



Respect



UEFA Football and Social
Responsibility Report
2017/18

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Icons



Diversity and inclusion



Environment



Health and well-being



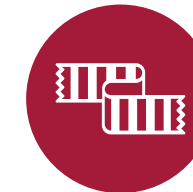
Peace and reconciliation



Solidarity



Child safeguarding



Supporter relations

UEFA's Football and Social Responsibility unit addresses key social responsibility issues through football in close partnership with member associations and expert organisations. These icons are found throughout the report, at the beginning of relevant sections, to indicate the issue or issues being addressed by the organisation or initiative.

Abbreviations

ADC Audio-descriptive commentary	DCO Doping Control Officer	FACR Czech Republic Football Association	HWCF Homeless World Cup Foundation	KIO Kick it out	NOPF National Organisation for Powerchair Football	SDG Sustainable development goal	UEL UEFA Europa League
CAFE Centre for Access to Football in Europe	DFB German Football Association	FAI Football Association of Ireland	IBSA International Blind Sports Federation	KNVB Royal Netherlands Football Association	OFFS Open Fun Football School	SLO Supporter liaison officer	URBSFA/KBVB Royal Belgian Football Association
CCPA Cross Cultures Project Association	D&I Diversity and inclusion	FDEP Football Doctor Education Programme	ICRC International Committee of the Red Cross	KPI Key performance indicator	PIO Platform for Integrity Officers	SOEE Special Olympics Europe Eurasia	WADA World Anti-Doping Agency
CSR Corporate Social Responsibility	EAFF European Amputee Football Federation	FSE Football Supporters Europe	IFA Israel Football Association	LIAISE Liaison-based Integrated Approach to Improving Supporter Engagement	PRP Physical rehabilitation programme	SPFA Scottish Powerchair Football Association	WHF World Heart Federation
CVD Colour vision deficiency	EDSO European Deaf Sport Organisation	FSR Football and social responsibility	IFCPF International Federation of Cerebral Palsy Football	NAA NEVER AGAIN Association	RFEF Royal Spanish Football Federation	Tdh Terre des hommes	WWF World Wide Fund for Nature
DAO Disability Access Officer	EPFA European Powerchair Football Association	GRI Global Reporting Initiative	IWG International Working Group	NADO National Anti-Doping Organisation	S&D Sport and development	UCL UEFA Champions League	

Introduction



Message from Aleksander Čeferin

UEFA President

Football is a sport that enjoys immense popularity – given this fact, the game has an enormous role to play as a force for sustainable development. Consequently, under the watchword of Respect, UEFA is pleased to be able to show its beating social and humanitarian heart by participating in a multitude of social responsibility activities and campaigns.

UEFA is committed to making use of the power and popularity of football in a variety of ways. We strive to nurture diversity and keep the game free of racism and any forms of discrimination; we are determined that football should be fully accessible to people of all abilities, because everyone should have the right to take part in our sport; we help to safeguard people's well-being by incorporating principles of human rights and environmental sustainability within our operations; we promote peace by contributing to the reconciliation of people across our continent; and we champion a healthy and safe environment on and off the football field.

The 2017/18 UEFA Football and Social Responsibility Report provides a comprehensive review of the tireless work that we are undertaking in conjunction with national associations, fan groups, NGOs, national governments, European institutions and public authorities and other stakeholders. These partnerships are proving their worth in every respect.

This detailed report is a window onto the wide-ranging social responsibility work being carried out by UEFA and its valued partners – work which is continuing to have a significant impact. We are delighted to see just how football is fulfilling its role as an #EqualGame.

Aleksander Čeferin

Message from Peter Gilliéron

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

It is a privilege to introduce the first report of UEFA's new four-year Football and Social Responsibility (FSR) cycle (2017–21).

In my first message back in 2012/13, I explained that the FSR report was an important milestone on a long journey. Six years later, my opinion has not changed. In the intervening reports you can read about many more of the milestones reached in the meantime, but there still remains a lot of ground to cover.

Social responsibility is not about quick wins; it is a long-term process – a marathon rather than a sprint. In cooperation with our key stakeholders, we have pledged to make UEFA's activities more socially responsible and sustainable.

Considerable progress has been made, and I am certain this will be apparent as you leaf through this report.

The 2017/18 edition looks at the full scope of UEFA's work, reporting on how, in partnership with expert organisations, aspects of social responsibility have been embedded in activities within the organisation and throughout Europe, both at competition level and by UEFA member associations.

In the pages that follow, you will read a great deal about diversity and inclusion (D&I) and, specifically, how UEFA is working with partners and national associations to embrace differences and encourage an inclusive football culture. D&I is also very much on the agenda in house. Following an intensive review, no fewer than 15 D&I training sessions were held for UEFA staff in 2017/18. These led to increased awareness, with lessons learned at all levels of the hierarchy and records kept of the gaps to ensure continuous progress.

All 55 UEFA member associations took advantage of the annual €50,000 grant for FSR projects in 2017/18 under UEFA's HatTrick IV social responsibility programme. The corporate social responsibility (CSR) school of thought leveraged by UEFA member associations all

across Europe is starting to yield tangible results. UEFA's commitment does not stop at funding; workshops, seminars and courses have also been held to support association staff, with funding set to increase to €100,000 for HatTrick V in 2020/21.

Demonstrating how social responsibility can serve as a tool for sustainable development in football is one of the focal points of these FSR reports. To better articulate how this is done, we have devised a good practice template in this season's report to highlight the methods or techniques that are helping us progress.

Healthy Stadia's Active Match app uses GPS technology to track walking and cycling journeys to host venues on matchdays; the Fare network's Diversity House inside the #EqualGame fan festival tents at UEFA club competition finals offered an open and safe space at major football events; and the UEFA-CAFE Disability Access Officer Handbook provided a solid framework to guide disability access officers in their work. These are just three of many good practices featured in this report.

UEFA sets great store by engaging with the many stakeholders who affect and are affected by our work. The content of this report is one outcome of this ongoing dialogue. Since 2013/14, we have used the Global Reporting Initiative's (GRI) international sustainability guidelines as a framework for relevant disclosures. In this report we go further still, by cross-referencing GRI standards with the specific targets within the UN's Sustainable Development Goals. Our intention in doing so is to demonstrate UEFA's contribution to global action on sustainable development.

'Goal 13: Climate action' is arguably one of the most important SDGs. In 2020, we will celebrate the 60th anniversary of the European Football Championship in 12 different host

countries all over Europe. To absorb the negative environmental effects generated by travelling supporters, UEFA has committed to offsetting the CO₂ emissions from the flights of all fans travelling to and from UEFA EURO 2020 matches. Furthermore, to promote the use of public transport UEFA is planning a combi-ticket initiative in the various host cities, allowing ticket holders to use public transport free of charge on matchdays.

Europe enjoyed a fantastic summer in 2018, marked by an unprecedented long spell of hot, dry weather. While many of us enjoyed these abnormal temperatures, the negative impact of climate change on the environment could be felt in many ways: wildfires, water shortages and rising sea levels, to name just a few. Closer to home, footballers found themselves competing in sweltering heat in the UEFA Champions League and UEFA Europa League qualifying matches.

Many of the 17 Sustainable Development Goals can easily be linked directly or indirectly to 'Goal 13: Climate action', for example those targeting hunger, poverty, water, life below water and life on land (including migration), by the very fact that they will all be aggravated if climate change continues. The impact of climate change on football is clear for all to see. This is therefore a call for football to address the source of the issue and combat climate change, rather than focusing on its effects.

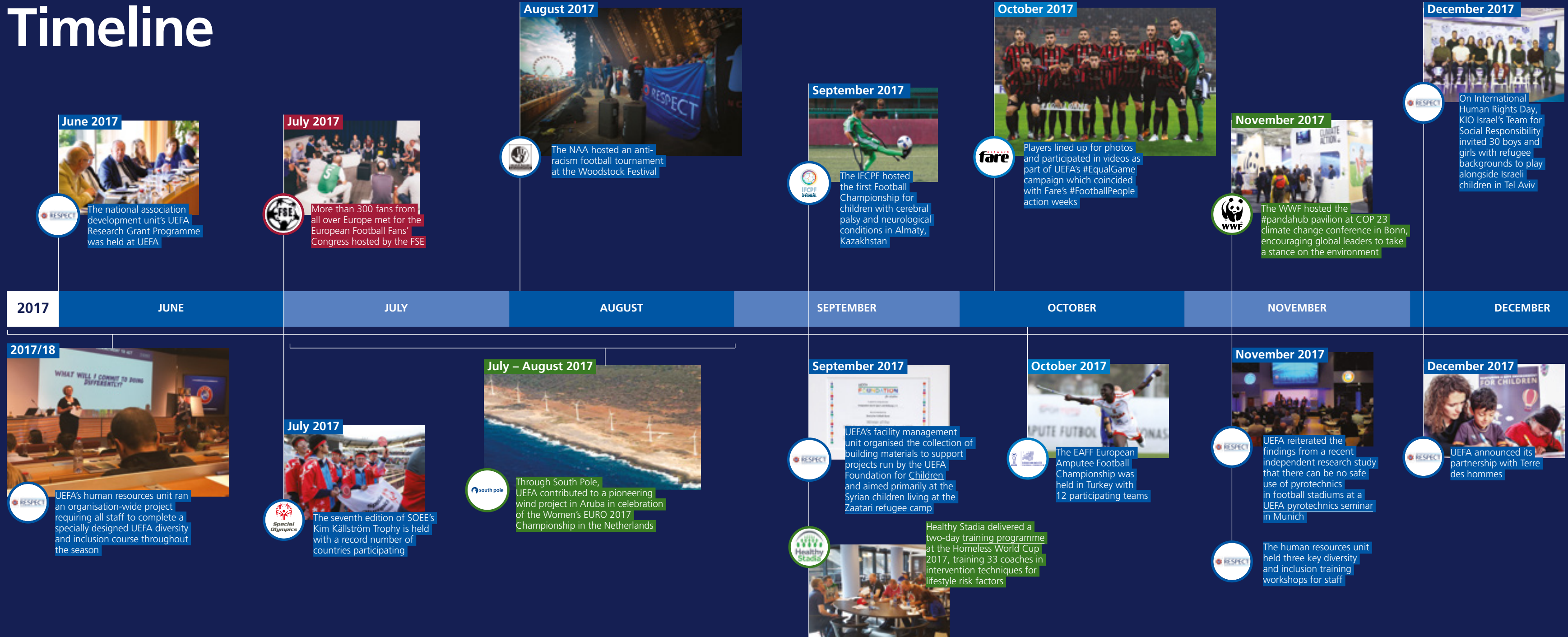
My hope is that my message and this report will provide you with the information you need and the motivation to join us on this journey.

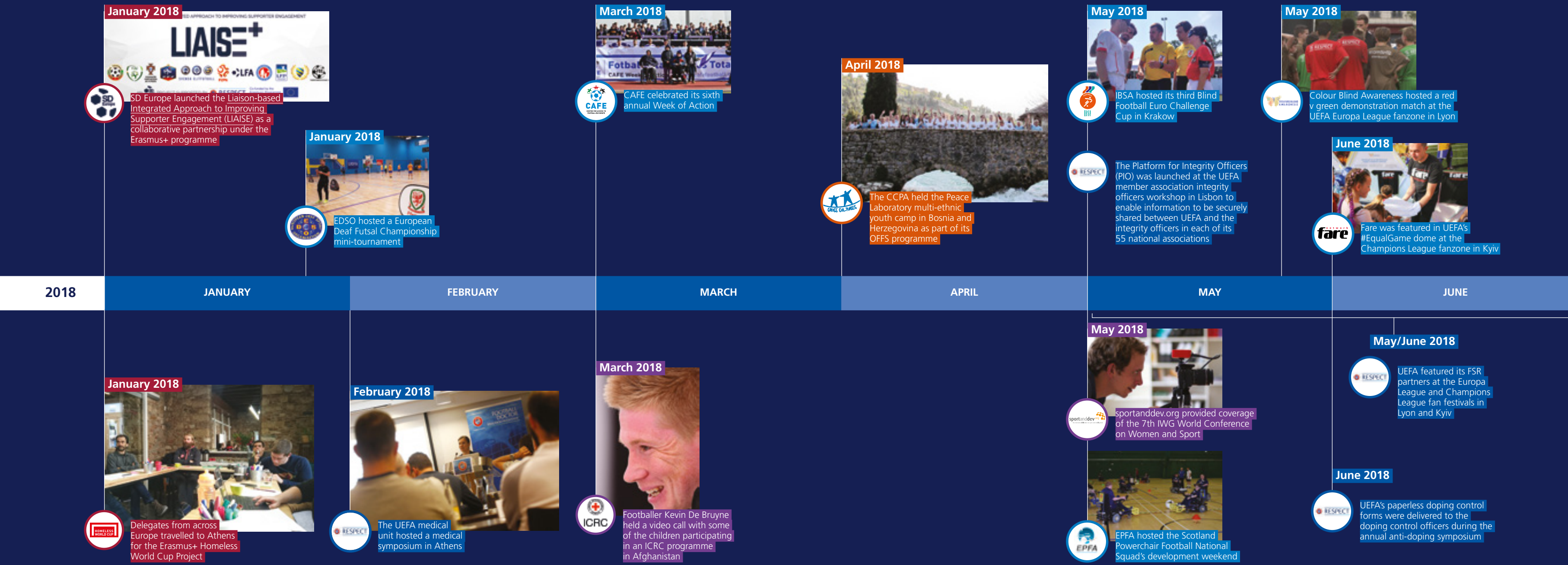


Peter Gilliéron



Timeline





About UEFA

- Founded in Basel, Switzerland, on 15 June 1954
- Headquartered in Nyon, Switzerland, since spring 1995
- Registered as an association under the Swiss Civil Code
- 55 European national football associations are members
- One of six continental confederations



Introduction

UEFA, the Union of European Football Associations, is the governing body and ‘guardian’ of European football. UEFA is a society entered in the register of companies under the Swiss civil code and is neutral, politically and religiously.

UEFA organises several football and futsal competitions for men’s, women’s, youth and amateur clubs and national teams, more information of which can be found at uefa.com.

The annual UEFA financial report for the previous season is distributed to members at its Congress and then shared via its website. The most recent report, including detailed financial statements and auditor’s reports, can be found at uefa.com/insideuefa/documentlibrary/.

A representative democracy, UEFA is committed to promoting, protecting, nurturing and developing the football throughout Europe. UEFA embraces the passion of football at all levels of the game and encourages it to be respected in a spirit of unity, solidarity and fair play.

¹ This paragraph was added to the April 2017 edition of the UEFA Statutes. uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/WhatUEFAis/02/48/30/28/2483028_DOWNLOAD.pdf

UEFA’s objectives under Article 2 of the 2018 UEFA Statutes, are to:

- a. deal with all questions relating to European football;
- b. promote football in Europe in a spirit of peace, understanding and fair play, without any discrimination on account of politics, gender, religion, race or any other reason;
- c. monitor and control the development of every type of football in Europe;
- d. organise and conduct international football competitions and tournaments at European level for every type of football while respecting the players’ health;
- e. prevent all methods or practices which might jeopardise the regularity of matches or competitions or give rise to the abuse of football;
- f. promote and protect ethical standards and good governance in European football¹;
- g. ensure that sporting values always prevail over commercial interests;
- h. redistribute revenue generated by football in accordance with the principle of solidarity and to support reinvestment in favour of all levels and areas of football, especially the grassroots of the game;
- i. promote unity among member associations in matters relating to European and world football;
- j. safeguard the overall interests of member associations;
- k. ensure that the needs of the different stakeholders in European football (leagues, clubs, players, supporters) are properly taken into account;
- l. act as a representative voice for the European football family as a whole;
- m. maintain good relations with and cooperate with FIFA and the other confederations recognised by FIFA;
- n. ensure that its representatives within FIFA loyally represent the views of UEFA and act in the spirit of European solidarity;
- o. respect the interests of member associations, settle disputes between member associations and assist them in any matter upon request.

On account of its structure and objectives, social responsibility inevitably flows through UEFA’s DNA. Some of UEFA’s core business units have an inherent socially responsible intention and purpose, such as the disciplinary, anti-doping, and anti-match-fixing units.



Administrative organisation

President

Aleksander Čeferin

General Secretary

Theodore Theodoridis

Directors

Alasdair Bell
Legal Affairs²

Stéphane Igolen
Services and Management

Josef Koller
Finance

Zoran Laković
National Associations

Kevin Lamour
President's and Executive Office

Giorgio Marchetti
Deputy General Secretary, Football

Martin Kallen
CEO, UEFA Events SA

Sharon Burkhalter-Lau
UEFA Events SA – Operations

Guy-Laurent Epstein
UEFA Events SA – Marketing

² This position is now held by Simon Drake.

Fair Play and Social Responsibility Committee

Chairman

Peter Gilliéron

Deputy Chairman

Elkhan Mammadov

Vice-Chairpersons

Norman Darmanin Demajo

Kairat Boranbayev

Konstantinos Vrakas

Fiona May

Members

Klara Bjartmarz

Milovan Djukanovic

Paul Elliott

Ekaterina Fedyshina

Conrad Kirkwood

Edvin Libohova

Edgars Pukinskis

Teresa Romão

Charles Schaack

Gaston Schreurs

Stefanie Schulte

Johan van Geijn

Phivos Vakis

European Leagues representatives

Jacco Swart

About the report

Background

UEFA's commitment to the transparent reporting of its football and social responsibility initiatives parallels its efforts to integrate social responsibility into the activities of UEFA's 55 national associations and throughout European football.

This report marks UEFA's sixth season of detailing its FSR activities and the start of the new four-year business cycle spanning the 2017/18–2020/21 seasons.

The structure and content of the reports have been revised with the format now reflecting UEFA's overall FSR policy, taking account of the amendments and the strategic options adopted.

Continuing the reporting process into this new cycle serves two purposes: first, it gives the opportunity to reflect on past achievements, and second, it provides the motivation to progress and improve in successive years. By highlighting ways in which football activities are becoming increasingly socially responsible and sustainable, the reports offer readers the chance to discover examples of good practice.

The first cycle of FSR reports began in 2012/13 and finished with the 2016/17 edition.

[UEFA Football and Social Responsibility Report 2012/13](#)
[UEFA Football and Social Responsibility Report 2013/14](#)
[UEFA Football and Social Responsibility Report 2014/15](#)
[UEFA Football and Social Responsibility Report 2015/16](#)
[UEFA Football and Social Responsibility Report 2016/17](#)

Scope

The scope of the 2017/18 report is limited to activities carried out between 1 July 2017 and 30 June 2018.

As was the case previously, additional UEFA business units, such as anti-doping, medical and human resources, have been included as they demonstrate how social responsibility is embedded in UEFA's overall football activities, including those carried out by national associations.

This report does not, however, attempt to describe the work of all units and entities, which together would detail the organisation's full impact on society. To mitigate the limitations of this approach, direct links have been provided to relevant documents that cover these units' broader impact.

Structure

This report is divided into four key sections:

- Inside UEFA
- National associations
- FSR portfolio partners
- Competitions

The FSR unit has added new strategic topics to its portfolio this season: human rights, child protection, and football for refugees. This is the result of a [2017 strategy review](#) that, following extensive stakeholder consultation, highlighted the increasing relevance of these topics in football. They also reflect UEFA's ability to adapt to a changing social environment.

UEFA's strategic FSR orientation has evolved with the addition of Terre des hommes and Colour Blind Awareness, and UEFA's environmental partner is now South Pole

following its acquisition of Climate Friendly in early 2017.

Unlike in previous reports, the sub-sections within *Inside UEFA* and *FSR portfolio partners* are formatted identically for reasons of consistency. The mission and objectives for each unit and partner appear first, followed by one highlight activity from the 2017/18 season. The main achievements are then presented in bullet-point format followed by key performance indicators that quantitatively demonstrate progress against objectives. Finally, a concluding remark is provided by a project leader or coordinator.

Good practices are a key focus of this year's report. By definition, a good practice is a method or technique that has proven to be a successful way to achieve objectives. By sharing good practices throughout the report and illustrating unique approaches, UEFA hopes to encourage others to act in a more socially responsible way.

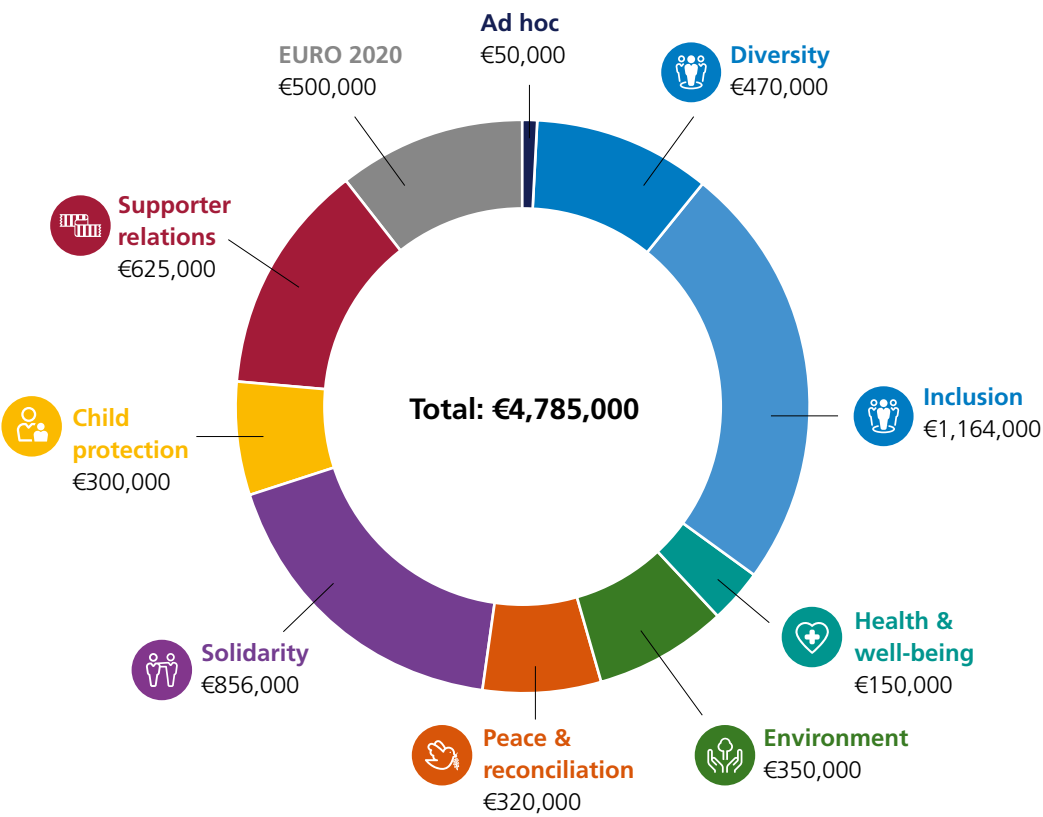
The *National associations* and *Competitions* sub-sections feature a collection of good practices applied to projects during the season. The full range of good practices of FSR portfolio partners can be found in the online interactive report.

The interactive version of the report gives readers access to further information, including videos, related articles, and user-friendly navigation.

In addition, in an attempt to improve readability, lengthy tables that were formerly located in the body text will now be included in an online appendix.

Those wanting to learn more about UEFA's FSR activities, including up-to-date FSR news, may visit uefa.com/insideuefa/social-responsibility.

FSR budget allocation by strategic theme



Points to note:

- UEFA's 2016/17 disciplinary income, earmarked for investment in FSR projects in 2017/18, totalled €4,305,000, which included €500,000 dedicated to supporting national associations in the wake of natural disasters, as part of the solidarity budget.
- €480,000 of the €625,000 allocated to supporter relations came from UEFA's institutional supporters budget, with the remaining €145,000 coming from the FSR budget.
- An ad-hoc budget of €50,000 was allocated to a corporate social responsibility course led by St Gallen University for national associations.
- UEFA's Financial reports can be found on the [website](#).

Football and social responsibility at UEFA



© Getty Images

FSR unit

Since it became a formal part of UEFA's organisational structure in 2007, the FSR unit's activities have continuously evolved, extending and developing social responsibility within UEFA and with national associations. The FSR unit's three staff members belong to the UEFA Executive Office, and all strategic decisions on social responsibility are endorsed by the Fair Play and Social Responsibility Committee.

National associations

The HatTrick programme provides the national associations with financial support to develop and foster football at all levels. Launched in 2004, the programme has been repeated four times, and HatTrick V will launch in the 2020/21 season.

Introduced at the beginning of the 2016–20 cycle, HatTrick IV offers each member association €50,000 per season for FSR projects. The FSR unit helped develop a HatTrick tool to facilitate the application, monitoring and reporting procedures of these projects.

To ensure that meaningful FSR work reaches all of the game's stakeholders across Europe, the unit supports FSR practitioners in all 55 national associations by providing one-to-one consulting along with workshops, courses and tailor-made study group schemes.

FSR portfolio

UEFA invested €4,785,000 in FSR-specific activities during the 2017/18 season.

This budget is derived from the 'vice to virtue' concept, through which fines imposed by the Control and Disciplinary Body in the previous season are directly allocated to the next season's FSR budget for reinvestment in social responsibility and sustainability programmes.

The FSR unit will continue to address key social responsibility issues through football in close partnership with expert organisations during the current four-year cycle.

UEFA's five core partners receive a minimum annual allocation of €240,000, while its four associate partners receive a maximum of €200,000 each year. Football for All Abilities, a sub-group of the core partners, comprises six organisations that promote the development of various disciplines of disability football. The FSR unit also works with a number of other organisations to supplement work carried out under various strategic themes.

The 2017/18 season saw the launch of the social responsibility communication campaign #EqualGame, which is part of the Respect programme and promotes inclusion, access and diversity. #EqualGame uses messages and stories to highlight the principle that football is for everyone, regardless of who they are, where they are from, or how they play the game.

Competitions

The FSR unit is involved in managing the social, economic and environmental impact of UEFA's operational work. Its objective is to ensure that the principle of sustainable development is systematically applied to all events and competitions.

The unit defines the social responsibility criteria that are now required of host cities and/or countries bidding for major events, such as the finals of the European Championship, UEFA Champions League and Europa League.

Minimum requirements include an accessibility provision for disabled supporters, smoke-free policies, healthy food and beverage options, and anti-discrimination match-monitoring where necessary. Criteria also include fan embassies to welcome and direct visiting fans and sustainable event management aspects, such as combi-tickets offering free public transport in the host city or country for ticket holders.

Site visits are coordinated with expert portfolio partners well in advance of matches to ensure progress in line with bidding requirements and commitments.

A recent innovation, developed in cooperation with the Sport and Rights Alliance, was the inclusion of human rights criteria in UEFA's social responsibility bidding chapter for UEFA EURO 2024 and the UEFA club competition finals from 2020.

³ A systems approach focuses on the interdependency of distinct parts, which together make a complex whole.

Strategy

Football, with its enormous popularity and reach, has a responsibility to use its influence for the benefit of society. UEFA's social responsibility strategy enhances the value of the organisation's core business while fostering sustainable development.

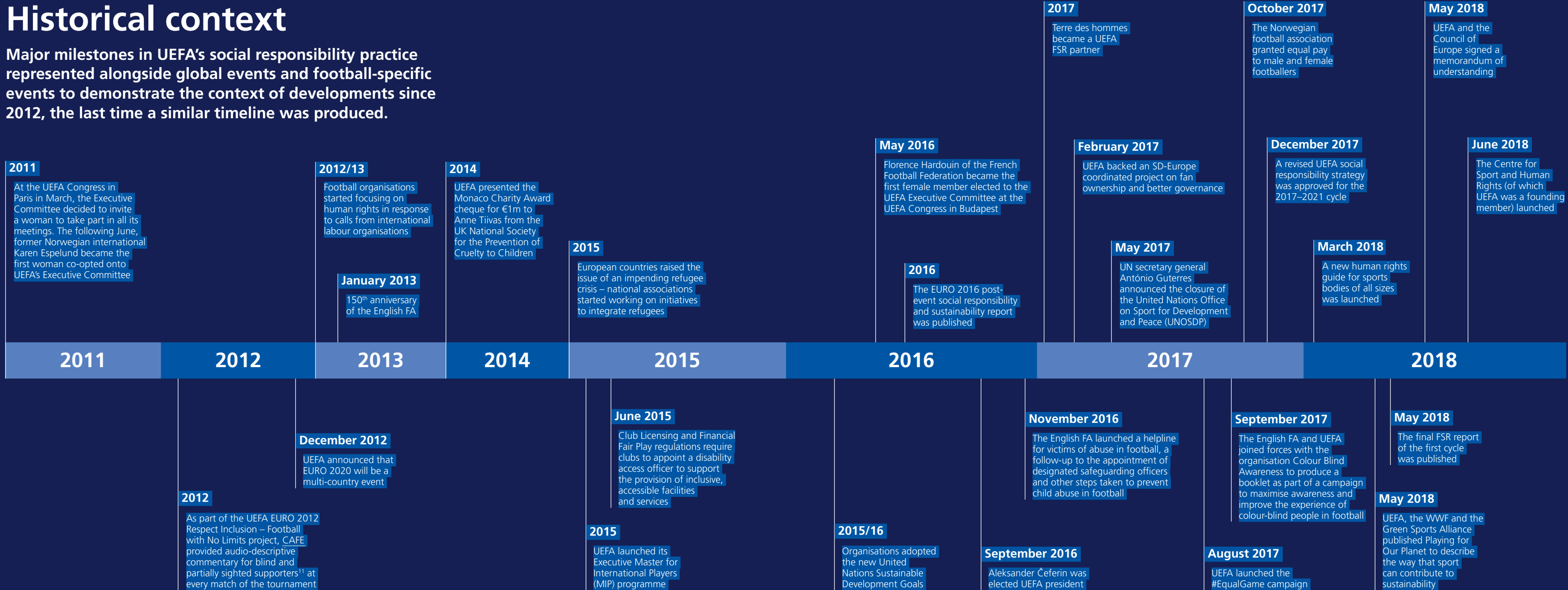
UEFA applies a systems approach³ that works in cooperation with all stakeholders to promote social responsibility throughout all aspects and all levels of football. UEFA's commitment to social responsibility is also reflected in the work of other core business units, including disciplinary, anti-doping, and anti-match-fixing. The fact that various UEFA units integrate social responsibility into different football business activities is a sign of the progress in UEFA's social purpose.

UEFA has proved that social responsibility activities need not come at the expense of profit; instead, UEFA embraces social responsibility activities as part of the profit-making process in football. UEFA's FSR activities are done in coordination with key economic, social, financial and environmental stakeholders.

On a practical level, it is UEFA's objective for all 55 member associations to create their own long-term social responsibility strategy. The potential that comes from leveraging the CSR ideal across Europe is huge and is already starting to yield tangible results. Yet while some national associations have a long history of social responsibility, others are just starting their journey. UEFA has already coordinated several social responsibility strategy development programmes for national football associations, offering them guidance on how to implement them.

Historical context

Major milestones in UEFA's social responsibility practice represented alongside global events and football-specific events to demonstrate the context of developments since 2012, the last time a similar timeline was produced.



Inside UEFA

UEFA
CHAMPION
LEAGUE®

Education

Mission

The UEFA education unit runs a series of education programmes and knowledge-sharing initiatives for professionals in football to ensure national associations and their stakeholders are able to develop talented and well-trained leaders and staff.

Objectives

Ensure that everyone working in football has the opportunity to develop their skills and knowledge and in turn support the game in Europe.

Work with leading European academic institutions to guarantee that participants have access to the latest research and knowledge on managing football organisations.

Engage and connect individuals throughout the European football environment to ensure that best practices and innovations are shared, replicated and valued across the game.

Support national associations, as well as other confederations, by developing tailor-made programmes based on each association's unique features and identified needs.



© UEFA

Highlight

The UEFA Executive Master for International Players (UEFA MIP) is a unique academic programme that equips former international players with essential professional skills to successfully transition to second careers within football associations.

In November 2015, a group of 24 former international footballers embarked on the inaugural UEFA MIP. Two years later, they returned to Nyon to attend their graduation ceremony.

Of those initial participants, 17 have taken on new roles since completing the programme. Among these success stories, Jason Roberts has been appointed director of development at CONCACAF, while Bianca Rech is the new sporting director of FC Bayern München's youth and women's football department.



© UEFA

“The UEFA MIP is something unique. The team spirit we experienced together every day with fellow participants was inspirational. We love football, we were team-mates and you could feel that in every session. I really developed, both personally and professionally. I have realised how important the skills that I gained as a professional player are and have been able to adapt them to acquire managerial skills.”

Bianca Rech, sporting director, FC Bayern München youth and women's football department

Main achievements

- This season, the unit also worked with the human resources unit to develop and run in-house diversity and inclusion training for staff.
- The third edition of the [UEFA Handbook of Football Association Management](#) was published to support the online modules of the UEFA Certificate in Football Management and the course as a whole.
- Initial information concerning the new UEFA Diploma in Football Leadership and Management programme was shared with the national associations.
- The UEFA PLAY platform⁴ was relaunched, with new and updated material and extra features to ensure optimal support for European football.

1,123

The total number of people who succesfully graduated from the UEFA's education programmes was 1,123, from a total of 1,358 participants (83%). Among the graduates, 384 were women (34%)⁵.



Planned activities

2018	
JUL	
AUG	
SEPT	
OCT	Initiate the inaugural UEFA Diploma in Football Leadership and Management programme (UEFA DFLM).
NOV	
DEC	Organise a new edition of the Women in Football Leadership Programme , which will occur for the first time in cooperation with FIFA and allocate half of the seats for participants from other confederations.
2019	
JAN	
FEB	
MAR	
APR	Launch the UEFA for Players app offering further support on educational matters for players across Europe.
MAY	
JUN	

⁴ URL only accessible to employees of UEFA and member associations, and relevant stakeholders.

⁵ The first of the education unit's programmes to be established was the Certificate in Football Management in 2010. These figures take into account all of the courses that have taken place since then.

Concluding remarks

“ The sustainable and responsible development of football goes much deeper than what is played out on the pitch. It rests in the hands of leaders, organisations, passionate teams and individuals often hidden behind the scenes – the UEFA education programmes ensure that personal development is taken very seriously and that knowledge, vision and leadership skills are recognised, refined and channelled back into securing the best possible workforce for the future of European football.”

Education unit
universities@uefa.ch

Facility management

Mission

The facility management unit provides all of the services required to operate and maintain the shared facilities throughout the UEFA campus in Nyon, Switzerland.

Objectives

Reduce CO₂ emissions from day-to-day business operations.

Ensure all materials meet sustainability standards.

Ensure appropriate suppliers are selected, based on UEFA policy.

Ensure that UEFA staff receive full support to do their jobs.

Ensure health and safety standards are met in the workplace.



© UEFA

Highlight

UEFA's facility management unit is committed to minimising the organisation's environmental footprint in Nyon.

This season the unit launched several initiatives to make the UEFA campus more environmentally conscious.

The first of these enabled the unit to recycle paper and other stationery.

Staff cupboard cleaning days enabled many different items to be recovered or recycled. Recovered items were donated to the UEFA Foundation for Children together with clothing and toys brought in by UEFA staff.

5,275 kg

A total of 5,275kg of paper was recycled on the UEFA campus thanks to the staff's support. An additional 520kg of stationery was recovered and recycled, including 560 A4 binders, 130 paper trays and 700 plastic folders.

Main achievements

- A policy was introduced to gradually replace most products in the stationery rooms with environmentally friendly options, i.e. products that consume fewer natural resources, are more energy efficient and create less waste. While older products are still available, employees have been

encouraged to make eco-friendly alternatives their preferred choice.

- The quality of recycled paper for use in office copiers and printing machines has improved significantly over the years. After a successful pilot phase, the unit made the decision to distribute recycled paper to all campus printing machines in August 2018. The paper now in use carries the [Blue Angel label](#), which adheres to both environmental protection and consumer protection standards.
- Efforts have been made to reduce plastic on the campus. Water fountains have been installed in the cafeteria and restaurant at the UEFA headquarters and will soon be fitted in the other two buildings, enabling UEFA to drastically reduce the consumption of PET bottles.
- The unit organised the collection of material to support projects run by the [UEFA Foundation for Children](#) intended primarily for Syrian children living in the [Zaatari refugee camp](#). Materials returned from events were collected, together with individual donations from UEFA employees such as toys and clothing.
- An energy efficiency project was launched in January 2017 to replace key electrical energy generation elements and make the day-to-day operations more energy efficient. The project came to an close in September 2018, but it has already led to an 8% reduction in the main building's greenhouse gas emissions, primarily carbon dioxide, in line with the Swiss Energy Strategy 2050⁶ and the [Building Programme](#), which seeks to ensure the building industry meets specific emissions targets by 2020.

⁶ The Energy Strategy 2050 was a decision taken by the Swiss government to ensure the country's gradual withdrawal from nuclear energy production. uvek.admin.ch/uvek/en/home/energy/energy-strategy-2050.html



© UEFA

Planned activities

2018	
JUL	
AUG	
SEPT	
OCT	
NOV	Launch a workplace emergency response programme to minimise the risk of harm to anyone in UEFA buildings in line with first aid requirements under Swiss employment law.
DEC	
2019	
JAN	Continue to make the UEFA campus more environmentally friendly, further reducing the use of plastic bottles by installing water fountains in the three buildings and minimising paper usage by offering all UEFA employees reusable (erasable) digital notepads.
FEB	
MAR	
APR	
MAY	
JUN	

Concluding remarks

“ From late 2017, facility management started to introduce measures to make the UEFA campus more sustainable. By pursuing these and introducing new measures, we hope to achieve significant results.”

Facility management unit
facilitymanagement@uefa.ch

Human resources

Mission

The human resources unit provides UEFA with talented and dedicated employees who embody the values of the organisation, ensures efficient and supportive working conditions, provides support for staff and contributes to the achievement of UEFA's strategic objectives.

Objectives

Recruit talented individuals to achieve UEFA's strategic objectives.

Develop staff members' competencies and offer them training, coaching and support, resolving any conflicts that arise.

Design and update policies on any staff matters and HR information systems.

Incentivise staff by offering competitive remuneration and benefits in line with UEFA's culture, organising staff events to celebrate and reward efforts.

Ensure that UEFA is a diverse and inclusive organisation and drive strategic D&I initiatives.



© UEFA

Highlight

In 2017/18, UEFA ran a project requiring all staff members to complete a specially designed UEFA diversity and inclusion training workshop. This was part of a wider effort to develop the internal culture of the organisation. Over the season, 15 training sessions were held, with the support of a specialist consultancy.

To develop the training structure, UEFA and the consultancy worked closely to ensure the sessions would cover various D&I issues in the workplace. This included providing concrete examples of the effects on the working environment, as well as how staff members could influence the D&I within their teams and the organisation as a whole.

A handbook was created to supplement the training sessions, both as a resource for information and as food for thought.

During the training sessions, UEFA collected valuable input from staff members with regard to their ideas, understanding and questions about D&I. This will be an important resource for future use.

UEFA has committed to making the workshop a permanent part of its in-house activities, with four sessions planned each year to train all new staff members as they join the organisation.

For me, it's important to see that UEFA tries to cover all potential areas that can cause a problem for all employees. The proactive work done for diversity and inclusion means a lot. To prevent issues and also train employees is key to ensure that they feel they are in competent hands."

Ilker Ugur, executive office manager

Main achievements

- The HR unit designed a new bonus and appraisal system, applicable from the 2018/19 season, which will allow for better performance recognition, transparency and alignment with [UEFA's values](#).
- A new career progression framework, or career ladder, with additional job titles and levels aims to increase prospects for having expertise recognised and for career evolution.
- The framework to fill numerous fixed-term positions for EURO 2020 was finalised and the recruitment of key staff members has started.

- The ‘I care about my health’ initiative, launched in January 2014, continued throughout 2017/18 with innovative and enjoyable activities that encouraged staff to take care of their psychological and physical well-being. These included hearing tests, personal coaching sessions, a nutrition education week, seated massage sessions, a resilience conference, melanoma tests, and a 100-day global health challenge.
- The UEFA LinkedIn page was revamped to share an inside perspective of life at UEFA, including a video demonstrating UEFA’s commitments as an employer, and the addition of a EURO 2020 showcase page.
- The position of full-time diversity and inclusion officer was created, focusing solely on D&I matters. The position is within the human resources unit and underlines UEFA’s commitment to a diverse and inclusive workplace.



Planned activities	
	2018
	JUL
	AUG
	SEPT
	OCT
	NOV
Devise the D&I strategy and distribute the second staff survey.	DEC
	2019
Create a learning and development catalogue and offer personalised training at each new level of career progression.	JAN
	FEB
Finalise the updated staff regulations.	MAR
	APR
	MAY
	JUN

Launch the new performance management and bonus system.

Recruit 162 staff for EURO 2020.

Key statistics

The tables below show UEFA’s key employment statistics for the 2017/18 season, together with the four previous seasons for comparison.

CONTRACT TYPE BY GENDER				
	Season	Men	Women	Total
Fixed-term contracts	2017/18	39	31	70
	2016/17	27	17	44
	2015/16	85	76	161 ⁷
	2014/15	59	55	114
	2013/14	21	20	41
Permanent contracts	2017/18	327	184	511
	2016/17	305	165	470
	2015/16	270	139	409
	2014/15	279	136	415
	2013/14	274	141	415
Total staff	2017/18	366	215	581
	2016/17	332	182	514
	2015/16	355	215	570
	2014/15	338	191	529
	2013/14	295	161	456
Percentage of employees	2017/18	63%	37%	100%
	2016/17	65%	35%	100%
	2015/16	62%	38%	100%
	2014/15	64%	36%	100%
	2013/14	65%	35%	100%

⁷ The number of employees on fixed-term contracts was higher in 2014/15 and 2015/16 because extra staff were needed for UEFA EURO 2016.

EMPLOYMENT TYPE BY GENDER (PERMANENT CONTRACTS ONLY)				
	Season	Men	Women	Total
Full-time	2017/18	312	140	452
	2016/17	296	124	420
	2015/16	264	106	370
	2014/15	272	102	374
	2013/14	268	106	374
Part-time	2017/18	15	44	59
	2016/17	9	41	50
	2015/16	6	33	39
	2014/15	7	34	41
	2013/14	6	35	41
Total number of employees	2017/18	327	184	511
	2016/17	305	165	470
	2015/16	270	139	409
	2014/15	279	136	415
	2013/14	274	141	415
Percentage of employees	2017/18	64%	36%	100%
	2016/17	65%	35%	100%
	2015/16	66%	34%	100%
	2014/15	67%	33%	100%
	2013/14	66%	34%	100%

EMPLOYEES RECRUITED BY AGE GROUP AND GENDER					
	Season	Under 30	30–50	Over 50	Total
Women	2017/18	20	27	2	49
	2016/17	11	16	3	30
	2015/16	14	18	0	32
	2014/15	19	32	1	52
	2013/14	12	13	0	25
Men	2017/18	19	39	5	63
	2016/17	8	46	1	55
	2015/16	18	20	3	41
	2014/15	23	32	1	56
	2013/14	18	25	2	45
Total	2017/18	39	66	7	112
	2016/17	19	62	4	85
	2015/16	32	38	3	73
	2014/15	42	64	2	108
	2013/14	30	38	2	70
Percentage of employees	2017/18	35%	59%	6%	100%
	2016/17	22%	73%	5%	100%
	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	30–50	Over 50	Total
Total	2017/18	75	430	76	581
	2016/17	60	393	61	514
	2015/16	95	419	56	570
	2014/15	83	393	53	529
	2013/14	62	339	55	456
Percentage of employees	2017/18	13%	74%	13%	100%
	2016/17	12%	76%	12%	100%
	2015/16	17%	74%	10%	100%
	2014/15	16%	74%	10%	100%
	2013/14	14%	74%	12%	100%

The table below outlines UEFA’s investment in the continual development of its employees’ knowledge and skills

Category	2016/17	2017/18	% difference	Course	Description
Corporate Professional courses for staff	67	562	+738.81%	First aid	The correct response in an emergency situation
				Project management	Tools and methods for managing projects, setting priorities and achieving goals
				Retirement preparation	Preparing employees for the transition into retirement
				Cultural intelligence	Learning to change perceptions; trust building among staff; accountability; and commitment when working with different cultures
				Diversity & inclusion	Ensuring that staff diversity enables UEFA to reach its full potential
				Football First	Conferences and presentations to explain various sectors of UEFA to staff and how they fit into the broader football environment
Management Training managers to use specific tools and practise certain skills to enhance their management abilities	44	59	+34.09%	I care about my health	Various health initiatives to raise awareness of the importance of well-being and the benefits of having a sound mind and a healthy body
				Essentials of management	Helping to get more out of staff and resources while operating in a complex environment
				Energetic management	Better leverage of staff and resources, while operating in a matrix system with various interdependencies
				Assessment (heads of departments, senior managers & managers)	Identifying and building on strengths and areas for improvement
				Coaching skills	Building valuable leadership skills in order to facilitate the development of people

Soft Skills Using tangible and technical skills to interact effectively and harmoniously with others	70	74	+5.71%	Change management	Understanding the impact of change on the team and providing skills and tools to make change successful
				Speak with impact	Techniques to improve public speaking and convince audiences
				Impact plus	Advanced techniques to improve public speaking and convince audiences
				Influencing skills	Understanding how to effectively influence others using a personal communication style
				Time management	Tools, personal advice and good practices to help manage time and priorities
				Negotiation for success	Improving business relationships through negotiation using appropriate attitudes and skills
				Conflict management	Offering approaches and techniques to solve conflicts between individuals
Language & IT Language and IT courses based on employees' needs	77	113	+31.86%	Google Earth	
				PowerPoint graphics	
				Languages	French, English, German, Italian, Spanish and Russian
My personal development Specific training based on individual personal development needs.	66	129	+48.84%	Financial accounting	
				Internships, apprentices	
				Insights	
				Predictive index	
				Skill assessment	
				Coaching	One-to-one sessions aimed at helping employees develop their soft skills

Concluding remarks

“ In its role as European football’s governing body, UEFA has a social responsibility for the football community. As an employer of choice, we have a social responsibility for our employees’ well-being and development. Putting the right emphasis on diversity and inclusion, creating new career perspectives, designing an inspiring bonus system and encouraging individuals to take care of their physical and psychological health are key initiatives that underline the HR unit’s continued commitment to this responsibility.”

Human resources unit

Anti-match-fixing unit

Mission

The primary focus of the UEFA anti-match-fixing unit is to ensure UEFA’s total commitment to safeguarding sporting integrity in European football by protecting the game from match manipulation.

Objectives

- Educate players, match officials, coaches, and administrators about the risks and dangers associated with match-fixing and how to confidentially report any approaches.
- Monitor worldwide betting markets to identify and investigate irregular betting activity.
- Conduct investigations into suspicious matches and individuals suspected of match-fixing for sports disciplinary purposes and assist police with criminal inquiries.
- Seek sanctions such as the exclusion of clubs from UEFA competitions or bans on individuals from any football-related activity.
- Promote cooperation and information exchange with state public authorities, Europol and other relevant stakeholders.
- Maintain a network of integrity officers in the 55 UEFA member associations and provide expert support at the domestic level.

Highlight

The anti-match-fixing unit oversaw the exclusion⁸ of a national domestic champion from the UEFA Champions League and all UEFA competitions for a period of ten years and a monetary fine of €1m for match-fixing as a result of prolific and pervasive involvement in match manipulation in both domestic and international competitions.

Main achievements

- Several memorandums of understanding were signed with state authorities and betting operators, enhancing UEFA’s investigatory abilities in both disciplinary and criminal proceedings.

32,000

The UEFA anti-match-fixing unit monitors the betting markets in UEFA competition matches and the top two leagues and cup competition in UEFA’s 55 national associations, totalling roughly 32,000 matches.

- The UEFA Integrity app has now been downloaded over 20,000 times since its launch in 2014. The app provides players, match officials and any other individuals linked to football with a confidential reporting mechanism and valuable information concerning both match-fixing and betting-related corruption.

“Match-fixing cannot and will not be tolerated, and those caught must be banned from football.”

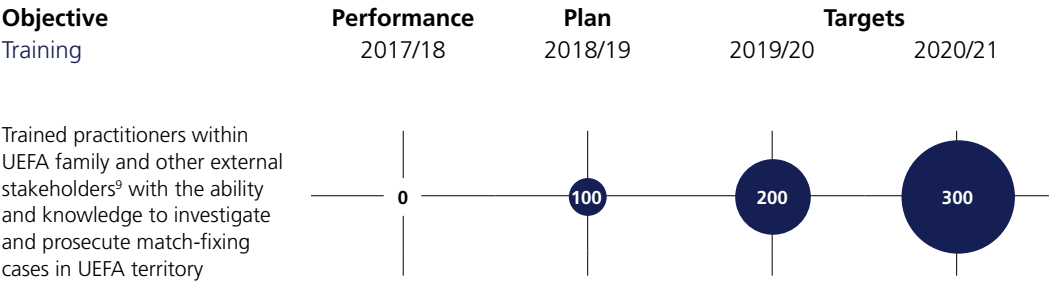
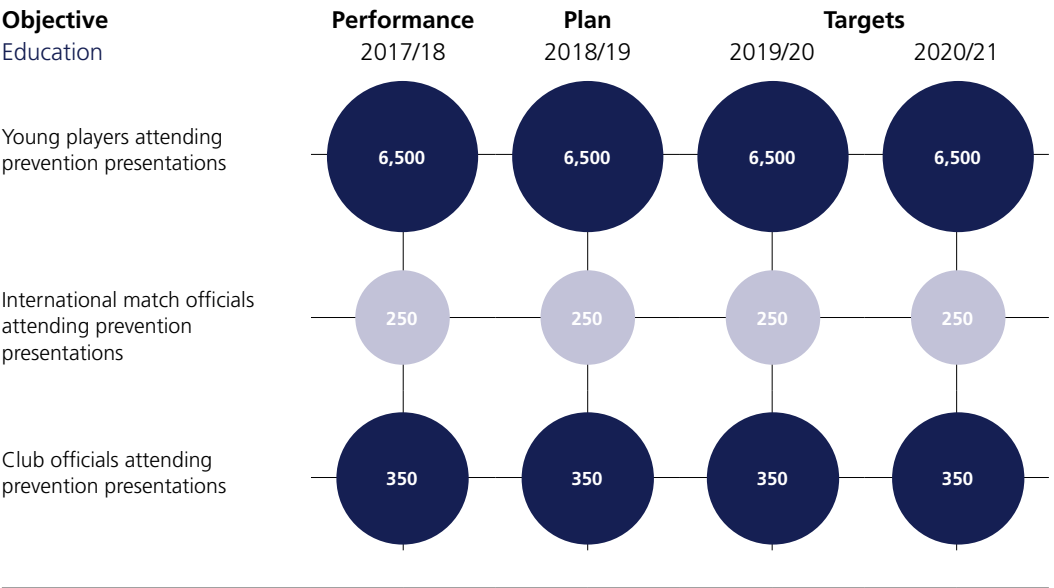
Aleksander Čeferin, UEFA president, February 2017

- UEFA launched a new platform this season, with the intention of harmonising all of the work undertaken by the national associations’ integrity officers.

The Platform for Integrity Officers (PIO) was launched at the National Association’s Integrity Officers Workshop and enables the increased sharing of information between UEFA and the integrity officers in each of the 55 national associations.
- The UEFA anti-match-fixing unit shared its expertise in a number of workshops, conferences and seminars during this period in both political and sporting contexts. This included appearances before the United Nations, the European Parliament and the European Commission’s expert group, as well as other integrity-related events.
- Substantial sanctions were imposed by UEFA’s judicial bodies on several players following extensive investigations into the attempted manipulation of UEFA competition matches.

⁸ Appeal pending before the Court of Arbitration for Sport

Key performance indicators



⁹ The UEFA family includes integrity officers, coaching instructors, disciplinary inspectors and investigators, but also external stakeholders that include national police, anti-corruption units, prosecutors, and consultants.

Planned activities

2018	
JUL	Expand the education programmes in Europe to include methods for confidential reporting and information relating to <u>anti-doping and diversity</u> .
AUG	
SEPT	Increase assistance for national associations investigating domestic match-fixing and help them develop strategic plans for integrity.
OCT	
NOV	Continue extensive monitoring of betting markets and greater intelligence collection to help detect, prevent, deter and investigate incidents of match manipulation for betting and sporting purposes.
DEC	
2019	
JAN	Expand bilateral and multilateral cooperation with state authorities and other stakeholders to help detect, investigate and sanction match-fixing activities in UEFA member associations.
FEB	
MAR	Revamp the national integrity officer workshops to allow for a tailored approach to participants' needs.
APR	
MAY	Strengthen the approach of the permanent UEFA working group on tackling match-fixing throughout Europe.
JUN	

Concluding remarks

UEFA upholds its responsibility to be the guardian of European football and its duty to the millions of football fans worldwide by demonstrating its commitment to protecting the integrity of the game. UEFA takes the fight against match-fixing very seriously and applies a strict policy in accordance with which any player or official found guilty of fixing – or attempting to fix – a match can be severely sanctioned. If approached, they need to report it immediately.”

Anti-match-fixing unit
integrity@uefa.ch

Medical unit

Mission

The UEFA medical unit supports national associations and clubs in football medicine and sport science sector, with players’ physical and psychological well-being at the core of its mission.

Objectives

Protect all players taking part in UEFA competitions by mandating pre-competition medical examinations and regulating medical services at matches.

Support the development of football medicine across Europe by running education and training programmes for football medical professionals in all UEFA member associations.

Organise long-running injury studies, including the [UEFA Elite Club Injury Study](#), to understand how and why injuries occur in football and promote injury-prevention strategies as common practice.

Organise and support research into key football-related medical issues.

Provide football medical professionals with support and guidance.



© Getty Images

Highlight

More than 200 football medical specialists from all over Europe attended the 7th [UEFA Medical Symposium](#) in Athens in January 2018. The main theme was ‘The importance of medicine in football’, and expert presentations covered football-specific topics, including emergency medicine, nutrition and rehabilitation.

Presentations and discussions demonstrated that football medicine not only protects players but is also essential to maintaining and improving performance. [The UEFA Elite Club Injury Study](#) was highlighted by all speakers as evidence of the need for specialised football medical support.

The symposium concluded with a panel discussion featuring football coach Louis van Gaal, KNVB general secretary Gijs de Jong, Netherlands national team doctor Edwin Goedhart, and heads of performance Dave Reddin from the English FA and Darcy Norman from AS Roma.

One of the key points of the discussion was the need for communication between doctors and coaches to help prevent and manage injuries.

Main achievements

- [UEFA commissioned two studies](#) to evaluate the risks of heading the ball in youth football. These studies are a first step towards establishing whether headers can cause any long-term effects on players’ health, in particular brain damage. The studies examine the frequency and characteristics of football headers in matches and training, looking for differences in the way headers are taught in the various age and gender categories, while also

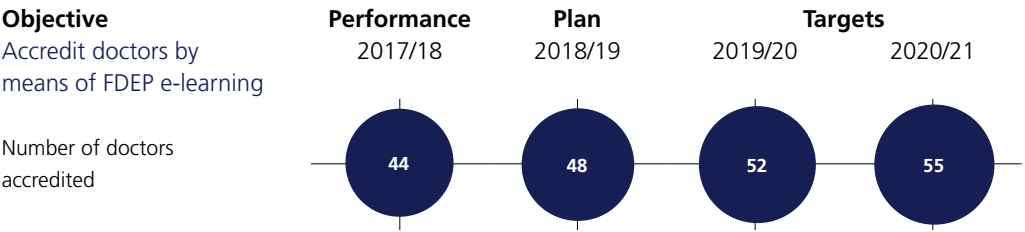
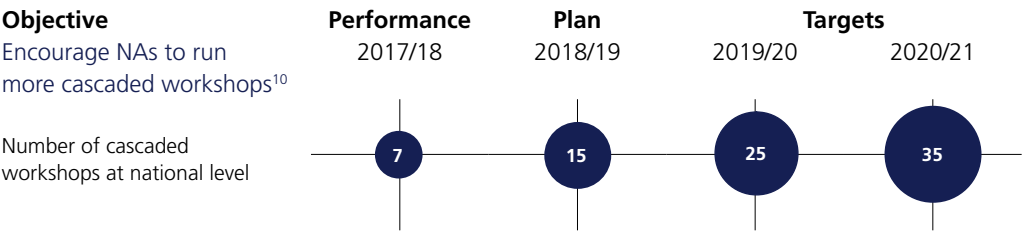
“Coaches need to know about the UEFA Elite Club Injury Study. And, of course, it should be a part of education for younger coaches, too.”

Louis van Gaal, former Netherlands men’s coach and player

considering variations caused by the different traditions and playing styles of each country.

- The UEFA Medical and Executive Committees approved a new cycle of the [Football Doctor Education Programme](#) (FDEP), with one workshop to be held each year.
- Following a successful women’s injury pilot study, the UEFA Medical and Executive Committees also approved the launch of a UEFA Women’s Elite Club Injury Study.
- [New UEFA Medical Regulations](#) came into force that require all players taking part in a UEFA competition to [undergo pre-competition medical examinations](#), including an annual cardiac examination.

Key performance indicators



¹⁰ A cascaded workshop is a series of workshops that build upon previous knowledge shared. These workshops are led by a national association doctor who is trained and accredited by UEFA.



© Giorgos Matthaïos, INTIME

Planned activities

In October 2018, preparations for EURO 2020 medical services will start with workshops for the chief medical officers of the 12 venues at which they can explain the medical requirements and services to be provided during the tournament.

An FDEP emergency medicine workshop will be held in Rome in December 2018.

2018
JUL
AUG
SEPT
OCT
NOV
DEC
2019
JAN
FEB
MAR
APR
MAY
JUN

Create an accreditation procedure for an FDEP e-learning course to enable greater access to content.

Concluding remarks

Football medicine now has a central role in both the player’s protection and maximising the team performance. UEFA is leading the way in showing the importance of football medicine and supporting its development across Europe.”

Medical unit
medical@uefa.ch

Anti-doping unit

Mission

The UEFA anti-doping unit delivers comprehensive testing programmes in collaboration with national anti-doping organisations (NADO) and supports anti-doping education programmes to increase footballers' knowledge about the dangers and consequences of doping.

Objectives

Train and manage a panel of doping control officers (DCO) to deliver a high-quality testing programme.

Collaborate with NADOs to ensure comprehensive anti-doping programmes are in operation throughout European football.

Develop athlete biological passports for all players competing in UEFA competitions.

Produce anti-doping regulations for all UEFA competitions in compliance with the World Anti-doping Code.

Educate players, team doctors and support personnel on anti-doping matters.



© Eóin Noonan, Sportsfile

Highlight

UEFA's paperless doping control forms were delivered to doping control officers during their annual seminar in June 2018 with the aim of streamlining the doping control procedure.

This technology reduces the likelihood of errors in the field thanks to pre-populated and auto-checking data. The new system also has the advantage of reducing sample collection time, thereby increasing efficiency for UEFA and laboratories, while reducing the cost of printing and shipping forms. The digital forms can also be easily updated in the event of rule changes or a need for clarification. UEFA carries out over 2,500 blood and urine tests per season, and this project is in line with UEFA's cost-saving policy.

Main achievements

- Education sessions were updated to provide a wider overview of anti-doping and integrity to youth players.
- An intelligent testing tool was developed to target players in UEFA competitions based on unique variables, such as the number and frequency of doping tests conducted on players and teams in national-level European football.
- A course on problem-solving and negotiation techniques was held for the doping control officers panel at the 2018 seminar.

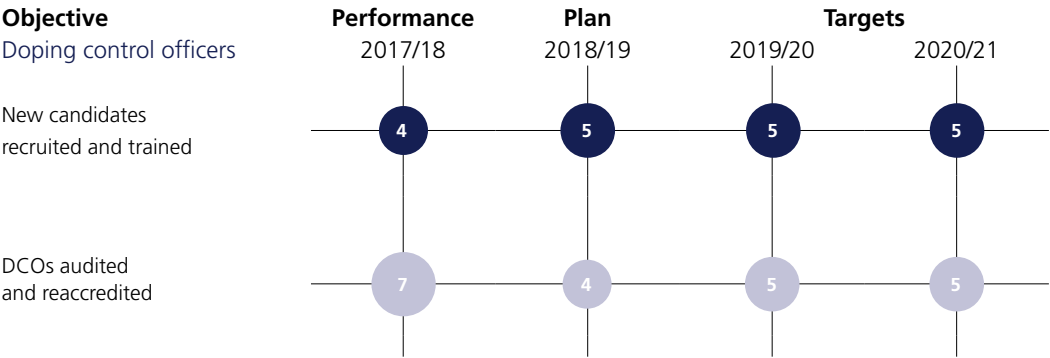
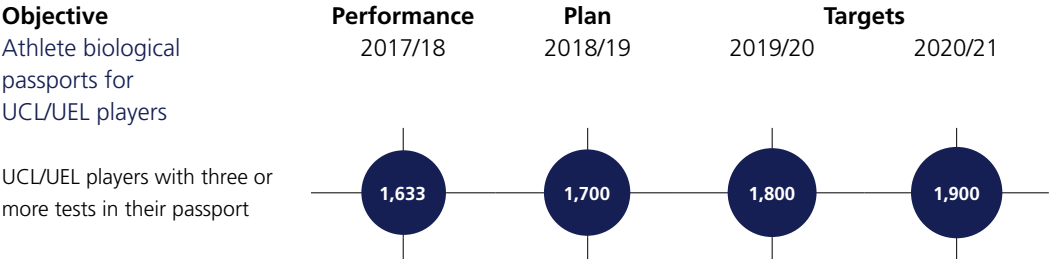
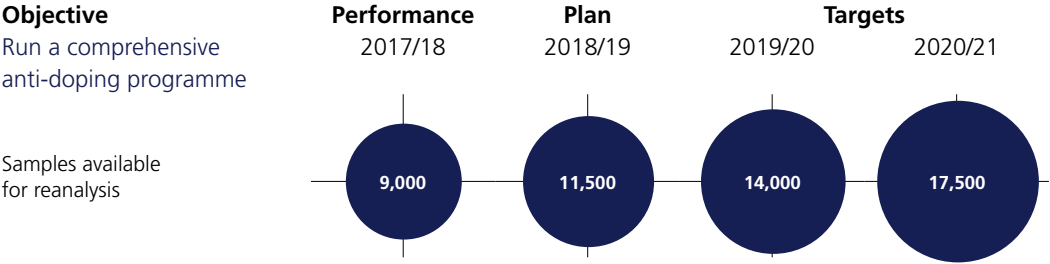
“The implementation of paperless doping control forms is a significant development for UEFA's anti-doping programme. The automated delivery of the forms into our existing IT system allows for a fully integrated doping control procedure, resulting in a more professional service for the players and the teams.”

UEFA anti-doping unit

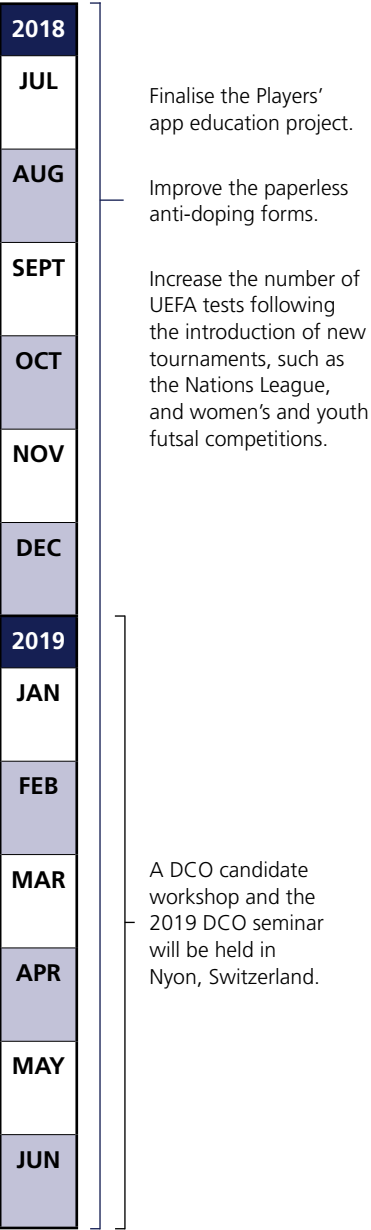
2,500

More than 2,500 samples were collected at all competitions and stored for future reanalysis.

Key performance indicators



Planned activities



Concluding remarks

“ The protection of clean players and clean teams is our primary concern. We, at UEFA, pledge to remain at the forefront by wisely and purposefully utilising our resources and making use of technological enhancements to deliver the best testing programme possible.”

Anti-doping unit
antidoping@uefa.ch

Stadium and security strategy and development programme

Mission

To promote, enhance and safeguard UEFA's corporate stadium and security policies, strategies and expertise, and to reinforce the national associations' abilities to improve integrated stadium and security strategies.

Objectives

Hold five pan-European stadium and security strategy summits to be attended by all 55 national associations.

Offer stadium and security strategy summits to individual national associations.

Hold pan-European expert seminars on contemporary topics to be attended by all 55 national associations.

Offer masterclasses on contemporary topics to individual national associations.

Host an annual pan-European stadium and security conference in partnership with the EU.

Offer strategy, policy and practical support to individual national associations seeking to implement the Council of Europe 2016 convention on integrated safety, security and service.

Develop, maintain and disseminate a suite of knowledge products, training programmes and support services to all 55 national associations.

// The summits are a prerequisite for progress. Working together is not a new concept, but the human tendency is to work with what we know. And so, by uniting the national associations, police and government representatives, we break down silos and create a greater appreciation of tasks, problems, solutions, leadership and responsibility."

Michael van Praag, UEFA Stadium and Security Committee chairman

Highlight

"Those who do not learn from history are doomed to repeat it."

Philosopher George Santayana's powerful statement sums up UEFA's determination to remain proactive in football safety and security and underpins the UEFA stadium and security strategy summits delivered during the winter break.

The summits brought groups of European national associations together with UEFA, security experts, police and government representatives to analyse the past and look towards the future in a bid to ensure that football can always be watched in a safe, secure and welcoming environment.

The strategy summits served to remind those present of the lessons of the past and allowed

them to debate current incidents and identify emerging trends, while reflecting on the risks and liabilities that arise.

Overcrowding, fires, pyrotechnics, violence and, more recently, terrorist threats have become an unfortunate reality in the game.

55

Representatives from within all 55 national associations attended the five summits.

Main achievements

- Some 350 delegates attended the [UEFA-EU Stadium and Security Conference](#) in September 2017. UEFA underlined its commitment to ensuring that football matches across Europe are played in a safe, secure and welcoming environment.
- [UEFA joined forces with the Asian Football Confederation \(AFC\) in October to help deliver a successful stadium security operation](#) at the FIFA U-17 World Cup in India. The stadium and security unit delivered four workshops for the AFC and its national associations' security officers in Kuala Lumpur, as well as a steward 'train the trainer' course in Delhi.
- At the [UEFA Pyrotechnics Seminar](#) in Munich in November, UEFA reiterated the findings from a recent independent research study that there can be no safe use of pyrotechnics in football stadiums.
- The message from this seminar was reiterated at four individual masterclasses, each attended by more than 100 delegates, held in Finland, the Netherlands, Poland and Slovenia in March and April 2018. The development of national strategies – involving new options for the disruption of the supply, transport and distribution of pyrotechnics – was initiated alongside significant support for a zero-tolerance approach to the criminal use of pyrotechnics at football events.

/// The key message in the pyrotechnics report is clear: there can be no safe use of pyrotechnics in spectator areas of football stadiums.”

Michael van Praag, UEFA Stadium and Security Committee chairman

- To support Russia in its preparations for the FIFA 2018 World Cup, [the stadium and security unit gave key assistance and advice](#) to the Russian Football Union (RFS) in areas such as counter-terrorism planning and training stewards. The counter-terrorism masterclass in Kazan involved case studies from around the world, providing participants with a greater understanding of the threats, while explaining the concept of the ‘security recipe’, which suggests that technology alone is not the answer. All participants left with an expanded and enhanced practitioner network.
- [UEFA delivered the steward ‘train the trainer’ programme](#) to 12 national associations during the season. This training programme also took place in the build-up to the UEFA Champions League final in Ukraine.
- [Experts from UEFA, national associations, the police and international organisations attended a seminar in Munich](#) in April to discuss measures to mitigate the threat of terrorist attacks at football stadiums.
- Support for implementing the Council of Europe 2016 convention was garnered by contributing to two ProS4+ events, in Lithuania and Romania, in March and May 2018.
- In further support of UEFA’s national associations, the stadium and security unit was involved in the Israel Security Convention on 14 November 2017, the Poland Stadium and Security Strategy 2018–2020, and the Erasmus+ LIAISE project together with SD Europe, a partner of UEFA’s FSR unit.

Planned activities

	2018	
Support the Asian Football Confederation (Saudi Arabia July 2018; Hong Kong April 2019).	JUL	Steward ‘train the trainer’ courses in Bosnia and Herzegovina (July 2018), Georgia (July 2018), Moldova (August 2018) and the Czech Republic (September/October 2018).
	AUG	
	SEPT	
	OCT	
	NOV	
	DEC	Monitor and analyse incidents at UEFA Champions League and UEFA Europa League matches, together with related news and social media posts, then catalogue and categorise all reported safety and security incidents, maintain the UEFA incident index for each national association and produce detailed incident reports.
A pan-European expert seminar on violence and disorder will be held in Munich on 17 January 2019.	2019	
	JAN	
	FEB	
Support CAF in the field of Safety and Security.	MAR	Provide masterclasses, strategy summits and training for individual national associations in cooperation with the Council of Europe and the EU Think Tank.
	APR	
	MAY	
	JUN	

Concluding remarks

/// The UEFA stadium and security strategy has been funded and approved for the four-year period 2017–2021. The unit continues to enjoy excellent cooperation as the strategy is implemented across the 55 national associations.”

Stadium and security strategy and development programme

National Associations



Introduced at the beginning of the 2016–20 cycle, HatTrick IV offers each national association €50,000 per season for FSR projects.

All of the 55 UEFA national associations took advantage of the annual grant during 2017/18.

This section highlights a collection of five good practices that were captured from five different national association's HatTrick-funded FSR projects during the season.

An overview of the 72 projects implemented in 2017/18, including details of the issue that is being addressed and the intended beneficiaries, can be found in the Appendix of the online version of this report.



Good Practice

Royal Belgian Football Association (URBSFA/KBVB)



Developing disability football in Belgium: nobody offside!



© Photonews

Challenge

A lack of football opportunities for disabled people.

Goal

Increase the number of football opportunities available to disabled people by using URBSFA/KBVB communications, access to the Belgian national team and events, raising awareness of the opportunities and supporting the development of disability football.

Partners

Belgian government
Belgian national team
Special Olympics Belgium
Voetbal Vlaanderen
G-sport Vlaanderen
Parantee-Psylos
Association des Clubs Francophones de Football (ACFF)
Brussels Football
Ligue Handisport Francophone
Inter vzw
Fema
Proximus

The Wow! factor

Hosting the Football Kick-Off tournament at FC Racing Peer provided an opportunity to showcase disability football, while also using the specially created disability football event management manual for clubs to introduce [disability football and how to organise it](#).

This is the flagship national event, held annually to mark the start of the disability football season.

It brings together groups and teams that have taken part in local events throughout Belgium.

75

The eighth annual tournament involved over 75 teams comprised of a total of more than 950 players with mental and/or physical disabilities.

What's next?

By 2020, at least one in ten football clubs in Belgium should offer disability football, giving players the opportunity to play within 25km of their homes. In addition, specific forms of disability football should be developed, including deaf, cerebral palsy, amputee and blind football.

Good practice links

[KBVB disabled football \(in French\)](#)

[KBVB news on disability football teams \(in French\)](#)

[KBVB Football Kick-Off tournament \(in French\)](#)

[ACFF information on commitment to disabled football](#)

[Flanders Football Association: information on disability football \(in Dutch\)](#)

[Nobody Offside Manual \(in French\)](#)

Links to related websites and resources

[Showcasing the work of the Royal Belgian Football Association](#)

[National team players playing blind football](#)

[Special Olympics Belgium: Red Devils play unified challenge – video](#)

[Special Olympics Belgium](#)

[Special Olympics athletes join Belgium's Red Devils to play unified match!](#)

“Everyone who wants to be part of the Belgian football family should be given the opportunity to fully participate. It is an important role of a football association to create an inclusive football environment and guarantee that everyone who loves football can have the same sense of enjoyment and fulfilment.”

An De Kock, Social Responsibility coordinator,
URBSFA/KBVB



Good Practice

Israel Football Association (IFA)



It's much more than a game



© Elyahu

Challenge

As a country made up of a broad and complex mosaic of peoples and religions, there is a genuine need to find ways for football to serve as a bridge between people in different demographic communities and create common values.

Goal

Increase public awareness of the importance of combating violence and racism both on the football field and in general, and reduce documented incidents.

Partners

New Israel Fund Kick It Out (KIO) Israel
New Israel Fund UK
Fare network
FIFPro
Israel Football Players Organisation (IFPO)

The Wow! factor

The IFA launched a unique and exclusive initiative called the Team for Social Responsibility, comprising male and female football players who mirror Israeli society. The players are the central focus, demonstrating and spearheading social responsibility activities in the community. They promote tolerance, coexistence and cohabitation between Jews, Arabs and all the other unique and diverse communities in Israel.

The team encourages dialogue as a way to work together to stamp out racism and violence on and off the pitch. The players were chosen by a special committee and selected for their impressive contribution to their community and Israeli society at large.

30

On International Human Rights Day, 10 December 2017, the Team for Social Responsibility invited 30 boys and girls with refugee backgrounds to play alongside Israeli children in Tel Aviv.

What's next?

The IFA plans to continue with anti-discrimination and peace-building activities throughout Israel.

Good practice links

[Kick It Out Israel launches Team for Social Responsibility](#)

Related websites and resources

[Premier league stars help to kick racism out of Israeli football](#)

[Jewish and Arab footballers in Israel as a Beacon of Tolerance – News Release](#)

[NIF's Team for Social Responsibility unveiled](#)

[Football tournament brings together refugee and Israeli children on Human Rights Day](#)

“By involving football heroes in the initiative, Israelis not only see that racism and discrimination are not tolerated in football, but they are also encouraged to emulate the actions of their role models in day-to-day life.”



Good Practice

Football Association of Ireland (FAI)



Walking football



Challenge

Aging citizens of the Republic of Ireland are facing increasing health issues, primarily as a result of bad nutrition and a lack of exercise. A large sector of the population over the age of 55 do not engage in physical activity due to fitness or mobility issues. Loneliness and depression also affect many people in this age group.

Goal

Increase the physical and social activity of men over the age of 55 and keep this group actively involved in sport.

Partners

Age and Opportunity Ireland
Institute of Technology Blanchardstown (ITB)
TILDA, the Irish Longitudinal Study of Aging
Trinity College Dublin
PEEI, the National Research Centre for Psychology, Education and Emotional Intelligence
Municipalities

The Wow! factor

While walking football has increased the amount of weekly exercise many of the participants undertake, the social impact has been even greater. Individuals that may have once felt isolated now have a chance to meet people and make friends. As one participant said, “It’s the craic¹¹. The post-game cuppa is a brilliant laugh, the craic then is sometimes better than the football.”

500

Over 500 people have taken part in 37 locations across Ireland¹².

What’s next?

The FAI would like to promote walking football to get more women involved in the sport.



© Eóin Noonan, Sportsfile

¹¹ ‘Craic’ is Irish slang describing something enjoyable.
¹² By March 2018

Good practice links

[FAI walking football Facebook page](#)

Related websites and resources

[The story behind walking football – video](#)

[Runaway success: walking football proving popular](#)

[Walking football: play the beautiful game again – video](#)

[Cross-border walking football festival – video](#)

[Dublin Institute of Technology Research – A whole new ballgame: Does participating in a walking football club lead to increased levels of social engagement?](#)

[The FA have launched the comprehensive laws of the game for Walking Football](#)

[The Walking FA](#)

[Walking football is a slower version of the beautiful game – BBC](#)

[Walking football – It’s no walk in the park](#)

[Walking football – Enjoy the beautiful game at a slower pace](#)

[Foundation Walking Football in the running for National Lottery funding](#)

[How Carlisle United’s walking football sessions brightened Bob’s life](#)

[Over 60s football players relive their youth](#)

[7 benefits of exercise for the elderly](#)

“I always wanted to play the game again, but I never thought I’d do it. So this kind of opportunity is fantastic.”

Hugh McGinn, participant



Good Practice

Royal Spanish Football Federation (RFEF)



Football as a social reintegration tool for those deprived of their liberty



© RFEF

Challenge

Reintegrating into mainstream society is never easy for inmates, especially when there is a lack of opportunity for them to do so. This increases the likelihood that they will be incarcerated again, a fact more common among younger individuals.

Goal

Train inmates as coaches and referees and provide them with opportunities to become involved in the wider community. The opportunity to coach, play or referee provides a sense of purpose and value, bringing humanity back to someone who may have lost a sense of belonging by being in prison.

Partners

Ministry of the interior
General secretariat of penitentiary institutions
International football players and trainers
Local community organisers

The Wow! factor

Following successful completion of coach or referee training in the designated prison football academies, inmates are given special permits to temporarily leave prison and take part in local tournaments.

By allowing them access to mainstream society, inmates can adhere to social norms and actively take part in the wider community. This broad access is an important factor in reintegration. Allowing them the opportunity to leave prison and take part in football matches provides a sense of responsibility and self-worth.

39

39 prisons with a target population of 38,000 inmates have signed a collaboration agreement with the RFEF.

What's next?

The next step is to include more female inmates in the programme and monitor repeat-offender numbers, with a specific focus on those who have taken part in the football programmes.

Good practice links

[National coach supports the social reintegration in Brussels](#)

[President Luis Rubiales handed the trophy to the champion](#)

Related websites and resources

[Spanish prison system](#)

[Expected outcomes of sport practice for inmates: A comparison of perceptions of inmates and staff](#)

[Teenage prisoners rehabilitated using sport in Spain](#)

[Spokesman for the Royal Spanish Football Federation visits the prison in Murcia](#)

// This experience adds significant social value for us. We are grateful for this opportunity, as football helps us to cope with our situation. Since childhood many of us have played football and to have that reintroduced in our lives gives us immense hope. We feel like champions for a day."

Inmate



Good Practice

Czech Republic Football Association (FACR)



FACR football and social responsibility strategy development



© Jan Tauber

Challenge

The FACR has a long history of work in the community. So far initiatives have been based on needs arising season-by-season. The FACR wants to develop a long-term FSR strategy that reflects association-wide objectives.

Goal

Develop a comprehensive long-term strategy to coordinate football and social responsibility activities.

Partners

UEFA
SchweryCade
Various key stakeholders (regional football associations, government, sponsors, and NGOs)

The Wow! factor

A workshop was held for staff members from all departments as part of the process to move from ad hoc support for projects to developing a more strategic approach to FSR.

By inviting all departments to attend, the workshop not only ensured that the full impact of the FACR's activities were taken into account, but it also promoted greater understanding of FSR throughout the organisation, as well as a commitment to future support in addressing material issues.

Key staff from the six FACR departments and the general secretary attended the FSR workshop.



© FACR

Good practice links

[FACR social projects \(in Czech\)](#)

// The FACR has been actively addressing social problems in the Czech Republic for many years. Having recently hired an FSR manager to oversee these projects, we took advantage of UEFA's new HatTrick FSR programme to build a robust FSR strategy that will help us run them for the foreseeable future."

Rudolf Řepka, general secretary, FACR

FSR Portfolio Partners



Diversity and inclusion



Fare network

farenet.org



Mission

The Fare network involves NGOs, minority groups, grassroots organisations and the professional football industry working together in a joint effort to celebrate diversity and combat racism, homophobia, sexism and other forms of discrimination at all levels of the game.

Objectives

Tackle discrimination of all kinds at all levels of football in Europe and encourage diversity in the football industry.

Use the power of football to explore, and raise awareness of, solutions to social discrimination and exclusion.

Empower and represent groups that are marginalised and suffer discrimination.



€700,000

Since 2012/13, Fare has supported 9,750 grassroots groups with more than 1,375 grants totalling over €700,000.

tournaments, panel discussions, workshops, multicultural sports festivals, conferences, stadium initiatives and much more.

The #FootballPeople action weeks have received support from UEFA, the European Commission and the European Club Association, alongside pledges from 213 professional clubs, 38 national associations, 14 leagues, as well as players unions and high-profile players.

At all 58 UEFA club competition matches, played from 11 to 19 October, including Champions League, Europa League and Women's Champions League matches, players lined up for a mixed photo with UEFA's #EqualGame campaign on display, while special messages were read and displayed on the screens.

Highlight

The #FootballPeople action weeks is the world's largest series of activities and events aimed at bringing about social change in football.

This global movement is supported by community groups, football clubs, supporters, NGOs and educational organisations, who come together for two weeks in October to champion football's power to foster social inclusion, empower minorities and combat discrimination in the game.

In 2017, Fare coordinated more than 2,300 #FootballPeople events in 62 countries. Over 114,000 people were involved in anti-racism

Main achievements

- More than 50 female experts, players, journalists, administrators and activists took part in a round table meeting held in Berlin on the priority Fare topic of ethnic-minority women in the game. The most pressing issues were raised and ideas exchanged for developing solutions and reducing under-representation.

167

As many as 167 of the 692 UEFA club competition fixtures played in the 2017/18 season were flagged as high-risk and documented in person by Fare observers. A total of 29 discriminatory incidents were reported, leading to 17 clubs being sanctioned by the UEFA Control, Ethics and Disciplinary Body.

- As part of its efforts to aid the integration of refugees and asylum seekers in Europe, Fare launched the multinational INSPIRE project that helps sports providers design training sessions to meet the needs of newly arrived migrants. The project, which was co-funded by the European Commission, offers football sessions for female refugees in France and Poland, among other activities.
- Fare first introduced the Diversity House concept in May 2017 at the UEFA Champions League fan festival in Cardiff. The Diversity House served as a safe and open space to celebrate diversity, educate the public about discrimination, discuss social change through football and connect football supporters across borders. As part of Fare's eastern European development programme, two Diversity Houses⁶⁵ were later installed in St Petersburg and Moscow during the 2018 FIFA World Cup.
- In partnership with UEFA, Fare deploys a dedicated observer scheme⁶⁶ covering all major UEFA club competition fixtures. Observers identify and document incidents of discrimination inside stadiums.

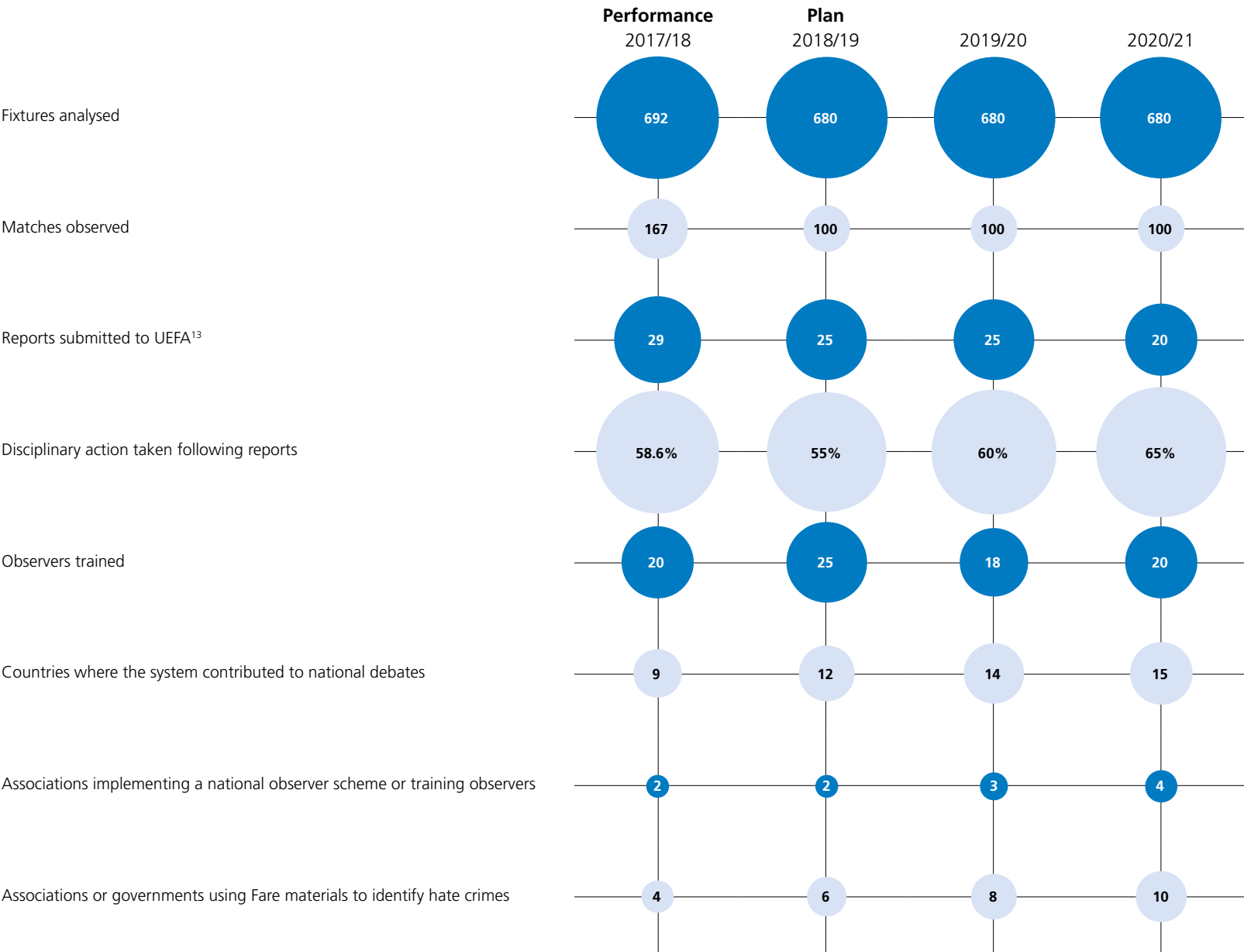
// We participated in the #FootballPeople action weeks to highlight the contributions of women in sport, which in Georgia are often not recognised.”

Nino Bidzinashvili, Civil Forum Shida Kartli, participant of the #FootballPeople action weeks, Georgia



© Ryu Voelkel, FARE

Observer scheme at club competitions



Key performance indicators

Objective

Tackle discrimination
of all kinds at all levels

Associations that participated in seminars,
round tables organised or co-hosted by Fare

UEFA and FA events on diversity
and inclusion involving Fare

Events held with EU, Council of Europe
or UN structures

Performance

2017/18

6(2)

3

1

2018/19

7(3)

4

2

Plan

2019/20

9(3)

6

2

2020/21

11(4)

6

2

() Brackets indicate number of FAs from Eastern Europe

Objective

Football as a tool for social
inclusion and integration

People directly involved in
#FootballPeople weeks

Organisations involved in #FootballPeople
weeks (including those from Eastern Europe)

#FootballPeople mentions on social media

People reached online and through social media
(website, and Facebook/Twitter/Instagram)

Good practices shared through
communication channels

Educational organisations participating
in the #FootballPeople campaign

Performance

2017/18

114,000

1,015
(264)

546,137

19,156

23

164

2018/19

111,000

850
(260)

600,000

20,000

25

170

Plan

2019/20

112,000

900
(250)

750,000

21,500

30

180

2020/21

113,000

1,050
(275)

1m

23,500

35

185

Objective

Build capacity in grassroots
and national groups

Groups consulted (including those in
eastern Europe)

Grants awarded by Fare since 2012/13

Ethnic-minority, LGBTIQ groups and
women's organisations worked with
(including those in eastern Europe)

Performance

2017/18

31

1,375

66
(17)

2018/19

40
(15)

1,550

65
(20)

Plan

2019/20

50
(20)

1,800

70
(25)

2020/21

50
(20)

2,000¹⁴

75
(25)

Planned activities

2018	
JUL	
AUG	
SEPT	
OCT	#FootballPeople weeks, 11-25 October
NOV	
DEC	INSPIRE conference on refugees in football, Warsaw
2019	
JAN	
FEB	Football v Homophobia month of action
MAR	
APR	Fare general meeting and UEFA Respect Diversity/#EqualGame conference, London
MAY	
JUN	¹³ UEFA Champions League and Europa League fixtures only ¹⁴ Fare network may offer fewer grants in the future but of higher value.

Good Practice

Diversity House

Objective

The Diversity House concept is an innovation that uses major football events as a platform to celebrate diversity and support events that highlight issues of social change and football.

The Wow! factor

The Diversity House is an open and safe space at major football events. Discussion panels celebrate the achievements of ethnic-minority and women players and the LGBTIQ community, while events include exhibitions, discussions, language lessons, theatrical plays, training sessions for human rights defenders, film screenings and matchday gatherings.

Fare first introduced the idea at the UEFA Champions League finals festivals in Cardiff 2017 and Kyiv 2018 and replicated the project at the FIFA World Cup in Moscow and St Petersburg. The central location of both Diversity Houses allowed passers-by to drop in and acquire a new perspective on the social side of football.

Stakeholders and partners

UEFA

NGOs including Amnesty International and human rights activists

Minority groups, including CAFE and the Russian LGBT Sport Federation

For more partners please see:
[Diversity Guide calendar](#)



© FARE

“ It's actually a space where gay people can come and be themselves and meet in a normal atmosphere. I hadn't heard of any places like that in Moscow before.”

Viktor Tronin, 22-year-old Muscovite

100

Up to 100 Russians and tourists visited each day, with over 60 events organised during the three weeks that the Diversity Houses were open.

Good practice links

[Diversity House](#)

[Diversity House – video](#)

Related websites and resources

[Refugees play on Red Square with a message of inclusion](#)

[Diversity Guide calendar](#)

Twitter messages

[Yaya Touré](#)

[Leon Mann](#)

[Healthy Stadia](#)

[Fare](#)

[UK in Russia](#)

Fare network

Eastern European development with Never Again Association

nigdywiecej.org



Mission

The Never Again Association aims to promote multicultural understanding and contribute to the development of democratic civil society in central and eastern Europe.

Objectives

Educate young people to reject racial and ethnic prejudice through educational and cultural events with anti-racism and anti-discrimination messages.

Publish and distribute educational materials on issues such as racism, anti-Semitism, xenophobia and discrimination.

Monitor and document instances of hate speech, discrimination and hate crimes inside and outside stadiums.

Take part in public debates to promote the message of respect for diversity.



© Never Again Association



© Never Again Association

Highlight

Representatives of the Never Again Association came together during Europe's largest free festival – Pol'and'Rock Festival (formerly Woodstock Festival Poland) – on 3–5 August 2017 to organise an anti-racism football tournament alongside educational activities targeting the growing problem of bigotry and violence.

The annual festival is held in Kostrzyn nad Odra near the Polish–German border. It attracts approximately 500,000 young people every year. The festivalgoers take part in workshops conducted at the Never Again info stand, where they discuss how to react to hate speech and discrimination.

Main achievements

- Educational and cultural events with anti-racism and anti-discrimination messages were organised and promoted with partner organisations, including sports activities, concerts, exhibitions, book launches, film screenings and festivals. In addition to the event participants, a much larger audience was reached through media coverage.
- The NAA monitored and documented instances of hate speech and hate crimes inside and outside stadiums in cooperation with its network of local correspondents, journalists and football stakeholders. In addition to witness accounts, social media and far-right publications were monitored. Documented incidents have been collected

“ Racism is a failure. Racism is not cool. We must not allow it in our stadiums. What the Never Again Association does at this festival is very important.”

Dr Adam Bodnar, Polish civil rights ombudsman

- in the Brown Book, a registry of hate crimes, with the information available to interested media and stakeholders.
- The NAA continued to participate in public debates and promote an anti-discrimination message. The association was consulted and quoted by numerous local, national and international media outlets, and its own social media presence also grew.

Key performance indicators

Objective	Performance	Plan	Targets	
Promoting anti-discrimination through educational and cultural events	2017/18	2018/19	2019/20	2020/21
Pol'and'Rock participants	500,000	500,000	500,000	500,000
Pol'and'Rock tournament players	150	150	150	150
Community events including sports activities, concerts, exhibitions, book launches, film screenings and festivals	109	130	150	150

Objective	Performance	Plan	Targets	
Publishing and distributing educational materials	2017/18	2018/19	2019/20	2020/21
Anti-racism leaflets, booklets, stickers and posters distributed throughout the season	80,000	100,000	100,000	100,000

Objective	Performance	Plan	Targets	
Monitoring and documenting hate speech	2017/18	2018/19	2019/20	2020/21
Stakeholder consultations	9	12	12	12

Objective	Performance	Plan	Targets	
Taking part in public debates to promote an anti-discrimination message	2017/18	2018/19	2019/20	2020/21
Media articles	281	200	200	200
TV and radio broadcasts	173	120	120	120
Facebook followers	15,000	16,000	17,000	18,000
Twitter followers	1,300	1,400	1,500	1,600



Concluding remarks

“Football belongs to all of us, no matter what our background, life story or involvement in the game. The many successes and inspiring stories that we have helped create and witnessed through our work give us the energy and drive to keep pushing for positive social change in and through football across Europe.”

Piara Powar, executive director, Fare network
piara.powar@fare.net

Israel Football Association

New Israel Fund KIO Israel

nif.org



Mission

The New Israel Fund's Kick It Out (KIO) Israel campaign combats racism, sexism, homophobia and all forms of discrimination in football, promoting coexistence, shared society and equal opportunity, regardless of race, religion, gender and sexual orientation.

Objectives

Combat, reduce and eventually eliminate racism, incitement, violence and all forms of discrimination, including sexism and homophobia, at football matches and online.

Conduct an effective campaign to combat racism and promote inclusivity through the involvement of star players (Team for Social Responsibility) who act as positive role models and use their celebrity status to set trends.

Actively monitor racist comments by fans and promote KIO's values on social media platforms.



© IFA

// Life is too short to waste energy on anger and hatred. It is better to live with love, tolerance, and respect."

Maharan Radi, Team for Social Responsibility member and Hapoel Bee-Sheva FC midfielder



© Seffi Magriso

Highlight

The Team for Social Responsibility was launched by KIO Israel during the Fare #FootballPeople action week in October 2017, in partnership with the IFA and the Israel Football Players Organisation. The 14 team members were selected for their commitment to social values. The team leverages the celebrity and role-model status of players from all leagues and backgrounds to promote social responsibility and KIO Israel's objectives.

The Team for Social Responsibility is KIO Israel's main vehicle for public events and educational activities, especially among young people and through the media and social media to stir up publicity for the campaign's values and messages.

20

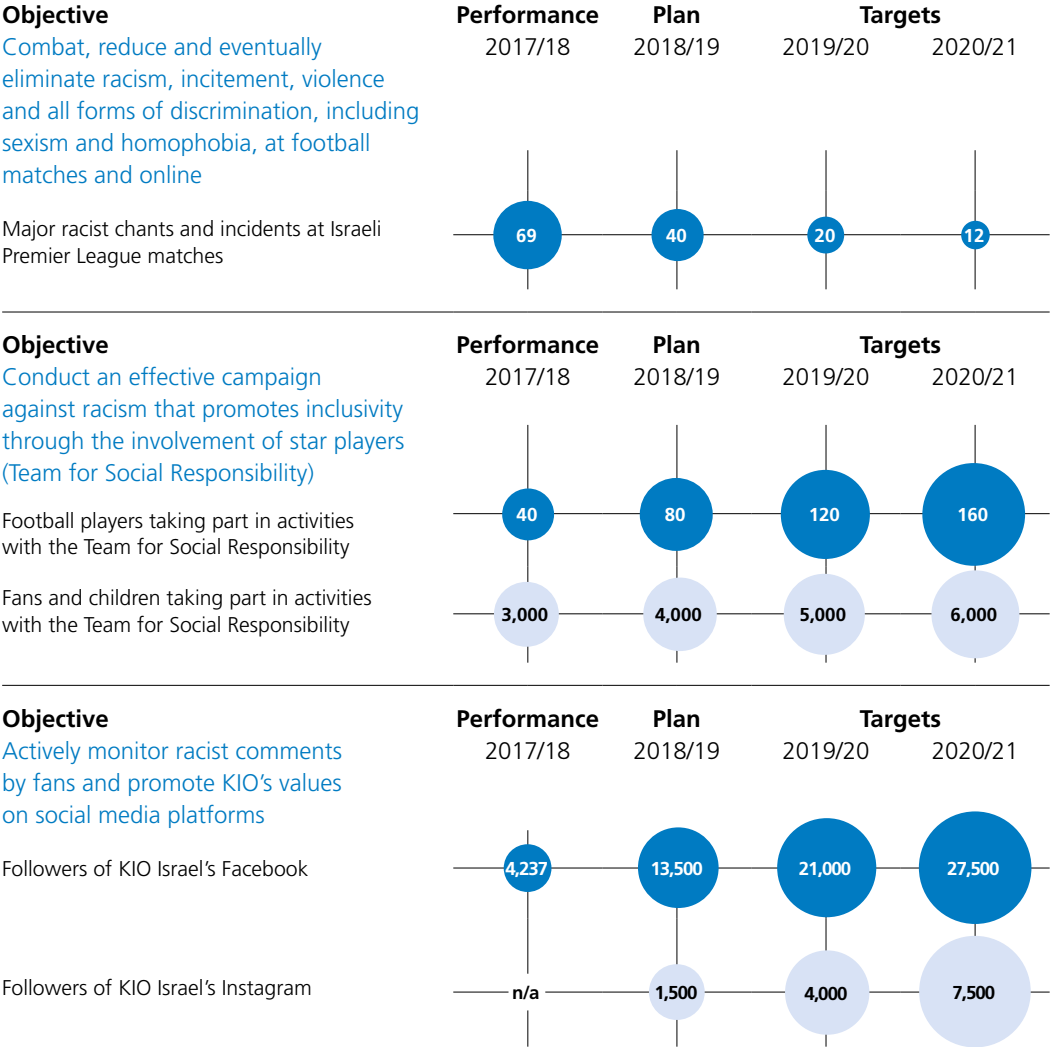
In the 2017/18 season, the Team for Social Responsibility attended 20 major events dedicated to a myriad of issues, including racism, homophobia, shared living, gender equality and refugee rights.

The Team's involvement in these events gave rise to TV and radio interviews and op-ed newspaper and website columns that promoted KIO Israel's values. An audience of several thousand people attended the events while hundreds of thousands read and heard about them through media and social media coverage.

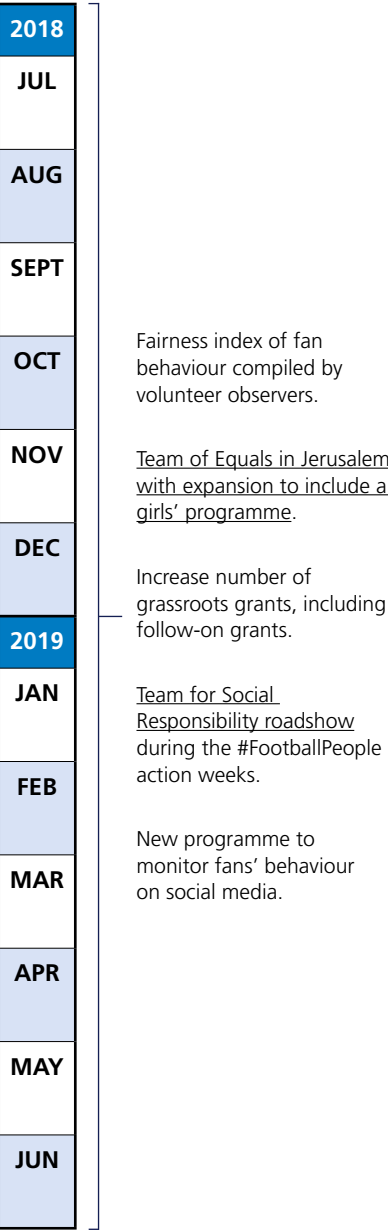
Main achievements

- Volunteer observers compiled information for the KIO fairness index, which found that Beitar Jerusalem fans were involved in 17 racist incidents in the 2017/18 season, compared with 35 in 2016/17.
- KIO partnered with the IFA to stage a ‘colours of the rainbow’ match between the Rainball mixed LGBTIQ–straight team and the Team of Artists as part of Fare’s Football v Homophobia action month. This was the first time that the IFA had officially sponsored an anti-homophobia event.
- The third Team of Equals season ended in Jerusalem in May 2018 with a ceremony to present 30 fifth-grade pupils (15 Arabs and 15 Jews) with certificates. The programme brings together both the children and their families and is funded by KIO Israel through the Jewish club Hapoel Katamon and the Arab Football Academy of Beit Safafa in equal proportions.
- Grants were awarded to grassroots football initiatives that focus on bringing Jews and Arabs together, but also on integrating Ethiopian immigrants and refugees.
- KIO Israel encouragement resulted in women featuring on panels analysing World Cup matches on Israeli television. One of the biggest stars was Israel national team player Oshrat Eini, a member of KIO’s Team for Social Responsibility.

Key performance indicators



Planned activities



Concluding remarks

Football is unique in Israel in that it is one of the only areas where Arabs and Jews come together, sharing their love for this beautiful game and enjoying equal opportunity for all. Racist fans are becoming a smaller and smaller minority."

Itzik Shanan, founder and executive director of KIO Israel
Itzik@nif.org.il

Good Practice

Team of Equals

Objective

Promote shared society and tolerance by bringing together Jewish and Arab children and their families in Jerusalem on an equal footing and help them gain trust in one another.

The Wow! factor

There are other Jewish–Arab joint football programmes for children and teenagers around Israel, but KIO Israel has developed a unique and effective model that sets itself apart through peaceful interaction. This stresses multiculturalism, with coaching in two languages by an Arab and a Jewish coach, joint Jewish–Arab teams and a budget divided equally between the Jewish and Arab parent clubs.

Stakeholders and partners

Israel Football Association

The Jewish and Arab parent clubs: Hapoel Katamon and the Arab Football Academy of Beit Safafa

The project has been so successful in bringing together the neighbouring Jewish and Arab communities of Katamon and Beit Safafa that a girls' programme will be launched in 2018/19 if a donor can be found.

Good practice links

[Team of Equals – video](#)



“As time goes by, trust develops between the Jewish and Arab children as in any football team. We hope that this team can set an example for the adults and play a part in bringing about peace.”

Hassan Hussein, director of the Arab Football Academy, Beit Safafa

Football for All Abilities

International Blind Sports Federation

ibsasport.org



Mission

The International Blind Sports Federation (IBSA) aims to give every girl, boy, woman and man with a visual impairment the chance to play football at the level they choose, regardless of age, wherever they may be and whatever their life circumstances.

Objectives

Ensure that people in all European countries who are blind or partially sighted have the opportunity to play blind football.

Offer and/or introduce blind football to visually impaired people in all European countries that have not yet had the opportunity to develop the game.

Provide support for emerging countries wishing to further develop new programmes, in particular where the focus is on youth or women's development.

Meet the growing demand for blind football equipment, with a special focus on grassroots programmes, by supplying equipment free of charge to new and emerging countries, and to all countries for their youth and women's development projects.

Expand the pool of qualified referees in Europe and maximise training opportunities for new coaches.



© IBSA

// The tournament was great! We had superb team spirit, great staff and a wonderful last evening – especially since the tournament brought together so many players from different cultures."

Bettina Sulyok, captain of the Austrian national blind football team (and the first female captain of a national team)

Highlight

The third IBSA Blind Football Euro Challenge Cup was held in Krakow, Poland, in May 2018.

National blind football teams from six countries took part in this development tournament for new and emerging countries, including three new countries, Belarus, Austria and Switzerland, which had never played internationally.

The tournament would not have been held had it not been for the five IBSA training weekends in five of the participating teams' countries.

The tournament was a huge success, not only in terms of the on-the-pitch excitement, but also because of the legacy it created. Each of the participating nations has been able to grow and expand its domestic grassroots programme as a result of the public exposure and the experience of playing internationally.

IBSA used the tournament to distribute balls and blackout goggles to the countries free of charge (42 balls and 39 pairs of goggles).

1,375

Since 2012, IBSA has donated 1,375 balls, 1,119 eyeshades and 127 sets of blackout goggles to programmes in 43 countries.

Main achievements

- Three former emerging countries (Belgium, Romania and Georgia) participated in the [IBSA Blind Football European Championship](#) that was staged in Berlin in August 2017. Thanks to the success of IBSA's development work in Europe, the championship now features ten teams with relegation and promotion to a qualifying tournament. A total of 15 national teams competed in the [European Championship and the European qualifier](#) held in Romania in April 2017, a 50% increase in nations compared to 2015.
- [A training weekend](#) was held in March 2018 to help introduce blind football in Switzerland. The Swiss blind football team made its international debut at the IBSA Euro Challenge Cup in Poland in May 2018 and has subsequently taken part in several friendly tournaments all over Europe. Thanks to its partnership with the Swiss Football Association, there are ambitious plans to considerably expand the game over the coming years.
- Significant amounts of [blind football equipment](#) were distributed to several European countries. By donating equipment, local programmes, schools for the blind and individuals are able to use specially adapted balls and eyeshades to play the game. The equipment is crucial for launching new programmes to raise awareness of and boost interest in blind football.

Key performance indicators

Objective	Performance	Plan	Targets	
Provide opportunities to play blind football	2017/18	2018/19	2019/20	2020/21
New countries supported with equipment	4 ¹⁵	4	4	4
New countries taking part in training camps	1 ¹⁶	4	4	4

Objective	Performance	Plan	Targets	
Focus on women's participation and youth development	2017/18	2018/19	2019/20	2020/21
Youth and women players supported with equipment ('One player one ball' scheme)	n/a	60	60	60

Objective	Performance	Plan	Targets	
Meet demand for equipment	2017/18	2018/19	2019/20	2020/21
Balls donated to programmes	202	250	250	250
Eyeshades donated	202	150	150	150
Blackout goggles donated	39 ¹⁷	40	40	40

Objective	Performance	Plan	Targets	
Train referees and coaches	2017/18	2018/19	2019/20	2020/21
Referees trained	10	10	10	10
Coaches trained	5	40 ¹⁸	40	40

¹⁵ Estonia, Latvia, Lithuania, and Switzerland
¹⁶ Only one training camp was held due to the late start of the project and lack of available dates.
¹⁷ This equipment was provided to 20 countries and UEFA FSR partner CAFE.
¹⁸ The reason for the rapid increase in coaches trained is because IBSA has made greater efforts to encourage countries to maximise the number of coaches they invite to training weekends. Also, because it is working more closely with football associations, which have easier access to a greater number of coaches than, for example, national Paralympic committees or national blind sports federations, IBSA can train more coaches than before.

Planned activities

A meeting of several top European coaches is scheduled to be held in Paris in November 2018 to finalise the content of the coaching manual. It will be published in 2019.	2018	
	JUL	
	AUG	
	SEPT	
	OCT	
	NOV	Hold national training camps in or involving participants from four countries.
	DEC	
	2019	
	JAN	Purchase and distribute blind football equipment to meet Europe-wide demand, with particular focus on youth and women's programmes.
	FEB	
	MAR	
	APR	Host second European Blind Football Youth Camp in spring 2019.
	MAY	
	JUN	Organise referee training course, which will take place in 2019.



Concluding remarks

“UEFA support is helping to drive blind football development in Europe. As it continues to expand and grow, demand for equipment is greater than ever, and we are seeing increased women’s participation and more young players coming through. We continue to strive to offer every visually impaired person in Europe the chance to play football.”

David Stirton, project manager,
IBSA Blind Football Development Project Europe
davidstirton@ya.com

Good Practice

Fostering inclusion in the IBSA Blind Football family

Objective

The objective is to quickly and effectively promote and secure full inclusion programmes in new countries within the European blind football community, offering support and encouragement to enable the programmes to flourish and grow.

The Wow! factor

An outreach initiative for new programmes was designed to support and demonstrate the quickness and ease of joining IBSA's European blind football community while helping them remain financially sustainable.

This approach included donating blind football equipment to all the new countries, facilitating contact with nearby teams and programmes, providing information on upcoming tournaments and events, and encouraging more established programmes to communicate with and include the newer programmes.

Stakeholders and partners

National disability sports organisations

National Paralympic committees

National football associations

Local NGOs and sponsors



“Obtaining recognition from IBSA is, in my opinion, a big step forward for blind football in Switzerland. Thanks to the serious and enthusiastic training we have received, we understand better how to organise ourselves to improve our ranking.”

Mathieu Chapuis, national coach, Switzerland

100

Three countries – Austria, Switzerland and Belarus – played in an international IBSA tournament for the first time in Krakow, Poland, in early 2018. Approximately 100 visually impaired players from these three countries participated in the tournament.

Good practice links

[Blind football heads to Switzerland](#)

[Cécifoot: l'équipe de Suisse tient sa première victoire \(in French\)](#)

Football for All Abilities

International Federation of CP Football

ifcpf.com



Mission

The International Federation of Cerebral Palsy Football (IFCPF) aims to harness its position and profile as a leading international sports federation inspiring people to achieve their full potential through the sport of cerebral palsy football.

Objectives

Grow participation across all levels and formats of the game.

Establish a competition structure, pathways to the elite level, and greater worldwide representation, while demonstrating clear, robust and accountable processes and policies.

Support the development of people in all roles delivering CP football.

Promote opportunities across CP football's global network while showcasing sporting excellence through elite-level events and the performances of the world's best athletes.

Build, nurture and activate key partnerships.



“Don't give up doing what you love. Let's all try and get more girls playing football.”

Megan, player for Stoke City Cerebral Palsy FC

Highlight

The IFCPF believes that it has a responsibility to foster unity within the CP football world and use the sport to promote inclusive and accessible playing opportunities for everyone.

As part of its efforts to develop women's CP football, the IFCPF brought together a focus group comprising female representatives from all regions who occupy leading roles in playing, coaching, classification and development to provide their insight and expertise.

As a result, a plan was devised for developing women's CP football. It involves a 'mixed-gender rule' that, allows all tournaments other than regional and world-level tournaments to be played with teams of both male and female players.

The IFCPF is proud to dedicate its efforts to well-targeted investments and capacity-building in order to achieve greater parity while promoting and growing women's CP football for everyone, everywhere.

12

In the first year, more than 12 countries have used CP football's mixed-gender rule to engage female players in CP football at a development level.

Main achievements

- CP football was showcased at the UEFA Champions Festival in Kyiv, in partnership with the Ukraine National Paralympic Committee and the St Andrew's Charity Foundation.
- The Kazakhstan Football Federation held its first national CP football championships for children, in which six teams took part.
- The IFCPF's inaugural U19 European Championships took place at the European Para Youth Games in Genoa, Italy. Participants included Denmark, England and Spain.
- Women's CP football development grants were awarded to five countries, followed by the formation of a dedicated development group that provides strategic leadership of the game.
- In compliance with the International Paralympic Committee system, the IFCPF's new classification rules were introduced to guide player eligibility and fair play throughout CP football.

¹⁹ Partners are the International Paralympic Committee, regional Paralympic committees, sub-regional Paralympic committees, Cerebral Palsy International Sport and Recreation Association and UEFA.
²⁰ Ibid.

Key performance indicators

Objective Participation	Performance 2017/18	Plan 2018/19	Targets 2019/202021	
Countries with CP football programmes in Europe	25	27	29	31
Women's CP football events held in Europe	2	4	4	4
Objective Pathways	Performance 2017/18	Plan 2018/19	Targets 2019/202021	
International tournaments in Europe	4	4	4	4
Objective People	Performance 2017/18	Plan 2018/19	Targets 2019/202021	
CP football workshops delivered	5	5	5	5
Objective Promotion	Performance 2017/18	Plan 2018/19	Targets 2019/202021	
CP football ambassadors	2	7	11	15
Facebook followers	2,059	2,500	3,000	3,500
Unique visitors to ifcpf.com	27,127	30,000	35,000	40,000
Objective Partnerships	Performance 2017/18	Plan 2018/19	Targets 2019/202021	
Inclusion of CP football within partner ¹⁹ events	2	3	3	3

Planned activities

	2018	
	JUL	The 2018 <u>IFCPF European Championships</u> will take place in Zeist, Netherlands, in July.
The 2018 IFCPF U19 World Cup will be held during the <u>2018 CPISRA World Games</u> , held in Sant Cugat, Spain in August.	AUG	
	SEPT	The UEFA Study Group Scheme which focuses on 'Football for All' will take place during this tournament and participants will attend the match between England and Ukraine.
IFCPF's first international women's CP football event will also be staged during the 2018 CPISRA World Games ²⁰ in Sant Cugat.	OCT	
	NOV	
	DEC	The IFCPF will also conduct training for new classifiers at this tournament.
	2019	
	JAN	
	FEB	
	MAR	In 2019, four <u>regional women's CP football</u> events will be held.
	APR	
	MAY	
CP football will be showcased during the UEFA Europa League final festival and UEFA Champions League final festival.	JUN	



Concluding remarks

While the IFCPF is working to develop CP football participation, there are still many more countries, communities and individuals yet to be touched by CP football. Our partnership with UEFA demonstrates the amazing potential offered by the football community's engagement, and how it opens up new opportunities for developing football for disabled people."

Sam Turner, CEO/secretary general of IFCPF
sturner@ifcpf.com

Good Practice

Kazakhstan joins the CP football family

Objective

The IFCPF wants to develop CP football in new countries and regions. Kazakhstan is a new country for CP football and is located in Central Asia, a region where few countries provide football opportunities for people with physical and mental impairments.

The Wow! factor

The support the IFCPF received from being a partner of the UEFA FSR Football for All portfolio was combined with an application by the Kazakhstan Football Federation (KFF) to the UEFA HatTrick programme.

The FSR funding enabled the IFCPF to deliver coach education and identify more players with cerebral palsy, while the HatTrick funding allowed the KFF to build a dedicated facility for CP football and future events.

Stakeholders and partners

IFCPF – International Federation of CP Football

- Delivered CP football coach education course
- Provided information and support for development of CP football

KFF – Kazakhstan Football Federation

- Hosted CP football coach education course
- Selected eight coaches to be trained and then develop CP football
- Provided equipment for coaching/events
- Held the first CP football championship
- Applied for UEFA HatTrick funding
- Appointed a coordinator to develop CP football



© Kazakhstan Football Federation

UEFA

- Supported the IFCPF through the FSR programme;
- Supported KFF through the HatTrick programme.

Good practice links

[First football championship for children with CP in Almaty, Kazakhstan](#)

[Kazakhstan joins the CP football family](#)

[CP football – Kazakhstan – video](#)

Related websites and resources

[International Federation of CP Football](#)

[Kazakhstan Football Federation](#)

“For the first time in Kazakhstan, a project has been launched in which children from 7 to 18 years of age with cerebral palsy will be free to play sport and in particular CP football. The project is being implemented with the support of the Kazakhstan Football Federation and the International Federation of CP Football. For children with CP, it's a chance to escape social isolation and make friends from all over the world!”

Baurzhan Suleimenov, Fircom Media

Football for All Abilities

Special Olympics Europe Eurasia

SpecialOlympics.org



Mission

The mission of Special Olympics is to change lives through the power of sport by empowering people with intellectual disabilities, promoting acceptance for all and fostering communities of understanding and respect worldwide.

Objectives

Develop grassroots football by increasing the number of footballers with and without intellectual disabilities.

Organise coaching seminars and workshops in different countries with the support of clubs and national federations, ensuring that inclusion and unified football is on the agenda.

Promote the competitive and recreational models for youth and adult players in unified sports.



© SOEE

Highlight

The Special Olympics Global Vision for 2016–20 is to “use sport to open hearts and minds towards people with intellectual disabilities and create inclusive communities all over the world”.

In striving to achieve that vision, SOEE hosted four international football tournaments for 66 teams during the 2017/18 season.

These tournaments were:

- the seven-a-side Kim Källström Trophy football tournament in Gothenburg, Sweden, from 16–19 July 2017, as part of the Gothia Cup (30 teams);
- the five-a-side unified football tournament for 12 teams from 9 countries, held in Rome from 13–15 October 2017, and a unified football workshop;
- the seven-a-side football tournament in St Petersburg from 23–27 April 2018, featuring 16 teams;
- and the unified football tournament in Kaunas, Lithuania from 26–29 June 2018, featuring eight teams.

Main achievements

- For the first time, SOEE witnessed the involvement of refugees as ‘unified partners’ in Special Olympics unified programmes. Refugees were first included in a Special Olympics unified football team in Italy in 2017, and the trend was celebrated, with similar stories shared later in the season at the Special Olympics’ On the Margins forum in Amsterdam in early 2018.
- SOEE ambassadors Thierry Henry, Robert Lewandowski and Julen Lopetegui, along with local ambassadors, shared messages about



© SOEE

inclusion and acceptance at the 2018 Special Olympics European Football Week. The event attracted some 40,000 participants to over 400 football events in 50 countries under the hashtag #EFW2018.

- As of the 2017/18 season, a total of 38 European national football associations recognise the SOEE as part of the football community. This reflects the hard work that has gone into building the programme over

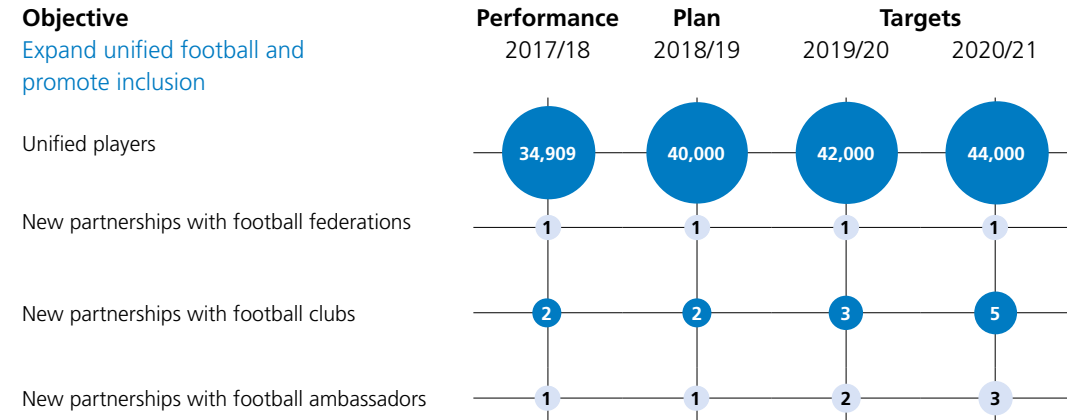
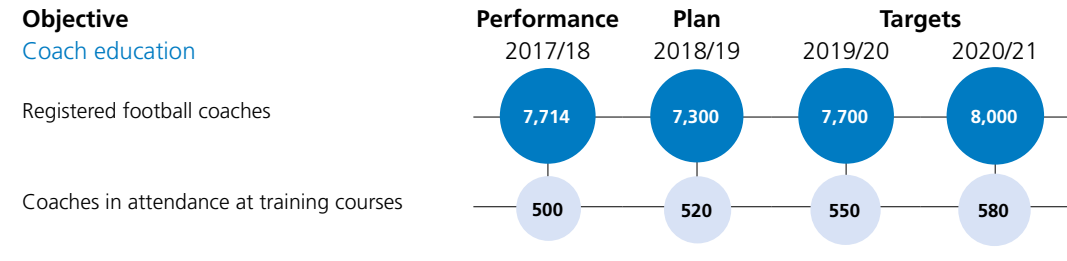
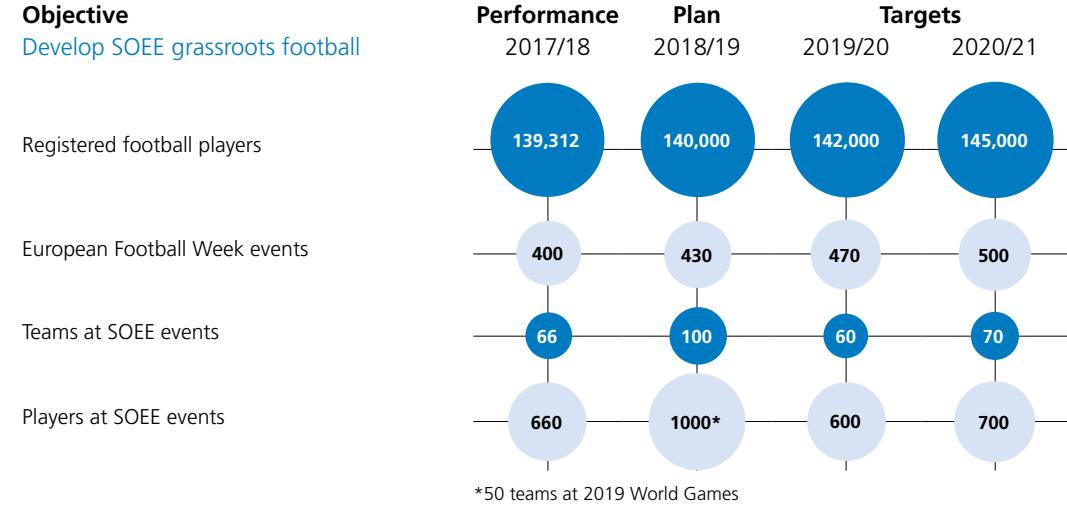
the past 20 years. By way of demonstrating its recognition of the SOEE, the Czech Republic Football Association announced that the Special Olympics would be its social project partner for the season.

- Special Olympics, among other UEFA FSR Football for All partners, was given the opportunity to showcase some of its athletes at the UEFA Europa League Fan Zone in Lyon and the Champions Festival in Kyiv.

5,000

In just one year, the number of Special Olympics footballers in Europe increased by 5,000.

Key performance indicators



Planned activities

	2018	
San Marino Small Nations Special Cup tournament from 31 August–2 September 2018	JUL	Seven-a-side football tournament for the <u>Gothia Special Olympics Trophy</u> in Gothenburg, Sweden (25 teams) from 15–19 July 2018.
	AUG	
	SEPT	
	OCT	
	NOV	
Seven-a-side and eleven-a-side futsal for men's, women's and unified teams at the <u>2019 World Games in Abu Dhabi</u> (45 teams from Europe) from 14–21 March 2019.	DEC	SOEE Football Conference & Futsal Seminar in Prague from 14–15 December 2018 for 60 representatives from 30 countries.
	2019	
	JAN	
	FEB	Approximately 450 events in 50 countries during the <u>Special Olympics European Football Week 2019</u> .
	MAR	
	APR	
	MAY	
	JUN	



Concluding remarks

“Special Olympics is about the unified revolution now. We are very focused on increasing the incentive to play unified football. The unified concept is a perfect tool to bring players with and without disabilities together, enabling everyone to experience how exclusion can be overcome.”

Miroslaw Krogulec, sports director, SOEE
MKrogulec@specialolympics.org

Good Practice

Coaching young players

Objective

The objective is to improve and facilitate football coaching for young people with intellectual disabilities, while including young people without disabilities for a unified learning experience.

The Wow! factor

The bespoke sessions, run by the Royal Belgian Football Association and UEFA coaching specialist Kris Van Der Haegen, inspired participants to change their approach to coaching. He encouraged them to develop their decision-making skills and create training sessions specially adapted to the needs of individual participants.

Stakeholders and partners

SOEE and Special Olympics Belgium present at the conference

Athletes and coaches from the local area

Financed by UEFA and KBVB



© Special Olympics

“The pleasure of playing and the pleasure of learning = playing football.”

Kris Van Der Haegen, director of coach education, Royal Belgian Football Association

70

As many as 70 Special Olympics football coaches and coaches from guest national associations attended the conference along with 70 Special Olympics athletes with and without intellectual disabilities (U8, U10 and U12). The coaching ratio was 1:5 and demonstrated the value of working in small groups.

Good practice links

[Football leaders gather in Antwerp for 2016 SOEE football conference](#)

Related websites and resources

[icoachkids²¹](#)

[Royal Belgian Football Association](#)

²¹ New links have been made with the Erasmus+ EU funded programme icoachkids, which will be present at the next SOEE football conference in December 2018.

Football for All Abilities

European Deaf Sports Organisation

edso.eu



Mission

The European Deaf Sports Organisation (EDSO) aims to provide deaf players with the opportunity to play football and compete with and against other deaf players, thereby helping deaf individuals develop greater self-esteem, resilience and physical abilities, and fulfil their potential in society.

Objectives

Encourage deaf youngsters to play football.

Grow the number of female deaf football players.

Continue to enhance deaf football and futsal championships.

Expand the number of deaf referees involved in futsal and football.

Boost the number of deaf football coaches and improve all coaches' comprehension of the requirements involved in coaching deaf football, such as learning sign language.



“I have been running the line in the English Championship and Football Leagues One and Two and refereeing in the Conference League and South West Peninsula League for some time. But, due to my hearing impairment, I’ve never had the opportunity to officiate in European competitions. I thank EDSO and UEFA for giving me that opportunity and enabling me to enhance my match experience at the EDSO European Football Championship and Futsal Championship 2010.”

Andrew Rodda, former member of Professional Game Match Officials Limited and assistant referee for English League One and Two, now officiating in Denmark

Highlight

The 2017/18 season was busy for EDSO as matches for five different tournaments took place during the season.

- Deaf Champions League (DCL) U21 futsal (men)
- DCL 11v11 (men) and seven-a-side (women)
- DCL futsal (men and women)
- European futsal championship mini-tournaments (men and women)
- European football championship qualification matches (men)

As there was such a full programme, the four members of the EDSO Football Commission decided to attend all qualification tournaments and matches, which are held every four years, to avoid spreading themselves too thinly. Each host country worked hard to ensure that everything went smoothly.

Main achievements

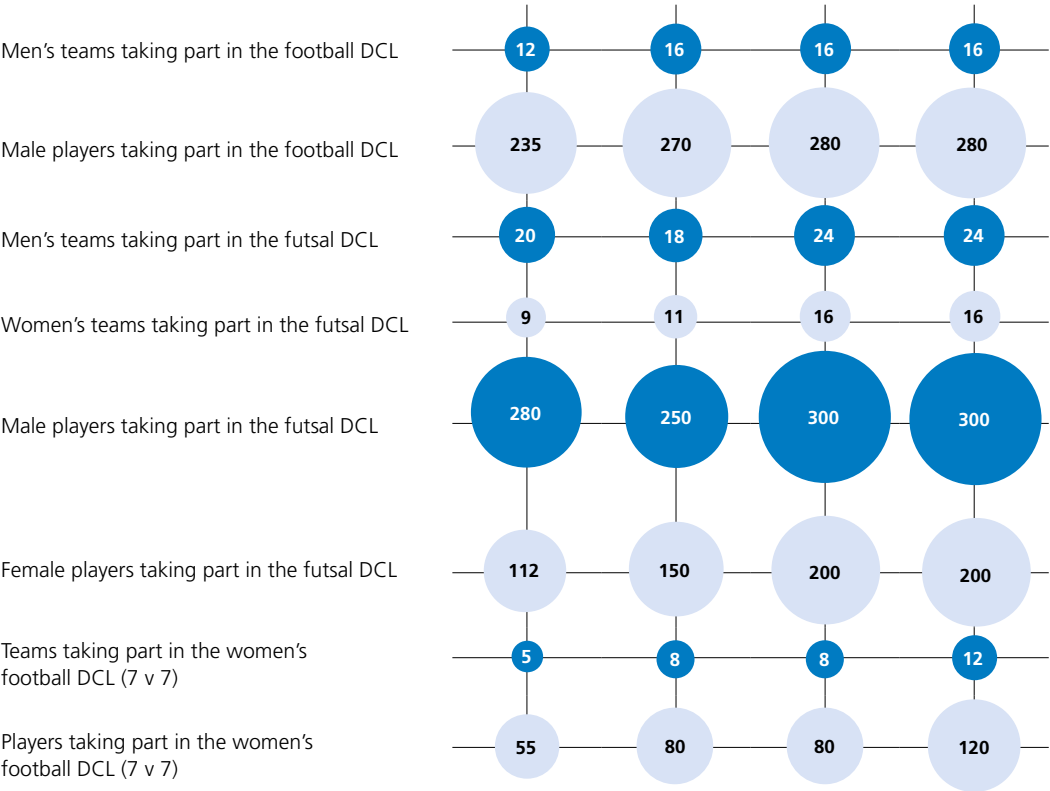
- The Deaf Champions League, a commission within EDSO Football, held its inaugural DCL Under-21 futsal tournament in Milan in October 2017. A total of 40 officials were needed for the 15 men's teams, which comprised no fewer than 168 players. Sweden's Gothenburg team took the title by beating Poland's UKS Bagry Krakow 6-3 in an epic final.
- EDSO led a workshop on developing deaf grassroots football, organised in conjunction with the DCL Under-21 futsal tournament. Knowledge was exchanged among the 48 delegates who represented EDSO member organisations and clubs, on how the game can be promoted, particularly among women and young people, across various countries, and participants were encouraged to work together with national football associations as an extension of the UEFA Football for All programme.

- The constitution of the European Deaf Referees Union (EDRU) was approved in December 2017 and, just before the DCL football tournament in Milan in May 2018, the board members and president were elected by the group's 25 member referees. The EDRU's aim is to enhance and share information among referees to encourage continued performance development and promotion of their role in general.
- In May 2018 an agreement²² was signed between partners DCL and the Netherlands deaf soccer academy to launch a training course for coaches involved in deaf football which would earn participants an official diploma on completion.

Key performance indicators

Objective

Organise European-wide tournaments



²² The agreement between DCL and Deaf Soccer Academy is for Deaf Soccer Academy to deliver "bite size" training to hearing impaired coaches led by Ado Peljto prior to DCL Futsal in Stuttgart. More information will be in the next FSR Report.

Planned activities

	2018
	JUL
Men's U21 Euro Deaf Football championship, Stockholm, August 2018	AUG
	SEPT
DCL Men's U21 futsal, Gothenburg, October 2018	OCT
	NOV
European Deaf Futsal Championship (men's and women's) Tampere, Finland, December 2018	DEC
	2019
DCL men's and women's futsal, Stuttgart, Germany, January 2019	JAN
	FEB
	MAR
DCL men's and women's football, London, England, April 2019	APR
	MAY
European Football Championship for men and women, Heraklion, Greece, June 2019	JUN

Devise a template for development programmes to be shared with national football associations to encourage the uptake of deaf football.

Set up biennial specially-tailored deaf football coaching courses and new sign language courses for hearing certified football coaches.



Concluding remarks

“ The EDSO Football Commission has its sights set on fulfilling all objectives to meet deaf football’s full potential. Currently we are having promising discussions with a technical partner to roll out football coaching for deaf youngsters in countries where the sport is still in a developmental stage. The fact that all our certified coaches are deaf means that communication between the children and coaches will be possible through sign language.”

Luuk Ruinaard, assistant technical director,
EDSO Football Commission
assistanttdfootball.edso@gmail.com

Good Practice

Getting connected using smartphone technology

Objective

EDSO's objective is to reach a greater number of potential players, as well as to increase and improve communication with existing players, with the help of smartphone technology.

The Wow! factor

EDSO uses smartphone technology and various apps to reach new and current players. Modern technology enables people with hearing impairments to connect with each other and with those without hearing impairments. Apps such as WhatsApp, Facebook Messenger and video calling enable players and partners to communicate using sign language or written messages.

Social media apps allow potential deaf footballers to connect with players and clubs in their area, thereby increasing involvement in the sport. Using livestream video platforms, more people can view and connect with deaf football. Smartphones can also be used to organise local tournaments, with organisers able to communicate and plan from remote locations.



I've been using mobile phones since just before the turn of the century. I recall using my first phone, a Nokia 5190, to send text messages to friends and colleagues, both deaf and hearing. Things are completely different today, though. Using my smartphone, I'm able to talk to friends and colleagues from EDSO live and visually in sign language, and I'm able to see their facial expressions to read their emotions – and all while I'm on the move, organising tournaments!

It is very simple to download common apps with VoIP. In England, there are sign video relay services, that I can use to talk to people through an interpreter. I can even leave a video message for someone to pick up later, using the same principle as an answerphone or voice message."

Andrew Scolding, EDSO director of football

Football for All Abilities

European Powerchair Football Association

europeanpfa.com



Mission

The European Powerchair Football Association (EPFA) aims to enrich lives through powerchair football, and provide players with opportunities to take part in the beautiful game and achieve their fullest potential.

Objectives

Growing the game by introducing new countries and players to the sport and helping associations to develop.

Building a workforce by delivering training for coaches, officials and staff.

Providing competition through elite national and club competitions, and youth and development competitions and camps.

Supporting new countries in the development of their governance and overall structure as they build their associations.

Administering the game and promoting the sport.



© Garry Johnstone, SPFA



© Garry Johnstone, SPFA

When the EPFA came and delivered clinics in refereeing, coaching, and classification here in Scotland it had a huge impact on the sport in the country as it vastly improved the quality of officials and coaches involved by offering vital support and learning. This has vastly improved the quality of the game in the country and we are very thankful to the EPFA for all of their help."

Thomas Pettigrew, Scottish international powerchair footballer

Highlight

With the EPFA's support, the Scottish Powerchair Football Association (SPFA) began developing its international powerchair football programmes this season. An [EPFA development weekend](#) at Inverclyde's National Sports Training Centre was attended by 30 players, as well as a number of coaches and referees. Three key areas covered during the weekend were coaching, refereeing and classification. The EPFA coaching staff observed domestic coaches and provided them with feedback and conducted drills and information sessions on how to improve the level of gameplay through positional awareness and technical skills.

The EPFA's European head of refereeing, Martin Bevan, ran the refereeing clinic, splitting time between practical classroom training and actual match experience. This provided trainees with both the main learning points and the practical experience needed to implement the laws of the game. The final key element of the weekend was classification²³. The head of classification, Stewart Evans, together with two national classifiers from England, completed 20 classifications over the two days.

Main achievements

- Over the course of the season, the EPFA engaged with new countries, including Spain, Italy, Scotland, Croatia and Turkey.
- In August 2017, the Home Nations event development event provided a competition involving

²³ The purpose of the classification system is to minimise the impact of impairment on the outcome of competition. So, the athletes who succeed in competition do so on the basis of sporting ability. To this end, athletes are evaluated and put into sport classes according to the extent of activity limitation resulting from their impairment.

- England, the Republic of Ireland and Northern Ireland.
- The Football Association of Finland completed a successful bid to host the EPFA's flagship EPFA Nations Cup next season. This occurred concurrent with the EPFA's continued preparations with the Danish NOPF to stage the EPFA Champions Cup, the EPFA's elite European club competition, due to be held in October 2018.
 - At the UEFA Europa League Final in Lyon, the EPFA promoted the sport at the Football for All festival, taking advantage of the opportunity to hold the official draw for the EPFA European Champions Cup in Denmark. The draw received a great deal of visibility and was carried out on the main stage by UEFA Executive Committee member John Delaney.
 - Following the departure of key officers from the EPFA Executive Committee, the Board was restructured with the addition of representatives from both new and existing member countries.

²⁴ These are countries that the EPFA is working with and that are expected to become members in the future.

²⁵ Croatia

²⁶ Home Nations event hosted at Valence School in August 2017 with England, the Republic of Ireland and Northern Ireland participating

²⁷ EPFA Champions Cup in Denmark in October 2018; EPFA Nations Cup in Finland in May 2019

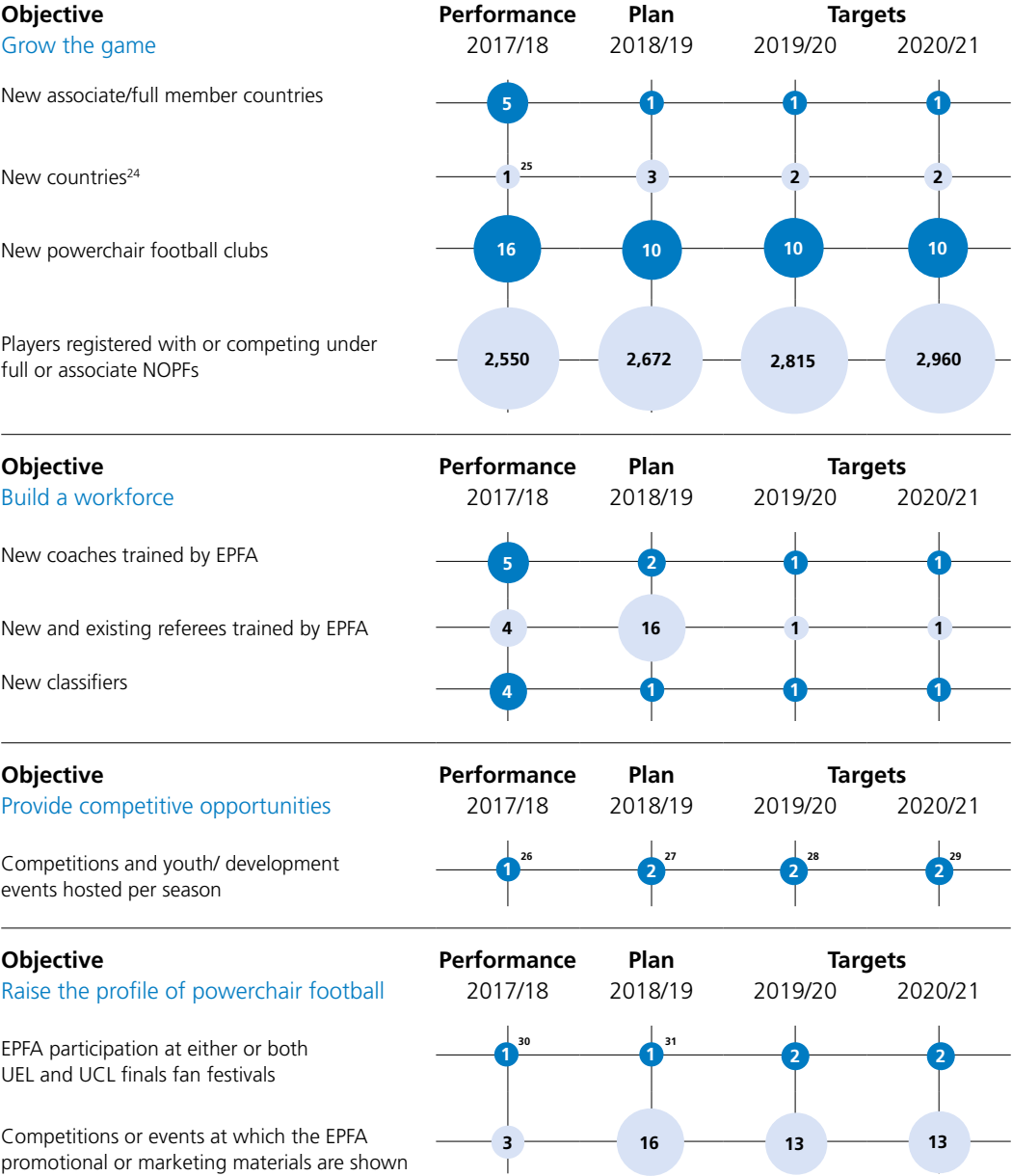
²⁸ EPFA Next Generation Experience event in summer or autumn 2019; Home Nations event for England, the Republic of Ireland, Scotland and Northern Ireland in 2020

²⁹ EPFA Champions Cup 2020; World Cup Australia 2021

³⁰ Attended the UEFA Europa League fan festival, where the draw for the EPFA Champions Cup was held

³¹ Planned attendance at the UEFA Champions League final fan festival in Madrid

Key performance indicators



Planned activities

	2018	
	JUL	
Geneva's Cup and Referee Training Clinic – development event organised by the Swiss NOPF and supported by EPFA Clinic, 30–31 August 2018, UEFA HQ in Nyon. Tournament, 1–2 September 2018 in Geneva.	AUG	Referee Training International Clinic – Cheltenham UK, 15–18 August 2018.
	SEPT	
	OCT	European Champions Cup, Hou Denmark, 13–19 October 2018.
	NOV	
	DEC	
	2019	
	JAN	
Spanish Development Weekend – coaching, refereeing, classification clinics, February 2019.	FEB	
	MAR	
	APR	
	MAY	European Nations Cup – Palulathi Sports Institute Nastola Finland, 20–27 May 2019.
	JUN	



Concluding remarks

“UEFA’s support as a key partner continues to be crucial to EPFA’s overall objective of developing powerchair football throughout Europe. This support goes beyond financial assistance, as UEFA opens doors to key contacts within national football associations, encourages best practices, backs the delivery of EPFA programmes and upholds the highest levels of professionalism.”

Donal Byrne, EPFA president
president@europeanpfa.com

Good Practice

New Country Development Weekend, Sport Scotland National Training Centre, Inverclyde

Objective

The EPFA wanted to provide a new developing country, in this case Scotland, with a foundation-level demonstration of key elements in powerchair football to provide a platform for Scotland's progress.

The Wow! factor

The EPFA coaches presented a coaching session that was rich in new drills and skill workouts aimed at developing players, including close control, trapping the ball, chair control, use of speed, accuracy and power when striking the ball and timing the spin. The involvement of the Scottish coaches ensured that they would be able to build on the skills and positional awareness of the squad for the foreseeable future.

Stakeholders and partners

Scottish Powerchair Football Association

Scottish Football Association – Para-Football

30

Approximately 30 players took part in the development weekend, with up to 20 involved in classification.



© Garry Johnstone, SPFA

Good practice links

[Development weekend](#)

[Para-football](#)

Related websites and resources

[Scottish powerchair football national squad](#)

// This was a very valuable weekend for developing powerchair football in Scotland and it couldn't have happened without the support of EPFA. We had world-class coaching, refereeing and classification support, and this has been instrumental in taking our game to another level. The knowledge and insight the EPFA brought to the weekend was phenomenal and everyone will continue to benefit."

Willie Pettigrew, chairman, Scottish Powerchair Football Association

Football for All Abilities

European Amputee Football Federation

facebook.com/EuroAMP/



Mission

The mission of the European Amputee Football Federation (EAFF) is to include and support people with amputations or limb defects, increase their access to amputee football opportunities, and use football to improve their quality of life.

Objectives

Increase the number of players, leagues and clubs in European countries newly or already involved in amputee football.

Increase the number of children playing amputee football throughout Europe.

Generate greater interest in the sport across Europe as a whole and in individual countries.

Integrate national amputee football federations.

Establish and develop relationships between mainstream football (associations, clubs, players) and amputee football.



© Maciej Gillert



© Bartłomiej Budny, EAFF

Highlight

The main achievement in the 2017/18 season was a first in the EAFF's history: the inaugural European Amputee Football Championship was held in Turkey in October 2017 and featured 12 European teams, including new country participants Greece, Georgia, and Belgium. These new teams were created with or strengthened by support from the EAFF and UEFA.

The organisation and promotion of the event helped consolidate the sport in existing amputee football countries and generate interest in new countries around the world. The championship provided a platform through which participating national federations could strengthen relationships, improve cooperation and exchange experiences with others, while the host country, where amputee football was already well-established, provided a best practice example.

The championship sparked much interest, proving that amputee football can be just as attractive as mainstream football among football fans and the media.

“Amputee football is really cool and amazing to watch. It’s great to see how much fun amputee football players have playing football. They have my complete respect. This is football. The ball connects and unites us.”

Robert Lewandowski, Bayern Munich player and captain of the Poland national team

41,000

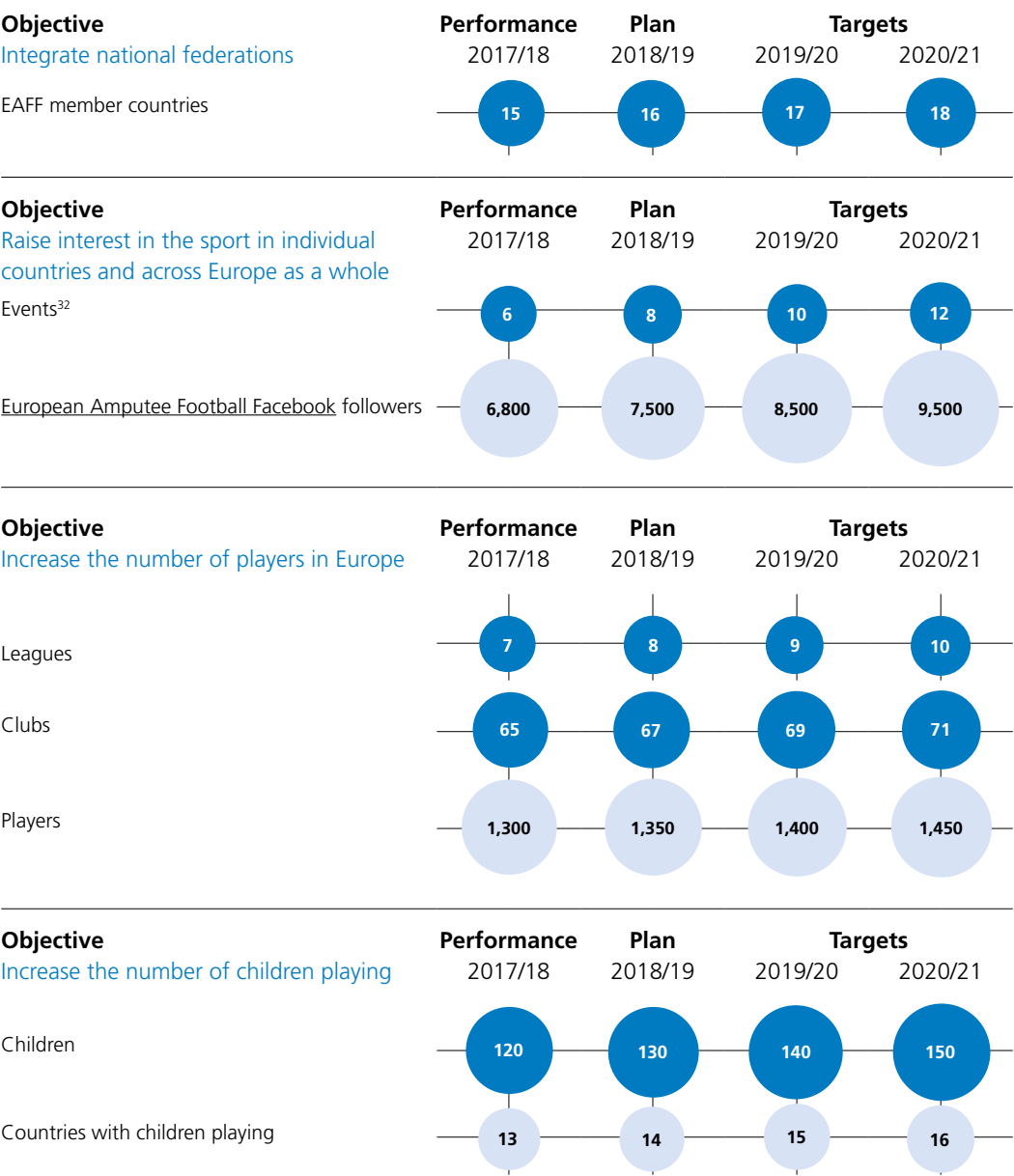
The event final was watched live by over 41,000 spectators in the stadium, while the television broadcast reached millions of viewers.

Main achievements

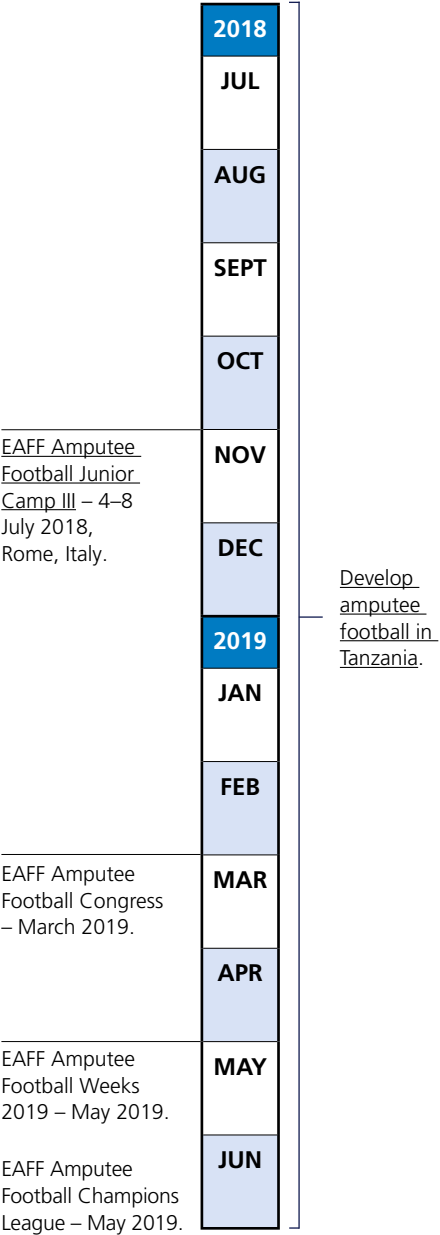
- The European Amputee Junior Camp is the EAFF's flagship project for the development of children's amputee football. The second camp was held in Warsaw in July 2017, and attracted 60 participants from nine different countries, as well as coaches, parents and volunteers. The children, aged 5–16 years old, were split into four age groups and trained over four days by coaches who also received daily training. The camp received widespread media attention. As a result of the EAFF's actions and UEFA's support, junior academies and projects are now being run in 13 countries.
- The third EAFF Congress, held in Warsaw in April 2018, was attended by representatives from 13 countries. It assessed activities to date, provided an opportunity for an exchange of experiences and acted as a catalyst for new ideas and initiatives, such as the Amputee Football Champions League.
- During the third Amputee Football Weeks event in May 2018, 12 countries held different events promoting amputee football at regional, national, and international levels. Children and adults played alongside football stars. As part of the 2018 event, exhibition matches were played during the Europa League festival in Lyon and the Champions League festival in Kyiv. The event promotion involved Cafu, Damien Duff, Fabio Quagliarella, Eric Abidal, Artur Boruc and Łukasz Fabiański.

³² Including exhibitions

Key performance indicators



Planned activities



Concluding remarks

During the EAFF's four years of operation, the number of countries, leagues, clubs, and amputee football players in Europe has increased considerably. Projects for children have developed in 13 countries. The historic European Championship final was watched by 41,000 fans in the stadium and millions of television viewers. Cooperation with numerous football associations, large clubs and football stars came out of this. Thanks to UEFA's support, the EAFF is going in the right direction. The future of amputee football looks good."

Mateusz Widlak, EAFF president
m.widlak@amputeefootball.eu

Good Practice

European amputee football junior training camps

Objective

For most of its 40-year history, amputee football has been a sport for adults, leaving children with amputations or limb defects no opportunity to take part. This project aimed to develop amputee football for children in over a dozen countries.

The Wow! factor

Instead of encouraging particular countries to launch junior amputee football projects, the EAFF chose to hold an annual international football camp for children with limb defects. Initially, only a few children came from certain countries; however, enthusiasm rose following training events and experience exchanges, resulting in greater participation and development of particular countries. More children are preparing for international camps, and national camps are now being developed. Thanks to photos, videos and other media, the EAFF has been able to increase the visibility of junior camps, showcasing football rather than disability. The photos and videos are shared over the EAFF's social media channels to promote the development of junior academies in more federations.

Stakeholders and partners

EAFF member federations

UEFA

National football associations in the host countries

Media

Former professional football players

Parents and coaches



© Maciej Gillert

“Amputee football junior camps are great events, and I’m very happy to be here and train with all these great friends from different countries. We do high-level workouts. There are coaches from different countries, so we get to know them too.”

Igor Wozniak, 15-year-old goalkeeper, participant at two Junior Camps

13

Children with limb defects or amputations now have the opportunity to play football in 13 European countries. Over 70 juniors from ten countries attended the EAFF junior camp, up from 34 juniors from five countries in 2016.

Good practice links

[EAFF junior training camp – video](#)

Related websites and resources

[European junior amputee football training weekend in BBC News](#)

Homeless World Cup Foundation

homelessworldcup.org



Mission

The Homeless World Cup aims to use football to support and inspire people who are homeless to change their own lives; and to change perceptions and attitudes towards people who are experiencing homelessness.

Objectives

Enable partners to engage homeless people around the world.

Improve cooperation and learning among partners.

Support opportunities for former homeless players to progress.

Provide more opportunities for people experiencing homelessness to take part in street football.

Raise awareness of homelessness and change public perceptions.



© Sebastian Neugebauer

Highlight

The highest number of women's teams in Homeless World Cup football history attended the event, reflecting the progress of Homeless World Cup partners in women's programmes and gender equality.

Oslo was also attended by representatives from the World Heart Federation and Healthy Stadia, who carried out workshops, public interactions and awareness raising. The UEFA Respect day provided a focal point for respect among all teams.

The teams are a sample of the most marginalised people who take part in the national partner programmes. As many as 115,485 individuals attended the national football programmes around the world in 2017.

497

A total of 497 players in 64 teams, including 19 women's teams, attended the 2017 Homeless World Cup in Oslo.

Main achievements

- Partner exchanges were carried out in Cardiff, and Athens. These knowledge-sharing exchanges were attended by delegates from European national football programmes run by the Homeless World Cup Foundation, with the first event focusing on good communication practices and strategies, and the second on bringing about and measuring impact.



© Daniel Lipinski

“The more positive experiences people have, the greater the interest people in Ireland have. There have been many positive stories in the media about Ireland’s participation and a greater awareness of the power of sport as a catalyst for changing lives. It also enables us to put a human face to the homeless statistics.”

A member of Team Ireland

- The referee course in Graz, Austria, provided a personal development pathway, offering training to local referees and former players to turn them into official Homeless World Cup referees³³.
- Partner get-togethers in Ljubljana, Slovenia and Tokyo facilitated knowledge-sharing and capacity-building between the Homeless World Cup Foundation's national football programmes. The Tokyo get-together was the first dedicated gathering of the foundation's Asian national football programmes.
- The Erasmus+ co-funded European Street Football Festival in Sofia combined personal development workshops for players with a public tournament for 12 European teams.

³³ Referee course participants are participants of the street soccer programme that hosts that particular course, so not all of them have experienced homelessness. However, of these participants, the ones selected to referee at the Homeless World Cup have to have been a player at a previous Homeless World Cup tournament, which means they have experienced homelessness before.

³⁴ Exceeded original target of 72

³⁵ Exceeded original target of 83,000

³⁶ Exceeded original target of 8

³⁷ Exceeded original target of 20

³⁸ Some smaller underperforming partners may be deselected or replaced resulting in a drop in the total number of partners in the short term, but a higher number of people who are homeless being supported in the medium and longer term.

³⁹ Exceeded original target of 16

⁴⁰ Exceeded original target of 75%

⁴¹ Exceeded original target of 75,000

Key performance indicators

Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Enable partners to engage with people who are homeless around the world				
Teams applying for the annual tournament	92 ³⁴	72	80	85
Players	115,485 ³⁵	83,000	84,000	88,000
Teams participating in continental events	12 ³⁶	12	16	20
Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Improve cooperation and learning among partners				
Partners attending iPass events	35 ³⁷	20	20	20
Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Provide opportunities for people experiencing homelessness to take part in street football programmes				
Partners ³⁸	73	70	75	80
Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Provide opportunities for player progression and partner support				
Players completing training programme (80% pass rate)	25 ³⁹	16	16	16
Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Raise awareness and educate the public on homelessness and street football as a solution				
Percentage of surveyed spectators who agree that perceptions have changed	89% ⁴⁰	75%	75%	75%
Social media followers	80,194 ⁴¹	80,000	85,000	95,000
Social media impressions (Facebook and Twitter) during the tournament	16m	17m	18m	20m

Planned activities

	2018
European Street Football Festival in Graz, Austria (3–6 July 2018)	JUL
	AUG
	SEPT
	OCT
2018 Homeless World Cup in Mexico City (13–18 November 2018)	NOV
	DEC
	2019
	JAN
	FEB
	MAR
	APR
	MAY
	JUN

Three referee courses (dates and locations to be confirmed)



Concluding remarks

Homelessness can force people into isolation, affecting their ability to share, communicate and work with others. The Homeless World Cup Foundation uses football as a means of engagement and empowerment. The annual tournament serves to raise awareness of the issues around homelessness and change perceptions while celebrating the work of our Street Football Partner programmes.”

James McMeekin, chief operating officer
james@homelessworldcup.org

Good Practice

Homeless World Cup Foundation referee course

Objective

The objective is to support local street football programmes by offering participants new accessible, interactive and empowering development opportunities. This course teaches participants refereeing techniques while developing their leadership skills and improving their self-confidence.

The Wow! factor

The course is aimed at former players from the organisation's worldwide national football programmes, as well as local referees in countries hosting the Homeless World Cup tournament. The course offers a pathway for personal development, learning and using new skills, in a combination of classroom and pitch activities. Through this project, participants' self-esteem and confidence grow, and they are able to develop leadership, conflict-resolution and presentation skills.

Of the referee course participants, one is selected each year to join the Homeless World Cup International Referee squad and officiate at the flagship event.

Stakeholders and partners

Homeless World Cup Foundation
Dutch football association (sponsor)
Initiative Goal



© Homeless World Cup Foundation

“It’s always amazing to see participants developing their skills. Being a referee is a really difficult thing and it takes a lot of self-confidence, so it makes me proud when our participants go out and whistle a game. It’s great to see them developing these leadership skills and being able to manage the game and stressful situations.”

Paul Nagtegaal, FIFA and Homeless World Cup referee

12

The referee course in Graz culminated with the Initiative Goal national tournament, allowing the referees to officiate during a real tournament. All 12 participants completed the referee course during the Initiative Goal National tournament in Graz 2017, allowing them to officiate during a real tournament. All participants performed well during the tournament and, following the event, continued to be engaged with Initiative Goal’s activities by completing the Level 2 course. In 2018, they all officiated at international matches during the European Street Football Festival in Graz.

Good practice links

[Homeless World Cup referee programme](#)

Related websites and resources

[Former players refereeing this year’s tournament](#)

Centre for Access to Football in Europe

cafefootball.eu



Mission

The Centre for Access to Football in Europe (CAFE) works towards a game that is inclusive and welcoming for all disabled people, whether as fans, players, coaches, officials, administrators, decision-makers or leaders. This is called Total Football #TotalAccess.

Objectives

Improve access and promote more inclusive matchdays for disabled fans at European stadiums.

Increase the number of disabled fans attending matches.

Raise access and inclusion awareness across the UEFA region.

Give disabled people the opportunity to take their rightful place within football as employees and decision-makers.



© CAFE

Highlight

In March 2018, [CAFE](#) celebrated its sixth annual [Week of Action](#).

25

The CAFE Week of Action was celebrated in 25 countries in 2017/18 – the largest number of participants since its creation.

CAFE invited stakeholders from across European football to come together to celebrate the important roles disabled people can play across the game, under the umbrella of Total Football #TotalAccess. Professional football clubs also joined in.

[FC Barcelona](#) held a half-time ceremony outlining their commitment to access and inclusion, turning Camp Nou blue with CAFE banners and displays on all hoardings and big screens. In addition, Barca TV aired an interview with CAFE's media and communications manager.

[Dinamo Zagreb](#) hosted an event for disabled fans to watch a match from the club's VIP section. Dinamo forward Mario Gavranović later commented, "Our disabled fans surprised us with a warm welcome. I would like to thank them for that. I think all other clubs should celebrate their disabled supporters and there should be many more of these kinds of events."

[Celtic's](#) players all wore CAFE Week of Action branded T-shirts ahead of a Scottish Cup

quarter-final, which they later signed and auctioned to raise funds for the club's disabled supporters' association. The club also launched a new accessible audio version of the matchday programme. Disabled fans were interviewed about their experiences for the club's official magazine.

[CAFE](#) created a [Week of Action 2018 summary report](#) to follow up on the event.

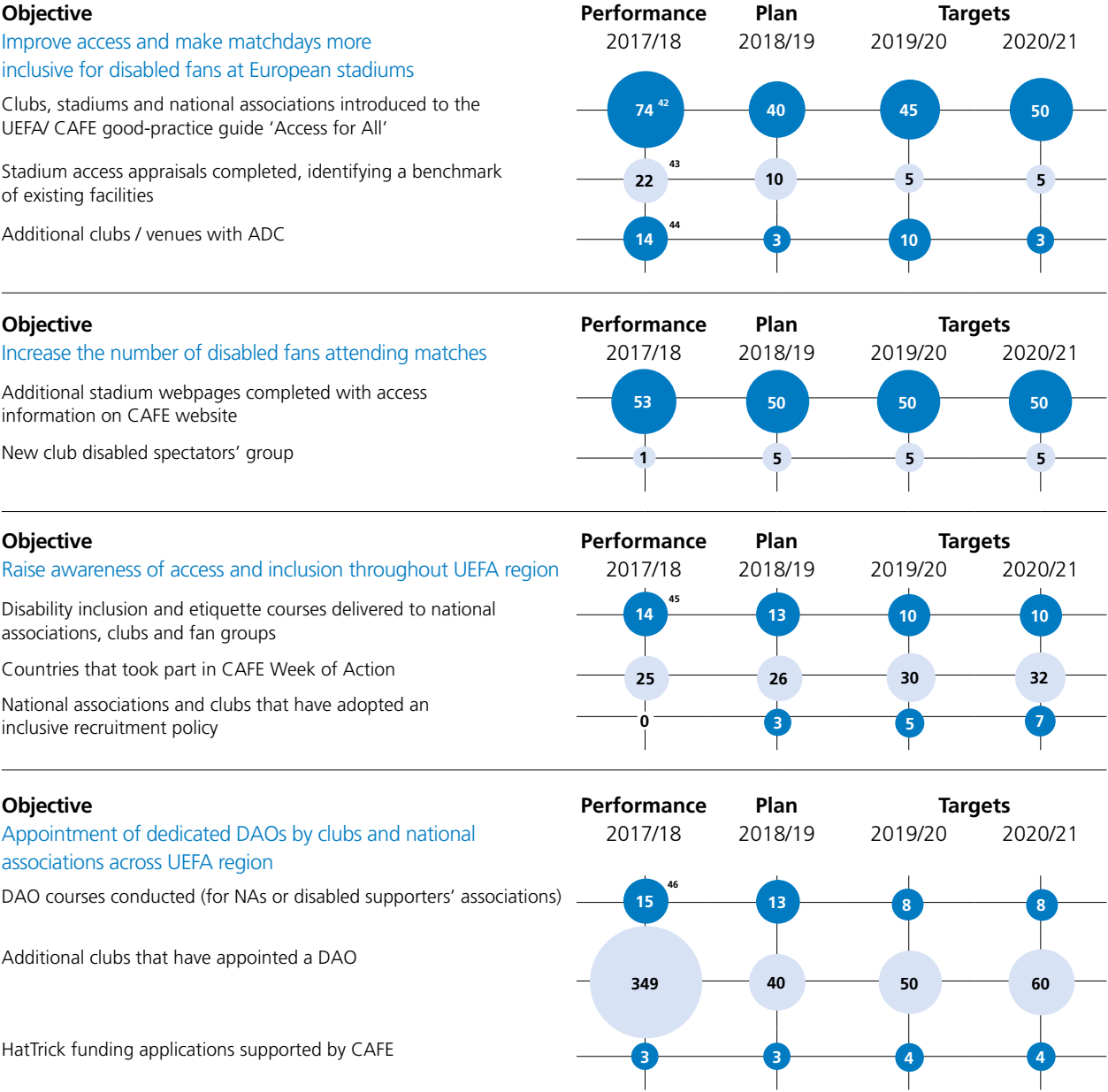
Main achievements

- [CAFE](#) launched an expert audio-descriptive commentary (ADC) training programme and network, with the aim of consistently providing high-quality audio-descriptive commentary across the UEFA region and increase the number of CAFE-certified audio-descriptive commentators.
- To comply with Article 35 bis of the [UEFA Club Licensing and Financial Fair Play Regulations](#), CAFE and UEFA launched the [Disability Access Officer Handbook](#), which has proved to be a very useful resource, with 15 of the UEFA member associations receiving disability access officer training over the past year. It has also raised greater awareness of the role and importance of access and inclusion.
- [CAFE](#) published a [summary report](#) from its [largest-ever disabled fans survey](#). The survey showed that disabled fans value sitting with their own supporters inside a stadium. However, more than one in six fans reported that they have been unable to do so when attending away matches.
- CAFE continued to support access at UEFA's competition finals, providing access appraisals and detailed recommendations for the host venues in [Kyiv](#), [Lyon](#) and [Tallinn](#). CAFE also

provided audio-descriptive commentary at all finals, including the UEFA Women's Champions League final for the first time. CAFE published access information guides ahead of each final and, in collaboration with UEFA, undertook access appraisals of many of the UEFA EURO 2020 host venues, with plans to complete them next season.

- CAFE took part in the UEFA #EqualGame tent activities in Kyiv and Lyon, providing information on audio-descriptive commentary and giving fans the opportunity to deliver [audio-descriptive commentary](#) on some of the game's most iconic goals.

Key performance indicators



⁴² A large number of clubs, stadiums and national associations received the Access for All guide during disability access officer training seminars throughout the year.
⁴³ Higher number due to appraisals carried out in Russia ahead of the 2018 FIFA World Cup
⁴⁴ Service in Switzerland is a mobile solution that tours all stadiums in the Swiss Super League. Three stadiums each week take turns to have ADC provided.
⁴⁵ Does not include national associations, clubs and fan groups present at other events where CAFE was invited to present
⁴⁶ Figure does not include DAO training given at other events where CAFE was invited to present.

Planned activities



Concluding remarks

CAFE is grateful to UEFA for our continued cooperation and partnership - utilising the unique power of football to change the lives of disabled people across Europe and work towards Total Football #TotalAccess."

Joanna Deagle, CAFE managing director
joanna@cafefootball.eu

Good Practice

Launch of the UEFA and CAFE Disability Access Officer Handbook

Objective

Raise awareness of the roles and duties of the disability access officer and provide a reference point for disability access officers carrying out these duties.

The Wow! factor

CAFE interviewed a number of established disability access officers from all over Europe to understand more about their roles and how the DAO position has improved the situation of clubs and national associations. These case studies were included in the handbook as real-life experiences to which other disability access officers would be able to relate.

Stakeholders and partners

CAFE produced the Disability Access Officer Handbook in partnership with the UEFA Club Licensing and Financial Fair Play Committee.

Disability Access Officers from Manchester City, Malta Football Association, IF Elfsborg, KAA Gent, APOEL FC, NK Slaven Koprivnica, GNK Dinamo Zagreb, FK Rabotnički and Bayer 04 Leverkusen



© CAFE

“Having the chance to help disabled people and make them happy is the best experience I’ve ever had.”

Andreas Paffrath, disability access officer at Bayer 04 Leverkusen

97%

As many as 97% of Europeans believe that more should be done to improve the integration of disabled people into society.⁴⁷ As the world’s most popular game, football can play a unique role in achieving this.

Good practice links

[UEFA and CAFE publishes Disability Access Officer Handbook](#)

Related websites and resources

[English](#)

[French](#)

[German](#)

[Russian](#)

[Croatian](#)

⁴⁷ According to a European Commission [report on Attitudes of Europeans to Disability](#) published in 2001

Colour Blind Awareness

colourblindawareness.org



Mission

The mission of Colour Blind Awareness is to highlight the issues affecting colour-blind people, including fans, players and employees, and achieve equal access for every colour-blind person, no matter how they engage with football.

Objectives

All 55 national football associations aim to address the issues in football that affect people with colour blindness.

All colour-blind fans are able to clearly distinguish between competing teams, outfield players, goalkeepers and match officials in football matches at all levels.

All colour-blind players and coaches can distinguish equipment and tactical and technical information to the same extent as non-colour-blind people.

Information, signage and equipment at stadiums are easy for colour-blind people to make out, especially in the event of an emergency.



© Colour Blind Awareness



© JB Autissier, Panoramio

What's important for me as a [colour-blind] coach is to use colours for bibs, cones and balls so they're easy [for colour-blind people] to tell apart. You can have problems in some situations if you are colour blind; for example, if the colours of the two teams are very close to each other and the play moves very quickly, it's easy to end up in a situation where you have a hard time telling if a player is an opponent or a member of your own team. I think everyone who works on that side of football should bear this in mind."

Lars Lagerbäck, national team coach for Norway

Highlight

Colour Blind Awareness was instrumental in producing Colour Blindness in Football, the first comprehensive document to highlight all the aspects of football impacted by colour blindness. The guidance was published by the English FA and UEFA in summer 2017 and has since been translated into seven languages for distribution throughout the UEFA community.

The guidance is designed to engage people working at all levels of the game by including simulated images demonstrating how people with severe colour-blindness might experience everyday football situations along with personal impact stories from across the football family.

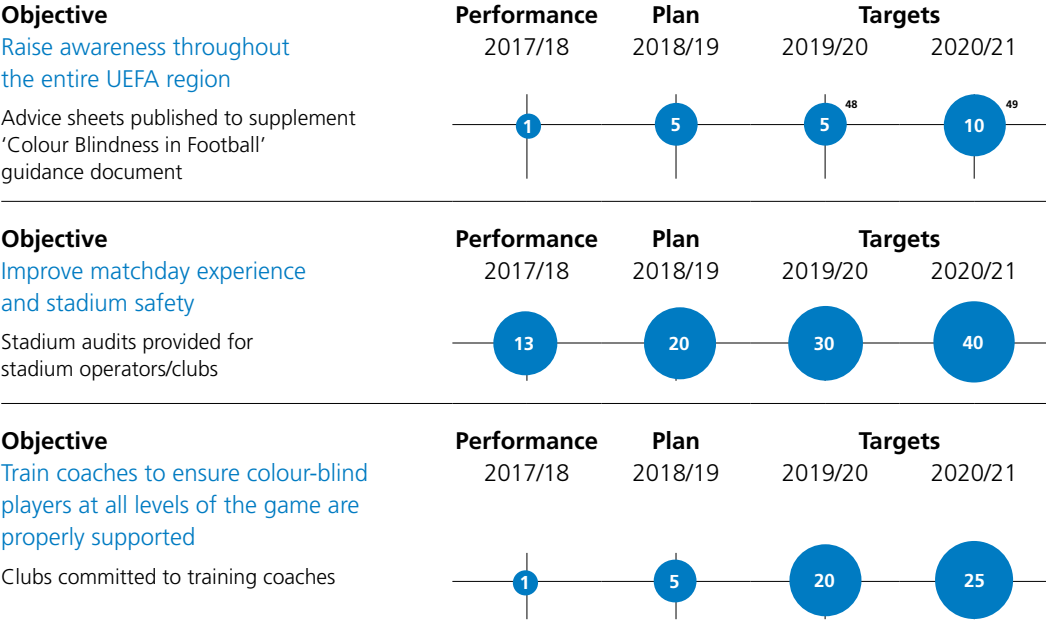
Main achievements

2017/18 was the first active football season for Colour Blind Awareness, so its efforts have been focused on raising awareness of the condition and reaching the maximum number of people possible. This has been achieved by:

- creating and distributing the first comprehensive guidance on colour blindness in football;
- promoting the guidance by Premier League and English Football League clubs throughout the autumn of 2017 and publishing articles on the English FA and UEFA websites, as well as a feature in UEFA Direct in January 2018;
- developing club training workshops tailored to different aspects of football, including coaching, marketing/publications, stadium safety and security, and testing these workshops with clubs and other stakeholders;
- taking part in promotional events at the fan zones of the UEFA Europa League and UEFA Champions League finals to raise awareness among fans, with 1,000 colour blindness simulation glasses and factsheets distributed at both events overall;
- developing a colour blindness accessibility audit for stadiums (based on a comprehensive audit of Wembley Stadium) which has been applied to inspections of 10 of the 12 UEFA EURO 2020 stadiums, as well as the stadiums used for the 2018 UEFA club competition finals events.

⁴⁸ Tailored to five specific national associations
⁴⁹ Tailored to ten specific national associations

Key performance indicators



© Colour Blind Awareness

Planned activities

	2018
	JUL
	AUG
Creating an infographic video and a talking-heads video released across social media to coincide with Colour Blind Awareness Day on 6 September 2018	SEPT
	OCT
	NOV
Presentation to Special Olympics Conference, Prague, December 2018	DEC
	2019
	JAN
	FEB
	MAR
	APR
	MAY
	JUN

Stadium access appraisals in Baku, Budapest, Madrid and Istanbul



Concluding remarks

Colour vision deficiency (CVD) is a hidden disability that need not hinder anyone, whatever their role in football. For everyone with CVD to be properly supported, we must first ensure that the football community is aware of the issue and the simple steps we can all take to improve inclusion.”

Kathryn Albany-Ward,
founder and CEO, Colour Blind Awareness
kathryn@colourblindawareness.org

Good Practice

Colour blindness accessibility audit for stadiums

Objective

The objective is to raise awareness of the issues facing colour-blind fans and employees among stadium managers, clubs, national football associations and competition organisers.

The Wow! factor

Expanding its work with the English FA, Colour Blind Awareness introduced the concept of a stadium colour blindness accessibility audit for stadium operators to highlight long-overlooked issues faced by both visitors and stadium staff. These include a lack of prominent signage for emergency exits, routes and equipment.

The project was initially planned to commence with a comprehensive audit of Wembley Stadium for The FA, but instead began in condensed format for UEFA as an appendix to the CAFE access appraisals for the 2018 Europa League/Champions League/Super Cup finals and EURO 2020 stadiums.

Stakeholders and partners

UEFA

The English FA

Centre for Access to Football in Europe (CAFE)

Healthy Stadia



© Colour Blind Awareness

“We are now in an exciting phase of our work and keen to adopt a framework to address the recommendations of the colour blindness audit.”

Funke Awoderu, senior inclusion and equality manager, The Football Association

6%

Approximately 6% of a football crowd will be colour blind to some degree. At a capacity Wembley game, there will be around 5,500 spectators, 80 stewards and a further 75+ staff working in the stadium who are colour blind.

Good practice links

[Stadiums and grounds – Wayfinding/security](#)

Related websites and resources

[Colour Blindness in football](#)



Environment



WWF

panda.org



Mission

The WWF's mission is to stop the degradation of our planet's natural environment and build a future in which people live in harmony with nature.

Objectives

Secure more ambitious climate commitments from governments at national and global levels to move towards achieving the Paris Agreement objectives.

Reinforce the role of non-state actors (cities, companies, financial institutions, etc.) to lead in climate action towards achieving the Paris Agreement objectives.

Maximise the impact of the Paris Agreement through the alignment of climate targets with other global agreements, including the SDGs.



© WWF



© IISD Reporting Services

“Climate change is one of the most urgent threats we face, and it will take everyone doing everything to avoid the worst impacts. Efforts by non-state actors – businesses and cities, for example – are critical for ambitious climate action.”

Manuel Pulgar-Vidal, leader WWF climate and energy practice

Highlight

For the first time, the WWF hosted a pavilion at the annual UN climate talks to promote the important role that non-state actors, including cities, businesses and investors, play in implementing the Paris Agreement and limiting global warming to 1.5°C. Building initiatives and coalitions with non-state actors is crucial for climate action because they can both encourage greater ambition from governments and help deliver the emission reductions needed.

The [#pandahub pavilion at COP23](#) in Bonn presented a programme of dialogues and events showcasing the value of collaboration and innovation in creating a more sustainable, climate-safe future.

51

The [#pandahub](#) hosted **51 public events overall**, with around 2,300 people visiting in person and 20,000 viewing online live-streaming services.

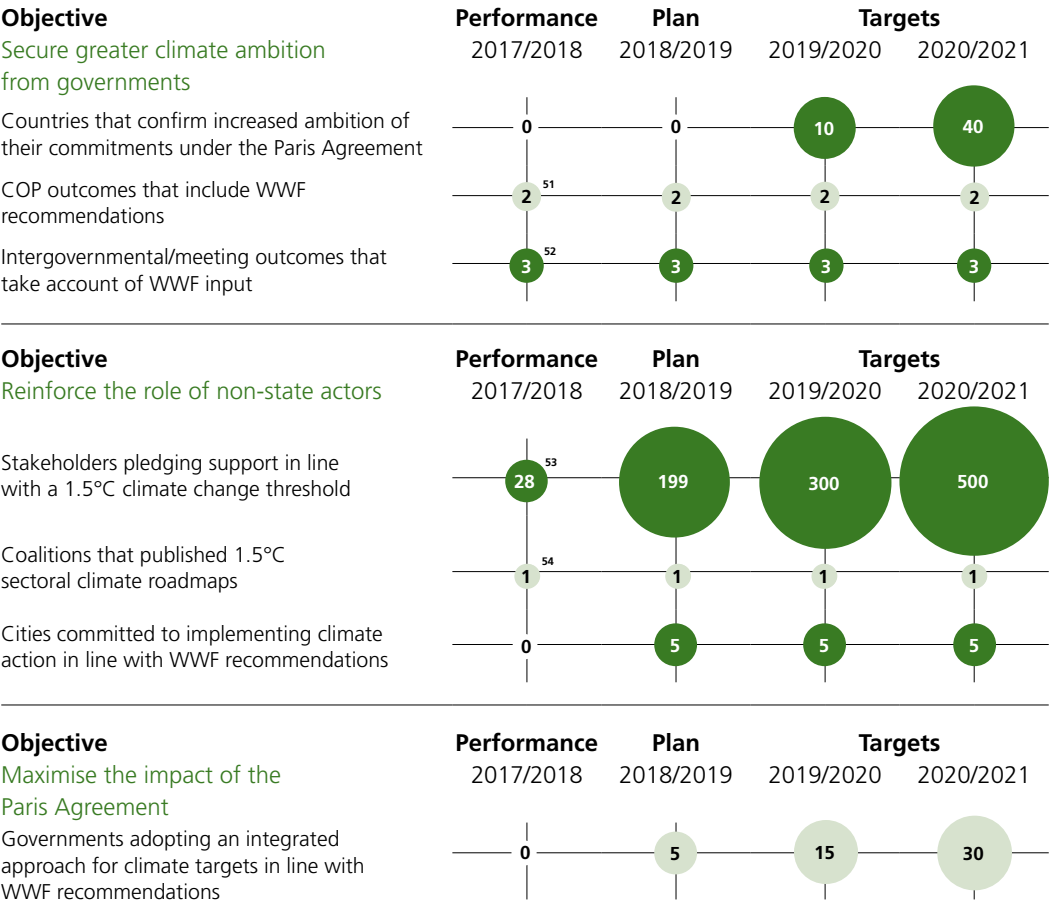
The [#pandahub](#) enabled strategic meetings with high-level decision-makers, including the French president, Emmanuel Macron, and the then French minister of ecology, Nicolas Hulot. Their involvement supports the WWF's work with national governments, with the overall goal being more climate commitments and stronger global policies.

Main achievements

- The December 2017 [One Planet Summit](#), attended by over 50 world leaders, business leaders and NGOs, delivered progress needed to accelerate implementation of the Paris Agreement and address climate change. The WWF played an active role at the summit by promoting key climate initiatives, including a fund to restore degraded land and collaborations with the global transport sector⁵⁰ to reduce greenhouse gas emissions.
- In April 2018, French president Emmanuel Macron publicly encouraged the [EU to increase its climate ambition](#), a plea reinforced a week later by a joint call from [seven European countries](#). The European Commission confirmed its commitment to develop an ambitious long-term climate strategy in line with the objectives of the Paris Agreement.
- The WWF published a [study](#) to help French cities understand the amount of allowable carbon emissions in alignment with the Paris Agreement goals. [The study helps cities](#) calculate carbon budgets and outlines urban solutions to meet the climate challenge.
- In March 2018, [Earth Hour](#) – the annual WWF event raising awareness for climate action – involved 18,000 global landmarks switching off their lights in solidarity. People across the globe generated over [3.5 billion impressions](#) of #EarthHour and #connect2earth on social media to show their concern for the planet and drive further global awareness and action.

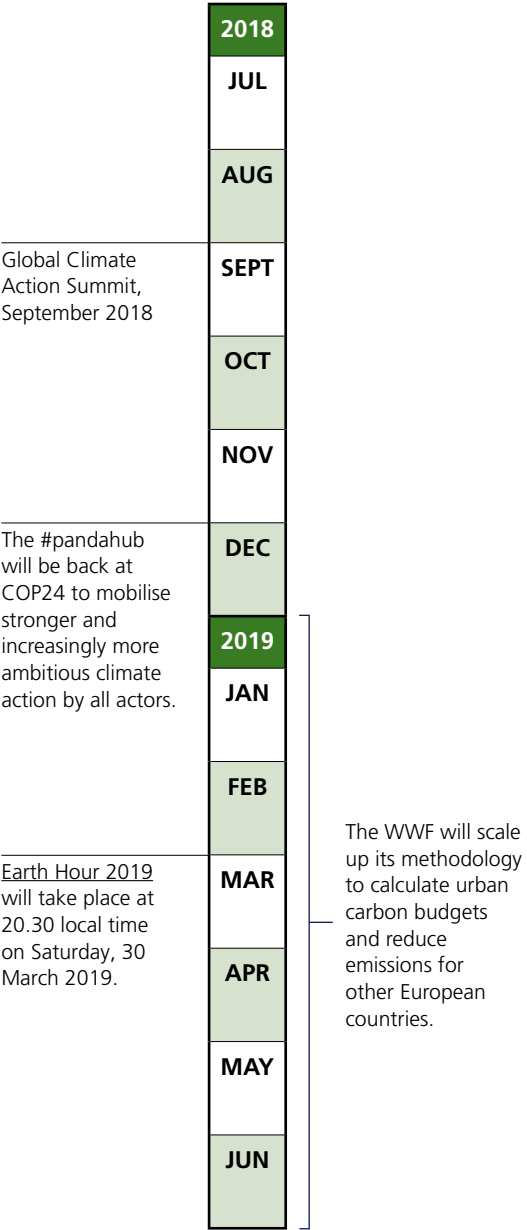
⁵⁰ The global transport sector contributes around 17% of all carbon emissions.

Key performance indicators



⁵¹ The WWF was a key contributor to the Marrakech Partnership's Yearbook of Global Climate Action 2017 and was instrumental in ensuring that the Talanoa Dialogue design was inscribed in a decision text.
⁵² These include the One Planet Summit on 12 December 2017, the first Transport Decarbonisation Alliance meeting from 27–28 February 2018 and COP23 in November 2017.
⁵³ Includes: Carlsberg Group, BT, Tesco, as well as signatories of C40's Deadline 2020 Programme (Austin, Accra, Barcelona, Boston, Buenos Aires, Cape Town, Caracas, Copenhagen, Durban, London, Los Angeles, Melbourne, Mexico City, Milan, New York City, Oslo, Paris, Philadelphia, Portland, Quito, Rio de Janeiro, Salvador, Santiago, Stockholm and Vancouver).
⁵⁴ A Global Macro Roadmap outlining an actionable vision towards decarbonised, resilient transport was developed by the Paris Process on Mobility and Climate.

Planned activities



Concluding remarks

“The global community is coming together in the fight against climate change. But we all need to do more, and faster, to limit warming to 1.5°C. All of us have a critical role to play in the effort to combat climate change and secure a sustainable future.”

Manuel Pulgar-Vidal, leader WWF climate and energy practice
mpulgarvidal@wwfint.org

Good Practice

#pandahub: stronger together for climate action

Objective

The WWF's #pandahub platform brings the global climate community together for greater coordination and collaboration towards achieving the Paris Agreement objectives.

The Wow! factor

The #pandahub pavilion at COP23 was created to use the WWF's influence and power to mobilise greater and increasingly more ambitious climate action by bringing together governments, cities, businesses and organisations. The meetings and events at the pavilion promoted innovation and created collaboration between different levels of stakeholders to achieve and push the goals of the Paris Agreement.

Stakeholders and partners

Panellists, speakers and convenors at COP23 #pandahub events included:

- United Nations Framework Convention on Climate Change: as part of an informal partnership, the WWF hosted over 10 events at the #pandahub for the UNFCCC.
- French President Emmanuel Macron
- Ministers from six countries, including the French minister of ecology, Nicolas Hulot
- Edmund Gerald Brown, California governor
- Paul Polman, CEO at Unilever
- World Bank
- Climate Action Network
- NGOs, including Greenpeace and CARE International



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“The #pandahub gave the WWF a unique opportunity to influence key stakeholders at the UN climate talks... this collaborative platform allows us to contribute to greater dialogue and ambition on climate action and identify new opportunities to tackle the climate challenge.”

Marco Lambertini, director general, WWF International

51

As many as 51 public events were held, with around 2,300 people visiting in person and over 20,000 people reached by streaming the events online.

Good practice links

[COP23](#)

Related websites and resources

[Climate and energy](#)

[Climate and energy blog](#)

South Pole

southpole.com



Mission

South Pole accelerates the transition to a sustainable and climate-smart economy and society.

Objectives

Raise environmental awareness by tracking the CO₂ footprint of all flights booked and taken by UEFA and providing monthly CO₂ calculation reports.

Accelerate emissions reductions in UEFA member territories by investing in high-quality carbon credits to compensate for UEFA's air travel footprint.

Strive to organise carbon-neutral competitions and tournaments.



“UEFA purchased carbon credits from a high-quality Gold Standard wind project in Aruba, providing crucial revenue for project owner WEB Aruba to fund turbine maintenance and technical training for local staff. Through this support, UEFA is contributing to the development of the renewable energy sector on an island heavily reliant on fossil fuel imports.”

Esther Rohena, head of carbon procurement, South Pole

Highlight

UEFA purchased carbon credits from the Vader Piet wind farm on the Dutch Caribbean island of Aruba in the 2017/18 season. This paired perfectly with the UEFA Women's EURO 2017 Championship, which was hosted in the Netherlands.

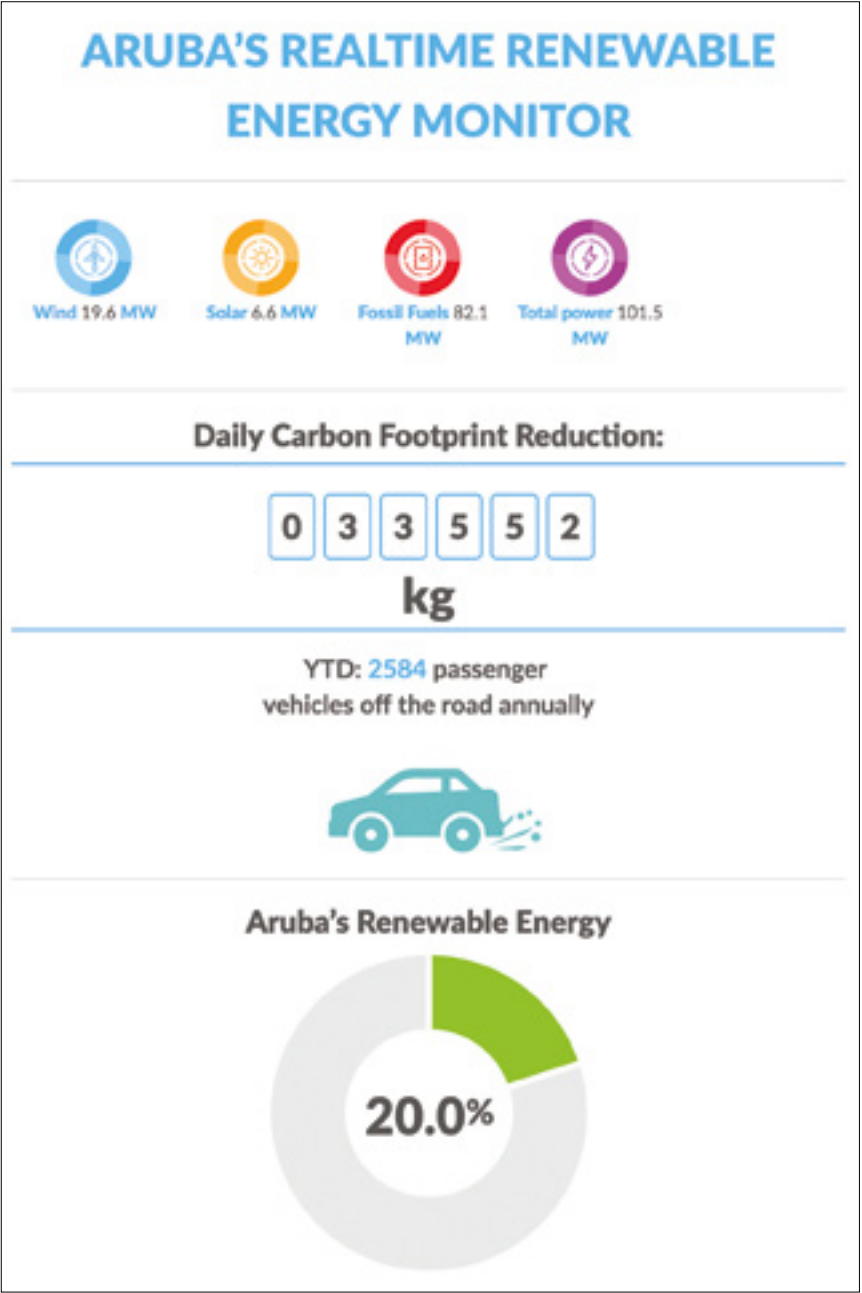
With a total installed capacity of 30 megawatts (MW), Vader Piet on Aruba's east coast helps remedy the island's reliance on fossil fuels; its ten towering turbines harness the prevailing north-easterly trade winds, turning endlessly to supply clean wind energy to the national grid. The emission-reduction project is registered under the Gold Standard stewardship guidelines that certify meaningful climate action and sustainable development activities.

28,592

UEFA offset 28,592 tonnes of greenhouse gas emissions from 63,835 flights in 2017/18. Over its nine-year partnership with South Pole, the total amount of emissions offset by UEFA has reached an impressive 218,229 tonnes.

Main achievements

- The Vader Piet wind farm reduces over 152,000 tonnes of CO₂ annually and supplies an average of 126,100 megawatt hours (MWh) of clean renewable electricity to Aruba’s national grid each year, enough to meet almost 18% of the island’s total electricity demands.
- The wind park has been in operation since 2010. It was the first project of its kind in Aruba, giving the island replicable clean energy technology. To track its progress, Aruba has a real-time renewable energy monitor.
- In 2015, the project owner installed an 11.2 MW capacity solar photovoltaic system to supply renewable electricity to the turbine maintenance team’s office and workshop, which are too remote to be connected to the electricity grid.



Planned activities

2018	
JUL	
AUG	
SEPT	Calculate the monthly CO ₂ footprint of UEFA's flights and evaluate the historic evolution of its CO ₂ footprint.
OCT	
NOV	Conduct an e-mail campaign aimed at UEFA staff to raise awareness about the environmental impact of flights and alternative solutions to air travel.
DEC	
2019	
JAN	Select Gold Standard projects relevant to UEFA for each season that not only reduce emissions in UEFA member territories but also provide social benefits for local communities and a link to football.
FEB	
MAR	Devise a strategy for compensating for emissions from all fans' travel to EURO 2020 and engage fans with climate action.
APR	
MAY	
JUN	



Concluding remarks

“ This year UEFA contributed to a unique wind project in Aruba – a great way to celebrate the 2017 Women’s EURO in the Netherlands by promoting renewable energy on a Dutch Caribbean island heavily reliant on fossil fuels.”

Natalia Gorina, sales director carbon and renewables, South Pole
n.gorina@southpolecarbon.com

Good Practice

Innovative carbon compensation approach:

case study of Swiss retailer Coop and the Naivasha reforestation project in Kenya

Objective

The main objective of the South Pole Group's clients is to achieve carbon neutrality. Coop's objective is also to engage with suppliers and contribute to the SDGs.

The Wow! factor

The initiative with Coop unlocked the full value of carbon compensation through an innovative 'insetting' programme. Since 2008, South Pole has worked with Coop and the WWF Switzerland to develop new Gold Standard projects along Coop's supply chain. Coop uses the resulting carbon credits for carbon-neutral product lines (i.e. Naturaline textiles) and as compensation for its air freight emissions. The latest project is a unique reforestation and watershed restoration project in the Naivasha lake catchment area in Kenya where Coop sources its cut flowers. Coop engaged in a responsible and innovative approach to the supply of its products and is not only contributing to SDG 13 (climate action) but also SDGs 6 (clean water), 9 (innovation), 12 (responsible consumption and production) and 15 (life on land).

Stakeholders and partners

- South Pole (project design, technical support for forest establishment, carbon certification, catalyser of carbon finance)
- Coop Switzerland (end buyer of carbon credits and flowers)
- WWF Switzerland (co-funding provider)
- WWF Kenya (local implementer, coordinator with farmers, distributor of seedlings)
- Coop's suppliers (Flamingo and Oserian flower companies, supporting seedling distribution)



© WWF

“Insetting combines carbon compensation with effective management of environmental and social resources in supply chains. It's an innovative form of corporate climate action that sends a strong signal to all stakeholders.”

William Garrett, project manager at South Pole

- Smallholder farmers (united in water resource user associations and community forest associations that receive timber and non-timber products)

900,000

Over 900,000 seedlings of local and exotic tree species will be planted from 2018–20 over 1,000 hectares of wetlands in the Naivasha lake catchment area.

Good practice links

[Presentation by Bella Roscher, WWF Switzerland entitled Project innovation: WWF Naivasha forestry project in Kenya](#)

Related websites and resources

[Case study on South Pole website](#)

[WWF Switzerland](#)

[Coop website on climate neutrality](#)

Videos of other compensation projects developed by the WWF and Coop along its supply chain:

[Cookstoves in Kenya](#)

[Water filters in Tanzania](#)

[Cookstoves in China](#)



Health and well-being



European Healthy Stadia Network

healthystadia.eu/



Mission

Healthy Stadia works with clubs, stadium operators and sports governing bodies to develop venues as ‘health promoting settings’, using practices that support healthier matchday environments and promote healthier lifestyles through football.

Objectives

Promote tobacco-free stadium environments at UEFA competitions and more broadly through the European football community.

Provide healthy stadium assessments and recommendations for all UEFA club and international competition finals.

Support the annual World Heart Day (WHD) by the European football community, with a focus on UEFA member associations.

Promote physically active modes of transport to football venues and physically active lifestyles for fans through the [EuroFIT](#) programme.

Promote healthier catering options by means of a healthy catering benchmarking tool and new guidance for venue and tournament catering divisions.



Highlight

Since 2012, Healthy Stadia, UEFA and the European football community have used football to promote [World Heart Day](#), the World Heart Federation’s global heart health awareness campaign.

To facilitate the [2017 campaign](#), Healthy Stadia developed an [online resource portal](#) containing guidance and promotional media assets. The portal also helped national associations to plan active travel options to stadiums on matchdays, particularly by organising fan walks.

Healthy Stadia successfully engaged with 26 of UEFA’s national associations to deliver communications and matchday actions, including:

- over 100 unique website and social media outputs in support of WHD 2017;
- content drawn from photo shoots, with players promoting heart healthy messages and video content developed by associations;
- matchday media activations using banners, big screens and players wearing WHD 2017 T-shirts;
- mini-tournaments and football training sessions for young people;
- fan walks to stadiums for FIFA World Cup qualifying matches.



“The Austrian Football Association was delighted to work with Healthy Stadia in support of World Heart Day 2017, recognising the power of football to promote healthier, active lifestyles. In support of this campaign, we organised a tournament for young girls, a series of school workshops on heart health and a fan walk ahead of Austria’s qualifying match against Wales, and we used our national team players to promote World Heart Day on our digital and social media channels.”

Ingo Mach, Austrian Football Association

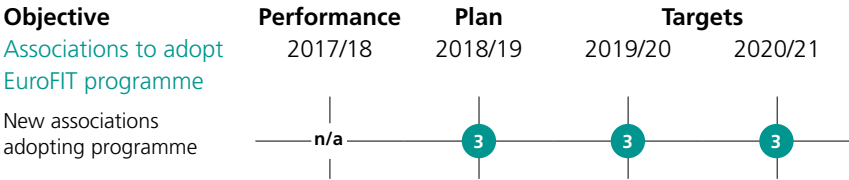
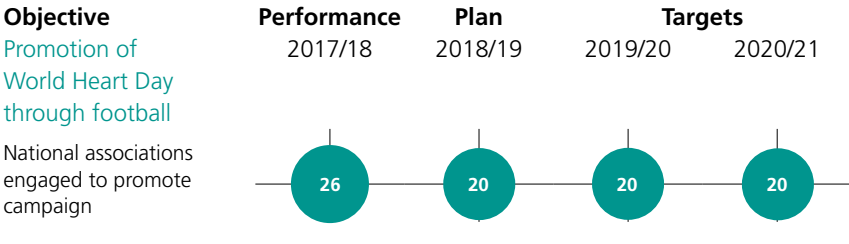
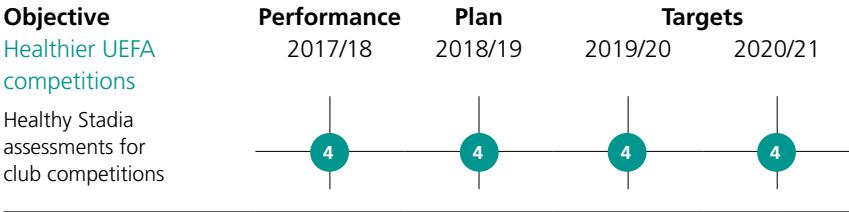


© European Healthy Stadia Network

Main achievements

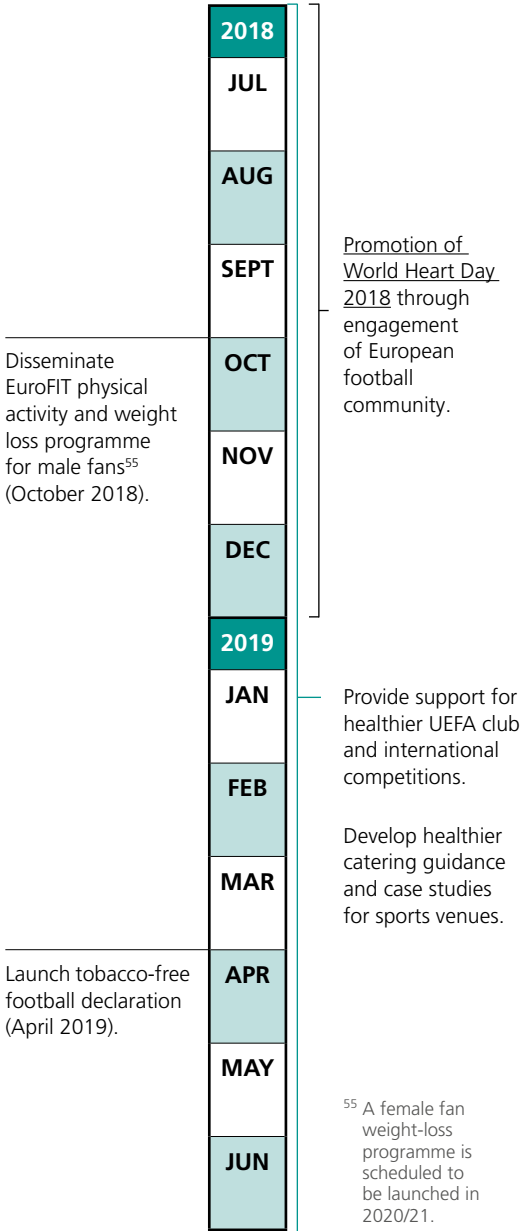
- Healthy Stadia supported healthier UEFA club competition finals in the 2017/18 season by means of health impact assessments. These gauge health risk factors, such as tobacco, physical inactivity, alcohol consumption and poor diet, and are turned into recommendation reports and training modules after site visits.
- Healthy Stadia partnered with the A Healthy Heart Your Goal programme at the Women’s EURO 2017, promoting greater levels of physical activity among fans with the Active Match app that incentivises walking and cycling to host venues.
- Healthy Stadia conducted site visits and drafted recommendation reports at 9 of the 12 host venues for EURO 2020 as part of the Respect Your Health programme.
- Healthy Stadia developed tobacco-free enforcement training modules and a ‘no smoking’ signage strategy for UEFA club competitions. It worked with partners in Belgium on tobacco-free guidance in Flemish, launched in conjunction with Cercle Brugge KSV becoming tobacco-free. Efforts to make football tobacco-free were shared at the ENSP International Conference on Tobacco Control.
- Healthy Stadia delivered a two-day training programme at the Homeless World Cup 2017, training 33 coaches in intervention techniques for lifestyle risk factors.

Key performance indicators



© European Healthy Stadia Network

Planned activities



Concluding remarks

“ After considerable success implementing active travel at the Women’s EURO 2017 in the Netherlands and tobacco-control measures at all UEFA’s club competition finals for 2017/18, we look forward to the 2018/19 season, which will see Healthy Stadia disseminate the groundbreaking EuroFIT physical activity programme for fans to clubs throughout Europe along with the launch of a new tobacco-free football declaration.”

Matthew Philpott, executive director, European Healthy Stadia Network
matthew.philpott@healthystadia.eu

Good Practice

Fans get active at the Women's EURO 2017 with the Active Match app

Objective

The objective was to encourage fans, staff and volunteers to use the smartphone app that promotes walking and cycling options to host venues at UEFA Women's EURO 2017. Active travel options can improve levels of physical activity and reduce the carbon footprint associated with hosting tournaments, working towards a number of the UN's Sustainable Development Goals.

The Wow! factor

Promoted by Dutch football legend Pierre van Hooijdonk, the smartphone app was a big hit with both fans and staff alike. Using GPS technology to track walking and cycling journeys to host venues on matchdays, the app collected individual and aggregate data on distance covered, calories burned and CO2 emissions saved by walking and cycling. It incentivised usage through a competition to win tournament tickets and balls. Match schedules, mapping, route planning and information on cycle parking were all provided in the app.

Stakeholders and partners

KNVB/local organising committee/host venues and host cities

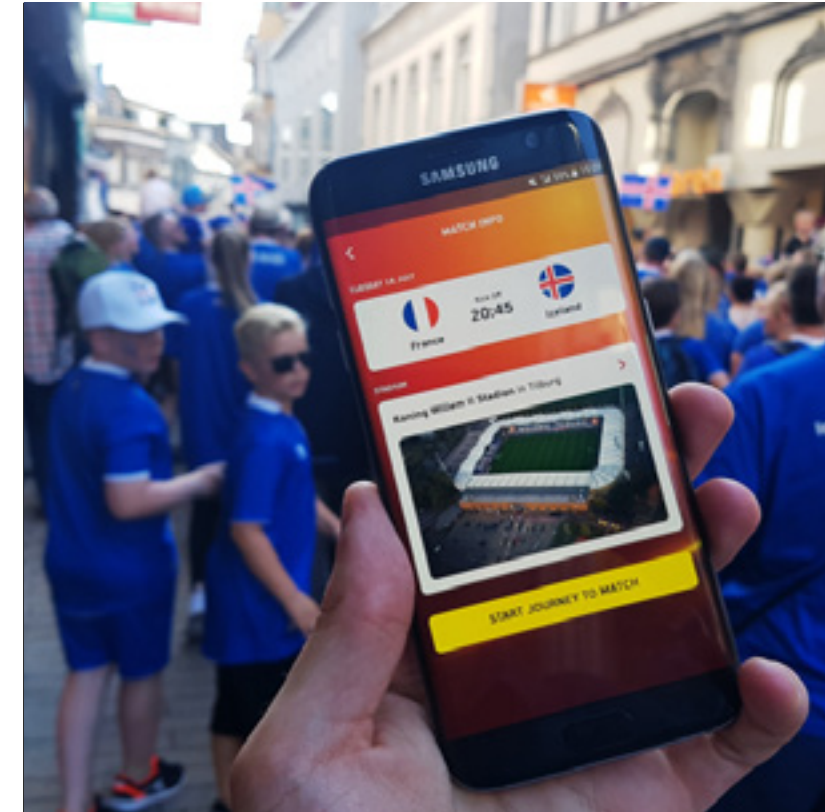
Royal Dutch Cycling Union

Dutch Heart Foundation

World Heart Federation

UEFA FSR

UEFA corporate communications



© European Healthy Stadia Network

“It made me much more aware of not always taking the car to matches and got me interested in tracking my kilometre and calorie statistics to the stadium. It's kind of fun to see that!”

Maria, female fan from France

The app captured data on both individual and aggregate participation, revealing the following metrics:

- 1,788 app downloads on Android and iOS
- 2,122km recorded by app in total
- 76% journeys on foot; 24% journeys by bike
- 80,370 total calories burned through journeys
- 255kg of CO₂ emissions saved through active travel journeys

In addition, 38% of users said they were more likely to consider walking or cycling to domestic football matches in future as a result of using the Active Match app.

Good practice links

[Fans get moving at UEFA Women's EURO 2017 with the Active Match App](#)

[Active travel guidance](#)

Related websites and resources

[Healthy lifestyle promoted at Women's EURO 2017](#)

[New active app at Women's EURO](#)

[Success for app promoting cycling and walking to UEFA Women's EURO 2017](#)

[UEFA Women's EURO inspires fans to make a healthy heart their goal through football and physical activity](#)

[Fans get moving at UEFA Women's EURO 2017 with the Active Match app](#)



Peace and reconciliation



Cross Cultures Project Association

ccpa.eu



Mission

The Cross Cultures Project Association (CCPA) uses its Open Fun Football Schools (OFFS) as an entry point into local communities in conflict-sensitive areas to promote a culture of peace and non-violence, social and ethnic integration, and the incorporation of sustainable development.

Objectives

Build relationships between people by bridging ethnic, social, political and/or religious divides, fostering tolerance and creating common ground where differences are not barriers to promoting peace, security, cohesion and cooperation.

Support girls' and women's active participation in grassroots football in order to promote gender equality, combat gender stereotypes and foster women's well-being.

Engage local football clubs, civil society organisations, schools, community police, parents and local authorities in cross-sectoral networks with the capacity to design and implement education and awareness campaigns, with a focus on child protection.



© CCPA

Highlight

In partnership with the Ukrainian and Moldovan FAs' grassroots departments, the CCPA used the Open Fun Football Schools as entry points into areas affected by conflict in both countries. Funded by the EU and the Swedish international development cooperation agency, the CCPA used the OFFS programme to promote ethnic and social inclusion, gender equality and child protection efforts in Ukraine and Moldova. These efforts included the formation of 41 cross-sector platforms through which football stakeholders, the police and local authorities worked with parents to run OFFS and facilitate child-protection issues.

12,800

In 2017/18, OFFS activities in Ukraine and Moldova reached 12,800 boys and girls aged 8–12. Fun football festivals and other follow-up activities reached another 12,500 children, and customised child-protection educational programmes were held in 117 public schools.

“Taking part in this camp was the greatest experience of my life! I met people from all over. I learned how to organise football in my community and I have established friendships with people that I would never have otherwise met.”

Eldar Nurkić, 19, participant, Multi-ethnic Youth Camp

Main achievements

- Over 20,000⁵⁶ children of differing ethnic, cultural, political and social backgrounds took part in over 100 OFFS fun festivals this season.
- All OFFS activities were organised by 1,739 voluntary and trained coaches with assistance from 1,308 young coach assistants.
- CCPA created 41 cross-sector platforms in Ukraine and Moldova. These platforms enabled football, police and municipality representatives to work alongside parents to run OFFS and include child protection as an integrated part of the public school curriculum.
- During an instructors' seminar, the fun football approach was further developed, and a new approach to child protection was introduced and tested. Subsequently, a workbook was developed and is now incorporated in OFFS coach education, forming the basis of all OFFS coach education in 2018/19.
- Following the Peace Laboratory youth camp in Bosnia and Herzegovina, young people in 13 localities mobilised their communities to organise their own OFFS. This provided young people with the opportunity to put their education into practice, volunteer in the local community and develop self-sustaining projects.

⁵⁶ 43% girls, 38% disadvantaged children and 83% of all children were not members of a football club prior to the OFFS

Key performance indicators

Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Promote a culture of peace and non-violence, and an appreciation of cultural and social diversity				
OFFS leaders and coaches educated in regional seminars	1,739	1,500	1,500	1,500
OFFS coach assistants educated	1,308	1,200	1,200	1,200
OFFS	109	100	100	100
Children attending OFFS	20,882	20,000	20,000	20,000
Non-club member participation (%)	83	>50	>50	>50
Minority/vulnerable/disadvantaged children attending OFFS (%)	38	>30	>30	>30
Fun festivals	243	400	400	400
Children attending fun festivals	20,003 ⁵⁷	4,000	4,000	4,000
Children attending after school activities	111,192	60,000	60,000	60,000

Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Promote girls’ and women’s active participation in football				
Female participation at OFFS and fun festivals (%)	43	>40	>40	>40
Registered female players coming from OFFS and fun festivals	n/a ⁵⁸	1,600	1,600	1,600
Female coaches who have completed CCPA’s 60-hour coach education programme	580	450	450	450
Female volunteers in OFFS activities (%)	38	>30	>30	>30

Objective	Performance	Plan	Targets	
	2017/18	2018/19	2019/20	2020/21
Engage key stakeholders in cross-sector networks				
Local cross-sector networks ⁵⁹ up and running	41	100	100	100
Child-protection workshops held	5	11	11	11
Local child-protection action plans implemented	29	100	100	100
Pupils attending child-protection education	n/a	15,000	15,000	15,000
Parents in attendance at parent meetings	3,916	4,000	4,000	4,000

⁵⁷ The 2017/18 season was higher than projected because the FAs received more funding than anticipated. For example, Ukraine received a large EU grant together with greater support from the Football Federation of Ukraine, which enabled it to open 56 OFFS instead of the projected 15. Similar increases occurred in other countries in conjunction with the UEFA Grassroots Day. It is anticipated that numbers will be higher than projected in the following seasons as well.

⁵⁸ No number is available for the 2017/18 season because the contract was delayed and the official registration could not be started.

⁵⁹ Cross-sector networks involve sports organisations, schools and municipal police.

⁶⁰ CCPA has reached an agreement with football associations to grant a certain number of female coaches from the OFFS programmes the opportunity to obtain the UEFA C License each season.

Planned activities

2018	
JUL	
AUG	
SEPT	
OCT	Provide coach education for 1,400 volunteer coaches.
NOV	Develop 100 child-protection codes of conduct (one per OFFS).
DEC	Train female coaches for the UEFA C license or higher ⁶⁰ .
2019	
JAN	Run an international girls’ football seminar for 80 people.
FEB	Run a regional Peace Laboratory for 50 young people from the Balkans.
MAR	
APR	
MAY	
JUN	



Concluding remarks

“ We continually seek to demonstrate football’s full potential for development in communities. Open Fun Football Schools serves as a platform to promote gender equality through (mandatory 40%) female participation, providing cross-sector networking opportunities as a means of developing functional child-protection measures, and giving young, unemployed people the opportunity to gain an education with the potential to thrive at their place of residence.”

Vildana Delalić, CCPA Bosnia country coordinator
sarajevo@ccpa.eu

Good Practice

Building partnerships to promote inclusion, social integration and child protection in Ukraine

Objective

The CCPA aims to raise awareness among local authorities, police, schools, football clubs and parents about the benefits of using football as a means of inclusion and social integration, and to introduce child-protection curriculums in public schools.

The Wow! factor

Using the Open Fun Football Schools as an entry point, links were created between various stakeholders with the purpose of promoting a healthy and safe environment for children, particularly those affected by the armed conflict in eastern Ukraine. Building on these links and the shared purpose with local cross-sector units, fun football was used as a tool to promote inclusion and integration in local communities and introduce child-protection curriculums in local schools.

Stakeholders and partners

- Football Federation of Ukraine
- All-Ukrainian Foundation for Children’s Rights
- Ukrainian national police force
- Ukrainian ministry of education and science
- Local authorities, football clubs, schools, sports associations, community police



In serving the best interests of children through sports, we serve the best interests of safer communities, peace and development."

Aliona, Kramatorsk, Donetsk region

29

In 2017, as many as 46 local authorities, 35 football clubs, 324 schools, 43 sports associations, 23 police forces and 1,250 parents engaged in 29 OFFS in Ukraine. Child-protection curriculums were introduced in 117 schools in collaboration with 17 cross-sector units.

Good practice links

[Open Football Ukraine](#)

Related websites and resources

[CCPA programmes](#)

[CCPA Sport + Schools Police](#)



Solidarity



International Committee of the Red Cross

[icrc.org](https://www.icrc.org)



Mission

The ICRC is an impartial, neutral and independent organisation whose mission is to protect and assist victims of armed conflict and other situations of violence.

Objectives

Provide physically disabled people with rehabilitation services.

Improve access to social inclusion activities, including sport, for physically disabled people.



© ICRC



© ICRC

“When I started coming to the ICRC rehabilitation centre I was depressed. I never thought I would be like other people. Then I started playing football, and it changed everything. I became happy again. I became part of society. I have a bright future now.”

Ramish Nikzai, assistant trainer at an ICRC rehabilitation centre and member of an ICRC-supported football team in Afghanistan

Highlight

The ICRC facilitated the social reintegration of people with physical disabilities through a variety of activities, including sport. Football, wheelchair basketball and volleyball were some of the sports used as part of the ICRC’s physical rehabilitation programme (PRP) in Afghanistan.

At the ICRC physical rehabilitation centre in Kabul, football became an integral part of patients’ physical, mental and social rehabilitation. Physically disabled people had the opportunity to play and socialise with others who were experiencing similar challenges. Playing football not only helped them build confidence, but also aided with their physical coordination and capabilities.

118

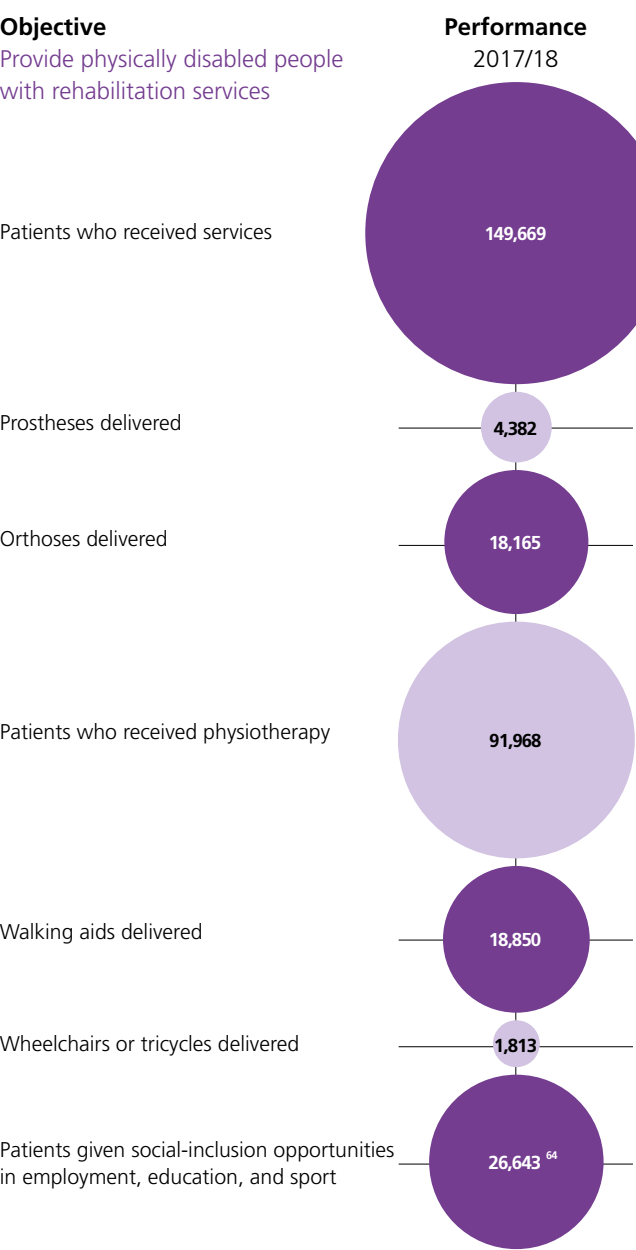
118 people – including 59 children – are part of six ICRC-supported football teams in Afghanistan.

In March 2018, Kevin De Bruyne, member of the UEFA.com fans’ Team of the Year 2017, had a video call with some of the children participating in the PRP, in which they chatted about football and their own unique experiences. Earlier that month, De Bruyne handed over a €100,000 UEFA cheque to the ICRC, in support of the PRP in Afghanistan.

Main achievements⁶¹

- Physically disabled people have improved their mobility through physical rehabilitation services at seven ICRC-run centres managed by ICRC-trained employees, many of whom were themselves disabled. A total of 91,968 patients underwent physiotherapy. The parts used to make assistive medical devices were manufactured using the ICRC’s own polypropylene technology⁶² by an ICRC component factory in Kabul.
- The ICRC covered the costs of transporting patients from remote areas for specialised care. Patients obtained specialised treatment through the referral system that linked various health facilities to the ICRC-run centres. Through a home care programme, housebound disabled people received home visits and other assistance: food rations, household essentials and modifications to their houses, e.g. ramps and accessible bathrooms.
- With ICRC support, a total of 26,643 physically disabled people pursued activities in such areas as sport, education and entrepreneurship. Some ran small businesses using microcredits, enabling their families to regain a measure of self-sufficiency. Others attended vocational training. ICRC sponsorship enabled some to attend university or take courses. Severely disabled children benefited from ICRC-funded home schooling; students and their teachers were given school supplies.
- ICRC-sponsored orthopaedic technicians and physical therapists attended courses and training sessions; this strengthened their capacities and helped to ensure the sustainability of the country’s physical rehabilitation sector.

Key performance indicators⁶³



⁶¹ The ICRC carried out these projects despite security incidents that forced it to scale down or cancel some of its activities.

⁶² The ICRC’s polypropylene technology is used by several organisations involved in physical rehabilitation. This technology is simple, inexpensive, adaptable to individuals’ specific needs and aligned with internationally recognised standards, while the devices and components produced using this technology are durable, comfortable, easy to use and maintain, and compatible with climates in different regions. It has been endorsed for use in lower-income countries in several reports published by the International Society for Prosthetics and Orthotics. [icrc.org/en/doc/assets/files/other/icrc-002-0913.pdf](https://www.icrc.org/en/doc/assets/files/other/icrc-002-0913.pdf)

⁶³ The ICRC sets targets and corresponding budgets each year.

⁶⁴ The figure for beneficiaries of social inclusion activities is a sub-set of ‘Patients who received services’. Last season’s figure was 2,390. This season’s spike is largely due to the beneficiaries of economic programmes, who were not included in the previous count.

Planned activities

2018	
JUL	
AUG	
SEPT	Run physical rehabilitation centres in Afghanistan that offer good-quality treatment and/or devices.
OCT	
NOV	Conduct outreach activities for physically disabled people in remote areas and assist housebound patients.
DEC	
2019	
JAN	Facilitate patients’ social reintegration through sport and support their pursuit of livelihoods and education.
FEB	
MAR	Help make physical rehabilitation services more sustainable by bolstering local capacities.
APR	
MAY	
JUN	



Concluding remarks

PRP Afghanistan remains a patient-oriented programme. We believe that the PRP can change the lives of those assisted. Its continuous growth is a challenge, but it is a challenge to be embraced and supported. So far, the programme has been able to absorb the influx of patients, despite limitations in space and staff, and security constraints.”

Alberto Cairo, head of the ICRC PRP in Afghanistan
press@icrc.org

Good Practice

The ICRC PRP's holistic, comprehensive and patient-centred approach

Objective

Through the PRP, ICRC aims to rehabilitate physically disabled people and improve their access to services and social inclusion activities that will improve their quality of life.

The Wow! factor

The ICRC PRP's holistic, comprehensive and patient-centred approach seeks sustainable solutions that help physically disabled people improve their mobility and self-esteem. Playing football has made a huge difference in the lives of members of ICRC-supported football teams in Afghanistan. Some of them get up at 5am three times a week to practice. They are motivated to play football because it makes them stronger. A few of them also hope to become an inspiration to other people with physical disabilities.

Stakeholders and partners

- Patients – Their needs and feedback inform the ICRC's programmes; patients are seen as active partners, not just beneficiaries.
- Staff at the ICRC physical rehabilitation centres – Many are former patients who were trained by the ICRC.
- The authorities and other actors in the national physical rehabilitation sector – The ICRC works with local partners to help strengthen technical and managerial capacities at centres providing services for disabled people.



© ICRC

“ I always play in a park in front of my house to show the people that disability is not weakness and so that other disabled people feel inspired when they see me playing football.”

Mir Omid, member of an ICRC-supported football team in Afghanistan

118

At the time of writing, 118 people – including 59 children – are part of six ICRC-supported football teams.

Good practice links

[Afghanistan: Getting people with disabilities back on their feet](#)

Related websites and resources

[From patient to ICRC staff, this is Nilofar's story](#)



Mission

sportanddev.org is the leading hub for the sport and development community to share knowledge, build good practice, coordinate with others and create partnerships.

Objectives

Increase the visibility of sport’s development potential.

Contribute to improving sport and development practices.

Encourage dialogue and partnerships and facilitate strategic alliances.

Highlight the role of UEFA and its partners in promoting social responsibility work.



© Permanent Mission of Norway to the United Nations

“The SDGs have helped us zero in on both physical and mental well-being, devoting time, effort and energy to the intersections of fitness, nutrition, and bodily health with mental, emotional and spiritual well-being in the face of trauma and war.”

Maddie Ulanow, Reclaim Childhood



© Pro Sport Development

Highlight

Through its partnership with UEFA, sportanddev.org has linked members of the football community with international policymakers and others using sport for social change. The [UN Sustainable Development Goals](#) set global priorities to address economic, social and environmental issues between 2016 and 2030. [Agenda 2030](#), which outlines these goals, mentions sport as “an enabler of development”. Organisations that use sport to combat global issues have successfully proved its value.

However, sports federations, governments and NGOs need more information on how these policy developments affect them and how to use sport to address the SDGs. In response to this need, sportanddev.org published a new website section on sport and the [SDGs](#) in January 2018. It aims to support organisations that are working on a range of issues.

sportanddev.org asked its online community members to share examples of how they use sport to address specific [SDGs](#). The successful campaign drew responses from 22 organisations in 15 countries. These organisations inspire others wanting to integrate sport into their projects and align their work more closely to global development priorities.

Main achievements

- sportanddev.org made a concerted effort to feature more content from UEFA and its FSR partners and highlight it more prominently on the [website](#). As many as 27 articles were published on the sportanddev.org ‘football for development’ page.
- The 200th sportanddev.org newsletter was published in September 2017, almost a decade after the first in 2008. To mark the occasion, community members were asked to predict where sport and development would be in 2025, when sportanddev.org will publish its 400th newsletter. [Responses](#) featured perspectives from around the world.
- The [IWG World Conference on Women and Sport](#) is held every four years and sets the agenda for promoting gender equality in and through sport. sportanddev.org provided first-hand article coverage from this year’s event in Gaborone, Botswana, sharing highlights with those who were unable to attend in person.
- sportanddev.org secured the support of [two new ambassadors](#) during the project year: a Cameroonian basketball player and a Zimbabwean marathon runner.
- sportanddev.org created a refined strategy and value proposition to respond to emerging trends, adapt to the changing nature of the global sporting environment and add value to partners. It was formalised in May 2018 with the input of UEFA.

Key performance indicators

Objective

Increase the visibility of sport’s development potential

Facebook followers

Twitter followers

Registered team individuals

Registered organisations

Objective

Contribute to improving sport and development practice (%)

Users who strongly/mostly agree that sportanddev.org is the leading source of information on sport and development⁶⁵

Users who strongly/ mostly agree that they feel more informed about developments in the sector because of sportanddev.org⁶⁶

Users who have used information found on sportanddev.org in their own projects or programmes

Objective

Promote partnership building and strategic alliances

Survey participants who say they have formed a partnership because of sportanddev.org (%)

Swiss working group members and new partners

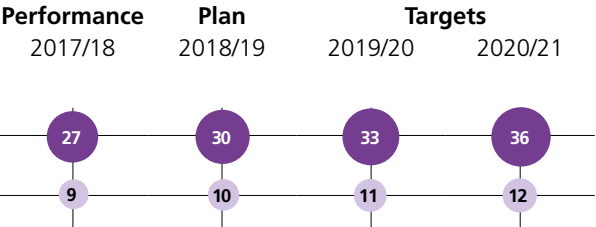
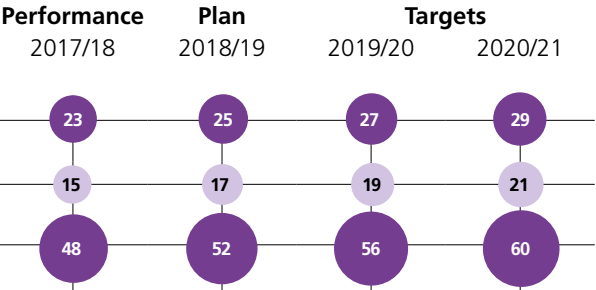
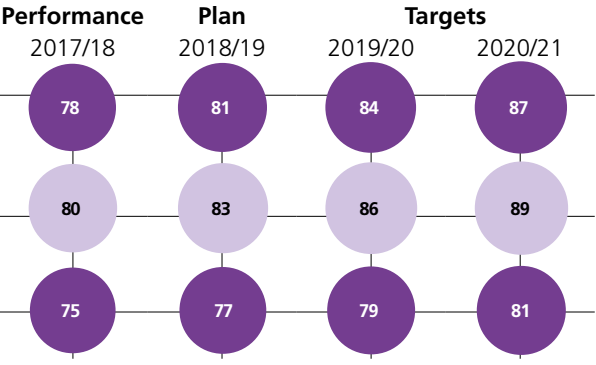
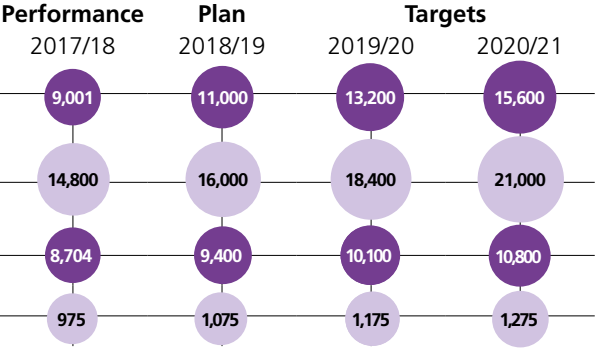
Article contributions for the International Day of Sport for Development and Peace

Objective

Highlight the role of UEFA and its partners in promoting social responsibility

UEFA and FSR partner articles published on sportanddev.org

UEFA FSR partners featured in articles on sportanddev.org



Planned activities



⁶⁵ 19% of other survey respondents said they neither agree nor disagree, 2% said they mostly disagree and 1% said they strongly disagree.

⁶⁶ 16% of other survey respondents said they neither agree nor disagree, 2% said they mostly disagree and 1% said they strongly disagree.



Concluding remarks

“As the sports world looks more closely at how to address social, economic and environmental challenges, we need to share knowledge, build partnerships and look for creative solutions. sportanddev.org aims to help UEFA and its partners do this, while providing the tools to enable sport to reach its potential as a force for good.”

Paul Hunt, project manager, sportanddev.org
hunt@SAD.ch

Good Practice

Coordinating celebrations of the International Day of Sport for Development and Peace (IDSDP)

Objective

The objective was to make the 2018 International Day of Sport for Development and Peace the most widely celebrated so far, while raising awareness about the potential of sport to contribute to the Sustainable Development Goals.

The Wow! factor

Worldwide organisations from multiple sectors, including sports federations, NGOs, universities and government agencies, were strongly encouraged to take part. The project brought together organisations from every continent, each highlighting their perspective on the role of sport in contributing to peace, environmental sustainability, gender equality, education, health, social development and anti-discrimination. The organisations contributed content for the Sportanddev.org website, took part in a coordination group and participated in social media discussions.

Stakeholders and partners

An [online discussion group](#) and [Twitter Q&A](#) were coordinated with Brown University in the USA and Sport Matters, an Australian NGO.

Numerous other stakeholders contributed to online discussions, website content and a coordination group.



“Many are still denied access to sport and play, particularly in developing and threshold countries. The IDSDP is the perfect occasion to break out of routine, spread our message and raise awareness of the issue of insufficient access to sport and play for so many people worldwide.”

Jan Thissen, One Team

48

As many as 48 organisations in 28 countries shared articles in English or French on Sportanddev.org about the IDSDP (compared to 31 from 21 countries in 2017). The IDSDP coordination group grew to 82 members (compared to 57 in 2017).

Good practice links

[IDSDP 2018](#)

Related websites and resources

[Sport and the sustainable development goals](#)

[@IDSDP](#)



Child safeguarding



Terre des hommes

tdh.ch



Mission

Terre des hommes (Tdh) is committed to steadily improving the conditions of the most vulnerable children worldwide.

Objectives

In early 2018, UEFA and Tdh launched a partnership aimed at strengthening UEFA's commitment to protecting children and teenagers involved in football across Europe. The safeguarding project aims to:

- Make football a safe, positive and enjoyable experience for all children who are involved in football, regardless of their age, gender, sexual orientation, racial origin, faith, ability or disability.
- Raise awareness to prevent child abuse in football among national associations, coaches and individuals involved in children's football activities.
- Strengthen the child safeguarding capacity of national associations, coaches and individuals involved in children's football activities.
- Develop effective policies and procedures to prevent harm occurring
- Help create channels to identify and address any child safeguarding concerns that may arise.



© Ivo Daskalov, Tdh

“Every child in the world has the right to enjoy sport in a safe environment.”

UN Convention on the Rights of the Child

Introduction

Tdh is the leading Swiss organisation for children's aid. Through its health, protection and emergency relief programmes, Tdh assists over three million children and their families in more than 45 countries each year.

For over 58 years, Tdh has committed to protecting children against abuse of any kind. Tdh regularly partners with other key international agencies to maintain the highest possible standards, including [child safeguarding](#). Tdh is a founding member of the [Keeping Children Safe Coalition](#), an international network of agencies that work together to develop safeguarding standards and practices.

160,000

In 2017 alone, more than 160,000 professionals, including those active in sport, in 48 countries around the world attended training courses on child protection provided by Tdh and its partners.

Tdh and UEFA acknowledge the unique ability of sport, with particular [emphasis on football](#), to develop children's self-esteem, confidence, leadership and teamwork skills.

It is also a way to reinforce life skills in view of self-protection and creating a sense of belonging. Tdh and UEFA share the same commitment to developing and enacting the best possible framework to ensure that children are protected while having fun.



© UEFA

Planned activities

Study Group Scheme with all the NAs in Frankfurt	2018	Development of the Child Safeguarding Policy Development of awareness raising module on child safeguarding
	JUL	
	AUG	
	SEPT	
	OCT	
	NOV	
	DEC	
	2019	
	JAN	
	FEB	
	MAR	
	APR	
	MAY	
	JUN	



Concluding remarks

Through this new partnership, we strive to create a positive, safe football environment for children and young people, providing national associations with the knowledge and resources to prevent and respond to any child abuse concerns that might arise."

Fanny Bellier, project manager, Terre des hommes
fanny.bellier@tdh.ch

Good Practice

Nurturing a safe environment for children

Objective

ChildHub is an educational platform to improve skills and knowledge of child protection.

The Wow! factor

ChildHub is an online and offline platform that provides access to knowledge strengthening skills and guidance in improving exchange and communication among child protection professionals in Europe and beyond. All services are free of charge and available in six languages. It includes:

- a multilingual online library with more than 20,000 items on a variety of child protection-related topics;
- offline and online training opportunities: webinars, case discussions, e-learning courses, seminars, workshops and conferences;
- a directory of regional and global experts in various child-protection sectors.

Stakeholders and partners

The platform is run by partners in eight countries – Moldova, Albania, Kosovo, Romania, Croatia, Bulgaria, Serbia, Bosnia and Herzegovina – and is currently expanding to Ukraine, Greece and Montenegro.

The partners include Save the Children, the Centre for Youth Integration, the Know-How Centre for Alternative Care for Children, SOS Children's Villages International, the Centre for Excellence for Looked-After Children in Scotland and eight universities⁶⁷.

The initiative is supported by the European Union, the Oak Foundation, the Austrian Development Agency and other partners.



© Adrian Zdruli

“ ChildHub provides online content that is of the highest standard. As the content is in various languages it is easy to search for helpful resources, and further encourages our participation in child protection.”

Lidija Kralj, Croatia

- 500,000 children and families positively impacted by ChildHub
- More than 4,200 active community participants in various countries
- Around 100,000 regular visitors
- 86% of visitors improved their level of knowledge, collaboration and communication
- 40 webinars with 1,000 people and 95% satisfaction level

Good practice links

[ChildHub](#)

Related websites and resources

The ChildHub Academy is one of the options on the platform, where professionals working with children can learn from a training module but also help to develop it. The course content is being developed by Tdh in partnership with recognised experts from top European universities.

[ChildHub Partners](#)

⁶⁷ University of Oxford, University of Kent, University of Bucharest, University of Stirling, University of Bedfordshire, Ion Creangă State Pedagogical University of Chisinau, University of Tirana and University of Belgrade



Supporter relations



Football Supporters Europe

fanseurope.org



Mission

Football Supporters Europe (FSE) is a sustainable and democratic representative organisation that gives European football fans a voice, empowers supporter organisations and promotes a dialogue, inclusion and the respect of human and civil rights among all football stakeholders.

Objectives

Represent supporters and build capacity.

Lead campaigns and activities.

Educate and advise.

Lobby and influence policymaking.

Ensure the development and financial sustainability of FSE.

Highlight

The FSE's audiovisual [Fan.Tastic Females – Football Her.Story](#) exhibition showcases the identities of female football supporters. Prepared for fans by fans, the exhibition consists of roll-up panels with QR codes that connect visitors to 5-minute video interview streams.

80+

More than 80 female supporters from over 20 different European countries were interviewed about their fan identity for Fan.Tastic Females – Football Her.Story.

The FSE is proud of the successful inclusion of volunteers in the project and that this overlooked demographic of fans can finally be shown.

The Fan.Tastic Females exhibition was launched in Hamburg in September 2018.

Main achievements

- The biennial [FSE General Meeting](#) and 9th European Football Fans Congress were [hosted in Belgium](#) by rival supporters of KAA Gent and Sporting Lokeren (Belgium), with the support of their respective clubs, the national umbrella organisation Belgian Supporters, the Royal Belgian Football Association and UEFA.
- The FSE is focusing on improving hosting conditions for away fans at UEFA matches, which has led to an [FSE survey on away fans](#) at European competitions. It marks the first step in FSE's efforts to achieve minimum standards for European football supporters who follow their teams across the continent.

- The FSE launched the [Fair Price for Away Fans campaign](#) to raise awareness of the increasing prices set by some clubs.
- The [Queering Football Erasmus+](#) project culminated in November 2017 with a conference and partners meeting in Ljubljana. The primary topics of discussion included homophobia, prejudice and violence against the LGBTIQ community in the context of football and upcoming major sporting events.
- In 2018, the FSE conducted the [UEFA club competition finals observatory visits](#) for the Europa League final in Lyon and the Champions League final in Kyiv. These visits provide updated information on fan-related issues such as ticket allocations, choreographies and security arrangements. UEFA and the FSE will continue to work together in future to ensure optimal communication between organisers and supporter groups.

“For generations, football has been seen as a purely male pastime, both on the pitch and in the terraces. The evolution of the game has seen the growth of women’s football and increased visibility for female fans around the world. Football has the power to lead social change, whether it’s combating racism, homophobia or sexism. This project crosses borders and speaks the universal language of football, one that brings people together rather than dividing them. Different colours, but one voice.”

Sophie Cook, interviewee

Key performance indicators

Objective Representation and capacity-building New FSE membership applications accepted	Performance 2017/18	Plan 2018/19	Targets	
	45	40	2019/20	2020/21
	3	8	10	12
	10	11	13	15
Consultation visits to fan groups / members				
National or local events visited by the FSE				
Objective Campaigning and activities Games ⁶⁸ covered by the away fans survey (%)	Performance 2017/18	Plan 2018/19	Targets	
	35	50	2019/20	2020/21
	3	2	3	4
	6	5	7	8
Meetings with football governing bodies on conditions for away fans				
Events – round tables, panel discussions, and conferences – supported				
Active fan embassy initiatives				
Countries where members of the fan lawyers network ⁷⁰ are active				
Objective Education and advising FSE attendance and speaking opportunities at stakeholder workshops / conferences on supporter involvement / fan dialogue Training sessions facilitated / conducted by the FSE for other football stakeholders Groups from within the FSE membership involved in FSE/EU-funded projects	Performance 2017/18	Plan 2018/19	Targets	
	4	6	2019/20	2020/21
	3	4	5	6
	2	4	4	5
Objective Lobbying and policymaking Positions within EU/national-level working groups Meetings between the FSE and stakeholders working in and around professional football	Performance 2017/18	Plan 2018/19	Targets	
	4	4	2019/20	2020/21
	16	16	18	20
Objective Development and sustainability FSE core budget coming from non-UEFA sources (%) Permanent employees within the organisation	Performance 2017/18	Plan 2018/19	Targets	
	25	30	2019/20	2020/21
	5	6	6	7

⁶⁸ Including UEFA Champions League, UEFA Europa League, UEFA Nations League and UEFA EURO 2020 qualifications

⁶⁹ Current funding runs until 2019/20 for this project.

⁷⁰ The FSE's fan lawyer network consists of 31 members from 14 different countries. The network was set up so that lawyers from different countries could exchange their experience working with and for football fans and discuss the latest developments in their respective national legislation concerning the rights of football fans.

Planned activities

	2018	
	JUL	Summer Network Meeting (19–22 July 2018) in Gijon, Spain
	AUG	
Fan.Tastic Females. Kick-Off: Exhibition Launch (6–9 September 2018) in Hamburg, Germany	SEPT	
	OCT	
	NOV	
	DEC	Fan Embassies at UEFA Nations' League (September 2018–June 2019)
	2019	
	JAN	Away Fans Survey (September 2018–June 2019)
	FEB	
	MAR	FSE/UEFA joint observatory visits on away fans hosting conditions (September 2018–June 2019)
	APR	
	MAY	
	JUN	

Concluding remarks

“ The 2017/18 season saw the launch of the FSE’s updated strategy on hosting conditions for away fans at UEFA competitions. With a clear mandate from members, the FSE developed several tools to improve information gathering and its recommendations to clubs, national football governing bodies and public authorities. These tools include the Away Fans Survey, a new standardised feedback collection method and the introduction of observatory visits in conjunction with UEFA’s stadium and security team. The FSE will continue to develop its work in that field and hopes to significantly improve in each of the coming seasons.”

Ronan Evain, CEO, FSE
ronan.evain@fanseurope.org

Good Practice

Fan.Tastic Females exhibition: a project run by FSE members

Objective

Fan.Tastic Females – Football Her.Story illustrates the diverse realities of female fan culture in European football from the perspective of the protagonists. From their passion for the game to their experiences in the stands, these stories highlight the best, worst, funniest and most gut-wrenching moments of being a female football fan.

The Wow! factor

For the first time in the organisation's history, an FSE project was run independently by a group of volunteers, with only administrative support from the coordinating office. This gave the volunteers the opportunity to develop new skills and responsibilities, attract new members and further develop FSE activities in ten of the countries involved in the project.

Stakeholders and partners

Football Fans Against Homophobia

F_in Frauen im Fussball

BallKULT e.V.

Fan Club Frau Dörte Becker

Hypers 2001

KOS – German fan project coordination centre

Deutsche Akademie für Fussball-Kultur

SV Werder Bremen

Abteilung Fördernde Mitglieder im FC St Pauli von 1910 e.V.

TSV 1860 Munich

Förderpool PFiFF der Deutschen Fußball Liga

DFB-Kulturstiftung

UEFA

Media partners: Copa90, Ballesterer



© fan.tastic Females

“ One of the main aims of the exhibition is to create role models and encourage women to self-confidently step forward and let out the fan.tastic female that slumbers within. We are loud, we are many and we are all fan.tastic!”

Sue Rudolph, volunteer, Germany

78

Over two years of work on the project, with 18 volunteers on the coordination team and 50 volunteers translating and facilitating, resulting in 78 interviews with female fans in 18 different European countries.

Good practice links

fan-tastic-females.org/index.php/en/

Related websites and resources

fcstpauli.com/news/vortrag-ueber-sexismus-homophobie-und-selbstermaechtigung-bei-fantastic-females/

wdr.de/radio/cosmo/programm/sendungen/koeln-radyosu/alltag/kadin-ve-futbol-fantastic-females-100.html

welt.de/print/die_welt/hamburg/article181449376/Gluehende-Unterstuetzerinnen.html

abendblatt.de/sport/article215281317/Emanzipation-in-der-Fanszene-Frauen-in-der-Kurve.html

SD Europe

sdeurope.eu



Mission

SD Europe’s mission is to meet the need for meaningful supporter involvement in the running of football clubs and the sustainable development of football as a whole.

Objectives

Build capacity for SD Europe members and the wider network, which includes football and political bodies.

Develop and implement the supporter liaison officer (SLO) and HatTrick fan dialogue project.

Increase resources for SD Europe and members’ activities.

Highlight

The Clubs and Supporters for Better Governance in Football (2016/17) project provided an opportunity to bring SD Europe’s network together with the European Commission and UEFA. The aim of the project was to identify and address the current development needs of supporter groups and member-run clubs, including assistance with good governance, sustainable finance, and member and volunteer engagement.

11

The project involved 11 direct partners, with individuals from 66 different organisations and 19 countries. There were three training workshops, two supplementary meetings, 17 exchange visits, 302 volunteer contributions, 4,500 hours of volunteers’ skills, time and expertise devoted to the activities and 166 meetings with non-partner organisations.

Project partners included:



[Cava United Football Club](#) (Italy)



[Club de Accionariado Popular Ciudad de Murcia](#) (Spain)



[Cork City Football Club](#) (Republic of Ireland)



[FASFE](#) (Spain)



[Football Club United of Manchester](#) (United Kingdom)



[Irish Supporters' Network](#) (Republic of Ireland)



[Malmö FF](#) (Sweden)



[FC Schalke 04](#) (Germany)



[Svenska Fotbollssupporterunionen](#) (Sweden)



[Supporters in Campo](#) (Italy)



[Unsere Kurve](#) (Germany)

“UEFA has enjoyed a strong partnership with SD Europe since 2007, and we were happy to see the network become an independent European organisation in its own right last year. The work of SD Europe and its members demonstrates the significant contribution supporters can make to football and we look forward to seeing further developments in the coming years.”

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

The project was supported by an advisory board, comprising:

- Jonas Baer-Hoffmann, head of public affairs, [FIFPro Division Europe](#)
- Ivo Belet, member of the [European Parliament](#)
- Sean Hamil, director, [Birkbeck Sport Business Centre](#), University of London
- Dr Joachim Lammert, previously: [Sportwissenschaftliche Fakultät](#), Leipzig University, now: [rate your club](#)
- Pedro Velázquez, EU sports governance expert

Main achievements

- With the support of the European Commission and UEFA, and collaboration between clubs, supporters, football and public authorities, SD Europe launched LIAISE – liaison-based integrated approach to improving supporter engagement – a collaborative partnership under Erasmus+ in January 2018. LIAISE is a unique two-year project that brings together supporters, football associations, football leagues and other stakeholders, including UEFA and the Pan-European Think Tank of Football Safety and Security Experts.
- Four new supporter organisations in four countries joined the SD Europe network, while eight existing members cooperated directly with football bodies and/or governments.
- The impact of SD Europe's three Erasmus+ funded projects on the governance of supporter organisations and member-run clubs was presented at the 2018 EU Sports Forum in Sofia⁷¹.
- A good-governance training tool was developed for national supporters organisations and member-run clubs that focuses on three themes: good governance, sustainable finance and member and volunteer engagement. The tool is of particular interest to directors, board members, staff of member organisations, the membership itself and stakeholders wanting insight into the challenges faced by member-run clubs and national supporter organisations.
- Delegates from 13 countries attended an SLO network meeting at Feyenoord in Rotterdam in June 2018, at which they agreed upon setting up a new working committee to represent SLOs from all over Europe together with dedicated subgroups on various topics of importance.

Key performance indicators

Objective	Performance	Plan	Targets	
Capacity-building for SD Europe members and broader network	2017/18	2018/19	2019/20	2020/21
National supporters organisations set up	0	1	1	1
Member-run club cooperation ⁷²	8	10	12	14
Training programme/workshops developed and delivered to members	2	4	4	6
National supporter organisations receiving funding ⁷³	5	5	6	8
Total number of countries in the network	17	18	19	20

Objective	Performance	Plan	Targets	
Increase resources for SD Europe and members' activities	2017/18	2018/19	2019/20	2020/21
National supporter organisations receiving funding	5	5	6	8

Objective	Performance	Plan	Targets	
SLO development	2017/18	2018/19	2019/20	2020/21
New national association (NA) training programmes	0	1	2	3
NA workshops	5	6	6	6
SLO bilateral meetings held between stakeholders around UEFA competitions ⁷⁴	3	5	6	7
New NA SLOs	0	4	5	6
SLO network meetings	1	2	2	2
SLO training sessions held for police forces ⁷⁵	5	2	3	4

Objective	Performance	Plan	Targets	
HatTrick	2017/18	2018/19	2019/20	2020/21
NAs assisted in project design	2	1	1	12 ⁷⁶
HatTrick projects developed and implemented	0	1	1	10 ⁷⁷

Planned activities

2018	Help create an internal HatTrick fan dialogue feedback group.
JUL	Organise two workshops and nine exchange visits under <u>LIAISE</u> .
AUG	Act as experts in a new Council of Europe project (<u>PROS4+</u>).
SEPT	Take part in Council of Europe consultative visits under the new Convention on Integrated Safety, Security and Service Approach at Football Matches and other <u>Sports Events</u> and in preparation for UEFA EURO 2020.
OCT	Develop and offer SLO training programmes to national associations and leagues.
NOV	
DEC	
2019	
JAN	⁷¹ SD Europe received Erasmus+ funding for three projects: improving football governance through supporter involvement and community ownership (2012); clubs and supporters for better governance in football (2016); and LIAISE: liaison-based integrated approach to improving supporter engagement (2018).
FEB	⁷² This indicator is for member-run clubs in the SD Europe network from different countries that have established a relationship through the network and then worked together to share knowledge and experience.
MAR	⁷³ The assumption here is that funding comes as a direct result of being part of the SD Europe network, through which organisations receive the necessary assistance with dispute resolution, strategy development and knowledge acquisition.
APR	⁷⁴ These are training sessions organised by CEPOL, the Council of Europe, the EU Think Tank on Safety and Security, or the national police forces. SD Europe is invited to present at these events.
MAY	⁷⁵ In the 2017/18 season, one training session was held for the European Agency for Law Enforcement Training: https://www.cepol.europa.eu/who-we-are/european-union-agency-law-enforcement-training , one for Bulgarian police, one for Romanian police and two for Ukrainian police.
JUN	⁷⁶ This increase reflects the beginning of the new HatTrick cycle in 2020/21.



Concluding remarks

“ Our work shows how much can be achieved if football clubs and supporters work together. This cooperation of like-minded and skilled people who care about football and their communities is exciting and has to continue.”

Antonia Hagemann, CEO of SD Europe
info@sdeurope.eu

Good Practice

Project for a liaison-based integrated approach to improving supporter engagement (LIAISE)

Objective

With the cross-border threat to the integrity of sport from spectator violence, SD Europe encourages football authorities and partner agencies to recognise the value of enhanced dialogue and communication between club SLOs and the football and public authorities by raising awareness and implementing good practices to tackle this and other issues.

The Wow! factor

LIAISE is the first project run by a supporter organisation involving all the main football stakeholders and partner agencies. It seeks to drive European Union policy by proposing a resolution on police dialogue with supporters for adoption by the Council of the European Union.

Stakeholders and partners

National football associations

- Bulgarian Football Union
- Czech First League
- French Football Federation
- Polish Football Federation
- Swedish First Division
- Portuguese Football Federation

Contributing organisations

- Football Association of Ireland
- French League 1

National supporter organisations

- Association Nationale des Supporteurs
- Svenska Fotbollssupporterunionen

Pan-European supporter organisations

- Football Supporters Europe



“LIAISE will help us organise a dialogue between all the stakeholders, such as the police, the clubs, the federation, the league, and, of course, the supporters.”

**Jorge Silvério, SLO and DAO coordinator,
Portuguese Football Federation**

LIAISE is a unique two-year collaborative partnership that brings together supporters, football associations, football leagues and stakeholders, including UEFA and the Pan-European Think Tank of Football Safety and Security Experts for the first time.

Good practice links

sdeurope.eu/liaise/

4

Competitions



UEFA endeavours to manage the social, economic and environmental impact of its operational work to ensure that the principle of sustainable development is systematically applied to all events and competitions.

The UEFA FSR unit defines the social responsibility and sustainability criteria that are now required of host cities and/or countries bidding for major events, such as the finals of the UEFA European Championship, UEFA Champions League and UEFA Europa League.

FSR portfolio partners are engaged well in advance of matches to ensure progress in line with bidding requirements and commitments.

This section highlights a collection of five good practices that were captured from five different competition projects during the 2017/18 season.



Good Practice

UEFA club competition finals 2017/18



No Smoking at UEFA competition finals

Challenge

Ensure that venues hosting UEFA competition finals are fully prepared to apply a ‘no smoking’ policy by using suitable communication tools (signage, announcements) and training stewarding staff to enforce the policy.

Goal

Implement a practical ‘no smoking’ policy at all UEFA competition finals to protect all stadium users (fans, staff, volunteers) against the known health harms of second-hand smoke.

Partners

Healthy Stadia

Stadium operators/clubs/stewards

Local organising committee

Fan groups



© European Healthy Stadia Network



The Wow! factor

To ensure the most effective communication and enforcement of [UEFA's No Smoking policy](#), Healthy Stadia benchmarked all host venues with regard to tobacco control, including a baseline survey, site visit and follow-up recommendations.

To supplement this process, a ‘no smoking’ signage strategy and bespoke steward training module were developed for each final venue, while matchdays featured stadium and big screen announcements to inform fans of the policy.

“We were very happy to work with Healthy Stadia and the UEFA events team to develop an effective ‘no smoking’ policy for the 2018 UEFA Champions League final played at the NSC Olimpiyskiy stadium. A ‘no smoking’ policy is applied at the stadium for domestic matches, but we were able to learn a lot from the benchmarking process and found the training module particularly useful for our stewards to learn how to enforce the policy ahead of the match.”

Anna Poveschenko, stadium operations manager, NSC Olimpiyskiy, Kyiv

4

Four signage strategies and four training modules were developed and four benchmarking assessments were carried out in the 2017/18 season. The communication of the ‘no smoking’ policy was presented at all finals in the languages of the host and the teams.

What's next?

Healthy Stadia will continue working with UEFA to build upon ‘no smoking’ initiatives for future competitions. This will include an assessment of the successes and challenges faced during the 2017/18 campaign that Healthy Stadia will use to continue adapting its ‘no smoking’ policy.

Good practice links

[Tobacco-free stadiums policies implemented at club competition finals](#)

Related websites and resources

[Tobacco-free stadiums guidance](#)



Good Practice

UEFA club competition finals 2018/19



Accessibility in potential host venues

Challenge

As part of its objective to promote football across the continent and ensure that everyone has a chance to witness the game played at the highest level, UEFA encourages stadiums throughout Europe to bid to host its competitions, but they need to meet high accessibility standards.

Goal

UEFA aims to provide a framework for and ensure that host venues adhere to high accessibility standards including:

- wheelchair-user seats with quality sightlines and amenities;
- accessible toilets available for disabled people;
- audio-descriptive commentary service for partially sighted and blind spectators;
- accessible transport to and from the stadium.

Partners

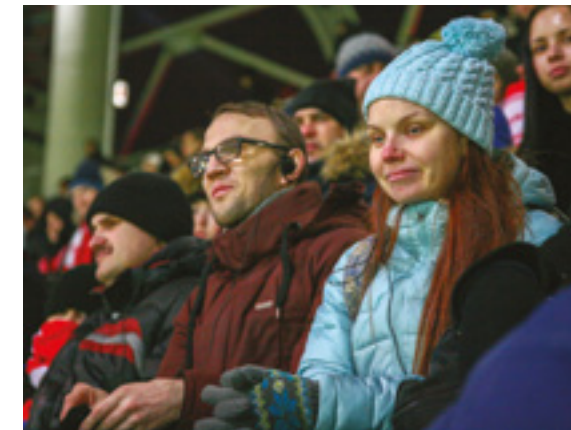
CAFE



© VOS

Access and inclusion – this is at the centre of offering a good matchday experience for all disabled fans. Ahead of the UEFA Champions League final, we look forward to fruitful and regular communications with CAFE. By working in collaboration with UEFA and CAFE, we aim to improve the inclusion of disabled people, not only for this final, but for the future. We want to become an example in accessibility to other clubs and to future UEFA final host venues.”

Marcela Montesi, disability access officer, Atlético Madrid



© VOS

The Wow! factor

UEFA has updated its bidding process for prospective host venues of men's and women's UEFA finals and tournaments in 2019 with the addition of key accessibility requirements.

It will now be necessary for potential hosts to meet the criteria set out in the Good Practice Guide to Creating an Accessible Stadium and Matchday Experience.

The document provides guidelines that bidding host venues must adhere to, from the minimum number of accessible seats at the venue to advice regarding accessible services, toilets, points of entry and exit, and any other aspects that are relevant for creating an accessible matchday experience for all.

Starting in 2019, venues chosen to host UEFA finals or tournaments must provide a minimum number of accessible seats under the Access for All guidelines. Audio-descriptive commentary must also be available at these venues to ensure that partially sighted and blind fans are included in the matchday experience.

What's next?

Work is already under way with the hosts of the four club competition finals in Tallinn (UEFA Super Cup, August 2018), Budapest (UEFA Women's Champions League final, May 2019), Baku (UEFA Europa League final, May 2019), and Madrid (UEFA Champions League final, June 2019), as well as the 12 UEFA EURO 2020 stadiums.

Good practice links

[CAFE Access for All](#)

[Good Practice Guide to Creating an Accessible Stadium and Matchday Experience](#)

Related websites and resources

[CAFE working with UEFA to ensure Access for All at finals and tournaments](#)



Good Practice

UEFA EURO 2020



Social Responsibility Strategy

Challenge

Large-scale events have a significant impact on communities and society in general. UEFA understands its responsibility when it comes to minimising the negative impact and maximising the positive impact of its competitions.

Goal

Apply the principle of social responsibility and sustainable operations to all events and competitions delivered by UEFA Events SA, in line with UEFA's core mission to promote, protect and develop European football at every level of the game.

Partners

UEFA Events SA
CAFE
Fare network
Healthy Stadia
South Pole
Colour Blind Awareness
Football Supporters Europe

The Wow! factor

The UEFA Social Responsibility strategy for UEFA EURO 2020 takes various factors into account, from sustainable event management, including carbon compensation and combined transport and match tickets, to accessibility, including smart mobility, and a no-tobacco policy within the stadium environment.

12

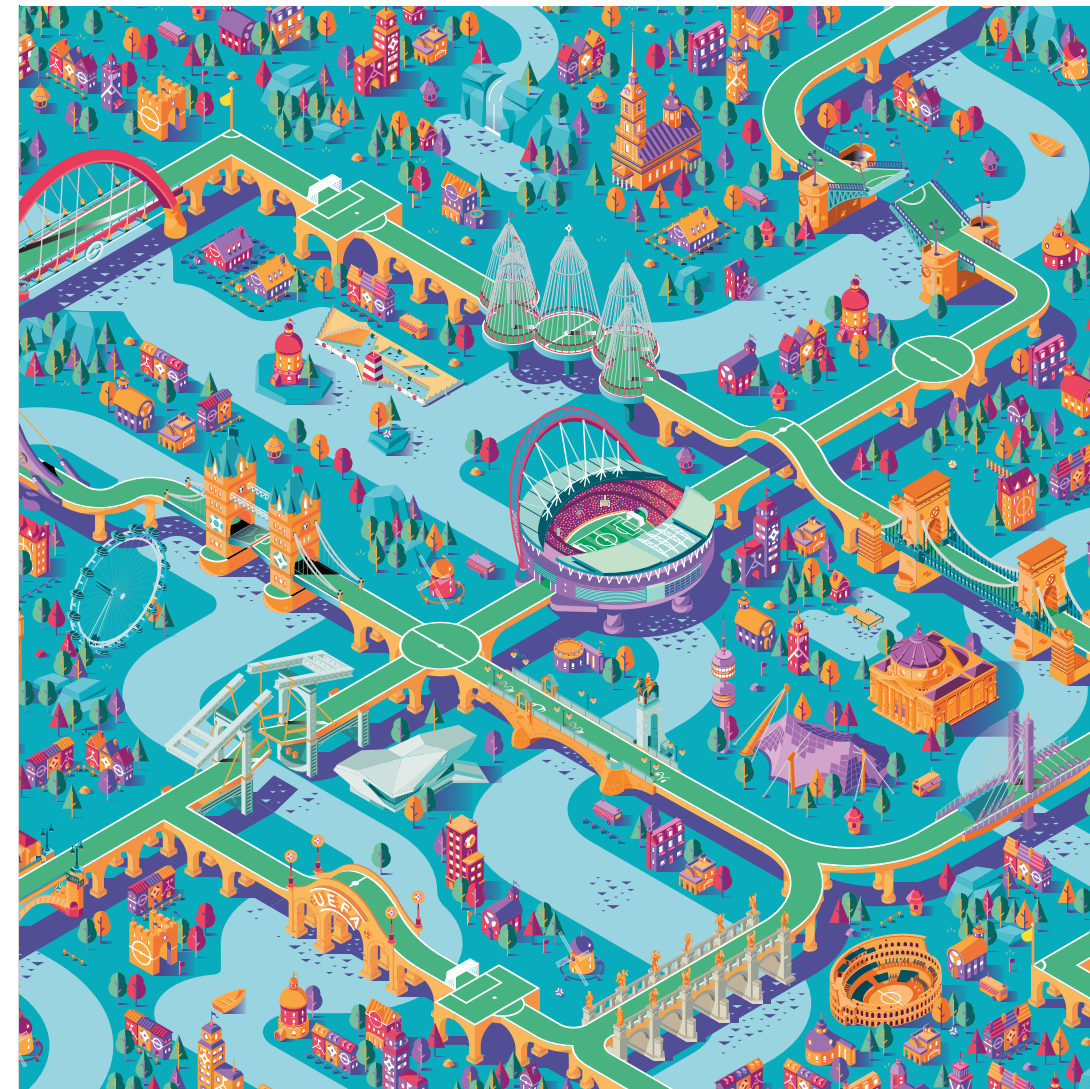
A combi-ticket system will be implemented in all 12 host cities during UEFA EURO 2020, whereby match ticket holders will be granted free public transport on the day of the game.

What's next?

UEFA will leverage its leadership position in sustainability and social responsibility among national associations and other key stakeholders to ensure that strategic goals and social responsibility standards are being met for future finals and competitions.

Related websites and resources

[Social Responsibility & Sustainability – post-event report, 2016](#)
[Social responsibility at UEFA](#)





Good Practice

UEFA EURO 2024



Championing human rights at major sports events

Challenge

Ensure major sports events respect human rights standards.

Goal

The aim is to address the role that sport's governing bodies play in safeguarding human rights, with a focus on major sports events.

Partners

- Institute for Human Rights and Business
- UNICEF UK
- DLA Piper
- Commonwealth Games Federation
- FIFA
- IOC
- Sport and Rights Alliance

The Wow! factor

UEFA played an active role on the Mega-Sporting Events Platform for Human Rights, which led to the creation of the Centre for Sport and Human Rights. To emphasise European football's commitment to human rights, and in anticipation of upcoming events, UEFA included human rights criteria in the social responsibility chapter of the [UEFA EURO 2024 Tournament Requirements](#), as well as the UEFA club competition finals from 2020.

26 June

The new human rights guide for sports bodies was launched at the end of March 2018. Shortly afterwards, on 26 June 2018, the IHRB announced the launch of the [Centre for Sport and Human Rights](#), of which UEFA is a co-founder.

What's next?

Human rights criteria have been included in UEFA's social responsibility bidding chapter and human rights standards will be adhered to at future UEFA competitions. Leading by example in its commitment to respect human rights, UEFA hopes to set a standard that will trickle down through national football associations, ensuring that human rights are protected at every level of the game.

// We are all custodians of sporting movements and organisations that have inherent potential to create positive change in the world. To realise this potential, it is essential for respect for human rights to be embedded in governance and operations."

David Grevemberg, chief executive, Commonwealth Games Federation



Good practice links

[Championing Human Rights in the Governance of Sports Bodies](#)

Related websites and resources

[Article: Championing Human Rights in the Governance of Sports Bodies](#)

[Centre for Sport and Human Rights launched by FIFA, International Olympic Committee and others](#)

[Centre for Sport and Human Rights](#)



Good Practice

UEFA Youth League final 2018



Volunteer opportunities for refugees

Challenge

The integration process for refugees is often long and arduous. Football has the potential to affect this outcome in an effective and decisive manner.

Goal

In 2016, UEFA teamed up with Hospice Général in Geneva to provide refugees from nearby shelters with the opportunity to play matches at UEFA's top-notch football facilities. Following the success of this event in 2016 and again in 2017, the decision was taken to offer more opportunities for refugees in other football activities.

The goal of these efforts is to bring refugees out of isolation and include them in normal, fun activities, while also giving them responsibility and purpose in what they do.

Partners

Hospice Général



© UEFA



© UEFA

The Wow! factor

For the first time, refugees were invited to volunteer at the UEFA Youth League final in Nyon⁷⁸. The volunteers were stationed at the Youth Plaza outside the stadium and put in charge of the various activities in the area, including the bouncy castles and penalty shoot-outs. This gave them a chance to engage with visitors and fans, which was a very positive experience for all. The refugees were incredibly motivated in their voluntary work, and each received adidas gear and a volunteer certificate at the end of the event.

// The opportunity given to some refugees at the UEFA Youth League was a great surprise. It was a chance for them to meet other people, make themselves useful and have a great time in Nyon. The road to integration in our country is very long. They usually feel lonely and worthless. It's very important to get them involved with the local population and that's the opportunity UEFA gave them. Hospice Général thanks UEFA for that but most of all, the refugee volunteers were very happy and thankful to have had this experience. They were smiling all the time and very proud of themselves."

Michel Nicolet, integration coordinator, Hospice Général

6

Six refugees volunteered at the two semi-final matches and the final of the 2018 UEFA Youth League in Nyon.

What's next?

Refugees from the Hospice Général have again been invited to volunteer at the 2019 UEFA Youth League final in Nyon. While the opportunity was met with some hesitation the first year, it is expected that there will be an increased number of volunteers for 2019 following the positive experiences from 2018.

Related websites and resources

[Hospice Général](#)

[#EqualGame refugee tournament – video](#)

[Un terrain d'asile pour migrants](#)
(article in French)

⁷⁸ To join the volunteer squad, they had to commit to five days and speak either enough English or French to understand instructions and make themselves understood. There were no further requirements.

Concluding remarks and outlook

Observations from Peter Gilliéron

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



Addressing impact

Over the course of the 2017/18 season, UEFA adapted its FSR strategy in accordance with recommendations from an independent review of its FSR policy that had been commissioned during the previous season.

The review strongly recommended that UEFA should do more to address the European refugee crisis; devote more attention to child safeguarding in football; and consider human rights an integral part of its strategy for competitions and events.

Throughout the 2017/18 season, UEFA implemented new initiatives taking account of the three key issues shown opposite.

UEFA has also adopted a policy of systematically including these issues in bidding processes for future seasons, tournaments and events and will ensure that appropriate standards are met.

1



In addition to a [UEFA Study Group Scheme](#) seminar on the topic of refugees and football held in the Republic of Ireland in July 2018, of which a [good practice collection](#) was the concrete outcome, national associations were invited to apply for six grants of €50,000 to develop national refugee football integration programmes.



2



UEFA began a new partnership with [Terre des hommes](#) to provide a safe playing environment for children by raising awareness of child safeguarding and to strengthen the capacity of national associations to address the issue effectively.



3



As detailed in the good practice in this report, UEFA played an active role on the Mega-Sporting Events Platform for Human Rights, which led to the creation of the Centre for Sport and Human Rights.



Member association FSR education

In the 2017/18 season, UEFA conducted Study Group Schemes (SGS) on FSR topics for its national associations, focusing on diversity and inclusion in Belgium in October 2017 and football and refugees in the Republic of Ireland in April 2018. This season’s SGSs saw FA representatives listening to expert panels and learning from one another in group discussions on how to develop effective programmes. The SGSs have proven successful when it comes to guiding national association policy and implementing new methods and practices.

Linked to its long-term goal that all national associations develop an FSR strategy, UEFA will place increased emphasis on the FSR education needs of national association staff. A UEFA SGS on Football for All Abilities was held in the Netherlands in July. Under the umbrella of the UEFA Academy, a specialised FSR compact course has been designed to enable FSR practitioners to apply a strategic approach to social responsibility in their football organisations. A further commitment to education is proposed in the HatTrick V regulations, which will come into play from the 2020/21 season.

HatTrick V

UEFA aims to continue improving the HatTrick programme both financially and in terms of overall quality and impact. The HatTrick V regulations include significant developments for the social responsibility programme.

The incentive payment for funding social responsibility activities will be double that paid out in HatTrick IV. UEFA’s national associations will be able to apply for €400,000 during the 2020–24 cycle. This increased funding reconfirms UEFA’s aim to make social responsibility an integral part of football activities throughout Europe.

The new regulations will ensure that UEFA’s support reflects a social responsibility strategy that is embedded in the business of national associations. The inclusion of human rights and child safeguarding demonstrates the flexibility to adapt the FSR strategy and regulations where needed.

#EqualGame

UEFA is committed to ensuring that football is not just for a select group of individuals but is accessible to and inclusive for all. In order to promote this commitment, the UEFA Respect social responsibility campaign #EqualGame was launched in August 2017 and since then has been supported by footballers from the elite to grassroots levels. The campaign is dedicated to ensuring that everyone is able to enjoy football, regardless of who they are, where they are from or how they play the game.



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In its first season (2017/18), the campaign began as a fresh new addition to UEFA’s social responsibility communications, providing a platform on which to share stories and promote equality, accessibility, inclusion and diversity. The campaign was showcased at the club competition finals in May 2018: at the UEFA Champions League final in Kyiv, the Champions Festival hosted Football for Social Inclusion matches, organised under the #EqualGame/ Respect banner, #EqualGame brought top stars and grassroots players together at the UEFA Europa League Village ahead of the competition’s final in Lyon.

In the 2018/19 season, the first #EqualGame Award will be given out to a footballer whose decisions and actions reflect the values embodied within the campaign. It is planned that #EqualGame will be included in future Fare network #FootballPeople action weeks and UEFA competitions.

Climate change



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Looking ahead, UEFA recognises that halting global warming is one of the defining challenges for the well-being of future generations. UEFA will continue to take steps to minimise its footprint at home in Nyon and when organising major events across Europe, such as European championships and club competition finals. In doing so it will seek guidance from expert organisations such as the WWF and South Pole to ensure it works towards achieving Sustainable Development Goals, such as SDG 13: Climate action.



















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Sustainability reporting index

Key	 Completely reported	 Partially reported	 Not reported – data not available	(P) Page	(C) Comments
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DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE
GRI 102: General Disclosures 2016⁷⁹			
Organisational Profile			
102-1 Name of the organisation	-	(257) (Publisher information)	
102-3 Location of headquarters	Back cover	-	
102-4 Location of operations	About UEFA	(18)	
102-5 Ownership and legal form	About UEFA	(18)	
102-6 Markets served	About UEFA	(18) (List of 55 member associations on UEFA.com)	
102-7 Scale of the organisation	About UEFA	(18-19) UEFA Financial Report (https://www.uefa.com/insideuefa/documentlibrary/)	
102-8 Information on employees and other workers	Human resources ⁸⁰		
102-9 Supply chain			
102-10 Significant changes to the organisation and its supply chain	About the report Concluding remarks and outlook	Background (22) and Structure (22-23) (234-241)	
102-11 Precautionary Principle or approach	Facility management Environment UEFA EURO 2020	(34-38) (154-167) (228-229)	
102-12 External initiatives	Message from Peter Gilliéron Stadium and security strategy and development programme WWF UEFA EURO 2024	(13) (UN Sustainable Development Goals) (60-63) (Council of Europe 2016 convention on integrated safety, security and service) (156) (Earth Hour) (230) (Mega-Sporting Events Platform for Human Rights)	
102-13 Membership of associations	About UEFA	Introduction (18) (List of 55 member associations on UEFA.com)	
Strategy			
102-14 Statement from senior decision-maker	Message from Aleksander Čeferin Message from Peter Gilliéron	(10-11) (12-13)	

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE
Ethics and Integrity			
102-16 Values, principles, standards, and norms of behavior	Football and social responsibility at UEFA Human resources	(24-25) (39) (UEFA diversity and inclusion training workshop) ⁸¹	
Governance			
102-18 Governance structure	About UEFA	Administrative organisation (21) Fair Play and Social Responsibility Committee (21)	
Stakeholder engagement			
102-40 List of stakeholder groups	Inside UEFA and FSR Portfolio Partners	(Contact information can be found at the beginning of each section)	
102-41 Collective bargaining agreements			
102-42 Identifying and selecting stakeholders			
102-43 Approach to stakeholder management		UEFA FSR Strategy Review 2017 (4)	
102-44 Key topics and concerns raised		UEFA FSR Strategy Review 2017 (9-18) (Key Findings)	
Reporting practice			
102-45 Entities included in the consolidated financial statements		UEFA Financial Report (https://www.uefa.com/insideuefa/documentlibrary/)	
102-46 Defining report content and topic boundaries	About the report	Scope (22)	
102-47 List of material topics	About the report	Structure (22)	
102-48 Restatements of information	About the report	Structure (22)	
102-49 Changes in reporting	About the report	Structure (22)	
102-50 Reporting period	About the report	Scope (22)	
102-51 Date of most recent report	About the report	Background (22)	
102-52 Reporting cycle	About the report	Background (22)	
102-53 Contact point for questions regarding the report	-	(257) (Contact)	

⁷⁹ Listed here are the general disclosures required for the GRI Core option.
⁸⁰ This information can only be found on the online version of this report.
⁸¹ Relevant details of UEFA employee courses can only be found on the online version of this report.

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE	SDG TARGETS
Material topics ⁸²				
GRI 201: Economic Performance 2016				
201-1 Direct economic value generated and distributed	About the report	FSR budget allocation by theme (23)	🕒	9.1
GRI 205: Anti-corruption 2016				
205-2 Communication and training about anti-corruption policies and procedures	Anti-match-fixing unit	(48-51)	🕒	16.5
205-3 Confirmed incidents of corruption and actions taken	Anti-match-fixing unit	(48)	🕒	16.5
GRI 302: Energy 2016				
302-4 Reduction of energy consumption	Facility management	(35)	🕒	7.3
GRI 305: Emissions 2016				
305-3 Other indirect (Scope 3) GHG emissions	Environment	(154)	🕒	13.1
GRI 306: Effluents and Waste 2016				
306-2 Waste by type and disposal method	Facility management	Facility management (35)	🕒	12.5
GRI 401: Employment 2016				
401-1 New employee hires and employee turnover	Human resources ⁸³		✅	5.1
GRI 404: Training and Education 2016				
404-2 Programmes for upgrading employee skills and transition assistance programmes	Human resources ⁸³		✅	8.2
404-3 Percentage of employees receiving regular performance and career development reviews	Human resources ⁸³		✅	8.5

⁸² Information pertaining to GRI 103: Management Approach can be found in the Introduction section of the report and in the [UEFA FSR Strategy Review 2017](#).

⁸³ This information can only be found on the online version of this report.

⁸⁴ As per GRI Disclosure 102-55, “Material topics that are not covered by the GRI Standards but are included in the report are also required to be in the content index.

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE	SDG TARGETS
Other material topics ⁸⁴				
Diversity & Inclusion				
Encouraging an inclusive culture and practices in football	Football Association of Ireland Royal Spanish Football Association Fare network Israel Football Association – New Israel Fund (NIF) KIO Israel Football for all abilities HWCF CAFE Colour Blind Awareness UEFA club competition finals 2018/19 UEFA Youth League final 2018	(70-71) (74-75) (82-93) (94-99) (100-135) (136-141) (142-147) (148-153) (226-227) (232-233)	✅	11.7 10.2 5.5, 10.2 4.7, 10.2 10.2, 11.7 10.2 10.2 10.2 11.7 10.2
Health & Well-being				
Promotion of active and healthy lifestyles	Healthy Stadia UEFA club competition finals 2017/18	(170-175) (224-225)	✅	3.4, 3.a 3.a
Child Safeguarding				
Providing a safe and secure playing environment for children	Terre des hommes	(200-205)	✅	11.7, 16
Human Rights Promotion				
Ensuring that standards of human behaviour are upheld	UEFA EURO 2024	(230-231)	✅	8.8
Peace and Reconciliation				
Promotion of reconciliation in post-conflict areas	CCPA	(178-183)	✅	16.a
Supporter Relations				
Proactive, structured, member association-driven cooperation with supporters’ groups	Stadium and Security Strategy and Development Programme FSE SD Europe	(60-63) (208-213) (214-219)	✅	11.7 16.6 16.6
Solidarity				
Provide international support to implement capacity-building	ICRC sportanddev.org	(186-191) (192-197)	✅	8.3 17.9
Environmental advocacy				
Sensitise stakeholders to climate change and advocate increased use of renewable energy	WWF South Pole UEFA EURO 2020	(156-161) (162-167) (228-229)	✅	7.2, 11.6, 13.3 7.b, 11.b, 13.3 11.6

HatTrick FSR projects

The following table provides an overview of the 72 HatTrick IV-funded FSR projects that were implemented by all 55 national associations during the 2017/18 season.

ASSOCIATION	PROJECT TITLE	FSR ISSUE	TARGET GROUPS	SHORT PROJECT DESCRIPTION	RELATED LINKS
Albania	Football and social responsibility: fan dialogue	Supporter relations	Fans	Engage in dialogue with fans in order to foster a better relationship between the NA and this group of stakeholders. Improve fans’ conduct in the stadium.	
Andorra	Zero tolerance towards insults	Supporter relations	Fans	Address the cultural tendency towards verbal violence in the stands in order to achieve respect for all participants in a match.	
Andorra	Football for Special Olympics	Diversity and inclusion	Disabled people	Provide regular playing opportunities for people with disabilities in order to foster their inclusion and give them a sense of well-being.	
Armenia	FFA Fan Dialogue	Supporter relations	Fans	Improve communication with fans through a democratic dialogue in order to establish a meaningful bond with this group of stakeholders.	
Austria	Integration and Inclusion	Diversity and inclusion Gender	Ethnic minorities Refugees Women and girls	Create a more positive image of refugees, through football and education in order to facilitate their inclusion into Austrian society.	
Austria	Preventative fan dialogue	Supporter relations	Fans Behaviour	Preventive work with fans in order to improve their image/conduct and reduce the number of incidents in and around stadiums.	
Azerbaijan	Development of a CSR strategy	To be defined	To be defined	Use a scientific approach to develop a CSR strategy with the help of experts, enabling the association to understand the main issues facing it and to act accordingly.	
Azerbaijan	AFFA mobile	Health and well-being	Youth Parents	Promote a healthy lifestyle, using a minivan travelling across the regions. At each stop, football training sessions are conducted by trained coaches and healthy lifestyle advice is given to children from all backgrounds (boys and girls aged 6-15) and their parents.	

Azerbaijan	Morning exercises with national team players	Health and well-being	Youth Seniors Disabled people	Promote a healthy lifestyle within society by encouraging people to exercise regularly and adopt a healthy diet. Activities are organised on the popular Baku Boulevard every weekend with the support of trained instructors and the presence of national team players.	
Belarus	Football is your friend forever	Diversity and inclusion	Orphans	National tournament for orphans with teams from all regions. An opportunity for orphans, physical education teachers, coaches, experts and foster parents to exchange experiences.	
Belarus	Dad, Mom, Me - Football Family!	Diversity and inclusion Health and well-being Gender	Economically disadvantaged groups Women and girls	Regional tournaments for families, held in 19 different cities. The concept is based on the active participation of all family members, parents and children alike. The aim is to promote a healthy lifestyle in a society where 63% of adults and 55% of children don't practice any physical activity at all. Participation is free, enabling poorer families to be included as well.	
Belgium	Nobody Offside!	Diversity and inclusion Health and well-being	Disabled people	A nationwide project aimed at increasing access to football for players with physical and learning disabilities and further developing all forms of football for people with special needs.	Same links as in the good practice section
Bosnia & Herzegovina	Football Zajedno - Promoting equality and non-discrimination through football	Diversity and inclusion Peace & reconciliation Gender	Youth Ethnic minorities Women and girls	Use the popularity of football to promote equality, human rights and non-discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.	
Bulgaria	Fan Dialogue: 2020 and beyond	Supporter relations	Fans	Establish a sustainable dialogue with fans in order to work on stakeholder development, the consolidation of SLO work and support for national teams.	
Bulgaria	Mobilebox - mobile football health academy	Health and well-being Diversity and inclusion		Promote playing opportunities for young people with learning disabilities in order to facilitate their social integration and improve their health.	
Croatia	Stronger as one	Supporter relations	Fans	Re-establish cooperation with the national team’s supporters’ club to tackle fan violence and misbehaviour at football matches.	
Cyprus	Cyprus Football against discrimination	Diversity and inclusion		Tackle racial discrimination and social exclusion based on physical disability through football and education	

Czech Republic	Join in!	Diversity and inclusion	Disabled people Older people Marginalised groups Economically disadvantaged groups	Increase playing opportunities for marginalised groups, with the help of experts and NGOs. Year-round football training and two annual tournaments.	
Denmark	Campaign against homophobia in Danish football	Diversity and inclusion	LGBTQI	Foster tolerance and respect for the LGBTQI community with a view to bringing about a change of behaviour in Danish football.	
Denmark	The value of football and social responsibility in society	Diversity and inclusion Health and well-being	Society as a whole	Develop a scientific assessment method to quantify the social impact of football and measure its economic value to society.	
England	Colour Blindness in Football	Diversity and inclusion	Disabled people	Improve the experiences of colour-blind people in football through awareness-raising activities and the education of all stakeholders.	
Estonia	A chance for everybody	Diversity and inclusion	Disabled people	Improve existing structures to facilitate access to football for people with disabilities. Educate association staff, coaches and physical education teachers to improve their understanding of players with special needs.	
Estonia	We speak Football	Diversity and inclusion	Marginalised groups Ethnic minorities	Facilitate the inclusion of East-Viru county's Russian-speaking population into Estonian society through football and cultural activities.	
Faroe Islands	Football for Health	Health and well-being	Young people Older people Women and girls	Improve public health through football and education, with the aid of scientific studies, with a special focus on the 40-plus age group.	
Finland	Diversity Plan for Finnish football	Diversity and inclusion Gender	Ethnic minorities	Implement a diversity plan in Finnish football to foster diversity, promote participation by minority groups and tackle discrimination.	
France	Prevention of deviant behaviour in society	Diversity and inclusion	Youth People with addictions Extremism	Tackle deviant behaviour in French society through football, education and awareness-raising activities.	
Georgia	National Amputee League and Cup 2017	Diversity and inclusion	Disabled people	Organise National Amputee League and Cup with seven participating clubs, using football to foster the inclusion of amputees – many of them war veterans – into society.	

Georgia	Football in orphanages	Diversity and inclusion	Orphans	Make football accessible to orphans through regular training sessions at 12 orphanages across seven Georgian cities. Licensed coaches and training equipment provided.	
Germany	Football against homophobia	Diversity and inclusion	LGBTQI	Raise awareness of the diversity of sexual identities in football at association and club level and support homosexual footballers.	
Gibraltar	Accessibility of new national stadium	Diversity and inclusion	Disabled people	Ensure that the future national stadium is fully accessible to people across the entire disability spectrum.	
Greece	Football for health	Health and well-being	Women and men over 40	Study the relationship between recreational football training (RTF) and metabolic, cardiovascular and musculoskeletal health in order to develop optimal guidelines for the safe and effective implementation of RFT programmes for adults over 40 years of age.	
Hungary	Supporter relations	Supporter relations	Fans	Establish a sustainable dialogue with fans in order to work on stakeholder development between clubs and their supporters.	
Iceland	Welcome to the football family	Diversity and inclusion Health and well-being	Disabled people LGBTQI People with mental health problems People with addictions	Use football to improve social cohesion by welcoming very diverse groups of people into the football family and encouraging their active participation in different roles (as players, coaches, referees, officials or fans).	
Israel	It's much more than a game	Diversity and inclusion	Young people Older players Fans	Use football to bridge Israel's complex mosaic of religions and people in order to create shared values, with the support of experts and partners.	Same links as in the good practice section
Italy	Integrated football in elite football schools	Diversity and inclusion Health and well-being	Disabled children	Give children with learning, relational and developmental disabilities access to football through the integrated football programme of the Italian FA's elite football schools, either independently or in collaboration with NGOs working with children with learning, relational and developmental disabilities.	
Italy	Digital well-being portal	Health and well-being	Players Parents	Promote a series of best practices for the psycho-physical well-being of female and male players, focusing on appropriate lifestyles and healthy nutrition.	
Kazakhstan	Development of football for people with cerebral palsy	Diversity and inclusion Health and well-being	Disabled people	Develop CP football in order to attract children with cerebral palsy to the world of sport, re-establish contact with the outside world and help to improve their well-being.	

Kosovo	Football for Fun, Football for All	Diversity and inclusion Health and well-being Gender	Young people	Use the national football campus to raise awareness of the social benefits of sport in terms of well-being, with a particular focus on girls and women. All ethnic groups are strongly encouraged to participate.	
Latvia	FSR for youth: Ghetto Games	Diversity and inclusion Health and well-being	People with addictions Young people	Use street football to educate boys and girls about the dangers of drugs/alcohol and create social cohesion between young people from different cultural backgrounds.	
Liechtenstein	Respect for diversity and inclusion	Diversity and inclusion	Disabled people	Use the newly developed FSR strategy of the Liechtenstein Football Federation to make special efforts to respect diversity, fight discrimination, and facilitate the inclusion of disabled people.	
Liechtenstein	Respect for the environment	Energy Water Waste		Promote the careful use of environmental resources, reduce water consumption, source energy from renewable sources whenever possible, and recycle all waste at football matches, to make the Liechtenstein Football Federation a role model in this area.	
Lithuania	Inclusive Football	Diversity and inclusion Health and well-being	People with addictions Orphans Young people	Use football to improve the well-being of orphans, people with learning disabilities and people with addictions.	
Luxembourg	Foster inclusion for residents of the SOS Children's Village Mersch	Diversity and inclusion	Young people Ethnic minorities Economically disadvantaged people	Facilitate the inclusion of children from the SOS Children's Village Mersch in the local grassroots club and provide academic support to help with their learning difficulties.	
North Macedonia	100% football campaign - All for Fair, Fair for All!	Diversity and inclusion	Young people Ethnic minorities Orphans	Tackle the regular instances of inappropriate conduct observed between parents, coaches, players and referees at football matches.	
North Macedonia	Installation of photovoltaic solar panels at the Petar Miloshevski training centre	Energy		Make the Football Federation of FYR Macedonia one of the first highly energy-efficient national associations by installing photovoltaic solar panels at its headquarters and training centre. Combined with an existing geothermal heat pump, this will meet the federation's electricity and water heating needs for its training ground and new accomodation building.	

Malta	Football For Life	Diversity and inclusion Supporter relations	People with addictions Ethnic minorities Disabled people Prisoners People with eating disorders & obesity Young people	Increase the well-being of people living in challenging circumstances (obese people, prisoners, drug users, people with disabilities, etc.) by providing access to football. Improve the matchday experience of people with disabilities by training disability access officers.	
Moldova	Tiny healthy football players	Diversity and inclusion Health and well-being	Young people Disabled people Marginalised groups Orphans	With the help of experts, improve the steadily declining mental and physical health of pre-school children through football activities.	
Montenegro	Football Zajedno - Promoting equality and non-discrimination through football	Diversity and inclusion Peace and reconciliation Gender	Young people Ethnic minorities Women and girls	Use the popularity of football to promote equality, human rights and non- discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.	
Netherlands	Healthy Living - 'Lekker Bezig'	Health and well-being	Young people	Educate young people at grassroots clubs about healthy eating habits. One aspect of this programme is the 'team box' – a box of fruit which is distributed to both the home and the away team as a pre- or post-match snack.	
Northern Ireland	A Head of the Game	Health and well-being Diversity and inclusion	Young people People with mental health problems	Raise awareness of mental health (depression, suicide, etc.) within clubs and provide them with adequate training to deal with this key issue within society.	
Norway	Inclusion of Refugees in Football Clubs	Diversity and inclusion Gender	Refugees	Aid the integration of refugees into society through football by developing scientific studies and tools and sharing good practices.	
Norway	Prevention of economic exclusion and social marginalisation in football	Diversity and inclusion	Economically disadvantaged people Marginalised groups	Ensure players from economically disadvantaged backgrounds retain access to football using scientific studies, toolkits and information.	
Poland	Mobile Young Eagles Academy: Respect diversity and your health	Diversity and inclusion Health and well-being	Young people Minority groups of children	Use the Mobile Young Eagles Academy's reach beyond the major football centres to educate young people about diversity and health.	
Portugal	Development of an FSR network across Portugal	All	All	Make a number of grants available for projects of relevance to Portuguese society and its issues, using football as the delivery tool.	

Republic of Ireland	Walking Football	Diversity and inclusion Health and well-being Gender	Older people	Develop walking football to foster physical, emotional and mental health, for adults over 60 years of age.	Same links as in the good practice section
Republic of Ireland	Get into Football - Your Game, Your Community!	Diversity and inclusion Health and well-being	Ethnic minorities Refugees Women and girls	Achieve greater participation in football among non-Irish nationals, or Irish residents from ethnic, cultural or national minorities, thereby supporting integration and challenging racism and discrimination.	
Romania	Football as a tool in the fight against discrimination	Diversity and inclusion	Ethnic minorities Marginalised groups	Fight discrimination in Romanian football in order to make it accessible and enjoyable for a larger number of people.	
Russia	Football as a social phenomenon	Diversity and inclusion	Orphans	Draw public attention to the acute situation of children in orphanages and socially disadvantaged families. Involve these children in regular football activities to increase their well-being and sense of self-esteem.	
Russia	Total access in Russia	Diversity and inclusion	Disabled people	Assess all 12 top-division club stadiums for accessibility and ensure that clubs publish an access information guide on their websites.	
San Marino	Stadium for all	Diversity and inclusion	Disabled people	Improve stadium accessibility for disabled people and improve their stadium experience.	
San Marino	San Marino Special Cup	Diversity and inclusion	Disabled people	Foster football activities for people with learning disabilities and encourage the use of football to promote equality in San Marinense society.	
Scotland	Children's Rights and Wellbeing	Diversity and inclusion	Young people	Introduce a children's well-being programme to cement safeguarding and child protection, ultimately improving football experiences for children and young people.	
Serbia	Football Zajedno - Promoting equality and non-discrimination through football	Diversity and inclusion Peace and reconciliation Gender	Ethnic minorities Women and girls	Use the popularity of football to promote equality, human rights and non- discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.	
Slovakia	2020 and beyond	Supporter relations	Fans	Establish a dialogue with football supporters in order to make them a respected partner and give them a seat at the table.	
Slovenia	Summer football schools for kids with social and health problems	Diversity and inclusion Health and well-being	Young people	Encourage children with social and health problems to do the recommended amount of physical activity every day and generally adopt a healthier lifestyle.	

Slovenia	Football tournaments for people with disabilities	Diversity and inclusion Health and well-being	Disabled people	Develop a Football For All programme in order to create playing opportunities for grassroots players with special needs and make football a part of their everyday life.	
Spain	Football as an integration tool for people deprived of their liberty (i.e. prisoners)	Diversity and inclusion	Prisoners	Use football to foster the integration of prisoners by increasing their well-being through physical activity and by developing their social skills and self-esteem.	
Switzerland	CSR development tools for grassroots clubs	All	Young people Women and girls Volunteers	Sharing of best practices in order to educate clubs regarding environmental issues (renewable energy, reduction of water use, etc.), child protection and volunteering.	
Sweden	Everyone's different, different is good!	Diversity and inclusion	Ethnic minorities Disabled people LGBTQI Marginalised groups	Make everyone feel welcome in Swedish football, regardless of gender, background, age, disability, sexual orientation or other perceived differences, through educational efforts and use of a large digital platform.	
Turkey	Integration of disabled players into football	Diversity and inclusion Health and well-being	Disabled people	Raise public awareness of football for people with disabilities and develop the necessary support systems in order to facilitate their participation in society.	
Ukraine	Around football	Diversity and inclusion	Displaced children Orphans Children with physical and learning disabilities Children from minority groups	Support internally displaced children, children of combat veterans, children with disabilities and orphaned children, using football to help them integrate into society. Promote tolerance towards children with disabilities, regardless of their social status, religion, gender or race.	
Wales	We wear the same shirt	Health	Players with mental health problems	Improve the physical and mental well-being of people with mental health problems by supporting them to engage in sport.	

Additional projects supported by the FSR unit in 2017/18



UEFA FSR PARTNER	ACTIVITY
Football Federation of Belarus	Nadezhda Cup Against the background of the enduring aftermath of the 1986 Chernobyl nuclear disaster, the annual Nadezhda football tournament, launched in 2014, has provided an opportunity for children to take part in physical and social activities centred on football. Participants come from nine health centres set up to rehabilitate children and adults affected by the disaster. This season, a total of 17 institutions and 23 teams took part over the three tournament days, with 171 boys and girls playing.
UEFA development competition	UEFA Youth League The 2017/18 UEFA Youth League competition enjoyed a considerable increase in exposure, with a total of 43 countries represented. The UEFA Youth League encourages all the young participants to adopt the Respect pillar as an essential value of the competition, thus promoting values that can be carried through both football and life. After the match teams and referees are encouraged to enjoy a meal together in a bid to encourage community spirit and mutual respect between everyone involved.
Portuguese Football Federation, Football Association of Ireland, Irish Football Association, Football Federation of North Macedonia	Natural disaster relief The UEFA Executive Committee has earmarked €500,000 per season as financial aid for national associations afflicted by natural disasters. These contributions are in line with UEFA's commitment to supporting its national associations and are allocated in a spirit of solidarity. In 2017/18, in the wake of damage from major storms and floods, UEFA supported repairs to football infrastructure at Northern Ireland's Ardstraw FC and Institute FC. The Republic of Ireland also received financial aid in the wake of severe damage caused by Storm Ophelia, with funding going towards the reconstruction of the main stand of the Munster Football Association's stadium. Following intense wildfires in August 2017, Portugal received support for the restoration of Grupo Desportivo Pampilhosense's artificial pitch, which was severely damaged. In addition, UEFA allocated relief funds to North Macedonia's Vellazerimi-77 FC to repair grounds damaged by heavy rainfall.



Sport and citizenship	Corporate social responsibility and sport With UEFA's support, the Sport and Citizenship think tank is able to monitor, disseminate and advocate the social and societal impact of sport. A number of articles about the impact of UEFA's support have appeared in Sport and Citizenship's scientific journal over the past season. These have included: <ul style="list-style-type: none">• No. 41: UEFA's campaign #EqualGame is launched• No. 42: UEFA emphasises social responsibility with FSR seminar and HatTrick funding In addition, UEFA supported the think tank's <u>refugee day</u> in Nantes, France, in October 2017. Workshop sessions and a conference were followed by a solidarity match with refugees. The event promoted the inclusion of migrants and refugees in Europe through sport.
Graines de Foot Vaud	'Mundialito' UEFA's reach may stretch across Europe, but the organisation is also committed to promoting and supporting football in Vaud, the canton it calls home. <u>Graines de Foot</u> is an initiative born of the Association Cantonale Vaudoise de Football that promotes youth football in the canton and offers children aged between 5 and 12 years old the opportunity to take part in their little World Cup (often called the 'Mundialito'). Over 8,000 children took part in this season's event, with parents, grandparents, siblings and friends in attendance for a weekend of fun and football.
University of St Gallen	CSR training Representatives from 13 national associations attended an <u>FSR Seminar</u> run by the University of St Gallen to acquire in-depth up-to-date knowledge on how to boost social responsibility in their federations. Since the seminar, UEFA has witnessed positive developments in the social responsibility work of the participating countries.
Green Sports Alliance	Playing for our Planet In partnership with the Green Sports Alliance and the WWF, UEFA published <u>Playing for Our Planet</u> , a report describing how sport can contribute to sustainability and examining the link between sport and environmental issues.
Swiss Football Association	Deaf futsal UEFA provided support to enable referees to attend the European Deaf Futsal Championship qualification tournament.



CAFE	Club competitions CAFE continued to provide an expert audio-descriptive commentary service for partially sighted and blind spectators at each UEFA final, including the UEFA Women’s Champions League final for the first time. To raise greater awareness of the service, CAFE provided an audio-descriptive commentary demonstration at the UEFA Champions League and UEFA Europa League fan festivals. Fans could find out more about the service, ask questions and also try their hand at audio-descriptive commentary over clips of some famous goals.
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Dick, Kerr Ladies FC	Special contribution Dick, Kerr Ladies FC, founded in the northern English city of Preston in 1917 and considered to be the pioneer of women’s football, <u>received a special contribution from UEFA</u> in January 2018 to mark its centenary year. UEFA co-sponsored a plaque as part of the anniversary celebration held at Deepdale, the stadium of English Championship club Preston North End FC.
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Various UEFA FSR partners	UEL/UCL showcase The Europa League and Champions League finals festivals offered both UEFA and its partners the opportunity to showcase the work they had done throughout the year while also providing visitors with more information. Highlights included CAFE’s audio-descriptive commentary experience, <u>showcase</u> matches from many associations, and the participation of former professional players. The #EqualGame/Respect dome in Kyiv was full of photos and opportunities to learn about and experience the various aspects of the work done by UEFA and its partners.
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VIDC fairplay	Football Zajedno In partnership with the football associations in Serbia, Montenegro and Bosnia and Herzegovina, the Fairplay Initiative created the ‘ <u>Football Zajedno</u> ’ project to exploit the sport’s popularity to promote intercultural dialogue, human rights and social inclusion. The project empowers disadvantaged groups and enhances the equal participation of girls and women in and through football. The conference brings partners and stakeholders together with NGOs, minority groups, grassroots initiatives, football clubs and associations from the western Balkan region.
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UEFA Football and Social Responsibility Report

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<http://www.uefa.com/insideuefa/social-responsibility/index.html>

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