, featuring as it did the culmination of UEFA's flagship national team competition, the European Football Championship.

While UEFA EURO 2016 itself will have inspired millions of budding footballers throughout Europe and beyond, the seamless integration of social responsibility and sustainability into UEFA's tournament operations was itself a remarkable achievement. UEFA's FSR partners and staff worked hard with EURO 2016 SAS and more than 6,000 volunteers to make social responsibility and sustainability an integral part of the tournament in France.

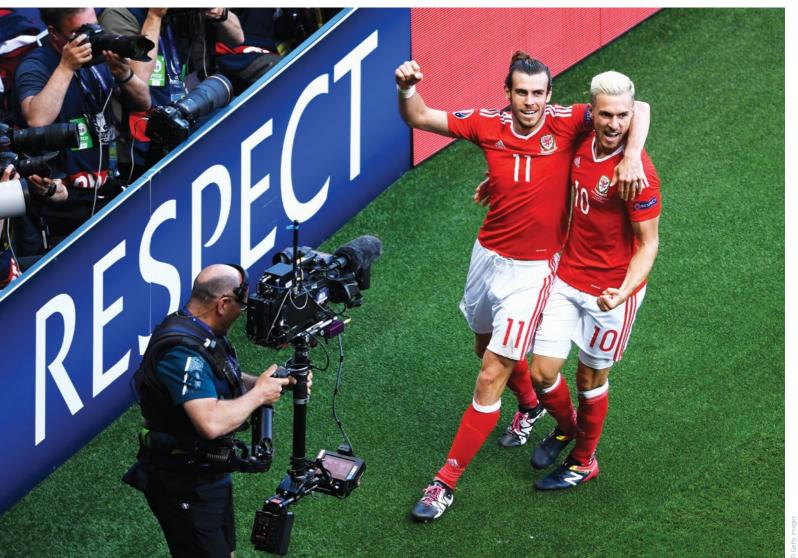
In this report, you will discover how else we have continued to address social responsibility and sustainability issues since the last report, in cooperation with key stakeholders in the fields of diversity, inclusion, environment, health, peace and reconciliation, solidarity and fan dialogue.

As you will also see, cooperation with UEFA's member associations was intensified following a HatTrick FSR workshop in February 2016. The HatTrick funding scheme will allow football associations (FAs) to develop social responsibility and sustainability projects for the four seasons to come, from 2016/17 to 2019/20.

Finally, as we approach the end of a five-year cycle, we are looking further into the future. We have commissioned an independent review of UEFA's current FSR strategy, which will include an extensive stakeholder consultation process. I am looking forward to sharing with you the outcome of this review, which should help us to pave the way for the 2017–21 cycle, and lead us towards an even more socially responsible and sustainable future.

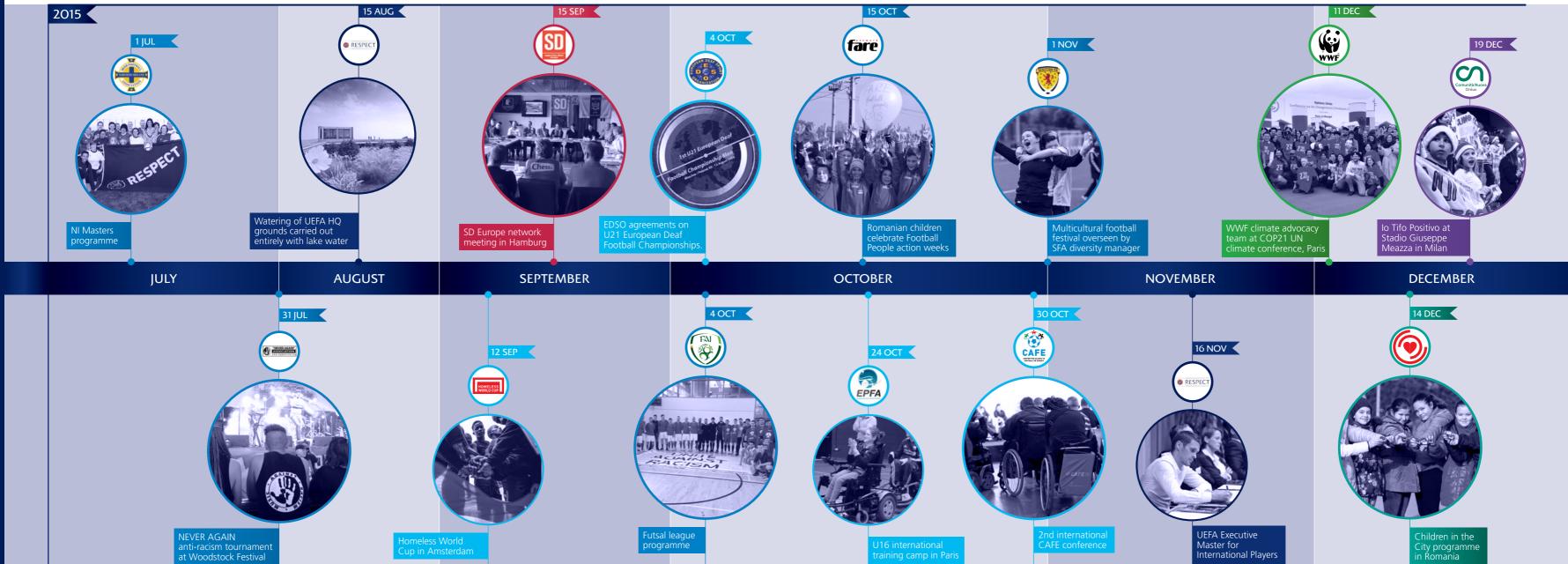
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Peter Gilliéron, UEFA Executive Committee member and chairman of the Fair Play and Social Responsibility Committee

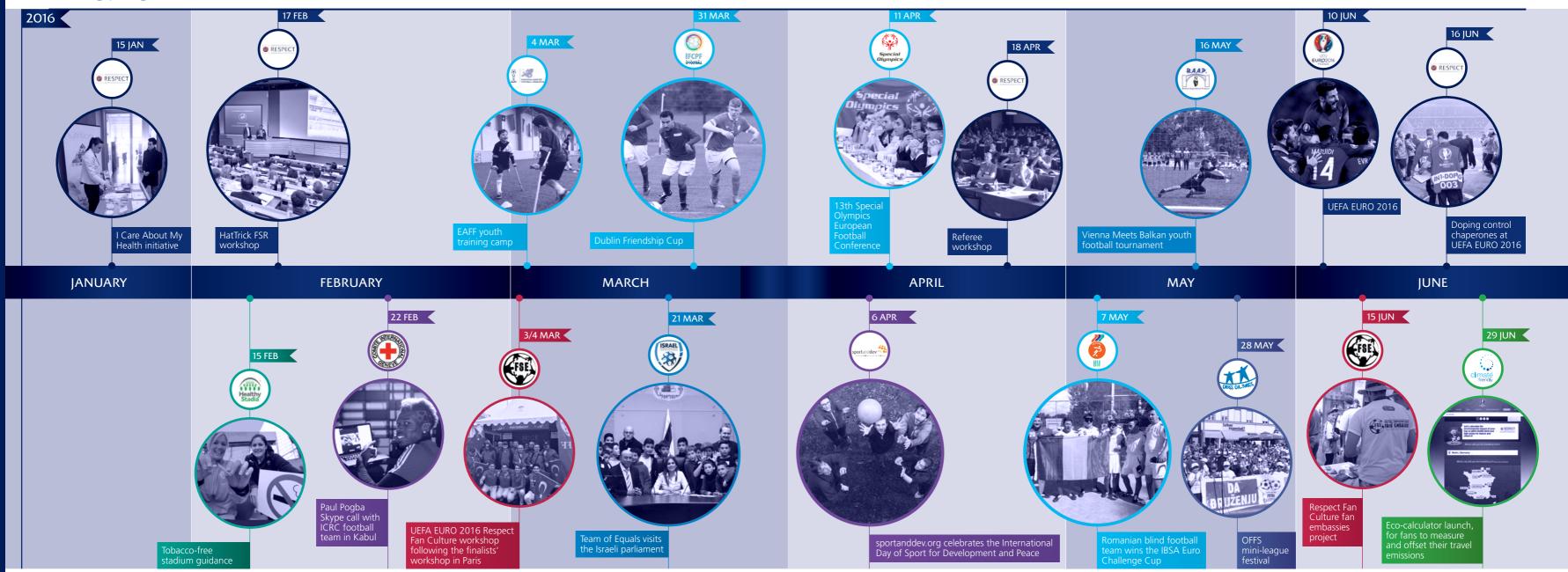


Timeline

The timeline illustrates representative activities undertaken by UEFA and each of the FSR partner organisations and member associations it supported during the 2015/16 season.



Timeline



About the report

Scope

This report, the fourth in a series of five annual reports, presents an overview of the work that took place at UEFA during the 2015/16 season, between 1 July 2015 and 30 June 2016. For information on the background, scope and structure of this series of reports, readers are invited to revisit the 2013/14 FSR report, which presents the full details. Those wanting to find out more about the activities of UEFA's FSR unit, including the strategy behind the partnership portfolio and the historical context of social responsibility at UEFA, are encouraged to read the introduction to the 2012/13 FSR report or, for more general information and up-to-date news, visit www.uefa.org/social-responsibility/.

Introductions have been skipped for organisations that have featured in previous reports, especially if they are 'core' or 'associate' FSR partners and have a contract with UEFA spanning the entire cycle. Instead, the focus is on reporting on the work undertaken during the season, to demonstrate how the organisation is attempting to meet its objectives and to progress from one season to the next.

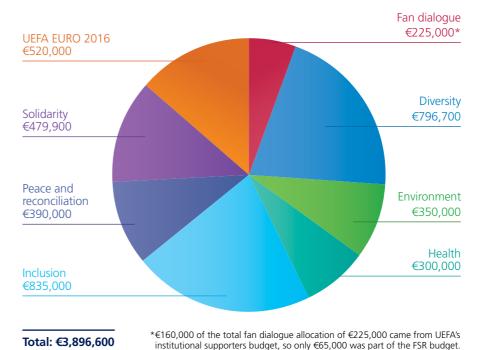
New developments

In this report, the UEFA We Care projects have been integrated into the Solidarity chapter, making space for a chapter on <u>FSR-related work</u> that was carried out outside the FSR portfolio. The new chapter on FSR-related activities comprises updates on the HatTrick FSR workshop, UEFA EURO 2016 and the UEFA Foundation for Children.

The <u>Inside UEFA</u> section has been expanded to include information on the anti-doping and medical unit. In addition to the anti-doping statistics that this report has been comparing since 2013/14, there is now information on the unit's other activities, which include medical screening of players, hosting a medical symposium, conducting injury studies and running an education programme for doctors of UEFA's member associations.



FSR budget allocation by theme 2015/16



Points to note:

- The 2014/15 UEFA disciplinary income

 set aside to be invested in 2015/16

 FSR projects was €4,205,000, which includes €500,000 set aside specifically to support member associations in distress in the wake of natural disasters.
- The €1m previously allocated to the Monaco charity award is now called an 'annual solidarity fund'. The fund is administered by the independent UEFA Foundation for Children, and is therefore not included in the 2015/16 budget.

eive a minimum of €200,000.

¹Distinguished by UEFA's annual contribution to the organisations: associate partners receive up to €150,000 a year, whereas core partners receive a minimum of €200,000.



Inside UEFA

Education

UEFA's national associations development unit continued to implement a series of educational programmes for the employees of UEFA, its member associations and other key stakeholder groups. Some 726 people have taken part in the various UEFA education programmes since the unit was established in 2010.

Captains of Change

The first edition of the Captains of Change programme – introduced to foster and further develop diversity within football management in Europe – led to the implementation of 11 projects across Europe in the 2014/15 season. A further three projects, arising from this edition, were launched during the 2015/16 season – in Italy, Romania and Scotland. In addition to organising a workshop for the leaders of these projects, UEFA will provide support for all 14 projects during the 2016/17 season.

Key figures

edition

participants

national associations represented

projects started



UEFA Women in Football Leadership Programme

There have been four editions of the <u>UEFA Women in Football Leadership</u> <u>Programme</u> so far, catering for aspiring senior managers and leaders, as well as women already in positions of authority (e.g. heads of department or board members) but who wish to improve their leadership skills.

There were 23 participants in the 2016 edition of the programme, taking the total number of programme participants to 92. Those 92 women come from 43 different national associations, a number of which have gone on to organise their own national initiatives in this area.

"The programme benefited me greatly, in enabling me to work on both my strengths and my weaknesses and increase my self-awareness. Since completing the programme, I have become more confident and feel that I have a strong career plan and ambitions in place."

Sian Jones, safeguarding and player welfare manager, Football Association of Wales



Key figures

editions

participants

43

national associations represented

Education

® RESPECT

UEFA Certificate in Football Management

The <u>UEFA Certificate in Football Management</u> (UEFA CFM) is aimed at developing the middle management of UEFA's member associations. With up to eight national editions hosted across Europe every year since the change from a centralised format, it is the UEFA education programme with the widest reach, passing the milestone of 500 participants during the 2015/16 season.

Each year, presidents and general secretaries of national associations that are not hosting the programme can recommend up to two members of their staff to UEFA as candidates for national editions of the UEFA

CFM. In addition, each association that is hosting a course receives 25 places that it can allocate to staff or stakeholders (clubs, leagues, player unions, regional associations, etc.).

The programme comprises online learning, academic assignments and examinations, and entitles participants to claim ten European Credit Transfer and Accumulation System credits. Topics covered include the organisation of football; strategic and performance management; operational management; football marketing and sponsorship; communication, the media and public relations; and event and volunteer management.

UEFA Research Grant Programme

The <u>UEFA Research Grant Programme</u> supported the completion of the following research assignments during the 2015/16 season:

- Effizienzpotenziale im strategischen Stadionmanagement (Efficiency potential in strategic stadium management), by Daniel Gruber, University of Bayreuth, Germany. Project supported by the German Football Association.
- An unprecedented civilizing process? Social evaluation of "Supporters United" fan project in Poland, by Radoslaw Kossakowski, Gdansk University, Poland. Project supported by the Polish Football Federation.

- Transfer of skills from futsal to football in youth players, by Luca Oppici, Victoria University, Australia. Project supported by the Royal Spanish Football Federation.
- Mental health in football, by Katy Stewart, University of Glasgow, Scotland. Project supported by the Scottish Football Association.
- Optimising player performance and readiness to train: fatigue and recovery of neuromuscular function following football match-play, by Kevin Thomas, Northumbria University, Newcastle, England. Project supported by The English Football Association.

Key figures

19 editions (3 centralised and 16 national)

511 participants

52 national associations represented



Key figures

6 editions

37 grants awarded



For the 2016/17 season the UEFA Research Grant Jury considered a total of 50 applications for research projects developed for and in cooperation with 29 different UEFA member associations. A total of seven were selected for UEFA's support.

Education

Executive Master in European Sport Governance

The Executive Master in European Sport Governance (MESGO) is run in conjunction with five internationally renowned universities and research centres and developed in close cooperation with leading sports organisations.

Each edition runs over two years, and the third edition of the programme came to a conclusion during the 2015/16 season. It offered 23 elected representatives and managerial staff of sports organisations the chance to develop their football management skills



"While undertaking MESGO, everybody sees the impact on his or her everyday life and his or her job. They also see the way their sport and other sports operate. However, I think it is mainly, with all these things happening, about understanding theoretically what is going on around you. So, my world is football, and having

helpful and will help me to make better-

a better understanding of its environment - for instance, how TV or marketing rights are sold – and seeing it from a different perspective from the agency's, is very

Key figures

editions

60 participants

28 national associations represented

UEFA Executive Master for International Players

The UEFA Executive Master for International Players (UEFA MIP) was launched in 2015, with the aim of providing former international players with executive training to prepare them for a career in football management.

The programme covers a broad range of topics that are important for the management of football organisations, such as the framework of professional sport, the role and skills of the manager, and strategic marketing. There are 24 participants from around the world taking part in the first edition of the programme, which spans the 2015/16 and 2016/17 seasons.

"The path into sports administration is not a straight line from a player's perspective. It can be quite confusing as to how you make the transition from the pitch to the international sports arena. I believe the UEFA MIP will give me the skills and contacts I need and insight into what it takes."

Jason Roberts, founder and chairman, Jason Roberts Foundation



edition

participants



UEFA Football Law Programme

The <u>UEFA Football Law Programme</u> was also launched in 2015, in order to allow legal professionals working in the sport to access key information about legal aspects specific to European football.

The programme, which is run in cooperation with Kadir Has University (Istanbul, Turkey),

the University of Padova (Italy) and Rey Juan Carlos University (Madrid, Spain), aims to help participants to better understand the rapidly developing area of football law.

The first edition of the programme had 24 participants – 14 representatives of national associations and 10 external participants.

Key figures

edition

24 participants

national associations represented

" Everything we did this week and during the UEFA Football Law Programme will help me, when I go back to my national association in Malta, to address any problems that clubs and players may have. We can now give them better advice on how to proceed when they have a claim before the competent jurisdictional bodies."

Chris Bonett, vice-president and head of legal and football governance, Malta Football Association

Piara Powar, executive director, Fare network

informed decisions.'



Energy and water consumption

UEFA's services division is responsible for preventing unnecessary energy consumption and reducing overall energy usage. Some of the methods that it has implemented over the years, across UEFA's three office buildings, are detailed below.

HQ

- Heating and cooling is carried out by a heat pump and by pumping water from the lake. This technology produces four times the amount of energy that it requires to operate.
- Watering is carried out entirely with water from the lake.

La Clairière

- Heating and cooling is carried out by a heat pump and a cooling tower. This technology produces 4.2 times the amount of energy that it requires to operate.
- 221,700 kWh of electricity is used to produce 934,450 kWh of electricity each year (365,650 kWh from heating and 568,800 kWh from cooling).
- 28,101 kWh of electricity is produced by solar panels each year.
- 22,000 kWh of cold energy is produced each year by an absorber, which uses waste heat to provide energy to drive the cooling process.
- 130m³ of hot water is produced by solar panels each year.
- Watering is carried out partly with water from a reservoir that collects rainwater.

Bois-Bougy

- Heating and cooling is carried out by a heat pump and geothermal tunnels. This technology produces 4.3 times the amount of energy that it requires to operate.
- 65,600 kWh of electricity is used to produce 283,700 kWh of electricity each year (124,900 kWh from heating and 158,800 kWh from cooling).
- Watering is carried out partly with water from a reservoir that collects rainwater.

The table below looks at cold water, gas and electricity consumption across all UEFA sites.

Location/ measure		HQ	La Clairière	Bois-Bougy	Colovray sports centre ²	Total
Cold water (m³)³	2015/16	2,239	6,172	1,325	9,443	19,179
	2014/15	3,364	4,209	1,489	5,567	14,629
	2013/14	3,119	7,116	838	6,184	17,257
Gas (m³)	2015/16	6,921	0	0	59,548	66,469
	2014/15	6,682	0	0	54,815	61,497
	2013/14	6,602	0	0	58,299	64,901
Electricity (kWh) - From the local energy supplier	2015/16	1,584,150	1,058,424	527,912	985,336	4,155,822
	2014/15	1,653,630	1,160,515	401,039	277,658	3,492,842
	2013/14	1,653,690	1,235,174	402,648	305,326	3,596,838
Electricity (kWh) - From solar panels	2015/16 2014/15 2013/14	0 0 0	28,101 28,655 31,091	0 0 0	0 0 0	28,101 28,655 31,091

² UEFA took over the management of Colovray sports centre in 2010.

Human resources

This section presents UEFA's key employment figures for the 2015/16 season and the two previous seasons.

Employment contract type by gender

	Season	Male	Female	Total
Fixed-term contract	2015/16	85	76	161⁴
	2014/15	59	55	114
	2013/14	21	20	41
Permanent contract	2015/16	270	139	409
	2014/15	279	136	415
	2013/14	274	141	415
Total number of employees	2015/16	355	215	570
	2014/15	338	191	529
	2013/14	295	161	456
Percentage of employees	2015/16	62%	38%	100%
	2014/15	64%	36%	100%
	2013/14	65%	35%	100%

Employment type by gender (permanent contracts only)

	Season	Male	Female	Total
Full-time	2015/16	264	106	370
	2014/15	272	102	374
	2013/14	268	106	374
Part-time	2015/16	6	33	39
	2014/15	7	34	41
	2013/14	6	35	41
Total number of employees	2015/16	270	139	409
	2014/15	279	136	415
	2013/14	274	141	415
Percentage of employees	2015/16 2014/15 2013/14	66% 67% 66%	34% 33% 34%	100% 100% 100%

Employees recruited by age group and gender

	Season	Under 30	30 to 50	Over 50	Total
Female	2015/16	14	18	0	32
	2014/15	19	32	1	52
	2013/14	12	13	0	25
Male	2015/16	18	20	3	41
	2014/15	23	32	1	56
	2013/14	18	25	2	45
Total	2015/16	32	38	3	73
	2014/15	42	64	2	108
	2013/14	30	38	2	70
Percentage of employees	2015/16	44%	52%	4%	100%
	2014/15	39%	59%	2%	100%
	2013/14	43%	54%	3%	100%

Total number of employees by age group

	Season	Under 30	30 to 50	Over 50	Total
tal	2015/16	95	419	56	570
	2014/15	83	393	53	529
	2013/14	62	339	55	456
rcentage	2015/16	17%	74%	10%	100% ⁵
	2014/15	16%	74%	10%	100%
	2013/14	14%	74%	12%	100%

³The consumption of cold water mainly depends on the weather. This has an impact on outdoor watering and maintenance issues in sanitation facilities.

⁴The number of employees on fixed-term contracts has risen over the past two seasons because extra staff were needed for UEFA EURO 2016.

⁵ Figures rounded up.

Human resources

RESPECT

The following table outlines UEFA's investment in the continual development of its employees' knowledge and skills:

			1
Training	Season	Employees involved	Description/objectives
Annual appraisal activity (AAA)	2015/16 2014/15 2013/14	570 (all) 529 (all) 456 (all)	Employee appraisals by means of internal performance reviews
Management training	2015/16 2014/15 2013/14	12 10 12	Training managers to use specific tools and to practise certain exercises that will enhance their management skills
Project management training	2015/16 2014/15 2013/14	10 22 20	Providing tools and methods for managing projects, setting priorities and performing tasks accordingly
Speaking with impact	2015/16 2014/15 2013/14	12 38 n/a	Providing techniques to improve public speaking and convince audiences
Problem-solving and decision-making	2015/16 2014/15 2013/14	14 15 18	Providing practical tools that make staff more efficient in their problem-solving and decision-making
Negotiation skills	2015/16 2014/15 2013/14	3 13 11	Improving business relationships through negotiation, by using specific attitudes and skills
Senior management training	2015/16 2014/15 2013/14	5 9 n/a	Assessment and individual development plans for staff with senior management potential
Self-management advice	2015/16 2014/15 2013/14	4 3 11	Helping staff to progress in their specific roles by using their personality traits to their advantage
Coaching sessions	2015/16 2014/15 2013/14	25 7 15	One-to-one sessions aimed at helping employees to develop their soft skills
Head of unit training	2015/16 2014/15 2013/14	30 ca 30 n/a	Training on how to offer valuable feedback and set SMART objectives that will motivate staff
Mediation	2015/16 2014/15 2013/14	5 5 n/a	Offering approaches and techniques to solve conflicts between individuals

Retirement preparation	2015/16 2014/15 2013/14	5 4 3	Preparing employees for the transition into retirement
Skills assessments and outplacement programmes	2015/16 2014/15 2013/14	5 6 8	Identifying and building on strengths and areas for improvement
Tailor-made training	2015/16 2014/15 2013/14	30+ 30+ 30+	Specific training based on individual personal development needs
Language courses	2015/16 2014/15 2013/14	64 60 50	English, French, German, Italian, Spanish and Russian
Time-management training	2015/16 2014/15 2013/14	13 10 0	Tools, personal advice and good practices to better manage time and priorities

HR initiatives

UEFA's human resources unit also runs various employee initiatives during the season. Those not covered in the 2014/15 FSR report are mentioned below.

Football First presentations

Through various conferences and presentations, staff explain to each other the activities that their area of work covers, and how they fit into the overall football environment. During the 2015/16 season, information was shared about ceremonies, commercial operations, football equipment and its evolution, the creation of U15 and U16 age groups in small federations, regulations linked to kit and sponsors, and the workings of UEFA's match operations centre.

Foundation volunteers

Employees gave up their own time to work for causes supported by the UEFA Foundation for Children.



Integrity

As part of UEFA's zero-tolerance approach to match-fixing, its integrity unit delivered a match-fixing presentation to all teams and match officials at UEFA EURO 2016. This was a first at a major tournament. Although the integrity unit estimates that the total sum of money bet worldwide on UEFA EURO 2016 matches was approximately €70bn, it reported that all 51 matches were free of any suspicion of match-fixing.

Focusing its efforts on other areas and levels of the game, the integrity unit led a number of other initiatives during the 2015/16 season as part of UEFA's efforts to rid the game of all forms of match-fixing and corruption. In addition to its annual programme (see the table below), in the 2015/16 season it also gave introductory presentations to 700 UEFA Youth League players (U19 players at UEFA Champions League clubs), warning them of the risks involved in match-fixing.

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Indicator	2013/14	2014/15	2015/16
Suspicious domestic league matches identified by the betting fraud detection system	200	227	231
Men's and women's youth national team players given an introductory presentation warning them of the risks involved in match-fixing ⁶	2,200	2,400	5,400
Male and female referees from various countries attending Centre of Refereeing Excellence courses	204	230	250
Student coaches from various countries taking part in student exchanges	320	350	350

⁶This programme was expanded to include all 54 teams taking part in each of UEFA's youth competitions, not just the teams participating in the final tournaments, as was the case previously.

Medical

The role of medicine and the team doctor in football has become crucial in the modern game, with UEFA making its own vital contribution to the areas of football medicine, injury treatment and prevention, and sports science. All of UEFA's medical projects are managed by its anti-doping and medical unit, under the direction of the Medical Committee. The committee is made up of 13 elite football doctors from around Europe, most of whom are current or previous national team doctors with specialisms in orthopaedics, cardiology or sports medicine.

The anti-doping and medical unit carries out a number of ongoing initiatives during each season, including medical screening of players before they take part in UEFA competitions; implementation of the Football Doctor Education Programme for the football doctors of all UEFA member associations, which covers emergency treatment techniques, injury management, anti-doping and the role of the football doctor; and a comprehensive anti-doping programme.

UEFA's anti-doping programme involves urine and blood testing in and out of competition, with regular unannounced doping controls conducted for the full duration of the relevant competition. Tests include screening for substances such as EPO and human growth hormone. All samples are collected by medical doctors appointed by UEFA and are analysed at World Anti-Doping Agency-accredited laboratories.

UEFA worked closely with the national anti-doping organisations of the countries that took part in UEFA EURO 2016 to coordinate and implement the largest anti-doping programme ever conducted at a European Championship final round.

UEFA collected 2,242 samples in total for the 552 players – an average of 4.06 samples collected for each player within a period of just over six months.

The following indicators give an overview of the activities performed by the anti-doping and medical unit as part of their efforts in the fight against doping during the 2015/16 season and the previous two seasons.



ndicator	2013/14	2014/15	2015/16
Anti-doping leaflets (available in seven languages) sent to players of he national teams (men's, women's, youth and futsal) of all member associations and clubs participating in UEFA competitions	22,250	22,250	23,535
est samples (blood and urine) collected across all competitions	2,198	2,388	3,860
Young players (U17, U19, women's U17, women's U19 and Youth eague) and their team staff attending anti-doping education presentations for youth teams as part of the UEFA anti-doping education programme	900	1,100	1,100
reams receiving anti-doping education and information kits, which contained anti-doping leaflets, guides to doping control procedures, the UEFA Anti-Doping Regulations, the World Anti-Doping Agency Prohibited List, guides to therapeutic use exemptions and the UEFA Medical Regulations	720	720	782
Confirmed anti-doping rule violations	1	17	38

None of the

2,242

samples collected within the framework of the EURO testing programme were positive. There was one confirmed anti-doping rule violation in 2014/15, but investigations were still ongoing at the time the 2014/15 FSR report was published, hence the discrepancy between reports. The violation involved cannabis, and the player was suspended for two months. ⁸The three confirmed cases were: 1) stanozolol (anabolic steroid) usage, leading to a four-year suspension (being appealed at the Court of Arbitration for Sport at the time of writing); 2) meldonium (hormone and metabolic modulator), leading to a four-year suspension; and 3) fenoterol (beta-2 agonist), leading to a sixmonth suspension.

UEFA's <u>integrity app</u> has been downloaded more than

12,000

times since its launch in 2014/15, with Russia topping the list of the most downloads (720).



Diversity

Fare network

While the Fare network aims to combat all forms of discrimination and promote equality for everyone who experiences marginalisation in the game, the organisation focused its work on two particular groups during the 2015/16 season. Through dedicated events and activities, Fare highlighted the situation of women in the game, particularly in the Balkans, and, in response to the mass migration movement to Europe in 2015, it devoted resources and efforts to supporting newly arrived refugees and asylum seekers, and activists working with these target groups.



Main achievements 2015/16

- The third consecutive season of the <u>Fare observer scheme</u> covered the principal UEFA competitions (see table). Specially trained match observers were deployed at high-risk fixtures, with reports on discriminatory <u>incidents</u> being submitted to UEFA.
- Fare published a guide to discriminatory signs and symbols
 at UEFA EURO 2016 to inform and educate people about the most
 commonly displayed discriminatory signs and symbols in European
 football. The aim was to assist stewards, security staff and match
 delegates to recognise discriminatory content and prevent any from
 appearing at UEFA EURO 2016 stadiums.
- As part of activities championing women's football, gender initiatives were at the centre of the Football People action weeks in October 2015 and throughout the year. Fare, together with local organisations, also organised the <u>first-ever conference about women</u> in football in Bosnia and Herzegovina.
- More than 120 initiatives in 23 countries brought together different groups who use the power of football to **help refugees and asylum seekers** in search of a life away from war and violence.
- The Fare2015 conference gathered leading anti-discrimination campaigners from 38 European countries at Camp Nou in Barcelona for a general meeting on exclusion and discrimination within football.
- As part of the annual Football People action weeks campaign, about 2,000 events and activities took place in a record 67 countries across Europe and beyond. About 100,000 people got involved in activities on and off the pitch, uniting a pan-European movement to celebrate football's inclusive power.

Fare observer scheme	UEFA Champions League	UEFA Europa League	2014-16 UEFA European Football Championship ⁹	UEFA EURO 2016	Total
Fixtures analysed	217	475	112	51	855
Match observers deployed	46	72	21	30	169
Reports submitted to the UEFA Control, Ethics and Disciplinary Body	9	11	8	8	36
Sanctions imposed	3	6	5	2	16
Clubs/FAs punished	3	6	5	2	16

"I am proud to see women's football growing in Bosnia. There is now an increased number of registered clubs and a bigger interest among girls in playing football. The focus must now be on encouraging more media support."

Samira Huren, head coach of the Bosnia and Herzegovina women's national team

Planned activities for 2016/17

- Fare will continue to offer support for refugees and asylum seekers across the continent through a mixture of events, organised with highprofile partners, and campaigning.
- Fare will organise the Football People action weeks and increase participation by ethnic minority groups, women and supporters' groups.
- Fare will organise events for its members and external NGOs and activist groups in different countries.
- Fare will continue to raise awareness of glass ceilings in football, specifically in relation to women and ethnic minorities in administration and ethnic minorities in coaching.
- Fare will implement a European project to foster integration of refugees through grassroots football, subject to EU funding being granted.



Alongside UEFA,

199 professional clubs,

national associations.

12

leagues and

players' unions backed the Football People action weeks.

⁹ Qualifiers on matchdays 6 to 10 and the play-offs.

Fare network

Key performance indicators

Objective	Activity	Indicator	Performance				Target
Objective	Activity	indicator	2012/13	2013/14	2014/15	2015/16	2016/17
Tackle discrimination	Support for governance	Instances when Fare provided support/advice to FAs or professional clubs	n/a	4	10	9	11
at all levels of		Observers trained	16	66	102	130	140
football across Europe	Observer scheme	Countries where the scheme contributed to national debates	3	6	7	11	12
		Amount of educational material published and funded	1	2	5	4	6
Raise awareness about the integrative	Education	Workshops facilitated or presentations given to provide information about Fare's work	15	22	27	29	30
potential of		Educational events supported/coordinated	n/a	70	90	80	100
football and encourage	Information sharing	Good-practice examples and educational resources shared	20	27	30	41	35
action against discrimination		People reached through social media (number of Twitter/ Facebook/Instagram followers combined)	n/a	11,378	12,365	15,190	16,000
Build capacity to empower groups who are marginalised and discriminated against	Support for Fare members and grassroots	Events – round tables, panel discussions and conferences – supported (i.e. not Fare's own events)/organised, hosted, co-hosted or funded (i.e. Fare events)	235/5	267/7	270/13	272/41	270/12
	groups/ campaigns	Ethnic minority, LGBTIQ groups and women's organisations worked with	27	32	40	43	60
	Organise Football People action weeks	Known activities	500	1,500	2,000	1,900	2,100

Far-right populist politics across Europe and the many issues that have arisen in relation to the integration of newly arrived migrants in Europe pose both challenges and opportunities for Fare to develop its work further and develop new partnerships and activities to address those topics. While Fare is addressing policymakers and top-flight football, working at the grassroots with those who are affected by exclusion and marginalisation remains at the heart of Fare's work.



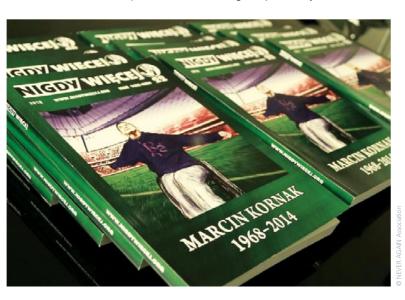
Fare network

Eastern European development with NEVER AGAIN Association

As a Fare network partner, the NEVER AGAIN Association (NAA) regularly monitors Polish league matches and fixtures in eastern Europe in cooperation with its local correspondents' network, journalists and other football stakeholders, such as stadium owners. During the 2015/16 season, its observers reported the prevalence of anti-refugee displays and street marches organised by the far right, with the participation of football fans. The aim of monitoring by the NAA is not to interfere with disciplinary processes, but to analyse social issues and to share the findings with the public. The intention is to raise the level of public awareness of the problems of racism and xenophobia and encourage debate around the topic.

The NAA's flagship activity is the **annual anti-racist football tournament at the Przystanek Woodstock Festival** (page in Polish). The 'info stall' with educational materials was especially popular with the festival participants in 2016: there were numerous conversations and a competition to find the best anti-discrimination slogans.

Issue 22 of the **NEVER AGAIN magazine** commemorated Marcin Kornak, the founder of the NAA, who passed away in 2014. It contained the latest edition of the 'Brownshirt Book' a hate crime register listing xenophobic incidents that had taken place in Poland during the previous year.



"During the Woodstock Festival we promote tolerance and express our stand against racism and discrimination. For many years, through the Woodstock football tournaments, we have been kicking racism out of the stadiums together with the NEVER AGAIN Association. Our aim is a racism-free society."

Jerzy Owsiak, journalist, activist and organiser of the Przystanek Woodstock Festival

In total, the NAA conducted more than

30 presentations for

2,000 people in Poland and abroad in 2015/16.

Key performance indicators

Objective Indicator		2012/13	Perfo 2013/14	ormance 2014/15	2015/16	Target 2016/17
Promotion of anti-racism message at Przystanek	Number of festival participants ¹⁰	500,000	750,000	750,000	500,000	500,000
Woodstock Festival and tournament	Number of players	160	320	120	100	10011
Promotion of anti-racism	Number of events	100	80	115	120	130
message through cultural and sports events	Number of participants	75,000	50,000	75,000	100,000	120,000
Promotion of anti-racism message through publications	Number of leaflets, posters and brochures distributed	75,000	50,000	50,000	60,000	80,000
Promotion of anti-racism	Number of sessions	47	40	50	30	40
message through training sessions	Number of participants	3,500	2,600	3,000	2,000	2,500
	Followers on Facebook	2,500	4,000	6,000	9,000	10,000
Communication	Followers on Twitter	150	300	450	730	800
Communication	Media articles	83	67	99	166	120
	Radio and TV broadcasts	64	48	73	112	90

Since the summer of 2015, there has been a series of xenophobic and discriminatory incidents and statements at Polish stadiums and across the public sphere. The NAA intends to continue its work, promoting values such as respect and diversity within this challenging social and political climate, and continuing to build alliances with progressive fan groups and minority communities.



¹⁰ The number is dependent on factors such as the festival line-up and the weather forecast.

¹¹ The NAA has decreased the number of players expected in order to keep numbers within reasonable limits for logistical reasons.

Football associations

Football Association of Ireland - Republic of Ireland



Through its Intercultural Football Programme, the Football Association of Ireland (FAI) showed its support for the Fare Football People action weeks campaign, marking nine years of involvement with the cause. Various actions took place throughout the Republic of Ireland, with support for the campaign from the men's senior team, local clubs, schools and a wide range of community groups.

Main achievements 2015/16

- · The national teams lent support to the campaign at the Republic of Ireland v Germany UEFA EURO 2016 qualifier on 8 October 2015. At the start of the match both sets of players entered the pitch accompanied by children wearing UEFA No to Racism T-shirts, and the UEFA No to Racism video was shown on stadium TV screens.
- At **national league level**, a call for expressions of interest in supporting the campaign went out to national league clubs in both women's and men's national leagues. Eleven clubs lent their support, with a variety of on and off-pitch actions delivered, including by Cork City FC.
- Around 20 grassroots clubs and **organisations** supported the campaign in 2015/16. In partnership with its national antiracism educational partner Show Racism the Red Card, the FAI worked to establish a simple pre-match tradition with grassroots youth clubs: among other activities implemented, coaches and mentors were supplied with Show Racism the Red Card wristbands and were asked to talk to their young players during warm-ups about the Fare Football People action weeks campaign messages.
- The FAI worked with some **65 schools** to deliver a Show Racism the Red Card educational video as part of interactive

- classroom sessions with group discussions and Q&As. This was followed by fun football sessions delivered by FAI-qualified coaches and development officers.
- In a separate initiative, seven projects¹² took part in the FAI's grassroots good-practice scheme, Grassroots Intercultural Football Standards (GIFS). Activities ranged from drop-in football sessions for young people in disadvantaged estates, to a 12-week adult futsal league programme. The programme was based in Dublin and involved mostly Brazilians living in the Republic of Ireland as educational migrants, but also players with Irish, Polish and Romanian backgrounds.
- "The GIFS programme has greatly enabled us to work closely with our local club in Cork to now run an annual integration mini World Cup and family fun day. Support from the GIFS programme has also helped us to facilitate the participation and interaction of people from all backgrounds, genders and ages, using the language of football."

Emeka Ikebuasi, co-founder, Africa-Ireland Soccer Supporters Club

Some people took part in the Fare network's Football People action weeks in the Republic of Ireland in 2015.

12 Four projects involved after-school sessions and club/football fun days targeting multicultural participation, including 'local' (Irish) target groups, two projects offered the drop-in football sessions for children from local estates (one disadvantaged estate and one multicultural estate) and one project involved the running of an adult inner city futsal league (12-week project).

Irish Football Association - Northern Ireland

The 2015/16 season was a significant one for the Irish Football Association (IFA), which launched its new, innovative and eagerly anticipated youth strategy, entitled 'Let Them Play'. This new strategy provides the IFA's football development department with a road map for its work, targets and goals over the next ten years. FSR is at the core of the new strategy, which targets the following priority areas or themes:

Main achievements 2015/16

- The IFA School Quality Mark was launched with a view to enhancing school football and increasing the provision of football, education and development opportunities. This innovative programme reaches beyond the game in a traditional sense and tries to create a culture for lifelong involvement with the game, whether as a player, administrator, volunteer or supporter.
- The NI Masters programme now focuses on three Fs – football, food and friendship. It has the aim of providing long-term opportunities for men and women to re-engage with football and focuses on physical activity, mental health and nutritional awareness. Regional events were delivered around Northern Ireland and culminated in the second annual national festival being delivered, under the slogan 'Back in the Game'.
- A new strategy, known as 'Game **Changer'**, was developed. This strategy aims to develop futsal in Northern Ireland.

- During the 2015/16 season there was a focus on the development of coach education, including one values-based course that offered 12 coaches the opportunity to hone their skills and pass on valuable advice to players in Uganda and Israel.
- The You Matter conference was delivered, focusing on six key themes that sought to motivate, inspire and empower IFA staff and volunteers to use the power of football to make a positive difference for themselves and others.
- The Girls on the Ball programme involved three girls' schools taking part in three workshops over a twomonth period. Each workshop tackled a number of interrelated topics, giving 200 schoolgirls aged 14 and 15 the opportunity to develop a growth mindset, enhance their educational. entrepreneurship and life skills and explore women's football and other sporting communities.

- 1. Participation and football for a
- 2. Schools, colleges and universities
- 3. Club and volunteer development
- 4. Youth football coach education
- 5. Elite player pathways
- " Schools football has a long-standing tradition within Northern Ireland and we want to reignite its ability to deliver both on and off the pitch. By developing the capacity of schools and forming school-club links we can develop the players, volunteers, administrators and spectators of tomorrow."

Ross Redman, schools football development officer, IFA

The IFA employs

80 full-time staff and

150

volunteers to work on Football for All programmes.

Of the

women and

Football associations

Israel Football Association

ISRAEL

Through their combined initiative, Kick It Out Israel (KIO), the Israel Football Association and its partner the New Israel Fund ramped up communication as a result of the crisis in relations between Arabs and Jews that led to an upsurge in violence at the end of 2015.

Main achievements 2015/16

- A Shared Society call for proposals was made for grassroots initiatives using football to promote a shared society, tolerance, fairness and social inclusion. This was carried out in cooperation with former senior players and NGOs working to promote shared society in Israel, each of whom helped choose which initiatives should be awarded grants. The aim of this project was to increase awareness of positive initiatives and empower the people taking part in them. The first seven winners were presented with their grant awards in front of an audience of 30,000 fans at half-time during the Israeli State Cup semi-finals in April, while more awards were presented at half-time during the final, in the presence of the Israeli president. The ceremonies were televised live nationwide and the initiative has resulted in widespread media coverage of the projects.
- The children from the <u>Team of Equals</u> project visited the <u>Israeli parliament</u> (page in Hebrew), where they met members of the ruling coalition and the opposition. The project involves a team of children living in adjoining neighbourhoods who would never have met if

it were not for this project, which helps to create public interest in football as a tool for bringing Jews and Arabs together and promoting equality and coexistence.

- A professional Israeli football team took part in a tournament with players from the LGBTIQ community for the first time. In a special promotional event to mark the run-up to Jerusalem Pride, a special football tournament was held, featuring young players from the Rainbow team, a team comprising players from Israel's LGBTIQ community, and <u>Hapoel Katamon Jerusalem FC</u> (page in Hebrew), a team known for its commitment to equality and shared society.
- KIO's end-of-season match monitoring project report (page in Hebrew) found that there were racist chants at one-third of Israeli Premier League matches in 2015/16 (79 in total). Beitar Jerusalem FC fans were responsible for 32 of these incidents more than any other team. Over the 13 years that the New Israel Fund has been monitoring matches it has seen more and more clubs and fans being active in the struggle against racism (page in Hebrew).

For the first time ever, most racist chants in stadiums were vocally and vociferously opposed by the majority of fans.

KIO believes that football is a uniquely powerful tool for combating racism and promoting shared society in Israel. As one of the only areas of Israeli life in which Jews and Arabs are equally represented, it provides an ideal arena in which to bring Jews and Arabs together. KIO explains that this work is particularly vital during a time in which relations between Jews and Arabs in Israel have significantly deteriorated.

"Such projects are especially vital at this time. Soccer is an island of sanity in Israeli society and it is important to shine a spotlight on and promote positive endeavours that are happening daily in soccer throughout Israel."

Abbas Suan, former senior Israeli-Arab football player

Scottish Football Association

The Scottish Football Association (SFA) is committed to ensuring that football in Scotland is open to all and that barriers, real and perceived, are removed, particularly in relation to under-represented groups. Its equality and diversity strategy involves implementing initiatives to protect areas covered by the UK Equality Act 2010, including age; sexual orientation; race; religion and belief; sex; disability; gender reassignment; pregnancy and maternity; and marriage and civil partnership.

Main achievements 2015/16

- The SFA appointed a diversity manager to ensure it achieved the advanced level of the <u>Equality Standard</u>. This appointment has been crucial in advising management, staff and member clubs and empowering diversity and inclusion officers working within the grassroots game to deal with sensitive and confidential equality, diversity and inclusion matters, ensuring a fair, transparent and legally sound process is adopted.
- Several female SFA employees took part in the Women into
 Leadership Programme. The purpose of the independent training
 course was to further develop the leadership and management
 capability of the participants to enable them to contribute
 effectively to the success of the SFA. Indeed, since completing
 their second phase, several of the women have been successful in
 securing leadership and management roles within the organisation.

"Within the Scottish Football
Association, we strive to be pioneers
towards providing equal opportunities
for all, at all levels within the game. By
promoting and celebrating diversity, we
want to create an inclusive environment
where people can flourish and achieve
their full potential.

This is achieved through education and awareness-raising initiatives, building capacity through several positive action schemes and the establishment of an Equality and Diversity Advisory Board, which will support and guide the association towards better diversity and inclusion."

Hala Ousta, diversity manager, SFA



Football associations

Football associations of southeastern Europe

Bosnia and Herzegovina, Croatia, Montenegro and Serbia have felt the effects of the European migrant crisis. Brought together under the Football Unites project organised jointly by fairplay-VIDC (the Vienna Institute for International Dialogue and Cooperation) and its partner, the Balkan Alpe Adria Project (BAAP), the FAs of southeastern Europe began to place an even greater emphasis on the equal participation of migrants and ethnic minorities during the 2015/16 season, aiming to include refugees across all initiatives.



"I strongly support the activities of BAAP in the framework of our training camps with Slavija here in Austria. Showing red cards and holding banners with slogans against racism before kick-off impart an important message."

Milan Gutović, then coach of FK Slavija Sarajevo

The 14th Vienna Meets Balkan tournament involved

boys and girls from seven countries.

Main achievements 2015/16

- The international youth football tournament Vienna Meets Balkan (video in BCS)¹³ was held for 440 boys and girls from U9, U10 and U11 teams from Austria, Bosnia and Herzegovina, Croatia, Germany, Montenegro, Serbia and Slovakia. This tournament was organised to foster mutual respect among participants, with a focus on strengthening intercultural exchange and dialogue, and breaking down prejudices.
- The Bosnia and Herzegovina football family supported the Fare network's Football People action weeks. Bosnia and Herzegovina's FA and its domestic football clubs carried out activities
- aimed at preventing racism and nationalism at stadiums. As part of the action weeks, all players and referees unfurled a banner that read 'Football family of B&H united in the fight against racism and nationalism' before every game in the 13th round of the Bosnian and Herzegovinian Premier League.
- Bosnian and Herzegovinian football club FK Slavija Sarajevo and Israeli football club Hapoel Ra'anana FC pledged their condemnation of anti-Semitism and racism before kick-off in their pre-season friendly match in Austria.

Key performance indicators

Objective	Indicator		Performance				
		2012/13	2013/14	2014/15	2015/1614		
Foster exchange	Children participating in intercultural workshops	150	150	172	200		
and promote the idea of respect and multiculturalism at	Different workshops (painting, streetkick etc.) taking place at the Vienna Meets Balkan event	3	10	10	2		
the Vienna Meets Balkan event	Trilingual youth brochures distributed	2,500 copies	1,200 in BCS ¹⁵ 500 in EN 500 in GER	1,000 in BCS 1,000 in GER	1,000 in BCS 1,000 in GER		
Offer a regular platform to increase	Participants involved in workshops and training sessions	30	15 coaches + 30 youth players	20 coaches	25 coaches + 122 children		
the expertise of local groups and develop a viable network	Educational workshops held in the partner countries	3	3	4	5		
Mobilise stakeholders and partner organisations, focusing on sustainability	Activities organised by grassroots or local clubs in the partner countries	6	6	15	6		
	Groups participating in the Fare Football People action weeks	30	28	36	35		

15 BCS: Bosnian/Croatian/Serbian.

¹⁴ UEFA has invited the FAs to submit a work proposal under the HatTrick programme for the 2016/17 season.



Inclusion

CAFE

Centre for Access to Football in Europe

The 2015/16 season was a busy one for the Centre for Access to Football in Europe (CAFE), and was crowned with the second international CAFE conference, at Stade de France. A wide range of football stakeholders were in attendance, including club, league and national association representatives, disabled fans, equality organisations, stadium architects and representatives from both UEFA and FIFA. The conference was also live-streamed, allowing even more people to tune in to the event and to listen to the presentations and discussions as they took place.

Main achievements 2015/16

- The UEFA EURO 2016 Respect Access for All project was **implemented** to help improve access and inclusion at the tournament. CAFE trained 30 media and broadcasting students to provide an audio descriptive commentary service for blind and partially sighted spectators, helped to increase the number of wheelchair spaces and easy-access seats available across the venues and advised on accessible signage.
- Recently disabled people from rehabilitation centres in Marseille were invited to attend UEFA EURO 2016. This second project related to UEFA EURO 2016 aimed to use football's unique power to bring about positive change and to help 60 people begin the process of social reintegration, with many attending their first live matches.
- The second international CAFE conference was held, welcoming 200 delegates from 27 countries, and more than 800 via livestream, to celebrate Total Football, Total Access. Topics discussed included the new requirement that clubs appoint a disability access officer (Article
- "I must have experienced hundreds of match commentaries on television and radio. But this is the first time that I have felt so involved and included in the action. It was as if the detail of television close-ups was combined with the thrill of live action.'

Hannah Thompson, partially sighted fan

- 35bis of the UEFA Club Licensing and Financial Fair Play Regulations), preparations for UEFA EURO 2016, the employability of disabled people in football, the English Premier League's pledge for all of its clubs to meet Access for All standards by August 2017, services for disabled fans with hidden disabilities and a panel session on improving access to large events.
- The fourth annual Week of Action was held, with activities taking place in a total of 14 countries. Highlights included pre-match ceremonies before all top-flight matches in Croatia, accompanied by a statement of support at each stadium, and the creation of a national disabled supporters' group (DSG) in France.
- CAFE won the Industry Partner award at TheStadiumBusiness **Awards 2016.** This was important recognition of CAFE's work and expertise in the field of accessible stadium design by stadium design and management peers.

accessibility tickets were sold for UEFA EURO 2016, comprising

16,953

spaces.

Planned activities for 2016/17

- CAFE will create an audio descriptive commentary training programme and increase the availability of audio descriptive commentary for blind and partially sighted fans at stadiums across Europe.
- CAFE will support Week of Action 2017 campaigns in the 14 countries that participated in 2016, and additional countries. Possible additional countries include Georgia, Italy, the Netherlands, the Republic of Ireland, Russia, Portugal, Spain and Switzerland.
- CAFE will continue to support UEFA in delivering increasingly accessible and inclusive finals, support preparations for UEFA EURO 2020, with access appraisals of each stadium being undertaken

- at a much earlier stage, and collate access information for each host country to assist disabled fans attending the finals.
- CAFE will continue to support existing DSGs across Europe and to assist with the creation of new local and national DSGs where none yet exist. CAFE will also help DSGs to collaborate positively with their clubs and governing bodies to promote lasting change.
- CAFE will continue to share and promote the **UEFA** and CAFE Access for All guide and additional CAFE guidance documents to designers, architects, clubs, stadium managers, disability access officers and all customer-facing staff.



Centre for Access to Football in Europe

Key performance indicators

Objective	Indicator	2012/13	Perfori 2013/14	mance 2014/15	2015/16	Target 2016/17
Improve access and make	Number of UEFA club stadium reports completed, establishing a benchmark of existing facilities	52	104		30 ¹⁶	95 (cumulative total of over 300)
matchdays more inclusive for disabled	Clubs and stadiums introduced to the UEFA/CAFE Access for All guide	Sent to 252 clubs ¹⁷	21 ¹⁸	28 ¹⁹	47	50
fans at European	Stadiums with the audio descriptive commentary service	n/a				10
stadiums	New stadium builds identified and provided with Access for All guidance	n/a	4	44		25
Raise awareness	Clubs or stadiums receiving access and inclusion training	n/a				10
of access and inclusion across	People receiving access and inclusion training	n/a		75	30 ²³	50
the UEFA region	CAFE/access ambassadors appointed	3	6			3
	Links with existing DSGs across Europe	37	40	57	68	90
Increase the number of	National DSGs in Europe	6				10
disabled fans attending matches	Meetings with CAFE acting as initiator/mediator between a football club and its fans to set up a DSG	n/a			10	15
matches	New club DSGs set up	5				15 (cumulative total of 38)

With UEFA's introduction of the new disability access officer (DAO) criterion into its Club Licensing and Financial Fair Play Regulations, CAFE has appointed a dedicated project coordinator to assist UEFA, its member associations and their clubs in meeting this new requirement. While it may take time for associations and clubs to fulfil this requirement, CAFE is ready to offer support and guidance and is confident that this requirement will help to achieve Total Football, Total Access at all levels of the game.



¹⁶ CAFE will concentrate on increasing the number in the 2016/17 season, targeting stadiums used for the UEFA Champions League and the UEFA Europa League.

¹⁷ Translated into 12 additional languages.

 ¹⁸ Including clubs and stadiums who were sent hard copies in Polish and Russian.
 19 CAFE organised hard copies in French for UEFA EURO 2016 stadiums. Greek translation added. Available in 14 languages.

²⁰ 10 of the 15 stadiums were UEFA EURO 2016 venues.

²¹ CAFE identified and shared Access for All guidance with nine architects.

²² This number is lower than planned because CAFE spent time working on a new training package that will be offered to FAs and clubs. Therefore, CAFE expects the number to rise again in the 2016/17 season.

²³ See footnote 22.

²⁴ This figure is slightly lower than planned. At the time of gathering data, one national DSG was reviewing its structure and another was taking longer than expected to launch.

Football for All Abilities

European Amputee Football Federation

Opportunities for children with amputations and limb disabilities to play football have historically been limited. However, thanks to the youth training camp organised by the European Amputee Football Federation (EAFF) in the 2015/16 season, such opportunities are now growing in a number of European countries. This project and projects like it offer players the chance to practise, play matches and be together for a few days. But, just as importantly, they also provide an opportunity for the players' parents, as well as organisers and amputee football coaches, to meet, share experiences and develop their community. It is through such projects that the EAFF hopes to continue to meet its objective to increase the number of countries, leagues, clubs and players involved in amputee football.



"We are all here for the same reason – love for football. And the smiles on the children's faces are amazing!"

Damien Duff, former Chelsea and Republic of Ireland player

Main achievements 2015/16

- Children aged 5 to 15 years old from all European countries in which amputee football exists were invited to participate in the <u>EAFF youth</u> <u>training camp</u>. Some 40 children from five countries took up the invitation to train together (in three different age groups) under the supervision of qualified coaches and the inspirational former Chelsea FC and Republic of Ireland player Damien Duff.
- As part of the <u>European Amputee Football Weeks</u> each EAFF member country was invited to apply for a subsidy of up to €2,500 to organise an amputee football event and contribute to the growth of the discipline in that country. A total of eleven events took place across eight countries over a time span of four weeks. Events included international tournaments and matches, domestic exhibition matches
- as part of bigger events, training camps for adult and youth players, and camps for new players. One of the highlights was the <u>Italy v France amputee football match</u> held during the UEFA Champions Festival in Milan.
- Amputee football was introduced in Greece. A group of interested players from Greece were invited to the Polish national amputee football team's training camp to train with them. The widespread promotion of this event led to more Greek players expressing their desire to play, and culminated in the first amputee football training camp to be held in Greece – as part of the European Amputee Football Weeks – and the subsequent official formation of the Greek national team.

Planned activities for 2016/17

- The European Amputee Football Weeks will incorporate even more countries, participants, celebrities and media coverage in the second edition.
- The youth training camp will target a larger number of countries and young participants, and will be held in either England or Poland.
- The EAFF Congress, with the participation of all European federations, will include a summary of the organisation's activities during the previous two years, the admission of new national federations and the presentation of good practices.
- The first Amputee Football European Championships will be held in Turkey, in 2017.

Key performance indicators

Objective	Indicator	Perfor 2014/15	mance 2015/16	Target 2016/17
Integrate national federations	EAFF member countries			15
Increase interest in the discipline in Europe and in	Events		11	12
individual countries	Facebook/EuroAMP fans	600	3,100	4,000
	Leagues			
Increase the number of players in Europe	Clubs	54	60	65
	Players	1,140	1,220	1,270
Increase the number of	Children	68	100	115
children playing	Countries with children playing			10

Although it is only in its second year of operation, the EAFF is a very ambitious organisation that is already overseeing promising growth in the number of people in Europe involved in amputee football at administrator, coach and player level. It has been particularly encouraged by its results in the area of development and promotion of youth amputee football during the 2015/16 season, which has inspired many countries, heralding a new dawn of youth academies across Europe.



EAFF

Eight member countries received

€2,500

each to hold eleven events to contribute to the development of amputee football across Europe.

Football for All Abilities

European Deaf Sport Organisation

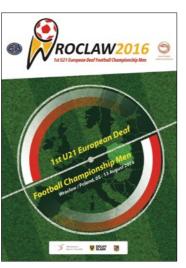
The 2015/16 season was an important year for planning and restructuring at the <u>European Deaf Sport Organisation</u> (EDSO). Discussion focused on the biennial U21 European Deaf Football Championship and development qualifications for coaches and referees.

Main achievements 2015/16

- EDSO's technical committee agreed that its **U21 European Deaf Football Championship** should take place every two years, and be organised by three or more EDSO member countries.
- New courses for coaching diplomas are to be established in collaboration with UEFA member associations and national deaf sports organisations (NDSOs). EDSO plans to work with the Deaf Soccer Academy, which will be the technical partner and host of the course. The Deaf Soccer Academy coaches deaf people aged between 4 and 21 in and around the Netherlands, and has six coaches who are qualified to teach others how to coach deaf children.
- New training courses for referees are to be established in collaboration with FAs and NDSOs. EDSO plans to work with the Deaf Referees Forum to introduce a training course that explains the laws of the game in sign language, via interpreters.

Planned activities for 2016/17

- EDSO plans to facilitate the establishment of the **European Deaf Referee Union**, in Lisbon.
- The **U21 European Deaf Football Championship** is to be held in Wroclaw, Poland, with nine countries participating.
- The **football <u>Deaf Champions League</u>** (DCL) will take place in Larissa, Greece, for men's and women's teams.
- Preparation will continue for new U21 DCL futsal tournaments for men and women, which will take place from 28 to 30 September 2017 in Milan, Italy.
- Talks will continue regarding a new **U21 DCL football tournament** for men, which is planned to take place in 2018 in Glasgow, Scotland.
- Preparation will continue for the European Deaf Football Championship in 2019.
- Preparation will continue for the European Deaf Futsal Championship in 2018, in Amsterdam, the Netherlands.



Key performance indicators

Objective	Indicator	2006/07 ²⁵	Performance 2010/11	2014/15	Target 2018/19
	Teams participating in the European Deaf Futsal Championship (qualifying/finals)	None/ 20 men's and 9 women's	None/ 23 men's and 13 women's	25 men's and 16 women's/ 16 men's and 14 women's	30 men's and 16 women's/ 16 men's and 8 women's
Organise Europe-wide tournaments	Players participating in the European Deaf Futsal Championship finals	240 men and 106 women	263 men and 140 women	312 men and 164 women	320 men and 180 women
	Teams participating in the European Deaf Football Championship (qualifying/finals)	21 men's/ 11 men's	19 men's/ 12 men's and 3 women's	19 men's/ 16 men's and 4 women's	20 men's (women's n/a)/ 16 men's and 8 women's
			Dorformanco		Target

Objective	Indicator	2012/13	2013/14	2014/15	2015/16	2016/17
Organise Europe-wide tournaments	Teams participating in the football DCL	8 men's	10 men's	8 men's	6 men's ²⁶	16 men's and 8 women's
	Players participating in the football DCL	180 men	302 men	198 men	140 men	288 men and 145 women
	Teams participating in the futsal DCL	n/a	12 men's and 12 women's	22 men's and 11 women's	22 men's and 10 women's	32 men's and 16 women's
	Players participating in the futsal DCL	n/a	200 men and 160 women	310 men and 125 women	300 men and 170 women	200 men and 160 women

EDSO intends to continue implementing training courses to professionalise those working in and with the sport of deaf football. A key component of this involves developing relationships with UEFA member associations, NDSOs and EDSO members. EDSO also expects to work more closely with the football DCL, especially concerning the U21 format, which it views as important in promoting the development of deaf football.

²⁵ Performance and target figures are issued every four years, in line with the tournament cycles.

²⁶ This figure is lower than expected as most of the clubs were forced to drop out due to high travel and accommodation costs in Denmark. The clubs are self-financed or depend on support from local government.

Football for All Abilities

European Powerchair Football Association

<u>Powerchair football</u> is the only 'active team participation' sport for severely disabled people. Due to its unique nature, it allows men and women of all ages and with a wide range of disabilities to participate in football. The aim of the <u>European Powerchair Football Association</u> (EPFA) is to practise, develop, coordinate and support the sport of powerchair football across Europe. It engages with all national organisations of powerchair football (NOPFs) that are affiliated to the Fédération Internationale de Powerchair Football Association (FIPFA).

Main achievements 2015/16

- The EPFA hosted its first <u>development event</u>, in Westerham, England. As well as providing teams with their first real experience of international competition, the event provided new powerchair football nations with the chance to enhance their knowledge in various areas, including coaching, refereeing and classification. Twenty-six players took part and the EPFA upskilled seven officials and four classifiers to international standard (including three new classifiers).
- EPFA delegates met the Football Association of Finland, the Finnish powerchair football association and partner organisations in Finland to finalise a plan to move forward. EPFA staff then provided training to ten coaches and delivered the new development and coaching workshop for players. Following the visit, the EPFA delivered a referee training course to recruit a further four new officials. The result has been an increase in the number of clubs in Finland, an official partnership with the Finnish FA and a national competition structure being launched.
- The EPFA supported youth talent and promoted friendship during a fiveday development camp in Paris. A total of 16 talented youngsters aged 16 and under from England, France and the Republic of Ireland received coaching from experienced coaches, had the opportunity to socialise with peers from different countries and visited various attractions, creating new friendships through powerchair football.
- The EPFA stepped up its promotional campaign to raise the profile of its work. A new website was launched, a series of social media campaigns were run, marketing material was produced and the EPFA also attended the Soccerex Global Convention in Manchester in 2015 to introduce powerchair football to the wider football community.



"I absolutely loved training and playing games with new people. It really was the experience of a lifetime, and one I will never forget. I am hoping to attend more of these camps in the future as the skills learnt from the coaches and other players are invaluable to my progress within the sport."

Kizzy Wade, 12, from England

Planned activities for 2016/17

- The 2016 EPFA Champions Cup, Europe's premier powerchair football club competition, will feature ten of the best club teams from across Europe.
- Preparations will be made for the 2017 FIPFA
 World Cup, which will provide a great opportunity
 to promote powerchair football on a global scale
 and provide opportunities to recruit more European
 countries to begin development.
- The EPFA will visit Germany and Spain to deliver development and coaching courses and help the countries with the education and development of their national associations.
- The EPFA will **deliver the 'introduction to powerchair football' package** to Israel and Italy to help kick-start new activity in these countries.

The 2015/16 season was another successful season for powerchair football across Europe. The sport continued to grow and there were great developments – in course and competition participation – in Finland and Austria. With Germany and Italy beginning activity, the European giants of football are embracing powerchair football.

As new staff were added to the EPFA Executive Committee, the decision was taken to use the 2015/16 season as a period of consolidation, to strengthen relationships with existing NOPFs and ensure these organisations were sustainable in their provision of powerchair football within their country.

Key performance indicators

Objective			Target			
Objective Indicator		2012/13	2013/14	2014/15	2015/16	2016/17
Grow the game	New member countries (new NOPFs)	n/a			3	3
	Full/associate NOPFs		6/1	6/1	7/3	8/4
Build a workforce	Players registered with or competing under NOPFs (full and associate NOPFs) ²⁷	n/a	n/a	n/a	2,534	2,700
	European international-level referees	n/a			23	25
	European international-level classifiers	n/a			11	12
Provide competitive opportunities	Powerchair football leagues (full and associate NOPFs)				22	24



players took part in their first international competition during the 2015/16 season.

²⁷ This indicator offers more accurate figures in comparison with the EPFA's estimates in previous reports because it has been supplied by the full and associate NOPFs themselves. This does not include the new NOPFs' data.

Football for All Abilities

International Blind Sports Federation

One of the highlights of the 2015/16 season for the International Blind Sports Federation (IBSA) was the IBSA Blind Football European Youth Camp in Hamburg, Germany, which exemplifies IBSA's work. It was the very first time a camp of this type had taken place in Europe, and it provided an opportunity for young male and female players and their coaches to gather for two days of intensive training. Through initiatives such as this IBSA aims to help a new crop of young blind and partially sighted players develop, improve their game and realise their dream of playing football despite their visual impairments.

Main achievements 2015/16

- The IBSA Blind Football European Youth Camp for young blind and partially sighted players was held in partnership with FC St Pauli Blindenfussball. A total of 14 players and 11 coaches from six countries took part in the camp.
- In-country training camps for emerging countries were held in four new countries, with participants from six countries. IBSA partnered with the Cross Cultures Project Association (CCPA) in organising a training weekend in Sarajevo, Bosnia and Herzegovina, in which 9 players and 25 coaches and officials from blind sports clubs all over the country and from Croatia, Montenegro and Serbia took part.
- More than 100 players, support staff, coaches and organisers took part in the IBSA **Euro Challenge Cup 2016**, the second development tournament for national teams from emerging countries. Albania and Georgia took part for the first time (with Albania playing its first-ever international matches). The other teams taking part were Hungary, Moldova, Romania and a youth team from Russia.
- For the second year running, UEFA offered IBSA the opportunity to set up a match to showcase blind football at the UEFA Champions Festival. Italian team ASD Liguria Calcio Non Vedenti and French team Girondins de Bordeaux played the game on the pitch next to the Castello Sforzesco in front of a large and enthusiastic crowd.
- **IBSA distributed blind football equipment.** Since the beginning of its partnership with UEFA, IBSA has supplied a total of 955 balls, 753 eyeshades and 50 sets of blackout goggles to 31 countries. The cash value of equipment supplied since the 2012/13 season amounts to approximately €37,200.



When you play football you feel free. I've only been playing blind football for four months. During the camp I learnt a lot of new things, such as how to control the ball better, and how to know where you are on the pitch. I've picked up a lot of new skills here."

Dorottya Velegi, participant from Hungary

Planned activities for 2016/17

- IBSA has set up and is promoting a women's blind football network on Facebook. The related IBSA Women's Football Training Camp and Tournament will take place in Vienna, Austria, from 4 to 7 May 2017.
- IBSA will continue to support emerging countries by conducting in-country weekend training camps for their players and coaches.
- IBSA will continue to distribute blind football equipment. IBSA will send balls, eyeshades and blackout goggles to emerging countries, which will boost national programmes.



Objective	Indicator		Target			
Objective	indicator	2012/13	2013/14	2014/15	2015/16	2016/17
Develop emerging countries programme	Countries involved in the development tournament for emerging countries			n/a	6	n/a
	In-country training camps (and participants/countries)		3 (65/4)	2 (50/n/a)	4 (101/6)	4 (100/5)
	Referee training seminars (and participants)			8 (40)	2 (12)	2 (12)
Develop blind football for women and youth players ²⁸	Youth development programmes supported					10
Distribute blind football equipment	Countries benefiting from support	12		13	24, including 11 new ²⁹	10, including at least 5 new

More blind and partially sighted men, women, boys and girls than ever now have the opportunity to play football at some level. A total of 31 UEFA member associations now have a blind football programme, ranging from grassroots initiatives to full national teams competing at international level. Despite the demographic challenges, a focus on initiatives to promote youth and women's participation is bearing fruit and IBSA expects the growth in interest in these programmes to continue in the coming years.

A total of

players and

coaches and officials from six countries took part in IBSA's in-country training camps.







Several programmes involving women, girls and boys were supported during the 2015/16 season, but it is extremely difficult for IBSA to gather figures because of the lack of resources of many of the national programmes.

BIBSA surpassed its plan for the season. The total is expected to be lower next year as a result and because there will be fewer potential new countries interested in developing blind football.

Football for All Abilities

International Federation of CP Football

Following its establishment in early 2015, after cerebral palsy football (CP football) became an independent sport, the International Federation of CP Football (IFCPF) has formalised its technical development plan. As part of this plan, its mission is to inspire, support and enable individuals with cerebral palsy or a related neurological condition around the world to participate in CP football in order to reach their full potential. To fulfil this mission, it has established the following goals:

- Increase the number of players, including female players and youth players
- Increase the number of countries holding national championships and competing internationally
- Provide training to more coaches and qualify more technical delegates
- Increase the number of international referees in all regions
- Qualify more classifiers and roll out the new classification system
- Establish an athletes commission, encourage members to appoint national athlete representatives and provide athlete support programmes

Nearly

100

players were involved in the 2015 IFCPF U19 world championships.

"Our inaugural U19 world championships [provided a] marvellous opportunity and experience for our players! The facilities were tremendous, the volunteers were amazing and the experience was fantastic. Congratulations to everyone involved."

Sandy Hermiston, president, IFCPF

Main achievements 2015/16

- The 2015 IFCPF U19 world championships, the first U19 world championships, offered young athletes the chance to be involved in an international event for the first time and opened up a new pathway to their national teams. Seven countries from four regions competed, in Nottingham, England, with kick-off on 10 August 2015.
- Bringing together teams from England,
 Denmark, Italy, Northern Ireland and
 the Republic of Ireland, the **Dublin**Friendship Cup was aimed at the
 development levels of CP football. Those
 in attendance agreed that the tournament's
 two main objectives were achieved:
 1) everyone played, and 2) everyone
 went home with a smile on their face!
- The IFCPF Coach Working Group
 was established during the 2015/16
 season as part of the IFCPF's plan to
 increase coach education and therefore
 raise the technical abilities of those playing
 the game. Six qualified coaches joined
 the working group, whose duties include
 developing the content of coach education
 courses and workshops and providing
 advice on rules, regulations and the
 classification system.
- IFCPF development grants helped teams from Denmark, Italy and Spain compete in international tournaments.

Planned activities for 2016/17

- An online education programme, underpinning all areas of the IFCPF's work, will be implemented through a webinar programme.
- Preparation for the 2017 IFCPF world championships, which will involve 16 teams, including 8 from Europe, who have qualified through the 2015 IFCPF world championships or the 2016 IFCPF world championships qualification tournament.
- The IFCPF intends to hold a women's football development camp as part of the 2017 IFCPF world championships, for which preparations will begin next season. Each men's team from Europe is invited to bring two female players, making 16 female players.
- The IFCPF European U19 championships will be held in Italy in 2017 as part of three regional championships, to be held to grow U19 participation following the success of the 2015 IFCPF U19 world championships.

Although the IFCPF is still in its infancy, the sport of CP football has never been stronger. Since CP football became an independent sport, there have been a record number of participants, tournaments, supporters and dedicated leaders in the sport. The IFCPF intends to continue working with other like-minded organisations to increase opportunities for people in CP football, with a particular ongoing focus on building and developing existing and new partnerships.

Key performance indicators³⁰

Objective Indicator		2012/13	Perform 2013/14	mance 2014/15	2015/16	Target 2016/17
Development	European countries that receive development grants			2 (4)	2 (6)	2 (8)
	Countries with CP football programmes		33	3 (36)	3 (39)	6 (45)
Coach education	Courses delivered				3 (14)	3 (17)
	Coaches educated		131	101 (232)	77 (309)	60 (369)
Governance	Technical delegates		1 (2)	2 (4)	0 (4)	1 (5)
	International technical officials		4 (7)	4 (11)	4 (16)	4 (20)
Classification	International classifiers			5 (8)	7 (15)	7 (22)



³⁰ Cumulative figures are indicated in brackets.

Football for All Abilities

Special Olympics Europe Eurasia

During the 2015/16 season Special Olympics Europe Eurasia (SOEE) focused on increasing efforts to grow the participation of children and young people involved in Unified Football, which is currently played in 40 countries across Europe. The annual European Football Week, held in May during the 2015/16 season, exemplified these efforts: more than 3,500 disabled and non-disabled children under 12 years old played Unified Football – the most ever.



More than

50,000

players acros

50 countries were involved in SOEE's 16th annual European Football Week.

Main achievements 2015/16

- The fifth <u>Kim Källström Trophy</u>, a seven-a-side football tournament, involved 30 teams from 11 nations as part of the world youth Gothia Cup in Gothenburg, Sweden.
- Around 500 European players, together with around 600 players from other parts of the world, competed as 47 teams in five, seven or elevena-side <u>football tournaments in Los Angeles</u> as part of the <u>2015 Special</u> <u>Olympics World Summer Games</u>.
- The <u>13th Special Olympics European Football Conference</u>, held in Antwerp, Belgium, featured 68 representatives from 33 countries and tackled grassroots football development issues and the inclusion of children and young people through Unified Football.
- As part of the 16th annual European Football Week, more than 400 football events were held across Europe for players of all abilities, with 34 seminars for coaches also being held. Highlights included a <u>Unified Football tournament</u> held in Rome, the <u>showcase tournament</u> at the UEFA Champions Festival in Milan and <u>Young Athlete's Day</u> with MetLife in Warsaw.
- The Baltic Cup, a seven-a-side football tournament, was held in Kedainiai, Lithuania, for 20 teams (12 men's teams and 8 women's teams) from 12 countries, with the support of the Lithuanian Football Federation.
- A <u>seven-a-side Unified Football tournament</u> was held in Villarreal,
 Spain, for 24 teams from 4 countries, with the <u>support of Villarreal CF</u>.
- An invitational <u>five-a-side Unified Football tournament</u> was held in Rome. A total of 72 male and female players, with and without intellectual disabilities, from France, Hungary, Italy, Lithuania and Poland participated.
- During a ten-month period, 49 youth assistants and 31 coaches attended 24 seminars, workshops and tournaments as part of the **Special Olympics Unified Football – Youth Assistant Academy**, an innovative project run by Special Olympics Poland and Romania. This had a positive impact on youth teams' growth and the quality of training sessions.

Planned activities for 2016/17

- SOEE's annual activities will again take place, including the Kim Källström Trophy and the annual European Football Week.
- An invitational five-a-side football tournament for ten teams will be held in Lviv, Ukraine, supported by Lviv Football for All.
- An invitational five-a-side football tournament will again take place in Rome, Italy.
- An invitational seven-a-side football tournament will be held in Belarus for 12 teams from 10 countries, with the support of the Football Federation of Belarus.

" It was the first time that I had experienced such a great series of training sessions and tournaments. We learned new skills under coach supervision and then practised in the games."

Daniel Smarz, a player from Grudziadz and a participant in the Special Olympics Unified Football – Youth Assistant Academy project in Poland

Key performance indicators

Objective Indicator		2012/13	Target 2016/17			
Develop grassroots football	Football players registered	130,857	133,070	137,707	130,000 ³¹	140,000
	Teams/players at regional events	48/564	44/440	77/770 ³²	58 + (47)/580 + (500) ³³	60/600
	European Football Week events	400	420	420	400	440
Recruit and educate coaches	Coaches trained	450	550	400	550	600
	Special Olympics football coaches registered	6,475	6,525	7,427	7,082 ³⁴	7,700
Promote integrated/	Players in Unified teams	25,275	29,721	33,858	32,333 ³⁵	35,000

Although there has been a decline in numbers in some of programmes, the outlook for SOEE football development remains positive, with growth in the Unified Football and youth development programmes. This growth can in part be credited to improved relations with national associations and football clubs throughout Europe, which SOEE aims to develop even further in the coming years.

Unified teams

³¹ SOEE points to a number of possible factors contributing to the decline in the number of athletes, including athletes transferring to Unified Football, administrative issues in data collection, the reorganisation of national programmes, geopolitical unrest in eastern Europe and a drop in levels of funding.

³² There were 33 football teams at the 2014 Special Olympics European Summer Games in Antwerp.

³³ The numbers in brackets refer to European teams/players at the 2015 Special Olympics World Summer Games in Los Angeles.

³⁴ See footnote 31

³⁵ See footnote 31.

Homeless World Cup Foundation

The Homeless World Cup Foundation (HWCF) was given the opportunity during the 2015/16 season to solidify the foundation it has been carefully laying in recent years, under the label of the International Partners Sharing Skills (iPass) project. Together with 21 of its European partners, it has received an Erasmus+ programme grant to develop iPass activities, with a focus on good practice, collaborative learning and information sharing. The project has the overall objective of increasing participation levels in European partners' football programmes and supporting positive progression for the players taking part. The project is also expected to create closer ties between the HWCF and its partners, and develop a central bank of knowledge from which other partners can benefit.



- The 2015 Homeless World Cup was held in Amsterdam. It was the second successive tournament where a designated UEFA Respect Day was held. The <u>UEFA Respect Day</u> was met with great enthusiasm by the volunteers and the players and coaches of the 63 teams, who saw the day as a reflection of the values of the tournament and the HWCF. Around 50,000 spectators watched the action at the Museumplein, Amsterdam's cultural centre. The HWCF's online presence reached the highest figures to date, and media outlets around the globe followed how their nation was progressing.
- iPass became an intrinsic part of the HWCF. A project three years in the making, iPass scores and ranks all HWCF global partners based on a range of qualitative and quantitative measurements, such as leadership, communication and working with other HWCF partners. The partnership framework ranking continues to determine which partner countries will be invited to take part in the annual Homeless World Cup.



" On the pitch it doesn't matter what your story is. You can be a person who is homeless, a refugee, a local player ... but on the pitch we can all become friends. That's the beauty of football: it brings people together."

Michiel Slot, South Korea coach

The top

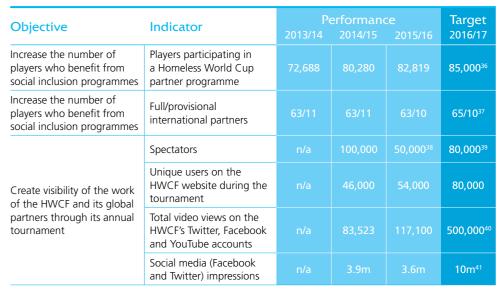
men's/mixed teams and the top

women's teams from the iPass project are invited to take part in the Homeless World Cup.

Planned activities for 2016/17

- The 2016 Homeless World Cup in Glasgow, Scotland, on the iconic George Square.
- The HWCF will continue to use iPass to build on relationships with its partners, focusing on sharing, communicating, learning and improving.
- The HWCF will continue to increase participation by adding new partners, as well as helping existing partners to improve the quality of their activities, resulting in greater impact.
- 'Respect' is now understood as a key theme running throughout the tournament and will be embedded further in future tournaments.

Key performance indicators





During the 2015/16 season the HWCF's work focused on creating tools for knowledge sharing and fostering relationships between partner programmes. The annual tournament, the iPass project and the new Erasmus+ project all work in conjunction with each other to help create a stronger, more supportive network for street football partners around the world. By fostering deeper, more meaningful relationships with partners throughout the year, the HWCF is seeking to continue building a powerful movement for social change through football.

³⁶ Projected growth in the number of participants has been adjusted based on current estimates to manage expectations.

³⁷ Projected growth in the number of partners has been adjusted based on current estimates to manage expectations. While new partners have joined, inactive partners have also left the network, resulting in slower growth.

Heavy rain throughout the tournament in Amsterdam resulted in fewer spectators.

³⁹ The host city for the 2016 Homeless World Cup is Glasgow, which experiences high levels of rain even in summer, hence the lower target than for Santiago in the 2014/15 season.

Higher targets set due to new match streaming and social media marketing abilities, including promoting videos and partnerships with online broadcasters.

See footnote 40.

UEFA Football and Social Responsibility Report 2015/16

Environment



Environment

Climate Friendly

For the past seven years UEFA has worked with <u>Climate Friendly</u> to measure its carbon emissions and offset them by purchasing renewable energy carbon credits. Based on a proposal by Climate Friendly, UEFA hand-picked a project in New Caledonia, because of the link to France, the UEFA EURO 2016 host country.

The **Prony and Kafeate wind farms** reduce New Caledonia's dependence on fossil fuels and also improve the quality of life of the island's inhabitants, particularly the indigenous Kanak people. Through this project, 28 permanent jobs and 30 temporary jobs were created for the Kanak people.

During the 2015/16 season Climate Friendly's sustainability programme was expanded to provide UEFA EURO 2016 spectators and teams with the option of offsetting their carbon travel emissions.

Fans travelling to France for the tournament were encouraged to use the award-winning eco-calculator⁴²: a fun and engaging website which helped measure, compare and offset the environmental impact of the different transport options available for getting to and from the tournament.

In a sign of solidarity for the environment, all 24 teams competing in UEFA EURO 2016 also got on board.

UEFA also offset its own emissions, so with the combined efforts of the teams, the spectators and UEFA, UEFA EURO 2016 was one of the most sustainable large-scale sporting events yet.

UEFA offset 28,421 tonnes of greenhouse gas emissions from flights taken by UEFA staff and referees during the 2015/16 season, bringing the average emissions reductions each year over the seven-year partnership with Climate Friendly to 22,994 tonnes.

UEFA sees its ongoing commitment to supporting renewable energy projects as crucial to ensuring that they are a viable alternative to fossil fuel power generation. It hopes this support can provide encouragement for similar sustainable development projects by demonstrating that the world's leading organisations have a role to play in the fight against climate change.

"The UEFA eco-calculator, for the first time, provided an easy way to measure and offset travel emissions, just for football fans."

Rob Asselman, manager of digital and innovation, Climate Friendly, part of the South Pole Group, a Zurich-based global sustainability solutions provider

UEFA, the fans and the teams resulted in

The combined efforts of

35,000 tonnes of CO₂ equivalent being offset.

42 W3 2015 Silver Awards for Energy and Environmental Awareness

67

WWF

The mission of the World Wide Fund for Nature (WWF) is to stop the degradation of our planet's natural environment and build a future in which people live in harmony with nature. At a time when the world is on a path towards catastrophic climate change impacts, one of WWF's major goals is to achieve a global shift towards a low-carbon and climateresilient future.

Building on many years of advocacy work supported by UEFA, WWF played an important role at the historic United Nations climate change conference (COP21) in Paris in December 2015. As part of a large coalition, WWF pushed political leaders to adopt an ambitious agreement to combat climate change. Nearly 200 governments signed the Paris Agreement, which for the first time in history requires all countries to take climate action.

" We are living in a historic moment. The talks and surrounding commitments send a strong signal to everyone – the fossil fuel era is coming to an end. As climate impacts worsen around the world, we need to seize on the current momentum and usher in a new era of cooperative action from all countries and all levels of society."

Samantha Smith. leader of the WWF Climate and Energy Initiative

Main achievements 2015/16

 WWF's Earth Hour involved millions uniting to bring the world's attention to climate action. UEFA continued its long-standing support with an exciting online video campaign featuring a message from top European football players inviting fans to team up and help protect the planet.



UEFA's support of WWF's advocacy work during the 2015/16 season contributed to the following milestone achievements:

- The historic Paris Agreement, adopted after 13 days of intense negotiations, binds together pledges by individual nations to cut or limit emissions from fossil fuel burning.
- World leaders unanimously adopted the United Nations Sustainable **Development Goals (SDGs)**, which aim to end problems such as poverty, hunger, injustice and environmental destruction. WWF had long worked to make the environment central to this agreement and successfully pushed for the SDGs to include a robust standalone goal on climate action.

- The Green Climate Fund approved **\$168m of funding** for projects and programmes to help developing countries strengthen their defences against climate impacts and reduce their carbon emissions. WWF has worked to advocate for the fund to become truly transformative, in alignment with the goals of the Paris Agreement
- The French government announced an immediate end to export credits for all coal power plants without operational carbon capture and storage. This decision follows intensive lobbying by many organisations, including WWF, and represents a significant step forward, as France is one of the world's six largest financers of coal through export credit agencies.

As more than

iconic landmarks switched off their lights for an hour, WWF's Earth Hour was celebrated in a record-breaking

countries and territories across seven continents.

Planned activities for 2016/17

- WWF will advocate for governments to increase the ambition of their climate commitments by ratifying the Paris Agreement and strengthening their national action plans to limit global warming to 1.5C.
- WWF will strengthen the framework for a just energy transition that takes into account the needs of the poorest people on the planet and the need to safeguard the stability of the earth's climate.
- WWF will continue advocating the phasing out of subsidies for fossil fuels, to remove this incentive to use fossil fuels over other types of cleaner energy investment.
- WWF will push for financial institutions to shift more investment away from fossil fuels and into renewable energy, and to encourage investors towards low-carbon pathways.

Key performance indicators

Objective	Indicator	Performance 2013/14 ⁴³ 2014/15 2015/16			Target 2016/17
Shift targeted financial institutions' fossil fuel investments to clean energy portfolios, with a significant focus on European institutions	Amount of money campaign has contributed to shifting out of coal power investment and/or into renewable energy	\$20bn	\$20bn	\$40bn	\$40bn
Prompt national governments to make public commitments regarding low- carbon investments or reducing financial support for fossil fuels	Governments making commitments to shifting incentives	8	10	20	10
Prompt municipal governments to make new commitments – both financial and symbolic – to renewable energy	Cities making commitments to shifting incentives	100	144	150	50

WWF's climate advocacy team at COP21 in Paris, December 2015

In the year ahead, the WWF will continue working to phase out investments in fossil fuel-related activities and scale up financial flows to low-carbon infrastructures, while also focusing on supporting countries in improving their regulations, institutions and policies, to make a climate-safe future possible.

⁴³Year one (2012/13) was used to formulate and launch the campaign.



Health

World Heart Federation

Messages and activities promoting heart health were delivered with an unprecedented echo in the football environment during the 2015/16 season. The World Heart Federation (WHF) is committed to strengthening collaboration with partners in the football world and intends to keep using the leveraging power of football to promote heart healthy habits in the football environment and beyond.

Main achievements 2015/16

- Children in the City was implemented across three countries during the 2015/16 season. Activities took place in Spain, where children were encouraged to try new, fun and engaging ways to be active at school; in Romania, where guidance and learning materials on the importance of maintaining physically active lifestyles among children were introduced by the Romanian Football Federation and explained at a train-the-trainer workshop by Healthy Stadia (which is part-funded by the WHF through its partnership with UEFA); and in the UK, where the WHF partnered with StreetGames to organise three one-day, multi-sport festivals. This season also saw the programme get started in Slovenia and Turkey.
- UEFA, the WHF and Healthy Stadia strengthened their collaboration relating to World Heart Day. A record number of 14 FAs worked with Healthy Stadia to promote World Heart Day through communications and matchday actions, demonstrating the growing awareness that FAs have of the role they can play in raising awareness about a disease that accounts for onethird of all global deaths. UEFA released a video on

- healthy eating habits featuring football stars as part of the Eat for Goals! healthy eating campaign, and employees were invited for a free heart check-up, to attend a conference on cardiovascular disease prevention given by a cardiologist from the WHF and to enjoy Eat for Goals! recipes in the UEFA restaurant at lunchtime.
- At the HatTrick FSR workshop Healthy Stadia launched a new set of guidance documents and an advocacy campaign to help implement effective tobacco control policies at stadiums. Building on this momentum, Healthy Stadia worked as the implementation partner for the **Respect your Health** - Tobacco-free tournament project that ran across all 51 matches at UEFA EURO 2016. The No Tobacco regulation, which exceeded national legislation, applied without exception within a designated stadium perimeter, prohibiting the use, sale and promotion of both tobacco and e-cigarette products. A soft approach to enforcement was facilitated by 110 No Tobacco volunteers using a yellow and red card warning system to communicate the policy to fans who were seen smoking.

More than

children across Romania received information on physical activity and participated in a monthlong class pedometer challenge to 'reach' the UEFA EURO 2016 final in Saint-Denis, to the north of Paris. They walked

278 million steps: more than

60 times the distance between Bucharest and Paris!

12,805 vellow cards were issued to smokers.

red cards were issued to persistent offenders.

Planned activities for 2016/17

PHYSICAL ACTIVITY

AND HEALTHY

- Children in the City will continue pilot interventions to increase the level of physical activity in children and grow its programmes in Turkey and Slovenia, where activities will be developed to respond to barriers identified.
- Promotion of the Eat for Goals! app will continue in the UK and Spain, alongside development of an Italian or Dutch version of the app
- Healthy Stadia will implement health assessments for UEFA club competition final venues, host its fourth international conference in April 2017, widen its tobacco-free stadium advocacy campaign and develop a new benchmarking tool for healthier stadium catering.
- The WHF will continue the campaign engaging FAs, clubs and heart foundations to support World Heart Day, and promote heart health at the Homeless World Cup in 2017.

Working with UEFA and our

habits and sport among

young people

members to promote healthy



"Thanks to its collaboration with UEFA, the WHF has been able to reach thousands of children to promote physical activity and healthy eating habits. The WHF joins those thousands of healthy hearts in their gratitude."

Iohanna Ralston CFO WHF



World Heart Federation

Key performance indicators

Objective	Activity	Indicator	2012/13	Perfo 2013/14	ormance 2014/15	2015/16	Target 2016/17
Improve knowledge, attitude and behaviour towards physical activity in children	Children in the City	Children participating in physical activity programmes as a result of the campaign	n/a	n/a	n/a	Romania: 1,500 Spain: 1,125 UK: 5,440 ⁴⁴	At least 2,000
from selected low-income urban communities	campaign	New WHF members participating in the programme	n/a	Spain and Romania	UK	Slovenia and Turkey	At least 3 countries
Dromoto hoolthy putrition		Downloads of the Eat for Goals! app	n/a	9,499 (English only)	25,200 (English only)	31,660 across 2 languages	30,000 across 3 languages
Promote healthy nutrition among children	Eat for Goals! app	Languages the app is available in	n/a	1	2	2	3 (English, Spanish and another European language)
Promote healthy policies in		Additional network members	5	5	5		5
stadiums	Healthy Stadia	Assessments successfully undertaken for UEFA club competition finals	n/a	2	2	3 ⁴⁵	3
Promote World Heart Day in the football environment	World Heart Day	National associations promoting World Heart Day and disseminating the toolkit	5	6	5	14	At least 5

The WHF is particularly pleased to see that more stakeholders than ever are now embracing the huge impact that football can have on the health of fans and the football family across Europe, not only through wider participation in football, but also through positive changes to stadium environments and communicating the long-term benefits of adopting healthy lifestyles. It intends to further develop such powerful relationships connecting health and sport stakeholders to strengthen the legacy of the projects it has delivered thus far.



⁴⁴In all three countries, the planned figures of 1,000, 400 and 750 respectively were greatly exceeded thanks to the very positive response from children, schools and parents.
⁴⁵Includes the UEFA Champions League and UEFA Europa League final and UEFA Super Cup stadiums.

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Peace and reconciliation



Peace and reconciliation

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UEFA Football and Social Responsibility Report 2015/16 Peace and reconciliation

Cross Cultures Project Association

In March 2016, the Cross Cultures Project Association's (CCPA) Open Fun Football Schools (OFFS) programme underwent an important external evaluation to enable the CCPA to better understand the impact it had had on the lives of its participants. including those in Bosnia and Herzegovina, ten years on. A class of high school students from Elsinore in Denmark, where the CCPA is based, carried out this evaluation by studying the war in the Balkans

in the 1990s in detail, getting acquainted with the objectives of the CCPA and OFFS and developing interview frameworks, which they later used during an exchange visit to a high school in Maglaj, central Bosnia and Herzegovina. The students' reaction, and subsequent interview write-ups (extracts below), completely validated the CCPA's use of OFFS to break post-war ice and create new bonds in conflictsensitive communities.

Main achievements 2015/16

- The OFFS programme celebrated its one-millionth participant. The programme has gone from strength to strength, welcoming 21,742 participants to 117 schools in 17 countries during the 2015/16 season.
- The 'OFFS+' pilot demonstrated the value of the additional dimension of juvenile crime prevention, which was successfully added to the usual OFFS programme in Georgia by strengthening connections between schools and local police through sport.
- Thanks to help from its sponsorship partners, the **OFFS mini**league festival, held in Bihac, Bosnia and Herzegovina, grew to accommodate some 500 children from various cultural, ethnic and religious backgrounds.
- The CCPA represented football at the European Week of **Sport.** The CCPA assembled a pitch in Brussels and hosted ten days of football games for participants of all ages, using its tried and tested activities. The CCPA also presented its worldwide activities to the EU sport commissioner, Tibor Navracsics, who expressed great interest in the CCPA's ability to address groups, such as refugees, who are in crisis.

thought of me playing football with children of other minorities. At first, they would not let me play. After the war, my parents have been very much aware of what minority we belong to, but after I attended the football school, they have had a change of heart. Now most parents are trying to have fun together, in spite of ethnicity, and that makes me very happy."

Bosnian Muslim student, Maglai

"I've realised that children are innocent and just want to play together." Bosnian student, Maglaj

"My parents were not happy about the

The CCPA provided voluntary coaches with

hours of training each.

Planned activities for 2016/17

- 100 'classic' schools will be set up to build on the CCPA's core principles.
- The regional approach will be enhanced through the CCPA Centre for Peace Education. The CCPA plans to set up an educational centre to capture and disseminate knowledge to coaches and young leaders.
- Partnerships will be developed with other FSR partners. The CCPA would like to proactively seek out further synergies with FSR partners and/or FAs to develop national programmes.



Cross Cultures Project Association

Key performance indicators

Objective	Indicator	2012/13	Perfo 2013/14	ormance 2014/15	2015/16	Target 2016/17
	OFFS participants	25,949	25,609	25,486	21,742	20,000
	Percentage of girls	36%	44%	44%	38%	>33%
Promote and support intra- and inter-community OFFS activities for children and young people and their families in communities divided by conflict	Percentage of children who are not yet members of a local football club	69%	64%	67%	66%	>50%
	Percentage of children who are from vulnerable families	16%	24%	34%	26%	>20%
Train leaders, coaches and parents (volunteers) in the community-based and child-centred OFFS	Grassroots leaders and coaches enrolled on courses of 60–80 hours	1,627	1,665	1,834	1,778	1,500
concept	Parents involved in three-hour workshops	5,873	4,266	2,841	4,382	3,500
Cooperate with community football clubs, local authorities, primary schools and national and local sports organisations	Partnership agreements signed with local stakeholders (clubs, schools, municipalities, police and NGOs)	1,519	1,249	1,217	1,172	1,100

The participation of such large numbers of children every season has led the CCPA to discover new ways of multiplying the impacts of UEFA's other FSR partners. The organisation is very keen to expand on the fruitful cooperation it had with UEFA's other FSR partners during the 2015/16 season, opening new doors for both parties. This cooperation included:

- promoting the <u>WHF's</u> World Heart Day by disseminating information on how to have a healthy lifestyle and carrying out related campaign activities;
- working with **IBSA** to organise the first-ever event for blind players in Bosnia and Herzegovina, with guests from Montenegro and Serbia;
- participating in a <u>Fare network</u> conference on gender equality in football in Bosnia and Herzegovina and implementing a project supported by Fare to offer workshops on discrimination in football; and
- organising the mini-league festival in Bosnia and Herzegovina with <u>SOEE</u> to ensure children with intellectual disabilities were given the opportunity to participate.





Solidarity

UEFA Football and Social Responsibility Report 2015/16 **Solidarity**

Asyl Liga

UEFA supported the Danish Football Association, the TrygFonden foundation and the Danish Red Cross in organising the Asyl Liga (Asylum League). The project has the objective of using football to help integrate asylum seekers into Danish society. It centres around training sessions and a tournament that brings together several asylum centres in West Zealand to compete against each other for the championship trophy.

Main achievements 2015/16

- Football kits, tracksuits and football boots were **distributed** to the players, which they were proud to receive. It seemed to create more dialogue within teams, among players from different nationalities and across the different asylum centres.
- The Danish FA administered the tournament, ensuring that qualified referees officiated the matches according to the usual rules of football. This added extra credibility to the project and led to it being well received in the Danish media, as well as raising interest from sports journalists abroad.





The organisers plan to expand the Asyl Liga from 8 teams in 2016 to between

42 and 48 teams from approximately 30 asylum centres across Denmark in 2017 "We all know that football is a force for good: physically and, as many academic reports from the University of Copenhagen have confirmed in recent years, mentally. Therefore, we thought it would be a good idea to organise football for asylum seekers currently living in Denmark. We started with this pilot project in West Zealand, which by all accounts has been a success, and, as a result, we very much look forward to rolling it out across Denmark for others to benefit."

Per Bjerregaard, Asyl Liga organiser and former Brøndby IF player, executive director and board chairman

Comunità Nuova

lo Tifo Positivo (website in Italian) is a project initiated by Comunità Nuova that is targeted at school children and uses sport to instil a supporter culture that is mindful and respectful of diversity and has personal responsibility at its core. The main beneficiaries are 740 children from 30 classes at seven schools across Milan, but the project also seeks to involve parents, teachers and sports coaches as role models, to convey key messages and values and avoid the pitfalls of harmful contradictions.

The children collected

racism in sport from supporters from all over the world.

Main achievements 2015/16

- #TWEETOFFRACISM (website in Italian) was the name given to a public awareness campaign focused on combating racism in connection with the International Day for the Elimination of Racial Discrimination. Educators from two lo Tifo Positivo schools organised a morning of activities. The goal for 2016, ahead of the UEFA Champions League final, was to extend the campaign's reach across national borders, with the help of partners such as the Fare network, football clubs AC Milan, Brescia Calcio, Cagliari Calcio and FC Internazionale Milano, basketball team Olimpia Milano and newspaper Gazzetta dello Sport.
- The final stage of the Io Tifo Positivo project involved 12 classes (250 children) participating in the parade (page in Italian) that kicked off the opening ceremony of the UEFA Champions **Festival**. They used banners that they had made at school, through which they shared positive messages against all forms of discrimination. The parade was designed to give full visibility and prominence to the children's work, allowing them to play a proactive role in demonstrating the positive values of sport.
- "The lo Tifo Positivo experience has made me understand how sport is even more beautiful than I had thought: it is not only related to the physical part of our body but also to its mental part, staying together and respecting one another." Child participant in the Io Tifo Positivo project



International Committee of the Red Cross

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It is estimated that, over the last few decades, hundreds of thousands of <u>Afghans have been left disabled</u> by mines or explosive remnants of war, polio or other hazards. The International Committee of the Red Cross (ICRC) is aware that rehabilitation is essential for these people to become fully active citizens, although it is only a first step towards social reintegration. As such, the ICRC emphasises the role of additional activities, including sport, which can increase the opportunities disabled people have to play an active role in society.



In 2015, more than

130,800

disabled Afghans (including 43,760 children) benefited from physiotherapy and prosthetic/orthotic devices provided by seven ICRC-run physical rehabilitation centres.

Main achievements 2015/16

- The ICRC provided quality prosthetic and orthotic services. Seven ICRC-supported physical rehabilitation centres and one component factory are all managed by disabled employees more than 700 in total who were educated and trained with ICRC assistance. Inclusion and participation have given results: the disabled people trained, supported and employed by the ICRC's project in Afghanistan have contributed to creating a strong bond between the programme and those assisted, to the point that it is often difficult to distinguish givers from receivers.
- In order to address the challenge of a lack of adequately trained staff to help war-wounded and disabled people, the ICRC built individual skills and national capacities using the Afghan Diploma in Prosthetics and Orthotics, which it had developed in close collaboration with the Ghazanfar Institute of Health Science and the Afghan ministry of public health.
- The ICRC worked on sport, personal development and social inclusion. Sport represents the perfect fusion of physical rehabilitation and social reintegration, transforming people physically and mentally, building self-esteem and providing them with an element of fun, away from the frustrations of simply being a patient. In 2015, 418 people were involved in the ICRC's sport programme in Afghanistan, which was established in 2009.
- Paul Pogba, as one of the players voted onto the UEFA.com users'
 Team of the Year, donated €100,000 to the ICRC on behalf of
 UEFA before a UEFA Champions League match. The donation
 is helping the ICRC's physical rehabilitation programme to
 provide artificial limbs, physiotherapy and vocational training and
 contributes towards the running of the rehabilitation centre's
 football team. About a third of patients are children. Pogba
 also had a Skype call with a football team in Kabul, who are
 using football to help their recovery after suffering major
 landmine injuries.

Planned activities for 2016/17

- Support for the seven physical rehabilitation centres and the component factory will continue with a view to providing 108,000 physically disabled people with quality rehabilitation services.
- Support will continue for staff training,
- both on the job and through professional certification courses.
- Activities will be developed to improve patients' access to centres, involving transport and outreach programmes, both of which are dependent on security measures.
- A home care programme for severely disabled people will continue.
- Social inclusion activities will continue to be developed, in relation to education, employment and sports.

Key performance indicators

Objective	Indicator		Perfor	mance		Target
Objective	indicator	2012	2013	2014	2015	2016 ⁴⁶
Provide physically disabled people with rehabilitation services	Patients who receive services	80,528, including 20,469 children	94,868, including 28,945 children	104,584, including 34,509 children	130,892, including 43,761 children	104,500
Improve access to the	Home visits to patients who cannot travel to a centre ⁴⁷	7,083	7,706	6,946	8,239	8,000
services and follow-up	Patients afforded social inclusion opportunities, such as employment, education and sports, thanks to ICRC support	3,000	3,700	2,900	3,028	3,000



Rehabilitation is essential to becoming a full participant in society, and restoring mobility is basic justice – the first step in ensuring access to food, shelter, education, a job, an income and, more generally, the same opportunities as other members of society. The ICRC has been present in Afghanistan since 1987 and will continue to develop its programme to support children – who require more regular follow-up than adults, as they are still growing – and adults, who will require access to physical rehabilitation for the rest of their lives.

⁴⁶In progress at the time of writing.

⁴⁷ Number of visits determined by patients' needs and the security situation

sportanddev.org: the International Platform on Sport and Development



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On 1 January 2016 the Sustainable Development Goals (SDGs) officially came into force. As a result, sportanddev.org has dedicated itself to facilitating the process of self-reflection that the sport and development (S&D) sector as a whole is currently undergoing to understand how it can best align its work to the 17 goals, which outline the international community's development priorities for the next 15 years.

"The platform is the only place where researchers, practitioners and others who are interested can read about the sector. I think sportanddev has become the best platform – in fact, the one and only platform – that brings everything and everyone together."

Cocky van Dam, monitoring and evaluation officer, Moving the Goalposts, an organisation that uses sportanddev.org

95%

of respondents to the 2016 survey rated the sportanddev.org newsletter as either "good" or "very good".

48 Articles

- Sport and development's big chance? The 2030 agenda for sustainable development
- Does sport and development really make a difference?
- Watch your words Three reasons to prioritise communications post-2015
- Fundraising for sport and development post-2015
- Scaling-up to maximise the impact of sport and development

Main achievements 2015/16

- For the third consecutive year, sportanddev.org played the role of facilitator for the community on the <u>International Day of Sport</u> <u>for Development and Peace</u> (6 April). The day was celebrated more widely and with greater enthusiasm than in previous years: the number of submissions received from organisations sharing their activities and comments regarding the day was higher than it had been before, as was the level of social media activity (see the key performance indicators).
- The growth of the French version of the website exceeded all expectations. Efforts have been made to promote the French version, and the rapid growth in page views (an 80% increase compared to 2014/15) is partly a result of this. Efforts have included highlighting one French article in every English newsletter, developing and implementing a French Facebook strategy and launching a French Twitter account.
- Immediately following the announcement of the SDGs, sportanddev.org published an article series on the topic, focusing on the implications of the SDGs for the S&D sector.⁴⁸
- On 30 September 2015, sportanddev.org published its 150th newsletter. To celebrate, a <u>community video</u> was published. It features users' responses to being asked what the S&D sector does well and not so well. The questions were asked to coincide with the introduction of the SDGs and the S&D community's period of self-reflection.
- sportanddev.org covered the <u>Beyond Sport Summit and Awards ceremony</u> as a 'highlighted initiative'. This enabled the S&D community to benefit from detailed coverage of presentations and workshops and brought sportanddev.org closer to organisations running events.

Planned activities for 2016/17

- The sportanddev.org website will be relaunched, with an improved design, a more intuitive user interface and an improved community messaging system.
- Two new areas will be added to the sportanddev.org Featured Sport section: football and Ultimate Frisbee.
- Four article series will be published on sport in the Middle East, communications in S&D, corporate social responsibility and one subject chosen by the community through a poll.
- A new 'research corner' section of the website will be launched, where users can go to find information on academic programmes, the
- S&D evidence base and the latest developments in research.
- The International Day of Sport for Development and Peace concept and coverage of the celebrations in 2017 will be developed further.

Key performance indicators

Objective	Indicator		Perfor	mance		Target
Objective	indicator	2012/13	2013/14	2014/15	2015/16	2016/17
Increase the visibility	Registered team player profiles	3,208	4,275	5,618	7,168	8,300
of sportanddev. org in the S&D	Registered organisations	501	580	624	695	780
sector and in the overall development community	Submissions to the International Day of Sport for Development and Peace "Who's doing what?" sections (in English or French)	n/a	38	35	63	70
	Likes on Facebook/followers on Twitter	1,939/3,403	2,836/5,372	3,926/6,930	5,467/8,894	7,000/10,500
Continue	Articles shared on sportanddev.org	1,160	1,271	1,301	1,356	1,380
Continue to service the S&D community	Responses to calls for articles	n/a	15	23	28	32

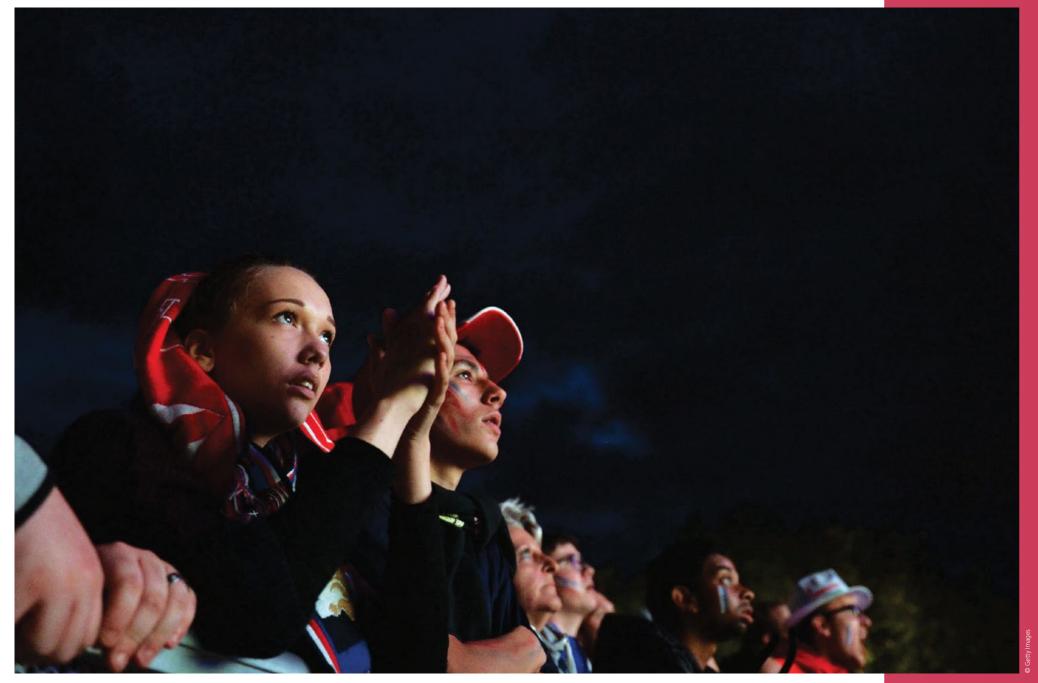
As S&D's most important learning resource, networking platform and knowledge hub, sportanddev.org has played a crucial role in enabling the sector to reach the point where sport is now widely viewed as a legitimate, effective tool for use in development. With the S&D sector having reached a milestone in its development and the international community now in the SDGs era, sportanddev.org is looking forward to continuing to fulfil this role.

Additional solidarity projects

UEFA FSR partner	Activity
Football Federation of Belarus	Nadezhda Cup The consequences of the Chernobyl disaster are still widely felt in Belarus. The country built nine health centres to rehabilitate adults and children affected by the disaster. In 2014 the Belarusian FA introduced the Nadezhda Cup to give children the opportunity to express themselves through football and become more physically active. In September 2015, nine teams, one from each of the centres, took part in the second edition of the tournament.
Football Federation of Montenegro and Football Association of Wales	Natural disaster relief As part of its long-standing tradition of supporting member associations in distress in the wake of natural disasters, UEFA provided €16,900 to the Montenegrin FA for the south stand wall of the FC Sutjeska stadium in Niksic, which had collapsed in March following a severe storm, and €14,700 to the Welsh FA towards repairing damage to Pontardawe Town FC and Caersws FC caused by storms bringing heavy rain and flooding.
Football Association of Serbia	Friendship tournament The third annual Friendship tournament enabled local communities, ethnic minorities, local football teams and international guests from the former Yugoslav republics to get together and play football, have fun, deepen intercultural exchange and take a stand against racism, nationalism and intolerance.
International Academy of Sports Science and Technology	Green Sports Alliance Europe UEFA provided seed funding to the International Academy of Sports Science and Technology to establish a non-profit entity that would leverage the cultural and market influence of sports to promote healthy, sustainable communities across environmental, economic and social dimensions.
Sport and Citizenship think tank (S&C)	Corporate social responsibility and sport S&C organised a round-table discussion on the topic of corporate social responsibility and sport, focusing on how sports organisations and the organisation of major sporting events can be a driver for social change.
UEFA development competition	UEFA Youth League The competition, in its third consecutive season, brought together 64 teams: the 32 youth teams of the clubs that qualify for the group stage of the UEFA Champions League, and the domestic youth champions of the 32 best-ranked associations in the 2015 UEFA association club coefficient rankings. The finals, hosted by UEFA at Colovray sports centre in Nyon, Switzerland, marked yet another opportunity to sensitise the young players, via the Respect campaign, to the kind of values that are important to cherish and keep with them in the game, and in life.



UEFA Football and Social Responsibility Report 2015/16
Fan dialogue



Fan dialogue

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Football Supporters Europe

The 2015/16 season, like others before, showed what can be achieved when Football Supporters Europe (FSE) members' views are given due consideration by football stakeholders. In particular, with the implementation of the Respect Fan Culture fan embassies project at UEFA EURO 2016, FSE demonstrated the positive potential of fan involvement in safety and security arrangements at a major tournament. FSE tied in to UEFA's operations at the tournament to ensure a legacy of supporter dialogue and liaison in France and other participating countries. The project has raised the bar for fan hosting at future tournaments and for what FAs could achieve jointly with their supporters at national level.

Main achievements 2015/16

- The Respect Fan Culture fan embassies project was implemented at UEFA EURO 2016. With 185 volunteers and the cooperation of 19 out of 24 national teams, not to mention key institutional stakeholders, as well as supporters and NGOs in France, this was the highest level of participation in the fan embassies programme to date. The fan embassies helped fans to enjoy a safe and festive event and to distance themselves from racism and violence.
- The eighth European Football Fans' Congress was held in Dublin, Republic of Ireland, and Belfast, Northern Ireland. The threeday conference, with participants from more than 30 countries, offered workshops on fan-driven community work, sanctions, UEFA EURO 2016, stadium bans and homophobia in football.
- The FSE anti-discrimination division was relaunched with an
 expansion of network activities, including the <u>first meeting of new</u>
 anti-discrimination action groups, the <u>Second Fan Shirt Campaign</u> in
 support of approximately 15 refugee aid projects, connecting fans
 across Europe who are active in refugee aid and publishing issue 5
 of the FSE fanzine Revive the Roar!, <u>on fan-driven activities against</u>
 discrimination in football.
- A new FSE working group on stadium bans and repression was launched. The group involves supporters from all levels of the game from 16 countries. An online discussion group was launched to gather views on exclusion measures such as stadium bans.

"The devoted supporters from 19 countries who were involved in the provision of the fan embassies made an important contribution during the preparations for UEFA EURO 2016 and during the tournament. They helped us to show the added value of supporter involvement, in the spirit of our idea of hospitality 'à la française'."

Noël Le Graët, president, French Football Federation

Planned activities for 2016/17

- The European summer network meeting in Izmir, Turkey, in July 2016.
- The UEFA EURO 2016 fan embassies evaluation meeting in September 2016.
- Football Pride Week in October 2016.
- The **Second Fan Shirt charity event** in November 2016.
- There will be a Europe-wide FSE fan survey on stadium bans and repression.
- **Stadium action days** will be held by the working group on stadium bans and repression in April 2017.
- The **European Football Fans' Congress 2017** will be held in Ghent and Lokeren, Belgium, from 6 to 9 July 2017.
- Multi-agency projects on self-regulation and security in football will be launched.
- Preparations will begin for fan embassies at the 2018 FIFA World Cup in Russia.
- Work will start on a European exhibition on female fan culture.

More than 185 volunteers from 19 national teams participated in project activities during the year leading up to UEFA EURO 2016.



FSE
Taract

Fan dialogue

Objective	Indicator		Perfor	mance		Target
Objective	mercator	2012/13	2013/14	2014/15	2015/16	2016/17
Foster networking and exchange among football fans across Europe	FSE events and projects for transnational exchange facilitated among fans or FSE members	15	15	20	20	20
	New FSE membership applications accepted	61	289	97	87	100
Organise transnational grassroots campaigns on topics relevant to supporters	Fan groups participating in FSE's transnational campaigning activities	5	10	80	130 ⁴⁹	100
Provide support services, advice and expertise to fans at national and local	Countries in which FSE provided structured advice and European backing to members' activities	5	6	5	5	6
level and in the context of international	Users of the FSE Fans' Guide app	n/a	5,000	3,000	5,300	8,000
tournaments	Indicator 2012/13 2013/14	12	21	23		
Represent fans' interests with relevant institutions and football governing bodies	of governmental and football governing bodies worldwide that FSE works with on a	4	5	8	10	10

As well as the many prominent 'outward-facing' projects that FSE undertook during the 2015/16 season, the enhancement of its own governance structures was also high on the agenda. At the annual general meeting (AGM) in 2015 members adopted three prominent changes within the organisation:

- 1. a resolution for a constitutional change to FSE's AGM from every year to every two years;
- 2. a change in the election term for FSE committee members from one year to two years; and
- 3. the election of two expert internal auditors to conduct an annual examination of FSE's bookkeeping.

⁴⁹ This figure was considerably higher than planned due to the wide support shown for the <u>open letter to UEFA on collective punishment</u>.
⁵⁰ With support from national governments, football governing bodies or third parties.

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Fan dialogue

Supporters Direct Europe

Throughout the 2015/16 season, Supporters Direct Europe (SD Europe) took steps towards establishing itself as an independent organisation, rather than an informal network serviced by a department within an existing body, Supporters Direct. At the time of writing, the process outlined in UEFA's 2014/15 FSR report, and supported by UEFA, was approaching its conclusion, and it was envisaged that SD Europe would be established and operational as an independent organisation before the end of 2016.

19 supporters' organisations and member-run clubs from

16 countries attended the SD Europe network meeting.

Main achievements 2015/16

- The Erasmus+ project <u>Clubs and Supporters for Better Governance in Football</u> was launched. The project is designed to promote EU principles on good governance in sport through a training, education and exchange programme involving memberrun football clubs and NSOs from seven EU states over two years. The programme will address three core topics:
- good governance,
- financial sustainability, and
- member/volunteer engagement and democratic participation.
- The <u>SD Europe network meeting in Hamburg</u> gathered together supporters' groups, national organisations and member-run clubs from across Europe for wide-ranging and extensive discussions about the future of the network, whose organisations are united by their commitment to good governance in football and the involvement of supporters in decision-making at their clubs and governing bodies.
- SD Europe conducted a **governance review** among key stakeholders to be in a position to make proposals for its future governance structure. The main findings indicated that:
- SD Europe's stakeholders believe overwhelmingly that it would be missed if it did not exist.
- its members are overwhelmingly positive about the quality of its support, and
- there is a clear message that funders require a pan-European organisation if funding is to continue.
- SD Europe was awarded **observer status** on three <u>EU Expert Groups</u> (on good governance, match-fixing and the economic dimension of sport) and the <u>Council of Europe Standing Committee of the European Convention on Spectator Violence</u> for a renewable period of three years. This will help to consolidate the involvement of supporters' organisations in discussions about issues that affect fans across Europe. As part of the latter role, SD Europe was invited as part of the Council of Europe delegation to a conference in Zagreb and a consultative visit to Russia.
- The inaugural European club supporter liaison officer (SLO) network meeting
 was held in 2016 to enable 11 club SLOs from 11 countries to exchange best-practice
 examples and potential answers to the challenges faced by SLOs at European and
 domestic level

Planned activities for 2016/17

- A <u>Clubs and Supporters for Better Governance in</u>
 <u>Football project workshop</u> will be held to address debates
 concerning the financial sustainability of football clubs and
 supporters' organisations.
- The first AGM will be held to offer members the opportunity to vote on issues surrounding the establishment of SD Europe as an independent organisation.
- Strategic roadmap round tables will take place to complement the work on the governance review by carrying out a review of SD Europe's operational strategy and objectives.
- A UEFA <u>SLO</u> workshop will be held to help UEFA's member associations and their clubs to take SLO work to the next level.
- A second <u>European SLO network meeting</u> will be held to discuss best practices and come up with practical suggestions to improve the matchday experience for all parties involved in the organisation of the match.

"It's important for us, as the biggest member-run club in Germany, to get another view from other clubs who perhaps have the same problems, to get best-practice examples and to learn from one another."

Thomas Kirschner, lead supporter liaison officer, FC Schalke 04





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Fan dialogue UEFA Football and Social Responsibility Report 2015/16

Supporters Direct Europe

Key performance indicators

Objective	Indicator		Perfor	mance		Target
		2012/13	2013/14	2014/15	2015/16	2016/17
Grow SD Europe network and improve	services offered to groups					
Grow number of NSOs	NSOs established	Cumulative total of 9	1	1		1 (cumulative total of 13)
	New countries in the network	2	2	2	1	2
Foster structural relationships between NSOs and national institutions and	NSOs securing long-term working relationships with national governing bodies	n/a	2	2	2	3
governing bodies	NSOs securing funding from stakeholders	1	3	2	2	3
Provide training and knowledge	Training events	7	6	10	11	13
sharing	Members surveyed each year	n/a	3	2	3	12
Strategic lobbying						
Promote sustainability in football	Attendances and speaking opportunities at stakeholder workshops	3	4	7	6	4
	Contributions at EU/national-level working groups relating to football governance	1	1	4	9	6
Deepen stakeholder relationships	Meetings with governments, number of times ministerial support is given for supporter involvement and legal/policy changes made	7	1	4	4	5
SLO implementation						
	UEFA member SLO workshops participated in	Cumulative total of 11	4	5	7	6
Service demand for training and education from key stakeholders	SLO bilateral meetings participated in or arranged	n/a	3	5	4	5
	Events participated in that were organised by non-UEFA stakeholders	4	9	8	20+	15

After nine years as a member of the football family, representing supporters' groups and advising other stakeholders, SD Europe has become a recognised expert in football governance. SD Europe has a growing membership, and the range of stakeholders that it provides with advice

has also expanded to include football clubs, governing bodies, national governments and European institutions. As the network approaches its tenth anniversary, it is looking forward to its establishment as a new, democratic organisation fully owned by members of the network.



UEFA Football and Social Responsibility Report 2015/16
FSR-related activities



FSR-related activities

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UEFA Football and Social Responsibility Report 2015/16 **FSR-related activities**

HatTrick FSR workshop

UEFA is determined to assist its member. associations in managing the social, environmental and economic impact of football across Europe. UEFA hosted a workshop to launch the new HatTrick incentive funding for social responsibility projects – an annual maximum of €50,000 for each association. This two-day event in Nyon was attended by 53 UEFA member associations.

The purpose of the workshop was threefold:

- 1. to create a common understanding of the concept of social responsibility, what it means and how it applies to football;
- 2. to review the HatTrick IV regulations and explain the application process for obtaining incentive funding for social responsibility; and
- 3. to inspire associations to develop a social responsibility strategy through the sharing of experience and good practice.

Examples of good practice, all connected to football, were presented by experts in the field, such as NGO representatives, academics and consultants, in conjunction with member associations. Topics included the tackling of discrimination, access to football, stakeholder engagement employment through football, the refugee crisis, colour blindness and smoking-related issues.



UEFA EURO 2016

UEFA EURO 2016 was the first time that social responsibility and sustainability were fully integrated into the bidding process for a UEFA event. In the implementation process that followed, exhaustive efforts were made, using a variety of approaches, to involve all areas of the organisation and key external stakeholders.

Perhaps the most challenging development to arise from the project was the decision in April 2015 to aim for ISO 20121 certification for the event sustainability management system, which was ultimately achieved. This involved the inclusion of a sustainability addendum in all tender, procurement and contractual documents in August 2014. As a result, a list of more than 500 project-specific sustainability initiatives and related key performance indicators was developed, with the support of at least one sustainability champion in each area of the operations team.

The inclusion of a social responsibility chapter in the UEFA EURO 2016 bidding criteria seven years earlier paved the way for eight social and sustainability priorities, four of which involved existing FSR partners (CAFE, Climate Friendly, the Fare network, FSE, and the WHF and Healthy Stadia). These priorities were monitored and assessed before, during and after UEFA EURO 2016. The full details are presented in UEFA's post-event social responsibility and sustainability report, which was produced in accordance with the 'core' level of the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines in the supplement for event organisers.



"What's next? It will take years to really see the legacies of this event in France, maybe in the form of enhanced sustainability management for the next major sporting event or within individual sports associations. The lessons learned will be very useful for UEFA EURO 2020, allowing us to repeat what worked well and improve on things that could have been done better.

Work is already under way with a view to making our future events even more socially responsible and sustainable, and it will take the energies of every stakeholder in the football family to achieve this goal." Martin Kallen, CEO, UEFA Events SA



terms of public health.

On the other hand, combi-tickets and e-tickets could not be provided, the dual-bin system was not consistent across stadiums and there were a limited number of hybrid and electric cars. These would have been tangible and visible actions in the eyes of fans. While stadiums did offer seats for disabled fans, the sightlines and infrastructure provided for these fans at the venues were not always ideal.

Overall, the tournament was a great celebration of football, and our social responsibility initiatives revealed another side to our sport: social communion and care for the environment."

Jacques Lambert, president, EURO 2016 SAS



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UEFA Football and Social Responsibility Report 2015/16
FSR-related activities

UEFA EURO 2016



Key performance indicators

		Indicators
	Respect Access for All _	1,685 wheelchair spaces and 1,111 easy-access seats close to amenities
RESPECT ACCESS FOR ALL	Respect your Health — Tobacco-free tournament Respect Diversity — Anti-discrimination match monitoring Respect Fan Culture — Fan embassies Respect the Environment — Public transport and mobility Respect the Environment — R	
	Respect your Health –	12,805 yellow cards and 1,159 red cards given to fans and staff for failing to respect the tobacco-free policy
RESPECT YOUR HEALTH	Respect Access for All— Total Football, Total Access Respect Access for All— Total Football, Total Access Respect your Health— Tobacco-free tournament Respect Diversity— Anti-discrimination match monitoring Respect The Environment— Public transport and mobility Respect the Environment— Energy and water optimisation Respect the Environment— Responsible sourcing of products and services 100% of contracts and licensing agreements included mandatory compliance with the ten United Nation organization's Declaration on Fundamental Principles and Rights at Work 100% of contracts and dicensing agreements included mandatory compliance with the ten United Nation organization's Declaration on Fundamental Principles and Rights at Work 100% of contracts and dicensing agreements included mandatory compliance with the ten United Nation organization's Declaration on Fundamental Principles and Rights at Work	
RESPECT DIVERSITY		
RESPECT FAN CULTURE		19 of the 24 teams represented by fan embassies
	Respect the Environment –	517,000 tonnes of CO ₂ equivalent emitted due to transport of teams and spectators
	Public transport and mobility	150,000 additional seats made available on public transport for journeys to stadiums
	Respect the Environment –	Recycled 38% of the waste generated by the different operational projects (1,004 tonnes)
BESDETT	Waste management	10 tonnes of prepared food (50,000 sandwiches) and raw products donated to NGOs
ENVIRONMENT	Respect the Environment –	31,000 litres of fuel saved in generators by improving the service level for domestic power
	Energy and water optimisation	Certified renewable electricity purchased by three stadiums
		Global Compact principles and addressed identifiable needs in relation to the International Labour
	and services	71% of items produced in Europe, and 51% of the sourcing budget spent on items produced in Europe

UEFA Foundation for Children



The independent <u>UEFA Foundation for Children</u> continued to oversee charitable projects across the world during the 2015/16 season, in partnership with NGOs that place disadvantaged children at the heart of their work.

What was the annual €1m UEFA Monaco Charity Award is now known as a solidarity fund, and is administered by the UEFA Foundation for Children. The foundation allocated the funding during the reporting period to the following organisations:

- streetfootballworld: a network that unites more than 100 community organisations behind a common goal – changing the world through football.
- Colombianitos: a body aiming to improve the quality of life of children and young people and their communities, through sport, recreation, education and health.
- Just Play: a programme that improves the lives of children in the Pacific region through football.
- Right To Play: a programme using the power of play to educate and empower children to overcome the effects of poverty, conflict and disease in disadvantaged communities.
- Magic Bus: a programme that steers children towards a better life with better awareness, better life skills and better opportunities in the journey from childhood to livelihood.



Getty Image

UEFA Football and Social Responsibility Report 2015/16

Concluding remarks



Concluding remarks

UEFA Football and Social Responsibility Report 2015/16

Concluding remarks

Outlook

UEFA's appetite to move forward and progress along its social responsibility and sustainability path remains as strong as ever. One of the key components to progress is the long-term partnership UEFA enjoys with other organisations. The evidence that these partners bring key skills to the table and strengthen UEFA's social responsibility and sustainability activities from year to year has been here in these reports for all to see. Encouraged by this, UEFA is continuing to aim to deepen the relationships with and between these organisations, to identify synergies and increase impacts.

The collaboration between partners IBSA and the CCPA perhaps best demonstrates these efforts, as Vildana Delalić-Elezović from the CCPA describes:

"Before we met IBSA during the HatTrick FSR workshop in Nyon, in 2015, we knew little about blind football. However, we were invited to learn more through cooperation in a project to introduce blind football to Bosnia and Herzegovina for the first time. IBSA and the CCPA hosted a two-day seminar for coaches and showcased the game to blind participants at the National Centre for Blind and Partially Sighted Children and Youth. The outcome was great! To learn that they could actually play football was a revelation for these young people. The CCPA maintains close contact with the centre and supports their activities as they continue to develop the game – all thanks to IBSA, the knowledge delivered and the equipment donated. Hopefully there will be more opportunities like this for the blind community in Bosnia and Herzegovina."

HatTrick social responsibility projects

The UEFA HatTrick programme was established to provide financial support to the UEFA member associations in their task of developing and fostering football at all levels within their territories.

The new cycle, HatTrick IV, runs from 2016 to 2020, with a total of €10.8m drawn from UEFA EURO 2016 being made available for funding. Each member association will have the opportunity to receive a minimum of €200,000 every four years for FSR projects that address social and/or environmental issues within their countries.

Following the HatTrick FSR workshop, and with several project proposals already submitted, member associations showed that they were ready to start investing the funds to build sustainable projects that demonstrate a real impact and make the running of European football more socially responsible and sustainable. These projects will be reported on in the 2016/17 FSR report.

FSR strategy review

UEFA's FSR strategy is reassessed regularly at the end of each four to fiveyear strategic business planning cycle. The current cycle comes to a close at the end of the 2016/17 season. UEFA's aim is to review the current FSR strategy and engagement with member associations, NGO partners, supporters' groups and other stakeholders, and to pave the way for European football to be more socially responsible and sustainable.

Two main questions will guide the review process:

- 1. What should UEFA's FSR strategy be for the next cycle?
- 2. How can UEFA demonstrate leadership in social responsibility and sustainability?

Different key stakeholders will be consulted to get a broad view of UEFA's FSR strategy and to develop solid recommendations for the forthcoming cycle.

takeholder	Data analysis	Interviews	Questionnaire
Cey UEFA staff		•	
As	•	•	•
Core FSR partners	•	•	•
Associate FSR partners	•	•	•
port governing bodies		•	
Sovernment agencies		•	
Other experts/expert IGOs		•	

UEFA Football and Social Responsibility Report 2015/16

FSR partners



FSR partners

2013/14 2014/15

FSR partner feedback

UEFA's core and associate FSR partners met for the third successive year at UEFA's HQ to share updates, hear from several UEFA units concerning UEFA's wider social impact, provide feedback and discuss the forthcoming reporting process.

The FSR partners were given the opportunity to provide written feedback on their experience of the previous season's reporting process. An overview of the data collected from their feedback forms, including quotes and charts, is provided below.

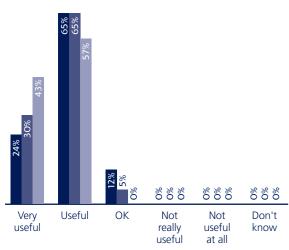
- "Great overview of UEFA's comprehensive FSR program. Good to have UEFA social and environment initiatives (Inside UEFA) added."
- 66 [Missing issues include] refugees and migrants and their integration into European society through football."
- "Would be useful to further develop the electronic version, more links, make it more 'interactive.' 99
- 66 It's not too long. We will not read this report from A to Z but look up certain organisations. Hence it is important that the organisations and interventions get space."
- 66 [It would be useful to add] an evaluation of what the member associations are doing with the resources that are available."
- " Is the online version accessible for blind and partially sighted people who use screen readers52?99

52The PDF settings of this report and the previous FSR reports do allow the files to be read by screen readers.

What is your rating of the content of the report?

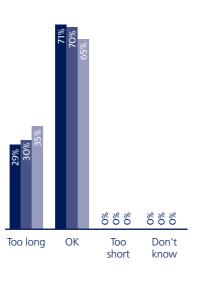
2012/13 2013/14 2014/15

Content⁵¹



Length



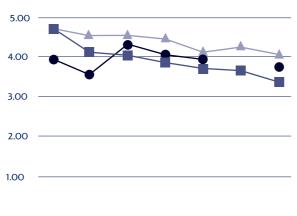


Rate the level of engagement across the stages of the reporting process

● 2012/13 ■ 2013/14 ▲ 2014/15



Involvement



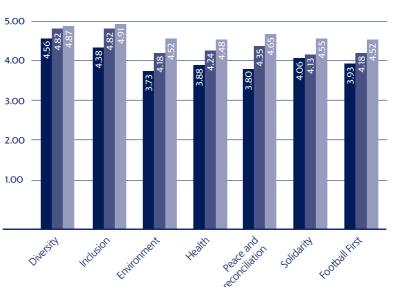


2012/13 2013/14 2014/15

Rank the relevance of the following issues

(scale: 1 = very low, 5 = very high)

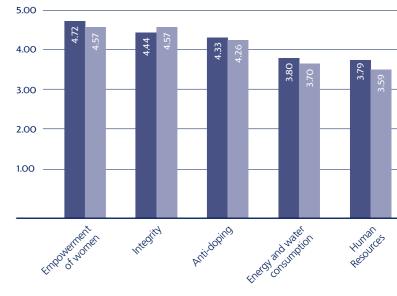
Topics covered



Rank the relevance of the following issues

(scale: 1= very low, 5=very high)

Inside UEFA issues



51Figures rounded up.

FSR partner contact list

The organisations involved in UEFA's FSR programme during the 2015/16 season are listed here with contact details.

Asyl Liga www.facebook.com/ AsylLiga bjerregaard.per@gmail.com +45 20 20 74 38

Balkan Alpe Adria Project www.facebook.com/ Balkanprojects alex.baap@gmx.at +43 6811 048 51 10

Centre for Access to Football in Europe www.cafefootball.eu info@cafefootball.eu +44 20 8621 2405 Climate Friendly – part of the South Pole Group www.climatefriendly.com r.asselman@ thesouthpolegroup.com +61 419 389 686

Comunità Nuova www.comunitanuova.it info@iotifopositivo.it +39 347 9117428

Cross Cultures Project Association www.ccpa.eu ccpa@ccpa.eu or anders@ccpa.eu +45 27 11 15 19 European Amputee Football Federation www.facebook.com/ EuroAMP office@amputeefootball.eu +48 533 982 629

European Deaf Sport Organisation www.edso.eu football@edso.eu

European Powerchair Football Association www.europeanpfa.com communication@ europeanpfa.com +44 7972 569727 fairplay-VIDC www.fairplay.or.at fairplay@vidc.org +43 171 335 94 93

Fare network www.farenet.org info@farenet.org +44 20 7253 6795

Football Supporters Europe www.fanseurope.org info@fanseurope.org +49 40 3708 7751 Healthy Stadia www.healthystadia.eu matthew.philpott@ healthystadia.eu +44 1512 372686

Homeless World Cup
Foundation
www.homelessworldcup.
org/foundation
ryan@homelessworldcup.org

+44 131 290 2242

International Academy of Sports Science and Technology www.aists.org info@aists.org +41 21 353 03 90 International Blind Sports Federation www.ibsasport.org football.eurdev@ibsasport.org +34 670 087 637

International Committee of the Red Cross www.icrc.org mrombach@icrc.org +41 22 730 21 32

International Federation of CP Football www.ifcpf.com info@ifcpf.com +31 654 737679 NEVER AGAIN Association www.nigdywiecej.org rafal@nigdywiecej.org +48 603 647 228

New Israel Fund/ Kick It Out Israel www.nif.org.il itzik@nif.org.il +972 732 44500

Special Olympics
Europe Eurasia
www.specialolympics.org
mkrogulec@
specialolympics.org
+48 501 016 054

FSR partner contact list

Sport and Citizenship think tank www.sportetcitoyennete.com info@sdeurope.eu Maxime.leblanc@ sportetcitoyennete.com +33 2 41 36 21 96

sportanddev.org: The International Platform on Sport and Development www.sportanddev.org info@sportanddev.org +41 32 344 30 55

Supporters Direct Europe www.sdeurope.eu

UEFA Foundation for Children www.uefafoundation.org contact@uefafoundation.org

World Heart Federation www.worldheart.org info@worldheart.org +41 22 807 03 27

WWF International www.panda.org nmirimanoff@wwfint.org or wskinner@wwfint.org +41 22 364 93 19 or +41 22 364 93 15

UEFA member association contact list

The member associations involved in UEFA's FSR programme during the 2015/16 season are listed here with contact details.

Football Federation of Belarus www.bff.by grassroots@bff.by +375 297007176

Danish Football Association www.dbu.dk dbu@dbu.dk +45 43 26 22 22

Football Association of Ireland www.fai.ie info@fai.ie +35318999500

Irish Football Association www.irishfa.com mboyd@irishfa.com +44 2890 669458

Israel Football Association www.football.org.il info@football.org.il +972 3 617 1500

Scottish Football Association www.scottishfa.co.uk hala.ousta@scottishfa.co.uk +44 7506 754319

Football Association of Serbia www.fss.rs lgor.jankovic@fss.rs +381 11 323 34 47

UEFA Football and Social Responsibility Report 2015/16
Global Reporting Initiative index

Global Reporting Initiative index (GRI)⁵³

Key				
●	Partially reported Completely reported			
GRI indi	cator Description	Section	Subsection/document (page) (comments)	Coverage
Genera	standard disclosures			
Strategy	and analysis			
G4-1	Statement	Message from Peter Gilliéron	(6)	
G4-2	Key impacts, risks and opportunities	Message from Peter Gilliéron About the report About the report	(6) New developments (12) UEFA FSR report 2012/13 (9) (reference to UEFA's Social Responsibility Strategy Review (2011))	0
Organis	ational profile	Concluding remarks	(106-107)	
G4-3	Name of the organisation		(120) (Publisher information)	⊘
G4-4	Primary brands, products and services	Introduction	UEFA FSR report 2012/13 (5)	⊘
G4-5	Location of the organisation's headquarters	Back cover	-	0
G4-6	Names and numbers of countries where the organisation operates	- Introduction	(120) (Publisher information) UEFA FSR report 2012/13 (5)	⊘
G4-7	Nature of ownership and legal form	Introduction	<u>UEFA FSR report 2012/13</u> (5)	⊘
G4-8	Target audience and affected stakeholders	Introduction	<u>UEFA FSR report 2012/13</u> (5)	⊗
G4-9	Scale of the organisation	Introduction Inside UEFA	<u>UEFA FSR report 2012/13</u> (5) <u>Energy and water consumption</u> (22), <u>Human resources</u> (23)	•
G4-10	Total workforce	Inside UEFA	Human resources (23)	•
G4-11	Percentage of total employees covered by collective bargaining agreements			8
G4-12	Organisation's supply chain			⊗
G4-13	Significant changes during the reporting period as regards organisation's size, structure, ownership or supply chain	About the report Inside UEFA	New developments (12) Human resources (23)	•
G4-14	Precautionary approach or principle – whether and how it is addressed by the organisation			8
G4-15	Externally developed charters, principles and other initiatives			⊗
G4-16	Membership of associations and national or international advocacy organisations	Introduction European dialogue	UEFA FSR report 2012/13 (5) UEFA FSR report 2012/13 (70) (Council of Europe)	•

G4-17	List of all entities, including consolidated financial statement	Introduction	UEFA FSR report 2012/13 (5)	•
G4-18	Report content	About the report About the report	(12) <u>UEFA FSR report 2012/13</u> (9)	0
G4-19	List of material aspects identified	About the report	(12)	
G4-20	List of material aspects inside the organisation	About the report	<u>UEFA FSR report 2012/13</u> (9) (see comment regarding identification of aspects in footnote 54)	•
G4-21	List of material aspects outside the organisation	Strategy	<u>UEFA FSR report 2012/13</u> (14)	
G4-22	Effect of any restating of information provided in previous reports			Θ
G4-23	Significant changes relative to previous reporting periods	About the report	(12)	⊗
Stakeholo	ler engagement			
G4-24	List of stakeholder groups	FSR partner contact list	<u>(112)</u>	⊗
54-25	Specific stakeholders with whom to engage	About the report	<u>UEFA FSR report 2012/13</u> (9)	⊗
G4-26	Approach to stakeholder engagement	FSR partner feedback	(110)	⊘
G4-27	Topics and concerns raised through stakeholder engagement	FSR partner feedback	(110)	•
Report pro	ofile			
G4-28	Reporting period	About the report	(<u>12</u>)	⊗
G4-29	Date of the most recent previous report	About the report	<u>(12)</u>	⊗
G4-30	Reporting cycle	About the report	(<u>12</u>)	\otimes
G4-31	Contact point		(<u>122</u>) (<u>Contact</u>)	⊘
G4-32	Type of report		This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.	Θ
G4-33	Assurances			9
Governan	се			
G4-34	Governance structure of the organisation	About the organisation	<u>UEFA FSR report 2012/13</u> (6) (The administrative organisation of UEFA)	•
Ethics and	l integrity			
G4-56	Organisational values, principles, standards and behavioural norms	About the organisation Football and social responsibility at UEFA	<u>UEFA FSR report 2012/13</u> (6) <u>UEFA FSR report 2012/13</u> (10)	⊘
		OLIA	UEFA FSR report 2012/13 (14)	_

 $^{^{53}}$ This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

UEFA Football and Social Responsibility Report 2015/16
Global Reporting Initiative index

Global Reporting Initiative index (GRI)

GRI indicator	Description	Section	Subsection/document (page) (comments)	Coverage
Specific standa	ard disclosures for NGOs (Note: only UEFA's key aspe	ects are covered ⁵⁴)		
Economic				
Economic perf	ormance			
G4-EC1	Direct economic impact	About the report	FSR budget allocation by theme 2015/16 (13)	•
G4-EC2	Financial implications due to climate change	Environment	Climate Friendly (64)	•
"NG07"*	Breakdown of financial investments/funding by type	About the report	FSR budget allocation by theme 2015/16 (13)	⊗
"NGO8"*	Breakdown of financial resources by source	About the organisation Football and social responsibility at UEFA Strategy	UEFA FSR report 2012/13 (6) UEFA FSR report 2012/13 (10) UEFA FSR report 2012/13 (14)	9
Environmenta	al			
Energy			(22)	
G4-EN3	Energy consumption within the organisation	Inside UEFA	Energy and water consumption (22)	•
Water				
G4-EN8	Withdrawal of water	Inside UEFA	Energy and water consumption (22)	⊗
Waste				
G4-EN23	Total weight of waste		(Aim to include in next season's report)	⊗
Transport				
G4-EN30	Significant environmental impacts of transport	Environment	Climate Friendly (64)	•
Society				
<u>Anti-corruption</u>			(26-27)	
G4-SO4	Training on anti-corruption policies and procedures	Inside UEFA	Integrity (26) and Medical (27)	•
G4-SO5	Confirmed incidences of corruption and action taken	Inside UEFA	Integrity (26) and Medical (27)	0
Labour practi	ces and decent work			
Employment			(23-25)	
G4-LA1	New employee hires and employee turnover by age group, gender and region	Inside UEFA	<u>Human resources</u> (23)	0
G4-LA9	Hours of training		(Aim to include in next season's report)	⊗
G4-LA10	After-placement programme	Inside UEFA	<u>Human resources</u> (25)	•
G4-LA11	Performance and career development reviews	Inside UEFA	<u>Human resources</u> (24)	•
G4-LA12	Breakdown of employees by employee category and other indicators of diversity	Inside UEFA	<u>Human resources</u> (23)	•

Product and	service labelling	(110)		
G4-PR5	Customer satisfaction	FSR partner feedback	(110)	•
Affected stal	keholder engagement			
"NGO1"*	Number and type of stakeholder groups involved in project design and input	FSR partner feedback About the report	<u>UEFA workshops</u> (110) <u>UEFA FSR report 2012/13</u> (9)	0
Feedback, co	omplaints and action			
"NGO2"*	Opportunities to provide feedback and complaints and action taken	FSR partner feedback	(110)	⊗
Monitoring,	evaluation and learning			
"NGO3"*	a) Number of projects with key performance indicators, and b) Number and percentage of projects that are externally evaluated	All 'issue' chapters	a) All key performance indicator tables in report b) Majority of core and associate FSR partners externally evaluated (not known: Asyl Liga, Climate Friendly and Comunità Nuova)	⊘
Gender and	diversity			
"NGO4"*	Diversity and participation based on gender, age, minority group, or other relevant type	Diversity Inclusion Peace and reconciliation	All subsections All subsections All subsections	0
Public aware	eness and advocacy			
"NGO5"*	Number, type and impact of public awareness and advocacy campaign	Diversity Inclusion Environment Health Peace and reconciliation Solidarity Fan dialogue Other FSR-related activities	Fare network (31), NAA (34), FAI (36), IFA (37), Israeli FA (38), FAs of southeastern Europe (41) CAFE (44), IBSA (54), HWCF (60) WWF (66) WHF (70) and Healthy Stadia (70) CCPA (76) Comunità Nuova (83), ICRC (84), sportanddev.org (86), S&C (88) FSE (92) UEFA EURO 2016 (100)	⊘
Coordination	n			
"NGO6"*	Number and outcome of initiatives to coordinate activities and identify synergies	Concluding remarks FSR partner feedback	(106) UEFA workshops (110)	0

⁵⁴ Aspects have been identified based on the strategic priorities defined by UEFA together with key stakeholders. This is not in full accordance with GRI's Materiality Principle.

^{*}Specific indicator developed by UEFA using the same technical rigour as the GRI standard disclosures



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Nyon, March 2017







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