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<tr>
<td>index</td>
<td></td>
</tr>
</tbody>
</table>
The 2014/15 season marks the midway point in our current five-year football and social responsibility (FSR) cycle (2012–17). Our desire to move ever forward on this exciting journey remains as strong as ever, and we are using our annual FSR reports to build on the successes of the past by assimilating lessons learned.

The first two reports have been well-received by UEFA’s member associations and FSR partners, who have indicated that they have ‘added credibility’ to their work, ‘opened doors’ for them with stakeholders and, in combination with the annual FSR partner workshop, helped create synergies within a network of organisations who all use football for social development.

In the last report, following feedback received the previous season, we began measuring some of UEFA’s own key performance indicators (KPIs). In this report, we compare that baseline data with 2014/15 figures, and also – taking on board comments we received from within UEFA – provide more detail on the work behind those figures.

To reflect this expanded overview of UEFA’s contribution to sustainable development, this season’s report has been enriched by using the Global Reporting Initiative as a guide for reporting in a structured and concise manner that more closely follows international sustainability reporting standards.

Objectives are being met and impacts are being felt. As you will discover, more than 200 representatives of the football family, political, governmental and non-governmental organisations and minority groups gathered at the Respect Diversity conference in Rome in 2014 to discuss the future direction of UEFA’s own key performance indicators (KPIS). At the UEFA Champions League final in Berlin, there were showcase amputee football matches organised by the International Blind Football Federation (IBSA), and Special Olympics matches. Our very own Captains of Change initiative, aimed at fostering more diversity in the management of European football, commenced midway through the 2014/15 season with an inaugural training session for participants. Our partners have also reached important milestones and had significant impacts. At the Men’s World Cup in Chile in 2014, 100,000 people came to watch 350 games over eight days. Including the qualifying tournament around the globe, the competition was a life-changing experience for many of the players taking part. The World Wide Fund for Nature (WWF) has shown that its advocacy initiatives have convinced several countries to make new commitments to cutting their carbon emissions or investing in renewable energy to reduce dependence on fossil fuels.

As in the tradition, we were also on hand to provide support to member associations in regions such as the Caucasus and southeastern Europe implemented match-funded Respect Diversity projects, including educational and campaign elements. We also remain very focused on creating synergies between our partners and integrating their activities and the values they promote into our core work. The UEFA Champions League Final in Berlin, there were showcase amputee football matches organised by the European Amputee Football Federation (EAFF), blind football matches organised by the International Blind Sports Federation (IBSA), and Special Olympics matches. In all of this, UEFA will continue to play its part by listening to its stakeholders – its member associations, governmental, non-governmental and other leading organisations that have a significant impact on society – and communicating transparently about its activities. I sincerely believe we are on the right path. Peter Gilliéron, UEFA Executive Committee member and chairman of the Fair Play and Social Responsibility Committee
The timeline illustrates representative activities undertaken by UEFA and each of the FSR partner organisations it supported during the 2014/15 season.

- **2014**
  - **SEPTEMBER**
    - 9 SEPT: Przystanek Woodstock Festival 2014
    - 19 SEPT: Football People action weeks
  - **SEPTEMBER**
    - 12 SEP: ICBF football team at Kabul physical rehabilitation centre
  - **DECEMBER**
    - 25 DEC: Champions for Life match

- **2015**
  - **JULY**
    - 3 JUL: "Homeless World Cup held in Santiago, Chile"
  - **AUGUST**
    - 12 AUG: UEFA awarded offsetting certificate
    - 16 AUG: "Champions for Life" match
  - **SEPTEMBER**
    - 21 SEP: UEFA awarded offsetting certificate
  - **OCTOBER**
    - 25 OCT: Football People action weeks
    - 30 OCT: SEFA Alzheimer project
  - **NOVEMBER**
    - 11 NOV: Coach development workshop
    - 25 NOV: UEFA awarded offsetting certificate
  - **DECEMBER**
    - 27 DEC: Champions for Life match
Timeline

2015

JANUARY

15 JAN

"Team of Equals" initiative launched

FEBRUARY

25 FEB

Educatng community coaches

MARCH

25 FEB

"Youth for Peace creative workshops"

15 MAR

"Football meets the spirit of the mountain"

APRIL

1 APR

"When football meets the spirit of the mountain"

5 APR

UEFA Congress at Grasslands Stadium

15 APR

Referee clinic

8 MAY

Friendship tournament

20 APR

UEFA Cup (Bosnia and Herzegovina)

19 MAY

Mini Champions 2015

27 MAY

UEF Final visit for deprived children

6 JUN

Mini Champions 2015 in Zenica, Bosnia and Herzegovina

JUNE

15 JUN

European Deaf Football Championship

27 JUN

European Deaf Football Championship

5 JUN

UEFA Charity Run

9 JUN

UEFA Charity Run

30 JUN

Over 25,200 downloads of Eat for Goals! app reached

Introduction

UEFA Football and Social Responsibility Report 2014/15

Introduction

Contents
About the report

Background

This is UEFA’s third annual FSR report. As such, the text in this section has been considerably reduced in comparison with past reports to avoid repetition.

Readers wanting to find out more about the background, scope and structure of this report are invited to revisit the previous report. Those wanting to further investigate the activities of UEFA’s FSR unit, including the strategy behind the partnership portfolio and the historical context of social responsibility at UEFA, are welcome to read the introduction to the 2012/13 FSR report or, for more general information and up-to-date news, visit www.uefa.org/social-responsibility/.

New Developments

There have been two significant changes in the way the report is presented this year. First, an interactive version of the report has been produced, allowing for enhanced usability and providing the reader with links to web pages with additional content. Second, the Global Reporting Initiative guidelines have been used as a guide for reporting in a structured and concise manner in closer alignment with international sustainability reporting standards.

Although this is the middle of a five-year cycle, UEFA has, of course, made changes to enhance the FSR work that it does. These new developments are outlined below. Future developments, to be covered in next year’s report, are summarised in the ‘Concluding remarks’ section.

• Having been established in February 2015, the EAFF joined the FSR unit’s Football for All Abilities portfolio as its sixth member.
• Another Football for All Abilities organisation, the International Federation of Cerebral Palsy Football (IFCPF) was born out of the Cerebral Palsy International Sports and Recreation Alliance (CPISRA), signifying the establishment of cerebral palsy football as an independent sport.
• In December 2014, the UEFA Executive Committee approved changes to UEFA’s Respect Fair Play reward criteria from the 2015/16 season, from which time winning associations will be awarded prize money to allocate to fair play or respect-themed projects in their respective countries, rather than receiving places in the UEFA Europa League.

FSR budget allocation by theme 2014/15 (€000s)

<table>
<thead>
<tr>
<th>Theme</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peace &amp; reconciliation</td>
<td>€404</td>
</tr>
<tr>
<td>Solidarity</td>
<td>€1,877</td>
</tr>
<tr>
<td>Diversity</td>
<td>€1,130</td>
</tr>
<tr>
<td>Environment</td>
<td>€350</td>
</tr>
<tr>
<td>Health</td>
<td>€313</td>
</tr>
<tr>
<td>Inclusion</td>
<td>€602.5</td>
</tr>
<tr>
<td>Football First: UEFA We Care</td>
<td>€250</td>
</tr>
<tr>
<td>Fan Dialogue</td>
<td>€390</td>
</tr>
<tr>
<td>UEFA Euro 2016</td>
<td>€500</td>
</tr>
<tr>
<td>Ad hoc balance for allocation</td>
<td>€28.5</td>
</tr>
<tr>
<td>Total</td>
<td>€5.86m</td>
</tr>
</tbody>
</table>

Points to note:

• The €1m Monaco Charity Award is included under ‘solidarity’.
• Although included here, €360,000 of the “fan dialogue” allocation came from UEFA’s institutional supporters budget.
• The usual FSR budget of €5m was increased by €500,000 due to the Respect Diversity conference being postponed from 2013/14 and that amount being carried forward to the 2014/15 budget.
Inside UEFA

UEFA’s commitment to meeting its stakeholders’ expectations led to details of its internal performance being included in the report for the first time in the previous season. Building on that development, this section includes figures from both seasons, to enable an easy comparison of performance, as well as providing more detailed information on the work that is happening behind the scenes.

Energy and water consumption

One of UEFA’s facility management unit’s objectives is to prevent unnecessary energy consumption and reduce overall consumption. The table below looks at cold water, gas and electricity consumption across all employee locations. To allow for a year-on-year comparison, 2013/14 figures are presented in brackets.

<table>
<thead>
<tr>
<th>Location/Measure</th>
<th>Cold water (m³)</th>
<th>Gas (m³)</th>
<th>Electricity (kWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Cléalein</td>
<td>4,295 (7,116)</td>
<td>n/a</td>
<td>1,040,000 (2,135,174)</td>
</tr>
<tr>
<td>HQ</td>
<td>3,364 (5,199)</td>
<td>6,682 (8,795)</td>
<td>654,507 (1,613,696)</td>
</tr>
<tr>
<td>Colovry sports centre</td>
<td>5,567 (6,194)</td>
<td>54,815 (53,095)</td>
<td>277,059 (305,528)</td>
</tr>
<tr>
<td>Bois Boissy</td>
<td>1,489 (1,830)</td>
<td>n/a</td>
<td>460,088 (420,064)</td>
</tr>
<tr>
<td>Total</td>
<td>14,629 (17,257)</td>
<td>n/a</td>
<td>2,075,016 (2,516,816)</td>
</tr>
</tbody>
</table>

The consumption of cold water will mainly depend on the weather forecasts. This has an impact on outdoor watering and maintenance issues in sanitation facilities. The consumption of cold water, gas and electricity across all employee locations.

Human resources

UEFA takes a proactive approach to managing its human resources. This section presents the key employment figures for the 2014/15 season and a comparison with the figures from the 2013/14 report. It also gives an overview of the initiatives and policies that UEFA had in place during the 2014/15 season to encourage the training, development and well-being of its employees at all levels of the organisation.

Employment contract by gender (2013/14 figures in brackets)

<table>
<thead>
<tr>
<th>Location/Measure</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clairière HQ</td>
<td>59 (21)</td>
<td>55 (20)</td>
<td>114 (41)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bougy Total</td>
<td>279 (104)</td>
<td>136 (41)</td>
<td>415 (145)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>338 (125)</td>
<td>191 (61)</td>
<td>529 (186)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of employees</td>
<td>64% (85%)</td>
<td>36% (91%)</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Employment type by gender (2013/14 figures in brackets)

<table>
<thead>
<tr>
<th>Location/Measure</th>
<th>Full-time</th>
<th>Part-time</th>
<th>Total</th>
<th>Full-time</th>
<th>Part-time</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>272 (108)</td>
<td>72 (27)</td>
<td>344 (135)</td>
<td>279 (106)</td>
<td>14 (5)</td>
<td>293 (111)</td>
</tr>
<tr>
<td>Female</td>
<td>102 (38)</td>
<td>34 (12)</td>
<td>136 (46)</td>
<td>101 (37)</td>
<td>12 (4)</td>
<td>113 (41)</td>
</tr>
<tr>
<td>Total</td>
<td>374 (146)</td>
<td>106 (39)</td>
<td>480 (174)</td>
<td>380 (143)</td>
<td>16 (6)</td>
<td>496 (181)</td>
</tr>
</tbody>
</table>

HR initiatives

UEFA understands that its employees’ individual performance, energy, work-life balance, commitment and joie de vivre are to be satisfied and productive in the long term. Some of the initiatives launched to this end are explained below.

We Care About YOU!

In line with UEFA’s zero tolerance of discrimination and harassment, and to ensure each employee can work in a safe, healthy environment, the HR unit launched a We Care About YOU! policy to prevent any forms of conflict, harassment or discrimination, with a specific procedure and appropriate measures in place to deal with incidents if and when they occur.

I Care About My Health

The aim of the I Care About My Health initiative is to raise everyone’s awareness of the importance of well-being and the indisputable benefits of a healthy body and mind – men, women, and all employees. Following its successful launch in January 2014, the initiative continued in 2014/15 with every staff member encouraged to do something to benefit their physical, emotional and psychological health. Among the activities on offer were eye tests, mindfulness meditation, ergonomic assessments, nutritional advice and cardiac check-ups.

Charity runs

UEFA organised two charity running/walking events last season in support of Terre des Hommes (TdH), an NGO committed to improving children’s lives worldwide. All staff members were invited to participate in the lunchtime runs/hikes, which were held on two dates and included a 5km and an 8km route. UEFA donated CHF 50 for every participant who crossed the finishing line, meaning those who took part on both days raised CHF 100 for charity. A total of CHF 13,450 was raised and presented to TdH by the UEFA Foundation for Children. TdH will use the funds to help African and Middle Eastern children who suffer from heart disease and have breathing difficulties as a result. The children are brought to Switzerland for surgery and rehabilitation before returning to their homes, at a cost of about CHF 5,000 per child.

Employee locations

<table>
<thead>
<tr>
<th>Location/Measure</th>
<th>Under 30</th>
<th>30–50</th>
<th>Over 50</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>19 (12)</td>
<td>32 (21)</td>
<td>1 (0)</td>
<td>52 (33)</td>
</tr>
<tr>
<td>Male</td>
<td>22 (16)</td>
<td>32 (25)</td>
<td>1 (2)</td>
<td>55 (36)</td>
</tr>
<tr>
<td>Total</td>
<td>42 (28)</td>
<td>64 (46)</td>
<td>2 (2)</td>
<td>108 (69)</td>
</tr>
</tbody>
</table>

Total number of employees per age group

<table>
<thead>
<tr>
<th>Location/Measure</th>
<th>Under 30</th>
<th>30–50</th>
<th>Over 50</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>16% (14%)</td>
<td>74% (74%)</td>
<td>10% (12%)</td>
<td>100%</td>
</tr>
</tbody>
</table>

© Paul Murphy, UEFA
Match-fixing is a global problem. With over €500bn bet on sport each year, it is considered to be one of the major threats to football’s integrity and overall well-being.

UEFA takes a zero tolerance approach to match-fixing. Its intelligence team focuses exclusively on match-fixing, corruption and betting. The team is committed to working with key stakeholders—including 400 betting companies and a number of specialised agencies–on both European and national level to monitor matches and detect irregularities in betting patterns. It does this through its betting fraud detection system (BFDS), which monitors betting patterns relating to approximately 32,000 matches per season, including all matches played in UEFA competitions and first and second-division matches in all 54 of its member associations, plus their national cup matches.

Proven match-fixing cases lead to sanctions that range from a warning or fine to possible suspension from European competitions. In cases involving criminal activity, the relevant national police authorities may take action.

Education plays a particularly vital role in the prevention of match-fixing, and UEFA gives regular presentations to young players, referees and coaches to warn them of the dangers linked to the manipulation of football matches.

In the 2014/15 season, UEFA introduced a new Integrity app, an updated Integrity Reporting Platform and Freephone number and e-learning opportunities as part of new measures to prevent match-fixing in football. These new measures allow players, referees, coaches and the public at large to report incidents of match-fixing anonymously through secure and confidential means.

The following table outlines UEFA’s investment in the continual development of its employees’ knowledge and skills (2013/14 figures in brackets):

<table>
<thead>
<tr>
<th>Training</th>
<th>Employees involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual appraisal activity</td>
<td>529: all</td>
</tr>
<tr>
<td>Management training</td>
<td>30: (25)</td>
</tr>
<tr>
<td>Project management training</td>
<td>22: (20)</td>
</tr>
<tr>
<td>Speaking with impact</td>
<td>38: (n/a)</td>
</tr>
<tr>
<td>Problem solving and decision-making</td>
<td>15: (18)</td>
</tr>
<tr>
<td>Negotiation skills</td>
<td>13: (11)</td>
</tr>
<tr>
<td>Senior management training</td>
<td>9: (n/a)</td>
</tr>
<tr>
<td>Coaching sessions</td>
<td>7: (15)</td>
</tr>
<tr>
<td>Head of unit training</td>
<td>ca. 30: (n/a)</td>
</tr>
<tr>
<td>Mediation</td>
<td>5: (n/a)</td>
</tr>
<tr>
<td>Self-management advise</td>
<td>8: (15)</td>
</tr>
<tr>
<td>Retirement preparation</td>
<td>4: (15)</td>
</tr>
<tr>
<td>Skills assessments and upskilling programmes</td>
<td>6: (15)</td>
</tr>
<tr>
<td>Tailor-made training</td>
<td>10: (30+)</td>
</tr>
<tr>
<td>Football First</td>
<td>n/a: (n/a)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description/objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee appraisals by means of internal performance reviews</td>
</tr>
<tr>
<td>Training managers to use specific tools and to practice certain exercises that will enhance their management skills</td>
</tr>
<tr>
<td>Providing tools and methods for managing projects, setting priorities and performing tasks accordingly</td>
</tr>
<tr>
<td>Providing techniques to improve public speaking and undermine audiences</td>
</tr>
<tr>
<td>Providing practical tools that make staff more efficient in their problem solving and decision-making</td>
</tr>
<tr>
<td>Improving business relationships through negotiation, by using specific attitudes and skills</td>
</tr>
<tr>
<td>Assessment and individual development plans for staff with senior management potential</td>
</tr>
<tr>
<td>Helping staff to progress in their specific roles by using their personality traits to their advantage</td>
</tr>
<tr>
<td>One-to-one sessions aimed at helping employees to develop their soft skills</td>
</tr>
<tr>
<td>Training on how to offer valuable feedback and set SMART objectives that will motivate staff</td>
</tr>
<tr>
<td>Offering approaches and techniques to solve conflicts between individuals</td>
</tr>
<tr>
<td>Preparing employees for the transition into retirement</td>
</tr>
<tr>
<td>Identifying and building on strengths and areas for improvement</td>
</tr>
<tr>
<td>Specific training based on individual personal development needs</td>
</tr>
<tr>
<td>Monthly information sessions aimed at increasing employees’ knowledge of UEFA and football specific topics</td>
</tr>
</tbody>
</table>

The app was downloaded over 5,500 times in the nine months after its release.
Inside UEFA

Anti-doping

A new edition of the UEFA Anti-Doping Regulations came into force on 1 January 2015. UEFA's regulations are harmonised with the new World Anti-Doping Code and with the new FIFA Anti-Doping Regulations, both of which came into effect at the same time. The new regulations apply to all aspects of the UEFA anti-doping programme, including controls both in and out of competition.

The following indicators represent an overview of activities performed by the anti-doping and medical team as part of their efforts in the fight against doping during the last two seasons.

2,388 / 2,198 test samples (blood and urine) collected across all competitions.

1,100 / 900 young players (U17, U19, WU17, WU19 and Youth League) and their team staff attending anti-doping education presentations for youth teams as part of the UEFA anti-doping education programme

720 / 720 teams receiving anti-doping education and information kits, which contained anti-doping leaflets, guides to therapeutic use exemptions and the UEFA Medical Regulations

0 / 1 confirmed anti-doping rule violations

Education

UEFA impact is felt at a national level through its member associations. Therefore, assisting with the establishment of the first personal development programme in 2010, some 393 participants have taken part in the various UEFA education programmes.

The programme is based on individual Captains of Change – dedicated, dynamic people whose aim is to positively influence the culture of football organisations through initiatives that integrate recognised minority groups into the management of the game at local, regional or national level.

Each participant on the programme commits to developing and implementing a diversity project within their own football organisation. They receive support and input during a training week and through ‘four-party’ meetings, which are attended by the participant, a representative of the relevant national association’s senior management, a UEFA representative and a member of the programme team.

One participant, Filip Popovski, general secretary of the Football Federation of FYR Macedonia (FFM), had the short-term goal of improving access to all first-division stadiums in FYR Macedonia by developing greater integration and develop knowledge of the sport.

In Norway a project was implemented with the aim of developing and implementing a targeted recruitment strategy for the Football Association Against Racism in Europe (the Fare network) also sent participants to the programme, implementing one project to encourage UEFA’s member associations to hire disabled people, and another regarding sexual orientation within the coaching workforce in football.

In Scotland, a supporters club inclusion programme, A Game for All, was successfully implemented by Jennifer Malone, a diversity and inclusion officer at the Scottish Football Association, and for her UEFA’s support for the programme made a big impact: “The support given by UEFA has allowed for a strong sustainable project that will empower clubs in Scotland to become truly representative of the communities they belong to for years to come.”

Captains of Change

UEFA has introduced an innovative programme to address the issue of a lack of diversity in management positions in European football.

Aimed at creating a more inclusive environment and fostering and further developing diversity within the management of football in Europe, the Captains of Change programme began in 2014, with the first edition welcoming 15 participants.

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Key Figures

Edition 1
Participants 15
National associations represented 13

Projects also included creating a referee community programme in Northern Ireland, establishing links with football enthusiasts within foreign communities in Northern Ireland (such as the Portuguese community in County Tyrone) and using workshops on the Laws of the Game and refereeing courses to foster integration and develop knowledge of the sport.

UEFA Football and Social Responsibility Report 2014/15

Inside UEFA

© Getty Images
Studies have shown that organisations with mixed senior management teams tend to outperform those with no women in positions of power. UEFA acknowledges its responsibility to encourage and facilitate a shift towards a more balanced representation of men and women in key positions.

The second and third editions of the UEFA Women in Football Leadership Programme were held during the 2014/15 season, once again combining an intensive week-long seminar at UEFA’s headquarters in Switzerland with a year-long mentoring scheme. The programme targets aspiring senior managers and leaders, as well as women already in positions of authority (such as department heads or board members), who wish to improve their leadership skills within their organisations.

There were two editions of the programme in the 2014/15 season, as a result of the high level of interest from the national associations. A total of 49 participants took part, including the first edition, the programme has reached 41 national associations in total, and some of these associations have gone on to organise national initiatives on the topic.

“I enjoyed the course immensely and hope to improve my performance and development on the back of what I have learned. I also hope to help other women in football challenge themselves to develop their potential.”

Jenni Kennedy, head of off-field regulation, The Football Association

Key Figures

3 Editions

69 Participants

41 National associations represented

UEFA Certificate in Football Management

One of UEFA’s core objectives is to contribute to the professional management of football across Europe. Following the success of the centralised UEFA Certificate in Football Management (CFM), UEFA decided in 2013 to organise national editions of this programme in partnership with some of its member associations to ensure that more participants could access the programme and its valuable content.

Each year the presidents and general secretaries of national associations that are not hosting the programme can recommend up to two members of their staff to UEFA as candidates for national editions of the CFM, while the associations hosting the course receive 25 spots that they can allocate to their staff or national stakeholders (clubs, leagues, player unions, regional associations, etc.).

New editions start every season and are organised directly by national associations selected by UEFA. Successful participants are awarded ten European Credit Transfer and Accumulation System credits – acknowledged by all European universities – on the basis of six mandatory and two optional online modules:

- the organisation of football
- strategic and performance management
- operational management
- football marketing and sponsorship
- communication, the media and public relations
- event and volunteer management
- stadium management (optional)
- advanced marketing (optional)

Key Figures

10 Editions (3 centralised and 7 national)

272 Participants (graduates)

45 National associations represented
Inside UEFA

UEFA Research Grant Programme

The UEFA Research Grant Programme was established in 2010 to facilitate research activities that produce findings that European football organisations can use to make better-informed decisions.

The following research assignments were completed in the 2014/15 season:

• Intentions to drop-out in adolescent female footballers from five European countries: The role of the coach-created motivational climate, Paul Appleton
• A comparative perspective on European football: Organisational capacity of European football clubs, Christoph Breuer
• Risk versus benefits: The use of creatine by youth football players, Pascale Kippelen
• Player load monitoring: Protecting the elite player from overload using miniature high frequency triaxial accelerometers, Mark Robinson
• Transfer of skills from futsal to football in youth players, Luca Oppici
• Beyond the game: if, when and how local football clubs practice corporate social responsibility, Eiben Pedersen
• Mental health in football, Katy Stewart
• Optimising player performance and readiness to train: fatigue and recovery of neuromuscular function following football match-play, Kevin Thomas

To celebrate its 60th birthday during the 2015/16 season, UEFA launched a special edition of the UEFA Research Grant Programme to support projects developed for and in conjunction with its member associations.

By encouraging cooperation between the national associations and the academic community, UEFA’s intention is to help get research projects off the ground that the associations can then use to further develop their own activities and projects. The following projects were awarded grants for the sixth edition of the programme:

• Effizienzpotenziale im strategischen Stadionmanagement (efficiency potential in strategic stadium management), Daniel Gruber
• An unprecedented civilizing process? Social evaluation of "Supporters United" fan project in Poland, Radoslaw Kossakowski
• Mental health in football, Katy Stewart
• Beyond the game: if, when and how local football clubs practice corporate social responsibility, Esben Pedersen
• Transfer of skills from futsal to football in youth players, Luca Oppici
• Mental health in football, Katy Stewart
• Optimising player performance and readiness to train: fatigue and recovery of neuromuscular function following football match-play, Kevin Thomas

The UEFA Research Grant Programme jury considered research proposals under the topics of economics, history, law, management, political science, sociology, and medical sciences.

Executive Master in European Sport Governance

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

MESGO was established to offer world-class training to key decision-makers in sports organisations and their stakeholders on the dynamics, developments and forthcoming key challenges in European sport governance.

The third edition of the course takes place during the 2014/15 and 2015/16 seasons, with 23 participants benefiting from in-depth analysis of legal, political and economic issues in sport, including competition law, litigation prevention, risk management, regulation and media policy.

"MESGO gave me a clear understanding of the things at stake in our restructuring and taught me how to work efficiently through my association. I like the sessions and the speakers’ level of excellence very much. The learning is directly applicable to my work and the group of participants is very interesting, with very different profiles but the same interests."

Ekaterina Fedyshina, deputy chief executive officer at the Russian Football Union and MESGO participant

Key Figures

5 Editions
30 Grants awarded
Diversity
Breaking the Glass Ceiling seminar

A team effort – involving UEFA, the Royal Netherlands Football Association (KNVB) and the Fare network – brought together footballers, politicians and academics at the Olympic Stadium in Amsterdam in December 2014 to focus on tackling the issue of institutional discrimination in football.

The seminar delegates discussed the representation of women and ethnic minorities in European football administration, solutions to the under-representation of ethnic minority players in coaching positions and the barriers faced by the lesbian, gay, bisexual and transgender (LGBT) community to participating in football.

The seminar also saw the launch of new UEFA-funded research on institutional discrimination in football, which has found that less than 4% of European football leaders are women, only 12% of women working in football are employed as senior administrators and only 3.4% of elite-level coaches at clubs are from an ethnic minority background.

A proposal for a new policy plan, the Amsterdam Pact, was signed to increase female representation at the highest political and executive levels. It also asks all member associations and partners to follow suit in identifying talented women and promoting them to high-level positions.

“We have a zero tolerance policy towards all kinds of discrimination and we must continue to discuss ways in which we can eradicate it from football once and for all. Seminars like this bring opinion leaders and experts together in order to tackle the problem and find solutions.”

Michel Platini, UEFA President

This week [12 December 2014] the Royal Netherlands Football Association celebrates its 125th anniversary and on our anniversary we want to give something back to the sport. Our goal is to sign the Amsterdam Pact for a structural approach to institutional discrimination. Everyone in football should have the same opportunities.”

Michael van Praag, KNVB president

Respect Diversity conference

The Italian Football Federation played host to football’s key stakeholders at the 2014 Respect Diversity conference on 10/11 September in Rome. The conference aimed to raise awareness of how to deal with racism and any form of discrimination in the game.

The conference was organised jointly by UEFA, the Fare network and the players’ union FIFPro, and was attended by more than 200 delegates representing UEFA member associations, leagues, clubs, political and governmental organisations, non-governmental organisations (NGOs) and minority groups.

The conference provided a platform for participants to share good practices for combating discrimination in different settings and in different parts of the world and served as a sounding board for practical solutions for addressing the issue in the future.

“At UEFA, we are committed to doing all we can to ensure diversity is respected in the world of football. Sport must embrace everyone, regardless of colour, faith, sexual orientation or political beliefs. I hope this conference, which we are organising with our partners, will encourage football leaders, coaches, players and fans to work together to stop all forms of discrimination.”

Michel Platini, UEFA President

“FIFPro is delighted to bring the voice of players into the discussion at the Respect Diversity conference. Professional footballers worldwide are in a unique position to help educate and inspire society to accept diversity and respect all cultures.”

Tony Higgins, FIFPro Division Europe vice-president

At Ruud Plawar, executive director of the Fare network, commented on UEFA.org: “It will influence many associations and NGOs in their future work to ensure we have a sport that has equality and inclusion as a core practice.”

Workshops at the conference included discussions on tackling homophobia, working with ethnic minorities and how national associations can develop action plans, as well as a players’ panel discussion with current and former professional footballers.

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Football associations

Irish Football Association (IFA) – Northern Ireland

The objectives underpinning the strategic plan of the Irish Football Association (IFA) for football in Northern Ireland from 2013 to 2018 are twofold:
1. to build a culture of lifelong participation in football; and
2. to reach beyond the game and use the power of football for education, health and social development purposes.

In line with this, the IFA continues to be a strong supporter of UEFA’s Respect Diversity message, which it conveys through a number of programmes implemented by its football development department.

Street Soccer NI (formerly NI Street League)
Weekly football training sessions and tournaments, as well as participants travelling to the Homeless World Cup, are a mainstay for this project, which caters for marginalized groups in society. In 2015, over 300 volunteers reported 22 serious incidents of racist chanting in the entire Israeli Premier League season, down from 31 in 2013/14.

Women’s World United
Women’s World United is one part of the IFA’s World United initiative, which uses football to tackle racism and promote respect for diversity. During the 2014/15 season the project focused on increasing health awareness and improving female participants’ lifestyle habits.

IFA NI Masters programme (formerly the IFA Veterans Development Programme)
In 2006 an IFA Grassroots Development Officer gathered a few long-standing friends to play small-sided games “to keep fit, meet new people and talk about ‘old times’”. These sessions soon attracted several more players aged over 35, and within two seasons they organised their own international veterans’ game with friends in Wales. The success and appeal of regular football sessions have led to three veterans’ squads being established – for over-35s, over-45s and over-55s.

In order to promote more opportunities, the IFA showcased a veterans’ football event at the home of Northern Irish Premiership club Crusaders FC during the 2014/15 season, and provided equipment to coordinators to help increase participation.

Value-based coach education
In 2014 two staff from the IFA’s football development department were given training on value-based coaching through the Football 4 Peace International project. They now train other staff members, who then deliver value-based programmes in schools, clubs and community groups, and integrate value-based coaching into all aspects of football development.

Supporter Dialogue
The IFA, alongside the Amalgamation of Official Northern Ireland Supporters’ Clubs, also helped Football Supporters Europe (FSE) to bring its Annual Fans’ Congress to Northern Ireland in July 2015.

There has been an upsurge in anti-democratic measures and attacks on pluralism and equality in Israel recently. In light of this, Kick it Out Israel (KIO Israel), a partnership between the Israel Football Association and the New Israel Fund (NIF), has redoubled its efforts to use sport as a model for tolerance and a shared society that the whole country can follow.

KIO’s volunteers reported 22 serious incidents of racist chanting in the entire Israeli Premier League season, from 31 in 2013/14.

A fund dedicated to religious pluralism and civil rights in Israel.
Football associations

Israel Football Association (IFA)

Key performance indicators

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<tbody>
<tr>
<td>Promote diversity and tolerance</td>
<td>Number of racist/violent offences at Israeli Premier League football matches</td>
<td>38</td>
<td>31</td>
<td>22</td>
<td>15-20</td>
<td>10-15</td>
</tr>
</tbody>
</table>

Main achievements 2014/2015

- Hapoel Katamon, of the third-tier division, swapped their traditional flags around the stadium for pro-LGBT rainbow flags before one of their league matches. Leveraging the club’s fans’ positive reaction to this act, KIO Israel moved to hold the first-ever anti-homophobia football match in Israel: an exhibition game between Hapoel Katamon and the Tel Aviv LGBT football club Rainball, the biggest LGBT sports club in Israel.
- A new Jewish-Arab football team named Team of Equals was launched to introduce Jewish children from West Jerusalem to Arab children from East Jerusalem in order to combat the division and hostility between them and promote a shared life in the city.
- Equal on the Pitch, an event in honour of International Woman’s Day, was held the week before the UEFA European Women’s Under-19 Championship finals to emphasise gender equality and promote awareness of women in sport.
- A video emphasising equality on the field, entitled ‘We’re all equal, we’re all one team’, premiered at half-time during an Israel v Bosnia and Herzegovina match in Haifa.
- A special match between Bnei Sakhnin and Hapoel Akko – two teams from the north of Israel with a healthy mix of Jewish and Arab players – was organised to kick off the new season to support coexistence only a few weeks after the end of the Israel-Gaza conflict in the summer of 2014.
- Hapoel Haifa’s fans were awarded the Fair Play prize after finishing top of the Fair Play Index in terms of involvement in the least incidents of racism and violence.

Football Federation of FYR Macedonia

Since its inception in 2003, KIO Israel has successfully transformed the issue of racism in football from something that was considered an inevitable part of the game to a mainstream issue condemned across the board in Israeli society.

“As other national and international football governing bodies have done before, we hope that after today Israeli football can also join the fight and challenge homophobia.”

Rachel Llat, NIF executive director (on the first-ever anti-homophobia football match in Israel)

Since its introduction in 2012/13, the 100% Football campaign has now been fully integrated into the strategic plan of the FFM.

100% Football Campaign

Before the start of the spring season, a number of round-table events were held as part of the 100% Football campaign, where the main objectives were to address issues around security, to protect the game’s integrity and to look at the measures and activities that can be introduced based on laws and the regulations of the FFM, UEFA and FIFA.

“Significant emphasis was also placed on the recent changes to the law on the prevention of violence and indecent behaviour at sport events, which now allows for stadium bans of up to three years, as well as financial sanctions.”

Zoran Sazdov, chairman of the safety and security committee of the FFM
Football associations of southeastern Europe

The national associations of Bosnia and Herzegovina, Croatia, Montenegro and Serbia continued their joint initiative – with the coordinating support of FairPlay-VIDC (the Vienna Institute for Intercultural Dialogue and Cooperation) and its partner, the Balkan Alpe Adria Project (BAAP) – to promote intercultural dialogue and social inclusion and help prevent discrimination in southeastern Europe and in football.

Key performance indicators

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</thead>
<tbody>
<tr>
<td>Football exchange and promote the idea of respect and multiculturalism at Vienna Meets Balkan event</td>
<td>Number of children participating in intercultural workshops</td>
<td>100</td>
<td>150</td>
<td>172</td>
<td>184</td>
<td>180-200</td>
</tr>
<tr>
<td>Number of different workshops (painting, streetKick etc.) taking place at Vienna Meets Balkan event</td>
<td>Number of educational workshops held in the partner countries</td>
<td>3</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>5-10</td>
</tr>
<tr>
<td>Number of trilingual youth brochures distributed</td>
<td>Number of groups participating in the Fare action weeks</td>
<td>2,500</td>
<td>1,200</td>
<td>1,200</td>
<td>1,000</td>
<td>1,000-2,000</td>
</tr>
<tr>
<td>Offer a regular platform to increase the expertise of local groups and develop a visible network</td>
<td>Number of different workshops held by or regional partners or local clubs in the partner countries</td>
<td>30</td>
<td>15 coaches + 10 youth players</td>
<td>20 coaches</td>
<td>15 coaches</td>
<td></td>
</tr>
<tr>
<td>Number of educational workshops held in the partner countries</td>
<td>Number of educational workshops held in the partner countries</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Number of activities organised by grassroots or local clubs in the partner countries</td>
<td>Number of groups participating in the Fare action weeks</td>
<td>6</td>
<td>6</td>
<td>15</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Number of activities organised by grassroots or local clubs in the partner countries</td>
<td>Number of groups participating in the Fare action weeks</td>
<td>30</td>
<td>28</td>
<td>36</td>
<td>30</td>
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More than 200 players from 18 youth teams took part in the Vienna Meets Balkan international fair play tournament.

Main achievements 2014/15

- A series of regional youth tournaments were organised with the aim of promoting international youth exchange in the field of sport in southeastern Europe.
- Under the slogan ‘Vienna meets Balkan’, children and youth teams from the region, plus Austria and Hungary, came together, for three days to play football, deepen the intercultural exchange and take a common stand against nationalism.
- Several high-profile clubs and national teams took a public stance to prevent racism and nationalism in stadiums. A typical example was when all eight matches in one weekend of the Bosnian and Herzegovinan Premier League were dedicated to the fight against racism and nationalism.
- FairPlay-VDC and the Bosnia and Herzegovina Football Federation (NFSBiH) published a response to a racist incident that occurred before a match between Austria and Bosnia and Herzegovina, in which they condemned racism. FairPlay-VDC also coordinated a stand against discrimination prior to this match, with both teams showing racism red cards.
- FairPlay-VDC and BAAP supported and allocated the Fare network’s Football People action week grants for its organisations and sports clubs in the western Balkan region.
- A series of workshops and seminars were organised in the region for key stakeholders, including partner organisations and supporters, to further the goals of BAAP.
- Several anti-racism days – involving action on matchdays, spreading inclusive messages via stadium announcements, and so on – will be organised with national associations and clubs in the Balkans.
- Both teams showing racism red cards.
- Several anti-racism days – involving action on matchdays, spreading inclusive messages via stadium announcements, and so on – will be organised with national associations and clubs in the Balkans.
- Several meet-ups with partners and the national associations will be held to plan the future work programme and cooperation.

“[The NFSBiH] strongly condemns any kind of nationalism, racism, hostility, bigotry and xenophobia. We also reject various attempts to connect this or similar acts with [NFSBiH] leadership, who constantly affirms principles of tolerance, understanding, friendship and fair play.”

NFSBiH statement
The 13th edition of the Vienna meets Balkan programme took place in Vienna in May 2015. The sun did not shine – in fact, the rain poured almost constantly – but this was certainly of no detriment to the project.

Although some of the outdoor activities (see the workshop stations listed below) had to be cancelled or shortened, many of the children and young people participating agreed that the weather had brought them even closer together, by offering them more opportunities to learn from each other and have fun.

Workshop stations
1. Discrimination
2. Who’s who
3. Painting workshop
4. Watchman’s football
5. Blind football
6. FairPlay workshop
7. FairPlay street kick
8. Micro soccer
9. Make acquaintances workshop
10. “Game with stones (to strengthen group cohesion)”

Mehmed Agović (46), from Mostar, came with his team to the tournament for the seventh time. Mehmed holds a UEFA A licence and was full of positive emotions about the tournament, saying, “All children have learned words from other languages. Common excursions to the Luna Park or Schönbrunn Palace are highlights they’ll remember forever.” When asked why this tournament was so valuable, he explained, “We are a divided country. The most valuable part is the shared bus ride, where four teams from Mostar, Split, Sarajevo and Montenegro travel together; for them it is a unique opportunity to make friends, irrespective of their different nationalities.”

Benjamin Dragolj (25) works as a football coach for the Sarajevo team and was at the programme for the first time. His career as a professional football player ended prematurely due to injury, though he soon turned this misfortune into an opportunity by establishing an NGO that works with children. For Benjamin, this tournament was a unique opportunity to combine his work with children with the game of football. He says, “If you want to change society you should start with the children!”

Milenko Ćučković (53). Milenko has worked as a football coach for over 20 years. He has witnessed many parents transferring their personal traumas from the war and other social problems onto the children. As he said, “Such programmes offer a useful and very much needed platform for intercultural exchange.”

Vienna meets Balkan
Football associations
Fare network

The Fare network tackles discrimination in football and uses the game as a tool for social inclusion. It pursues three specific objectives:

1. Fare tackles discrimination at all levels of football across Europe by providing support for football governing bodies and operating a matchday observer scheme.

2. Fare raises awareness of the integrative potential of football and encourages action against discrimination through the exchange of good practices and educational activities.

3. Fare builds capacity to empower groups who are marginalised and discriminated against by providing support for Fare members and partners to develop activities at local and national levels.

Main achievements 2014/15

- Fare allocated €80,000 in grants to its ever-expanding annual campaign, Football People action weeks, supported by a number of high-profile players. A total of 242 small grants and 15 event grants of up to €3,000 were provided for activities that unite supporters, grassroots groups and professional football to take a stand against discrimination, and for social unity.

- As part of Fare’s Eastern Europe Development Project, the focus was put on Russia. Fare organised a series of events and published a ‘Time for Action’ report to pave the way for more concerted interventions at local and national level.

- Fare commissioned and published two academic reports, The Glass Ceiling in European Football and Ethnic Minorities in Coaching in Elite Level Football, which looked at levels of representation of particular groups in football.

- More than 140 representatives from 38 countries, among them Fare members and leading activists, gathered for the Fare2015 conference and general meeting at Camp Nou in Barcelona, for two days of debates.

In 2014, over 2,000 activities and events took place in 59 countries, including those of all 54 UEFA member associations.

Planned activities 2015/16

- Organise at least two round tables and networking meetings for Fare members and external NGOs and activist groups in different countries.

- Organise football People action weeks in October 2015 and increase the participation of ethnic minority groups, women and supporters’ groups.

- Organise a panel discussion on the topic of homophobia in football on the eve of the UEFA Champions League final in Berlin. It also partnered with Football Against Homophobia to support ten fan and community groups in eight countries to help them run anti-discrimination activities and celebrate diversity in football as part of the International Day Against Homophobia, Transphobia and Biphobia.

- Continue to raise awareness of glass ceilings in football, specifically in relation to women and ethnic minorities in administration and ethnic minorities in coaching.

- Implement a European project to increase the participation of ethnic minority women in grassroots football subject to the EU funding granted.

- Increase activity and build capacity in eastern and central Europe.

- Commission an academic report on discrimination in a European country.

The Football People weeks are a time of celebration. Together thousands of people send out a message against discrimination, to tackle exclusion, and at the same time to stand in solidarity and friendship to celebrate diversity.”

Piara Powar, Fare executive director

UEFA supported Fare’s Football People campaign through on-pitch activities at the UEFA EURO 2016 international qualification matches, UEFA Champions League matches and UEFA Europa League matches during the two-week campaign, as a result of which the message of inclusion and anti-discrimination reached millions of supporters.

This was a sign of Fare’s intention to deepen relationships with its partners, in football and society, to realise its mission of bringing together NGOs, informal groups, individuals and organisations to combat all forms of discrimination in football – including racism, far-right nationalism, sexism, transphobia, homophobia and discrimination against disabled people – and to use the sport as a means of social change.
Fare network

Key performance indicators

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</thead>
<tbody>
<tr>
<td>Tackle discrimination at all levels of football across Europe</td>
<td>Support for governance</td>
<td>Number of times Fare provided support/assistance to national associations or professional clubs (unrelated to sanctions received)</td>
<td>n/a</td>
<td>4</td>
<td>10</td>
<td>10</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Observer scheme</td>
<td>Total number of observers trained at date</td>
<td>16</td>
<td>66</td>
<td>102</td>
<td>130</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of downloads and shares of Fare publications</td>
<td>1,200</td>
<td>2,101</td>
<td>4,081</td>
<td>5,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Raise awareness about the integrative potential of football and encourage action against discrimination</td>
<td>Number of countries where the scheme contributed to national debates</td>
<td>3</td>
<td>6</td>
<td>7</td>
<td>10</td>
<td>12</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Amount of educational material published and funded</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of workshops held or presentations given to provide information about Fare’s work</td>
<td>15</td>
<td>22</td>
<td>27</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of educational events supported or co-ordinated</td>
<td>n/a</td>
<td>70</td>
<td>90</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Information sharing</td>
<td>Number of good-practice examples and educational resources shared</td>
<td>20</td>
<td>27</td>
<td>30</td>
<td>33</td>
<td>35</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Build capacity to empower groups who are marginalised and discriminated against</td>
<td>Support for Fare members and grassroots groups/campaigns</td>
<td>Numbers of events, campaigns, round tables, panel discussions, conferences and festivals supported (i.e. not Fare’s own events) / organised, hosted, co-hosted or funded (i.e. Fare events)</td>
<td>235/5</td>
<td>26/7</td>
<td>270/13</td>
<td>270/12</td>
<td>270/12</td>
<td>270/12</td>
</tr>
<tr>
<td></td>
<td>Number of ethnic minority, LGBT groups and women’s organisations worked with</td>
<td>27</td>
<td>32</td>
<td>40</td>
<td>55</td>
<td>60</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organisation of Football People</td>
<td>Number of known Football People activities</td>
<td>500</td>
<td>1,500</td>
<td>2,000</td>
<td>2,000</td>
<td>2,100</td>
<td>2,100</td>
</tr>
</tbody>
</table>

Fare operates a matchday observer scheme to monitor discriminatory incidents at UEFA international competitions. The ongoing project was introduced with pilots during the 2012/13 season and has been rolled out since to cover the UEFA Europa League, UEFA Champions League and international European matches from the qualification rounds until the finals.

In the 2014/15 season, Fare analysed the likelihood of there being discriminatory incidents at each of the 698 UEFA fixtures. The assessment took into account the records of the teams involved, developments in their fan scenes and the sociopolitical situation in the countries of the teams involved.

As a result of the in-depth assessment, 146 matches were highlighted as posing a moderate risk of discriminatory incidents. Fare informed UEFA and team officials prior to each match and provided them with a briefing document detailing the specific concerns, to enable on-site action to be taken during the match.

Fare identified another 143 matches where the risk of discriminatory incidents ranged from high to very high. As well as providing a briefing paper, Fare dispatched one or two international observers to attend each match and observe these ‘high-risk’ games in person.

Throughout the season, 31 Fare observers attended the high-risk matches and reported any discriminatory incidents witnessed. A total of 516 reports were filed with UEFA, after verification by the Fare secretariat. The reports provided the UEFA Control, Ethics and Disciplinary Body with intelligence and detailed evidence about the incidents so that it could make informed decisions.

The system and resulting sanctions have caused a number of reactions from clubs, national associations and fan groups. Clubs and associations are increasingly aware of the system and potential sanctions and many now take preventative measures to prevent discriminatory incidents from happening in their stadiums.

For more information about the projects, activities and results, please refer to the Fare website (www.fare-network.org) and Fare’s annual reports.
NEVER AGAIN organised the 13th edition of the anti-racism tournament at the Przystanek Woodstock Festival. The tournament includes anti-discrimination workshops and the provision of anti-racist educational materials to participants.

A total of 115 cultural and educational events were supported or co-organised, including concerts, exhibitions, grassroots sports events, book launches – with 500 copies distributed – and community festivals, all with an anti-racism and/or anti-discrimination element.

Regular monitoring of Polish league and international games was carried out, with the findings – including 143 documented incidents – shared with the media and relevant stakeholders, such as the Polish Football Association (PZPN).

Narod Wybrany Cracovia Pany (Chosen nation – Cravovia rules), a book written by Maciej Kozlowski on the multicultural history of Polish football as well as contemporary issues of anti-Semitism and racism, was published and well-received in the media.

More than 50 workshops and seminars for teachers, officials and other groups (including public prosecutors, security personnel and police academy students) were held.

In addition to the activities that it is involved with on an annual basis and those already listed in the ‘Main achievements’ section, NEVER AGAIN is planning the following:

- The publication of the NEVER AGAIN fanzine, containing the most recent part of the Brown Book, the hate crime register which lists xenophobic incidents that took place in Poland over the previous year.
- The distribution of approximately 60,000 anti-racism leaflets, booklets and other materials at events throughout the season, targeting football fans and young people.
- Continued participation in public debates, promoting the Fare network’s message of anti-discrimination and social inclusion in the regional and national media.
- Quarterly meetings with the PZPN and other stakeholders, such as the Polish Premier League and other Fare members.
Inclusion
Football for All Abilities

European Amputee Football Federation (EAFF)

Amputee football is currently one of the fastest-growing disabled football variants in the world, with the number of countries playing amputee football in Europe doubling in the last five years.

The EAFF was established in February 2015, midway through the 2014/15 season. It currently brings together 11 European associations from countries where amputee football is played, with the goal of promoting and ensuring the growth of amputee football in Europe by integrating national amputee football associations, and the amputee football community, into the existing national and European football framework.

Seven-a-side matches are played between teams with 6 outfield players, who have 1 leg and move around on crutches, and a goalkeeper with 1 arm.

With UEFA’s support, the EAFF intends to achieve the following objectives in the coming years:
- to increase interest in the discipline in Europe and in individual countries;
- to increase the number of players in individual countries, and therefore the number of clubs, leagues and matches played;
- to increase the number of countries where amputee football is present; and
- to increase the number of children playing amputee football in Europe.

Main achievements 2014/15
- The FAI had no hesitation in hosting the inaugural European Amputee Football Federation Congress in Dublin in February 2015. We are very proud of our involvement and support of the establishment of the EAFF and its continued support of the Irish Amputee Football Association at home in Ireland.”
  John Delaney, chief executive officer, Football Association of Ireland (FAI)

Planned activities for 2015/16
- The organisation of an amputee football development week in Europe.
- The organisation of an international junior and coach amputee football camp in Ireland.
- Preparation for the Amputee Football World Cup in Turkey (planned for November 2016).
- The organisation of the fifth edition of the Amp Futbol Cup, in Poland in September 2016.
- The organisation of an amputee football development week in Europe.
- The organisation of an international junior and coach amputee football camp in Ireland.
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Main achievements 2014/15
- The organisation of the EAFF’s foundation congress, with representatives from 10 countries (the 11th country joined in May).
- An exhibition match in front of a youthful and sizeable crowd at the UEFA Champions Festival in Berlin.
- Preparation for the Amputee Football World Cup in Turkey (planned for November 2016).
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European Amputee Football Federation (EAFF)

Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance 2014/15</th>
<th>Plan 2015/16</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrate national associations into the wider football administration community</td>
<td>Number of EAFF member countries</td>
<td>11</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Increase interest in the discipline in Europe and in individual countries</td>
<td>Number of events and exhibition events</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Number of Facebook/EuroAMP fans</td>
<td>800</td>
<td>1,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Increase the number of players in Europe</td>
<td>Number of leagues</td>
<td>6</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Number of clubs</td>
<td>54</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>Number of players</td>
<td>1,140</td>
<td>1,200</td>
<td>1,250</td>
</tr>
<tr>
<td>Increase the number of children playing</td>
<td>Number of children playing</td>
<td>68</td>
<td>80</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Number of countries with children</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

At the time of writing there are already more than 500 amputee football players at 24 clubs in Turkey. The EAFF intends to use Turkey as a model of best practice to give individuals in all European countries an opportunity to play football in the face of apparent adversity.

European Deaf Sport Organisation (EDSO)

There has been steady growth in the popularity of the European Deaf Futsal Championships among the men’s teams in the deaf sporting community since the championships’ establishment by the European Deaf Sports Organisation (EDSO) in 2002. The main reason for this is thought to be the fact that the teams are small-sided and therefore easier to organise in countries with a limited number of deaf players.

The organisation intends to ensure that the popularity of this game is seen in the women’s game as well as the men’s, by reducing the number of teams in the 2018/19 EDSO European Futsal Championship finals to improve the quality of football at the tournament, and therefore better promote the game.

Main achievements 2014/15

- Sixteen men’s and 14 women’s teams went to Sofia, Bulgaria, for the fourth European Deaf Futsal Championship, organised by the Bulgarian Deaf Sports Federation with help from the Bulgarian Football Union (BFO).
- Sixteen men’s and four women’s teams descended upon Hanover, Germany, for the eighth European Deaf Football Championship and the second European Women’s Deaf Football Championship, with all hearing-impaired referees and assistant referees recruited based on assessments from the Deaf Champions League.
- Eight men’s teams took part in the Deaf Champions League in Antalya, Turkey. Ten deaf referees from seven countries took part.

Planned activities for 2015/16

- The EDSO will continue working towards the European Deaf Futsal Championships in Amsterdam, the Netherlands, in 2018 and in Heraklion, Crete, in 2019.
- A new European Deaf Football Referee Union, to support the integral development of referees.
- Organisation of the inaugural Under-21 European Deaf Football Championships in Wroclaw, Poland, and the Deaf Champions League finals in Aarhus, Denmark, while new men’s and women’s futsal tournaments for both genders will be organised in Huelva, Spain.
## Football for All Abilities

### European Deaf Sport Organisation (EDSO)

#### Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance 2006/07</th>
<th>Performance 2010/11</th>
<th>Plan 2014/15</th>
<th>Target 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organise Europe-wide tournaments</td>
<td>Number of teams participating in European Deaf Futsal Championships (qualifying-finals)</td>
<td>None/20 men and 9 women</td>
<td>None/23 men and 13 women</td>
<td>25 men and 16 women</td>
<td>30 men and 16 women</td>
</tr>
<tr>
<td></td>
<td>Number of players participating in the European Deaf Futsal Championship finals</td>
<td>240 men/106 women</td>
<td>263 men/146 women</td>
<td>312 men/194 women</td>
<td>300 men/180 women</td>
</tr>
<tr>
<td></td>
<td>Number of teams participating in European Deaf Football Championships (qualifying-finals)</td>
<td>21 men/11 men</td>
<td>19 men/19 men and 3 women</td>
<td>19 men/15 men and 4 women</td>
<td>20 men women/16 men and 16 women</td>
</tr>
</tbody>
</table>

#### The EDSO Football Commission is planning a shift in focus more towards grassroots development of football for deaf people, and expects to focus on the following activities in coming seasons:

- **The Deaf Champions League** – seen to be the main tool for development at club level.
- New European youth football tournaments, played at Under-21 and Under-18 level.
- A new Deaf Referee Commission to arrange training programmes and referee appointments for approved deaf international and national football competitions, with the help of national associations, via interpretation services.
- Encouraging hearing-impaired coaches to gain qualifications and enhance their skills in teaching through sign language.

### Contents

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Football for All Abilities

European Powerchair Football Association (EPFA)

In spite of the forced cancellation of its flagship tournament14, in 2014/15 the European Powerchair Football Association (EPFA) pushed forward with its efforts to increase participation in the sport, with 10 of its 13 member countries organising national competitions. Thanks to the efforts of the EPFA staff, who supported and organised national training courses in the countries concerned, national competitions were officially launched in Austria and Scotland. The future of these competitions already appears secure, since they are set to be played over a number of years.

The EPFA is acutely aware that it needs to find new partners quickly if it is to meet its objectives and continue to grow. Its participation in the Socioeconomic Global Convention in Manchester in September 2015 reflects its desire to attract strong, prestigious new partners who will enable it to further improve the promotion of powerchair football in Europe.

In the 2014/15 season, only 16 have been counted. The actual number of available officials was 21 (as per the plan in the previous report). However, due to the fact that classifiers ensure that competition is conducted on an equal basis for those who qualify to play. Currently classification is only enforced at international level. Although the EPFA’s discussions with Turkey and Sweden regarding membership are nearly complete, and are likely to lead to an increase in the number of member countries, the overall number of powerchair football players in Europe has stayed the same.

Main achievements 2014/15

- An EPFA technical team went on a five-day tour of three Portuguese cities chosen by the Portugal Football Federation in order to promote the sport and attract new players. As a result, a new club was recently set up in Braga and will soon be starting its own training sessions.
- A week-long technical course focusing on individual technique, wheelchair control, positioning on the pitch and team tactics was organised for 16 Under-16 players from France, Ireland and England.
- As part of the EPFAs strategy to strengthen powerchair football in countries where the sport has only recently been introduced, its training department conducted three-day level 1 referee training courses for 54 participants in Austria, Italy and Turkey.

Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance 2013/14</th>
<th>Performance 2014/15</th>
<th>Plan 2015/16</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop the game</td>
<td>Number of qualified international referees and assistant referees</td>
<td>16</td>
<td>15*</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Number of international classifiers*</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Number of member countries</td>
<td>13</td>
<td>13*</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Increase participation</td>
<td>Number of players</td>
<td>3,670</td>
<td>3,676*</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>Number of member countries organising national competitions</td>
<td>8</td>
<td>10*</td>
<td>11</td>
<td>16</td>
</tr>
</tbody>
</table>

*The actual number of available officials was 21 (as per the plan in the previous report). However, due to the fact that officials need to be seen in at least one game during an official competition, and there were no competition in the 2014/15 season, only 16 have been counted.

14 Although the EPFA’s discussions with Turkey and Sweden regarding membership are nearly complete, and are likely to lead to an increase in the number of member countries in 2016, the EPFA Development League will be introduced as a friendly international tournament exclusively reserved for new EPFA member countries that do not have their own national championship.

15 Two training/introductory courses will be run in the non-member countries of Sweden and the Netherlands, during which the EPFA will allow all local people to try the sport.

16 The second European Powerchair Football Congress will take place in the country hosting the FIPFA World Cup in 2016.

17 Three national training courses will be held for new referees and coaches (level 1) in Finland, Scotland and Northern Ireland.

Inclusion

UEFA Football and Social Responsibility Report 2014/15
Football for All Abilities

International Blind Sports Federation (IBSA)

IBSA continued throughout the 2014/15 season to deliver on its goal to help blind football expand and grow in Europe. It kicked off its year with the IBSA Euro Challenge Cup 2014, which brought together 100 people from six fast-tracked emerging nations, and spent considerable time and effort during the year on establishing and consolidating links with organisations and new partner countries by supplying equipment to their national blind football programmes.

Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance 2013/14</th>
<th>Plan 2014/15</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop emerging countries programme</td>
<td>Number of countries involved in development tournament for emerging countries</td>
<td>6</td>
<td>6</td>
<td>Cumulative total of 12 countries by the end of 2016/17</td>
</tr>
<tr>
<td>Develop blind football for women and youth players</td>
<td>Number of youth development programmes supported</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Distribute blind football equipment</td>
<td>Number of countries benefiting from support</td>
<td>12</td>
<td>9</td>
<td>13</td>
</tr>
</tbody>
</table>

Main achievements 2014/15

- The IBSA Euro Challenge Cup 2014 was held in Prague, Czech Republic. Six national blind football teams from emerging blind football nations competed in their first-ever international tournament.
- Seminars were held in eight countries to train 45 blind football officials to support the national blind football programmes and officiate at international friendly or official tournaments.
- A total of 40 people, including youth players and women, participated in training camps held in Sweden and Finland.
- Blind footballers from France and Germany were given the chance to showcase their skills to fans attending the UEFA Champions Festival in Berlin.
- IBSA took part in a UEFA disability awareness day at UEFA headquarters in Nyon. UEFA staff were given the opportunity to play blind football and watch an exhibition match.

The IBSA Blind Football European Youth Camp 2015 will take place, for which significant resources have been invested in the planning stage.

Training camps for players, coaches, referees and other officials in Albania, Austria and Georgia are planned to benefit the national programmes in these emerging nations.

IBSA will continue to supply balls, eyeshades and other blind football equipment to countries that apply through its grant fund, with a particular focus on the emerging countries and grassroots programmes that are inclusive of young players and women players.

The major event will be the second IBSA Blind Football Development Tournament. IBSA will organise and run a tournament for six new national blind football teams.

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Planned activities 2015/16

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IBSA’s objective is to increase the playing opportunities for blind and partially sighted football players across Europe. Having identified five new countries since 2012/13, and with a plan to host training camps in another four new countries next season, IBSA is now considering placing more emphasis on implementing grassroots activities in existing countries to meet this objective.

Kevin Vandenbergh, Belgian national team player and player of the tournament at the IBSA Euro Challenge Cup 2014
Football for All Abilities

International Federation of Cerebral Palsy Football (CPISRA)

In October 2010, the general assembly of the CPISRA adopted a motion for Football 7-a-side – renamed cerebral palsy football (CP football) in 2015 – to become an independent sport. In 2014 preparations were started to establish a new federation for cerebral palsy football and, from 1 January 2015, the IFCPF was established, and is now responsible for the governance of the sport. UEFA support has been transferred to the IFCPF, along with the expected programme deliverables outlined in the last FSR report.

"I am very impressed with the phenomenal growth that our sport has experienced since London 2012, largely as a result of UEFA’s financial support.”

Sandy Hermiston, president of the IFCPF

Main achievements 2014/15

Development
- Provided support to three development tournaments, including the tenth Barcelona International Trophy of CP Football and the Northern European Open Championship in Aarhus, Denmark.
- Support of local organising committees involved the classification of players, provision of technical expertise relating to tournament scheduling and promotion via social media.

Coach education
- Organised coach education courses in four countries. In Wales, the course represented the first step in the development of a CP football programme.

Classification
- Classification Committee established in 2015 to develop an evidence-based classification system for implementation after the Rio 2016 Paralympic Games and to create an education course for new classifiers.

The IFCPF has delivered 14 coach education courses/workshops, supported 19 countries with development grants and provided financial support for 6 tournaments since its partnership with UEFA began.

Key performance indicators

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>Number of countries that receive development grants of between €2,000 and €5,000</td>
<td>n/a</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Development</td>
<td>Number of countries that participate in international competitions</td>
<td>n/a</td>
<td>23</td>
<td>36</td>
<td>36</td>
<td>39</td>
</tr>
<tr>
<td>Coach education</td>
<td>Number of courses delivered</td>
<td>n/a</td>
<td>7</td>
<td>4</td>
<td>5</td>
<td>A cumulative total of at least 22 courses</td>
</tr>
<tr>
<td>Governance</td>
<td>Number of technical officials (TDs) and international technical officials (ITOs)</td>
<td>1 TD</td>
<td>2 ITOs</td>
<td>2 TDs</td>
<td>4 ITOs</td>
<td>2 TDs</td>
</tr>
<tr>
<td>Classification</td>
<td>Number of classifiers</td>
<td>n/a</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

Planned activities for 2015/16

- Support three development tournaments.
- Develop a coach education course and deliver the completed product in five countries.
- Make initial contact with four eastern European countries to develop football in the region.
- Support the first CP football Under-19 World Championships, to be held in Nottingham, England.
- Use the evidence-based classification programme for all players in international competitions.
- Develop an online introduction to level 1 of the CP football classification course (level 2 will be developed after Rio to coincide with the new classification profile).
- Ensure five new classifiers successfully complete the course (medical doctors, a physiotherapist and a technical official).
- Appoint two new board members to the IFCPF governing board (an athlete representative and a representative from Asia).

Classifiers ensure that competition is conducted on an equal basis for those who qualify to play. Currently classification is only enforced at international level. **The target figures were not met because two significant tournaments were taking place. As such, training courses have been rescheduled for 2016, after which more officials are expected.**
During the 2014/15 season, the Special Olympics developed a new global vision for 2016 to 2020: “To use sport to open hearts and minds towards people with intellectual disabilities and create inclusive communities all over the world.”

Main achievements 2014/15

- Special Olympics Turkey successfully implemented a new inclusive sports model called Special Olympics Unified Recreation. As a result, 300 children with intellectual disabilities (athletes) and 300 children without intellectual disabilities (partners) took part in an inclusive sports setting across six cities for the first time.
- The fourth Kim Källström Trophy competition was held as part of the World Youth Cup, or Gothia Cup, in Gothenburg. This European seven-a-side football tournament was organised by Special Olympics for 30 teams from 15 nations.
- A seven-a-side football tournament was held at the 2014 Special Olympics European Summer Games for 23 male and 10 female teams. All players also enjoyed the presence of high-profile queens and ambassadors, including UEFA Captain of Change Christian Karembeu.
- The Special Olympics were awarded the 2015 People’s Voice/Webby Award for the social media campaign coordinated with Belgian national team footballer Kevin De Bruyne to raise awareness and increase support for the 2014 Special Olympics European Summer Games.
- The Special Olympics featured in the UEFA Champions Festival and UEFA Europa League neutral fan zone.
- The Special Olympics European Football Week 2015 involved over 40,000 participants in 50 countries and 37 seminars for coaches organised in cooperation with 28 national associations and 90 clubs across Europe. Leading football stars, including Danny Alves, Johan Cruyff and Christian Karembeu, gave their support to the initiative.
- An invitational seven-a-side football tournament in Rosmalen, in the Netherlands, was organised for 12 teams from 10 countries and was hosted by local club RKKSV Rosmalen.

In the last 16 years, the Special Olympics organised 24 European football tournaments for over 6,800 players. Its football programme grew during the 2014/15 season from 133,070 to 137,707 players, an increase of 4,637.

Planned activities for 2015/16

- The annual activities of Special Olympics Europe/Eurasia (SOEE) will again take place, including the fifth Kim Källström Trophy, the Baltic Cup and the 16th edition of the European Football Week.
- The 2015 Special Olympics World Games in Los Angeles, with 47 seven and eleven-a-side teams and 500 players from Europe taking part.
- Participation in the European Week of Sport, a series of events and activities taking place across the 28 EU member states that is designed to promote sport and physical activity.
- The 13th edition of the Special Olympics European Football conference will be held in March 2016, in Antwerp, Belgium, with a focus on the inclusion of youth through football for people with intellectual disabilities.
- A 7-a-side Unified Football tournament hosted by Villarreal in Spain for 20 teams from 6 countries.

“I see no difference between athletes and partners. They just need a little support sometimes to learn new skills. In my team there are some athletes who have better abilities than partners. I like to be friends with athletes, and I am sure that we are all equal in life.”

Mustafa Akın, partner, aged 11
**Football for All Abilities**

**Special Olympics Europe/Eurasia (SOEE)**

**Key performance indicators**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>2010/11</th>
<th>Performance 2013/14</th>
<th>Plan 2014/15</th>
<th>Target 2015/16</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop grassroots football</td>
<td>Number of football players registered</td>
<td>130,857</td>
<td>133,070</td>
<td>137,707</td>
<td>139,000</td>
<td>140,000</td>
</tr>
<tr>
<td>Recruit and educate coaches</td>
<td>Number of coaches trained</td>
<td>450</td>
<td>550</td>
<td>600</td>
<td>550</td>
<td>550</td>
</tr>
<tr>
<td>Promote integrated teams</td>
<td>Number of players in unified teams</td>
<td>25,275</td>
<td>29,721</td>
<td>33,858</td>
<td>34,000</td>
<td>35,000</td>
</tr>
</tbody>
</table>

**The 16th Thuringia Regional Tournament**

As part of SOEE’s 15th Annual European Football Week, the 16th Thuringia Regional Tournament for people with intellectual disabilities took place between 12 and 14 June at the remote but well-kept training ground of SV Nahetal Hinterrhein.

The tournament was set up in 1998 with six teams. This year’s tournament brought together 17 teams from state-funded organisations that employ disabled people to carry out jobs within their capabilities – with the main objective of bringing players together in a safe and fun environment.

The tournament is organised by Special Olympics Thuringia and supported by a group of partners, including the regional football association and local municipality.

The 16th Thuringia Regional Tournament

Nicki Vroenz, regional coordinator for Special Olympics Thuringia and national football coordinator of Special Olympics Germany, oversees the implementation of the Swiss ladder system at the tournament. She explained, “It’s a way of levelling the playing field by incorporating the results of a team’s opponents, and the opponents’ results against other opponents. We’ve been using it at Special Olympics Germany for six years now. After an initial Classification Day, there follows a Finals Day whereby teams with similar results compete against each other (in homogenous final groups).”

Many of the teams that were there on the day have been coming since the tournament began. Sven Muller-Welt, global messenger for Thuringia and player for the Renneck state-funded organisation, gave a speech at the opening of this year’s tournament.

He emphasised that, “It’s about fun and respect. And it gives us an opportunity to unite as a strong team.”

Sven’s coach, Christiane Betz, added, “They work as gardeners, fitters, cooks and recyclers and rarely leave the town that they work in. This tournament offers them a chance to travel to somewhere new, to experience the highs and lows of a football tournament as a team, and have the potential to qualify for the national tournament.”

Thanks to SOEE’s coordination, the impact of such a tournament was felt far beyond Thuringia. Other events and activities, also held for the benefit of intellectually disabled people, were being held across the continent as part of the collective European Football Week initiative.

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**The number of teams will depend on the interest in hosting a European event, how much funding can be raised by the local organising committee, support provided by the FA or club and how many teams can be accommodated.**

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

**Numbers in brackets refer to European teams/players at the 2015 Special Olympics World Games in Los Angeles.**
**Homeless World Cup Foundation (HWC)**

Although it is a small organisation, the Homeless World Cup Foundation (HWCF) has a global reach. Today, the main role of the organisation is to coordinate the work of 74 official national partner organisations across five continents by providing support and guidance to grow and develop sustainable programmes, which have a positive impact on the lives of homeless and excluded people all around the world.

It is also responsible for the organisation and management of the annual Homeless World Cup, at which the national partners come together to demonstrate how football has the power to change the lives of the players taking part.

The HWCF currently has 74 official national partner organisations across five continents.

A total of 100,000 people came to watch 350 live games over 8 days and to see how football has helped to change the lives of the players taking part.

### Main achievements 2014/15

- The 2014 Homeless World Cup took place in Santiago, Chile, with 54 national teams playing in specially constructed stadiums opposite the presidential palace. Around 100,000 people came to watch 350 live games over eight days and to see how football has helped to change the lives of the players taking part.

- The 2014 Homeless World Cup saw the hosting of the first-ever UEFA Respect Day. There were UEFA Respect flags as the teams walked onto the pitches, T-shirts and caps were worn by players, managers and volunteers, all captains wore Respect armbands, the day was profiled on social media and on the HWCF website, and a pre-game video capturing the essence of the day was broadcast on HWCF and UEFA channels.

- iPass (International Partners Sharing Skills) was supported through a new partnership framework, which scores and ranks all global partners based on a range of qualitative and quantitative measurements, such as leadership, communication, working with other HWCF partners, the integration of women and the addition of women’s programmes, the number of players, the number of sessions per week and the relationship with national associations. The 48 top-scoring men’s teams and 16 top-scoring women’s teams are invited to the Homeless World Cup each year.

- The 2015 Homeless World Cup will be held in Amsterdam, the Netherlands, in the centre of Museumplein. A total of 64 national teams will take part in the tournament, which will further embed the key theme of Respect, highlighted strongly on UEFA Respect Day.

- A significant three-year funding application has been submitted to the EU’s Erasmus+ programme to further develop iPass activities in Europe to help it measure and understand the social impact at partner country level through the social football programmes that its partners run.

### Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance 2013/14</th>
<th>Performance 2014/15</th>
<th>Plan 2015/16</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of players who benefit from social inclusion programmes</td>
<td>Number of players participating in a Homeless World Cup partner programme</td>
<td>72,088</td>
<td>83,280</td>
<td>88,088&lt;sup&gt;a&lt;/sup&gt;</td>
<td>97,138&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>Stimulate the creation of international football programmes on every continent</td>
<td>Numbers of full/provisional partner agreements in place</td>
<td>69/11</td>
<td>69/11&lt;sup&gt;b&lt;/sup&gt;</td>
<td>70/10</td>
<td>70/10</td>
</tr>
<tr>
<td>Create visibility of the work of the HWCF and its global partners through its annual tournament</td>
<td>Number of spectators</td>
<td>n/a</td>
<td>150,000&lt;sup&gt;a&lt;/sup&gt;</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Number of online content impressions</td>
<td>n/a</td>
<td>22 million</td>
<td>30 million</td>
<td>60 million</td>
</tr>
<tr>
<td></td>
<td>Unique views on the HWCF website during the tournament</td>
<td>n/a</td>
<td>45,000</td>
<td>54,000</td>
<td>66,000</td>
</tr>
<tr>
<td></td>
<td>Page views</td>
<td>400,000</td>
<td>300,000&lt;sup&gt;b&lt;/sup&gt;</td>
<td>400,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of people active on social media</td>
<td>n/a</td>
<td>3 million</td>
<td>4.4 million</td>
<td>5 million</td>
</tr>
</tbody>
</table>

<sup>a</sup> Represents a 10% increase on the previous season.  
<sup>b</sup> Represents a 15% increase on the previous season.  
Although overall partner numbers remained fairly static the overall composition changed as focus shifted to improving quality. See table below for a full explanation.  
The 2014 tournament football TV coverage, including a live broadcast of the finals, saw an average of 35 markets taking news packages.  
A decrease on the previous season here is viewed by the HWCF as a positive because, following a relaunch of its website, this indicates that users are finding what they want more quickly.

The HWCF’s iPass and the partnership framework have resulted in changes to the status and number of national partner organisations. Importantly, both have also led to an overall increase in partner quality, as demonstrated by a higher level of communication and understanding between the HWCF and its partner organisations, as well as enhanced measurement practice that will see long-term improvements in social impact.

Planning activities for 2014/15

- The 2015 Homeless World Cup will be held in Amsterdam, the Netherlands, in the centre of Museumplein. A total of 64 national teams will take part in the tournament, which will further embed the key theme of Respect, highlighted strongly on UEFA Respect Day.

- A significant three-year funding application has been submitted to the EU’s Erasmus+ programme to further develop iPass activities in Europe through focused partner visits. Up to three partners will visit one host partner country to learn about aspects of their programme and take part in small ‘tour D’Europe’ tournaments and player and partner development workshops. A key outcome will be the development of a skills framework that can be applied universally throughout the HWCF’s European partners to help it measure and understand the social impact at player level through the social football programmes that its partners run.

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“Toby McKillop, player for Team Scotland at the 2014 Homeless World Cup, says: ‘I truly believe that football makes a positive impact on the lives of the players. Through the partnership framework, and our work with the Erasmus+ programme, we are now better equipped to measure how football can change lives. I feel positive not only because of the way we see ourselves, but more so because of the way others see us. Everything is now a possibility for you and you know what’s important in life.”

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**(contents)"
Main achievements 2014/15

• CAFE advised UEFA on introducing a disability access officer (DAO) criterion for UEFA Club Licensing and Financial Fair Play Regulations. Every club playing in UEFA competitions is now required to appoint a DAO to promote and develop accessibility and inclusion for disabled people as spectators, visitors, volunteers and employees.

• The third annual CAFE Week of Action – Total Football, Total Access was held in Poland and Ukraine. Highlights included televised ceremonies that preceded each Ukrainian Premier League match over one weekend and a match hosted by WKS Slask Wroclaw in Poland with a record-breaking 1,000+ disabled fans in attendance.

• Disability awareness and access and inclusion training for football clubs and CAFE’s UEFA EURO 2012 legacy work in Poland and Ukraine. It also aims to promote the football match as an inclusive fan experience. It also aims to promote the football match as an inclusive fan experience.

• The UEFA FSR will continue to work closely with UEFA and its 54 member associations, including their clubs, national and local DSGs, disability and equality NGOs, and supporter networks, to help ensure that the game is better able to offer an accessible and inclusive experience for all.

CAFE facilitated the creation of 8 new disabled supporters groups (DSGs) across Europe during the 2014/15 season.

Key performance indicators

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of new club DSGs set up</td>
<td>Number of clubs and stadiums introduced to the UEFA/CAFE good-practice guide Access for All</td>
<td>52</td>
<td>104</td>
<td>36</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Number of clubs and stadiums receiving access and inclusion awareness training</td>
<td>Number of people receiving access and inclusion training</td>
<td>n/a</td>
<td>4</td>
<td>44*</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Number of people receiving access and inclusion training</td>
<td>Total matches attended</td>
<td>n/a</td>
<td>11</td>
<td>8</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Number of new stadium builds identified and provided for disabled fans more closely ahead of matches and especially finals. A CAFE helpsheet is available in ten European languages and for Access for All – UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience is available in 14 languages.</td>
<td>Number of clubs or stadiums receiving access and inclusion awareness training</td>
<td>n/a</td>
<td>113</td>
<td>75</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Number of new stadium builds identified and provided for disabled fans more closely ahead of matches and especially finals. A CAFE helpsheet is available in ten European languages and for Access for All – UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience is available in 14 languages.</td>
<td>Number of matchdays more inclusive for disabled fans</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Number of established DSGs in Europe</td>
<td>Number of meetings with CAFE acting as an initiator/mediator between a football club and its fans to set up a DSG</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Number of establishments links with existing DSGs</td>
<td>Number of new club DSGs set up</td>
<td>5</td>
<td>6</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

Plan for 2015/16

Inclusion

Privacy

Security

Terms & Conditions

Cookies

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Environment
World Wide Fund for Nature (WWF)

The vision held by the World Wide Fund for Nature (WWF) is of a world powered by renewable energy, where communities and ecosystems are resilient to climate change. Building on the momentum created by its Seize Your Power fossil fuel divestment campaign, the WWF continues to influence important players to phase out investment in coal, oil and gas and raise investment in renewable power.

“People from all walks of life are taking to the streets and a rallying cry is building from business leaders and civil society to address runaway climate change. All the pieces are in place and it’s time for heads of state to join this movement.”

Samantha Smith, WWF Global Climate and Energy Initiative leader

Main achievements 2014/15

• Norway’s parliament approved a decision to divest the country’s sovereign wealth fund of companies who receive more than 30% of their income from coal extraction or coal power. This decision by the world’s biggest sovereign wealth fund follows a series of announcements from major investors that they will divest themselves of coal or reduce their financing for it.

• Lobbying efforts have convinced several countries to make new commitments to cutting their carbon emissions or invest in renewable energy to reduce dependence on fossil fuels.

• Various countries have made contributions totaling $10.2bn to the Green Climate Fund to support developing countries in addressing climate change challenges. The WWF has been intensively advocating for governments to honour their commitments to reach the target of $100bn by 2020.

• The WWF participated in a wave of climate activism that swept across the world to demand immediate action on climate change. It joined more than 1,500 partner organisations, with more than 2,800 events held in 166 countries, such as the glacial march of more than 400,000 people in New York City.

• In a video statement recorded for Earth Hour, UN secretary-general Ban Ki-moon echoed the WWF’s belief that people will play a key role in solving climate change. It was a year of record participation, with more than 1,500 partner organisations, with more than 400,000 people in New York City.

• The WWF has contributed to pushing for public and private finance to shift away from coal, oil and gas and into renewable energy.

Planned activities 2015/16

• Advocate for a global climate agreement at COP21 that would contribute to an increase in renewable energy financing.

• Continue to press for coal divestments by pension funds and other institutional investors, as well as persuading private sector finance to phase out services to the coal sector.

• Advocate for climate issues to be integrated into the new set of Sustainable Development Goals that will be agreed upon during the UN General Assembly in New York.

• Advocate for the Green Climate Fund to become a transformational fund financing long-term solutions for the challenge of dealing with climate change.

• Create public noise and pressure, gathering support and creating political spaces for making renewable energy the new normal.

The WWF joined more than 1,500 partner organisations in a wave of climate activism, with more than 2,800 events held in 166 countries.

Key performance indicators*1

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance 2013/14</th>
<th>Plan 2015/16</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shift targeted financial institutions’ fossil fuel investments to clean energy portfolios, with a significant focus on European institutions</td>
<td>Amount of money raised by the WWF’s Seize Your Power fossil fuel divestment campaign</td>
<td>$2bn</td>
<td>$2.5bn</td>
<td>$4-6bn</td>
</tr>
<tr>
<td>Prompt national governors to make public commitments regarding low carbon investments or reducing financial support for fossil fuels</td>
<td>Number of governments making a commitment to shift incentives</td>
<td>n/a</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Prompt municipal governments to make new commitments – both financial and symbolic – to renewable energy</td>
<td>Number of cities making commitments to shift incentives</td>
<td>n/a</td>
<td>100</td>
<td>144</td>
</tr>
</tbody>
</table>

* The WWF does not expect there to be a continuously increasing trend for all KPIs. This is mainly due to the COP21 conference taking place in December 2015, which is considered the most important milestone this decade for climate change. The WWF expects that major announcements on climate finance may be made around the time of this event, which will impact the WWF’s ability to achieve its targets.

The WWF’s Seize Your Power divestment campaign has shown that the WWF can reshape the way that investors, governments and the public see fossil fuels. It will continue pushing for public and private finance to address shaping a better future that will combine economic growth and climate action.

The WWF is now looking at how real business options can lead to the decarbonisation of the economy and working towards greater opportunities for sustainable investment.

*1 The WWF does not expect there to be a continuously increasing trend for all KPIs. This is mainly due to the COP21 conference taking place in December 2015, which is considered the most important milestone this decade for climate change. The WWF expects that major announcements on climate finance may be made around the time of this event, suggesting potentially fewer ‘Take our money’ announcements in 2015/16.
Climate Friendly

Climate Friendly remains committed to addressing climate change and has created a new five-year target based on the need to take more urgent action. The ambitious purpose is to reduce emissions by 50 million tonnes by 2020.

UEFA has offset 24,648 tonnes of greenhouse gas emissions from 59,627 flights taken by UEFA staff and referees during 2014/15, bringing the total emissions reductions in the six-year partnership to 133,293 tonnes. As with the previous five years, UEFA offset the 2014/15 season’s emissions by purchasing renewable energy carbon credits for projects that it handpicked with Climate Friendly’s support.

The two projects supported in the 2014/15 season were the Alize Camseki wind farm and Samsun landfill gas-to-energy projects, both in Turkey. Each brings several benefits in addition to emissions reductions. For example, the wind farm provides employment for seven full-time staff and has provided assistance to local people to renovate their homes. The Samsun project provides a new method and perspective for managing waste sustainably and effectively, in particular preventing the dumping of municipal waste in the local river.

Beyond the emissions reductions, the projects provide benefits to local communities in Turkey and UEFA’s action raises awareness about the tangible benefits that carbon compensation can bring to the environment and society.

Climate Friendly lauds the support of UEFA, and other high-profile organisations, as it can be crucial in ensuring such projects are set up and provides encouragement to other project developers to engage in sustainable development activities, as they know they will be supported by similar organisations.

“I work as a security person on the site. During the day, I study at the local university. I was born and raised in the village nearest the wind farm.”

Ferdi Hizli, local resident
Health
World Heart Federation (WHF)

Addressing the increasing prevalence of physical inactivity and obesity among children and young people, which makes them more vulnerable to cardiovascular disease, the five-year partnership between UEFA and the World Heart Federation (WHF) focuses on the promotion of a healthy diet and physical activity through football, as well as tobacco control, in partnership with Healthy Stadia.

Main achievements 2014/15

- The results of the survey about barriers to physical activity in children aged 7 to 12 living in low-income urban neighbourhoods were published in Spain and Romania. Their publication raised awareness of the increasing prevalence of physical inactivity and underlined the importance of developing concrete practical interventions with the aim of increasing inactive children's level of physical activity.
- The WHF conducted a media campaign in partnership with the Spanish Heart Foundation to launch the Spanish version of the Eat for Gaël app, following the success of the English version.
- The WHF's activities to build on the successful UEFA Women’s EURO 2013 Make a Healthy Heart Your Goal campaign included additional content on social media, encouraging children's football in Kenya, planning a women's football event in Finland, and distributing Heart Team postcards to key stakeholders.
- Healthy Stadia undertook health impact assessments for the host stadiums of UEFA's 2015 European club competition finals. It also used the assessment process to help develop a No Tobacco training package for stewards at UEFA stadium environments.
- The third European Healthy Stadia conference gave delegates the opportunity to hear about some of the most innovative public health initiatives that are currently changing lives across the globe.
- Healthy Stadia and the WHF implemented a successful campaign in support of tobacco-free stadiums with the ambition of all football clubs and national associations adopting a tobacco-free policy by 2025.
- World Heart Day takes place on 29 September every year, with a focus on creating heart-healthy environments. The WHF and UEFA will organise several internal and external activities in unison. In partnership with Healthy Stadia, they will work with national associations to promote World Heart Day and develop heart-healthy stadium environments.

“"The most positive thing about the Eat for Gaël app is that it provides through games, a strong incentive for kids by motivating them in an engaging and attractive way to practise their cooking skills and eat the same way as football stars, moving away from the classic warning messages or prohibition of some food items.”

Dr Leandro Plaza, president of the Spanish Heart Foundation

Planned activities for 2015/16

- The Children in the City campaign will begin practical interventions based on the surveys conducted during the two last seasons. The participants' individual behaviour will be monitored to assess their impact and advocacy material and draft policy recommendations will be provided.
- As part of this campaign, Healthy Stadia and the WHF, with its Romanian representatives, will develop a toolkit and education materials with a view to training coaches and children on the promotion of physical activity.
- As well as making existing apps more attractive and user-friendly, the WHF will launch the Italian-speaking version of the Eat for Gaël app ahead of UEFA EURO 2016.
- Following completion of policy research and guidance development, Healthy Stadia will launch a major advocacy campaign concerning tobacco-free stadiums with the ambition of all football clubs and national associations adopting a tobacco-free policy by 2025.
- World Heart Day takes place on 29 September every year, with a focus on creating heart-healthy environments. The WHF and UEFA will organise several internal and external activities in unison. In partnership with Healthy Stadia, they will work with national associations to promote World Heart Day and develop heart-healthy stadium environments.

85% of Spanish children and 77% of Romanian children aged 7 to 12 living in low-income urban areas do not reach the World Health Organization (WHO) recommended amount of physical activity per day (615 minutes or more).

The WHF is looking to continue developing and expanding existing initiatives. Children in Romania, Spain and the UK will actively engage in sports, including football and more children will be offered the opportunity to cook the same heart-healthy recipes as their favourite football players.

Healthy Stadia will have a major focus on tobacco control, carry out health impact assessments for the host stadiums of UEFA EURO 2016 finals and deliver the Respect Your Health: No Tobacco project for UEFA EURO 2016.

Key performance indicators

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Improve knowledge, attitudes and behaviour towards physical activity in children in selected low-income urban communities**</td>
<td>Number of children participating in physical activity programme as a % of population</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>Romania: 1% Spain: 40% UK: 75%</td>
<td>At least 2,000</td>
</tr>
<tr>
<td>Percentage of children within the target group who reach the WHO's recommended amount of physical activity</td>
<td>n/a</td>
<td>15%**</td>
<td>23%**</td>
<td>n/a</td>
<td>At least 50% in both countries**</td>
<td></td>
</tr>
<tr>
<td>Promote healthy nutrition among children***</td>
<td>Number of downloads of the Eat for Gaël app</td>
<td>n/a</td>
<td>5,449 (English app only)</td>
<td>25,200 (all languages)</td>
<td>30,000 (all languages)</td>
<td>30,000 (all languages)</td>
</tr>
<tr>
<td>Number of languages, the app is available in</td>
<td>n/a</td>
<td>1</td>
<td>2</td>
<td>3 (English, Spanish, Italian)</td>
<td>3 (English, Spanish, Italian)</td>
<td></td>
</tr>
<tr>
<td>Successful undertaking of assessment for UEFA club competition finals</td>
<td>Number of additional network members</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Promote healthy policies in stadiums**</td>
<td>Number of national associations promoting World Heart Day and developing the Respect Your Health: No Tobacco project for UEFA EURO 2016</td>
<td>n/a</td>
<td>2</td>
<td>2</td>
<td>3**</td>
<td>3</td>
</tr>
<tr>
<td>Promote healthy policies in stadiums**</td>
<td>Minimum of National associations engaged</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>10</td>
<td>Minimum of National associations engaged</td>
</tr>
</tbody>
</table>

**Only refer specifically to the Children in the City campaign. • Baseline survey conducted in Spain. + Baseline survey conducted in Romania. | Italics indicate a percentage of the population who are not fully engaged to the project. + Baseline survey specifically to the Eat for Gaël app. + Only refer specifically to Healthy Stadia-related initiatives. + Includes UEFA Champions League, UEFA Europa League and UEFA Super Cup competitions.
Peace and reconciliation
Cross Cultures Project Association (CCPA)

The approach of the Cross Cultures Project Association (CCPA) to peace and reconciliation derives from the belief that peace must be sustained at a local level through activities that facilitate dialogue and cooperation between people from population groups that are in conflict with each other. In this way the CCPA uses its Open Fun Football Schools (OFFS) concept to gain access to thousands of children and voluntary coaches from population groups in conflict to give them the opportunity to play and have fun together across divides and to provide them with alternative stories and positions to those of conflict.

Main achievements 2014/15

- Due to the unforeseen geopolitical conflict in Crimea, the CCPA and its local partner, the Football Federation of Ukraine, had to suspend operations in Crimea, despite pleas from the regional FA. A similar situation applies in Moldova and Georgia, though in these regions the CCPA has been able to ensure that local minorities are also participating in the OFFS programmes.

- Large parts of Bosnia and Herzegovina, Serbia and Croatia suffered serious flooding in 2014. The CCPA worked together with local Red Cross agencies and the local stakeholders (football clubs, schools and police – sport + school + police, or SSP) to focus on psychosocial and post-traumatic matters in the worst-hit areas.

- The first CCPA International Council meeting was held to create a platform for programme volunteers around the world to meet, learn from each other and discuss future challenges and ideas. In attendance was Danish musician Morten Kærså, who was inspired to make a Cross Cultures song and video called Humans & Angels.

- The OFFS and SSP projects continue to develop, especially in Georgia, where the CCPA is implementing two EU grants, in Moldova and in Serbia. For the Georgian project, an SSP lecture plan has been developed and implemented successfully.

- The CCPA has written a new booklet called An introduction to the Cross Cultures Football Philosophy and Fundamentals. The booklet will form the basis of next year’s education of voluntary coaches and leaders from a technical football perspective.

- Zenica hosted 600 girls and boys for the fifth annual Mini Champions programme. Parents from over 20 towns and cities in Bosnia and Herzegovina sent their children to enjoy the football games and fun, which are used as a tool to encourage interaction and integration.

Planned activities for 2015/16

The CCPA runs its OFFS programme throughout the whole year. Some of the highlights will include:

- Implementing 100 schools in 11 partner countries, involving 20,000 boys and girls.
- A stakeholder seminar with workshops in Moldova and Georgia.
- Follow-up activities for approximately 20,000 children.
- Further development of the OFFS and public elementary school (OFFS+PE) curriculum, whereby the programme concept is customised for integration into the school system.
- Celebrating World Diabetes Day by organising the Novo Nordisk Cup for 10,000 children.
- Participation in the UEFA Grassroots Week.
- Educating 1,400 voluntary coaches through courses totalling 60 hours.
- Publication of two further booklets: a CCPA organisational approach for leaders, and a manual on rotations and drills reflecting the cross cultures integrated learning approach.
## Cross Cultures Project Association (CCPA)

### Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15*</th>
<th>Plan 2015/16</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote and support intra- and inter-community OFFS activities for children and young people and their families in communities divided by conflict</td>
<td>Number of OFFS participants</td>
<td>25,949</td>
<td>25,609</td>
<td>25,486</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Percentage of girls</td>
<td>36%</td>
<td>44%</td>
<td>44%</td>
<td>&gt;33%</td>
<td>&gt;33%</td>
</tr>
<tr>
<td></td>
<td>Percentage of children who are not yet members of a local football club</td>
<td>69%</td>
<td>64%</td>
<td>67%</td>
<td>&gt;50%</td>
<td>&gt;50%</td>
</tr>
<tr>
<td></td>
<td>Percentage of children who are from vulnerable families</td>
<td>16%</td>
<td>24%</td>
<td>34%</td>
<td>&gt;50%</td>
<td>&gt;50%</td>
</tr>
<tr>
<td>Train leaders, coaches and parents (volunteers) in the community-based and child-centred OFFS concept</td>
<td>Number of grassroots leaders and coaches enrolled on courses of 60-80 hours</td>
<td>1,627</td>
<td>1,665</td>
<td>1,834</td>
<td>1,300</td>
<td>1,300</td>
</tr>
<tr>
<td></td>
<td>Number of parents involved in three-hour workshops</td>
<td>5,873</td>
<td>4,266</td>
<td>2,841</td>
<td>3,500</td>
<td>3,500</td>
</tr>
<tr>
<td>Cooperate with community football clubs, local authorities, primary schools and national and local sports organisations</td>
<td>Number of partnership agreements signed with local stakeholders</td>
<td>1,519</td>
<td>1,249</td>
<td>1,200</td>
<td>1,000</td>
<td>1,000</td>
</tr>
</tbody>
</table>

The CCPA fun football approach is designed to use the best of human nature as its driving force. Neither the children nor the adults who train them are ever asked to do anything that is not motivating, engaging and meaningful. Further to this, the integrated learning approach, which is developed and applied to all CCPA activities, is inspired by protreptical (persuasive or instructive) coaching methods, and is a holistic approach to motivation that turns knowledge, passion and desire into tools for action and change.

*CCPA’s planned figures for last season were surpassed for the majority of performance indicators, as many countries organised unplanned OFFS activities.
Solidarity
International Committee of the Red Cross (ICRC)

Restoring disabled people’s mobility is basic justice – the first step in ensuring access to food, shelter, education, a job and, more generally, the same opportunities as other members of society. Aware that the physical rehabilitation of disabled people is only a first step towards their social reintegration, the programme of the International Committee of the Red Cross (ICRC) continues to champion the rights of disabled people to an active role in society through education, employment, microcredit loans, vocational training and sport activities.

Main achievements 2014/15

• More than 104,500 disabled Afghans (including around 34,500 children) benefited from physiotherapy and prosthetic/orthotic devices provided by seven ICRC-managed rehabilitation centres and a component factory in Afghanistan. 

• The Afghan Diploma in Prosthetics and Orthotics, developed by the ICRC in close collaboration with the Ghazanfar Institute of Health Science and the Afghan ministry of public health, continued to support the professional development of local prosthetic/orthotic technicians and physiotherapists working at ICRC-managed centres and at other centres located throughout the country.

• Sport for people with disabilities is a key element of the activities of the ICRC’s programme. It perfectly combines physical rehabilitation, social reintegration, fun and entertainment for people who would otherwise not have had access to these things. Already during their physical rehabilitation, patients do exercises with balls to improve, for example, their balance and weight transference.

• As with every season, as part of the UEFA.com users’ Team of the Year award, a donation of €100,000 was made to the ICRC’s programme in Afghanistan.

• The Afghan Diploma in Prosthetics and Orthotics, developed by the ICRC in close collaboration with the Ghazanfar Institute of Health Science and the Afghan ministry of public health, continued to support the professional development of local prosthetic/orthotic technicians and physiotherapists working at ICRC-managed centres and at other centres located throughout the country.

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Some 700 disabled employees are provided with on-the-job coaching each year, and a total of 39 students will have finished a three-year diploma course by the end of 2015. In 2014, more than 104,500 disabled Afghans (including around 34,500 children) benefited from physiotherapy and prosthetic/orthotic devices provided by ICRC-run facilities.

67% of the students have received their certificates through professional certification courses.

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“Everyone loves something in their lives. My love is football – it saves me from being sad and depressed. When I play football I feel like a normal football player. Playing sport regularly has also inspired some of the players to learn additional skills.”

Nangpal, football player at the ICRC physical rehabilitation centre in Kabul

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Planned activities for 2015/16

• Continued support for seven centres and a component factory with a view to providing 95,000 physically disabled people with quality rehabilitation services.

• Continued support for staff training, both on the job and through professional certification courses.

• Continuation of activities to improve patients’ access to centres (transportation/ outreach programmes, security permitting).

• Continuation of a home care programme for severely disabled people.

• Continuation of social inclusion activities: education, employment and sports.

Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance</th>
<th>Plan 2015</th>
<th>Target 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide physically disabled people with rehabilitation services:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patients who received services</td>
<td>80,128, including 20,469 children</td>
<td>94,469, including 24,945 children</td>
<td>104,548, including 34,500 children</td>
<td>93,000, including 30,000 children</td>
</tr>
<tr>
<td>Number of patients afforded social inclusion opportunities, such as employment, education and sports, thanks to ICRC support</td>
<td>7,083</td>
<td>7,706</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Number of home visits to patients who cannot travel to a centre**</td>
<td>3,000</td>
<td>3,700</td>
<td>2,500</td>
<td>3,000</td>
</tr>
</tbody>
</table>

**Number of visits determined by patients’ needs and the security situation.
Main achievements 2014/15

- sportanddev.org provided wide coverage of a day-long workshop on sport for development at the 2014 European Association for Sport Management conference. The workshop’s theme was ‘Exploring global and local futures in sport and development’, and the workshop included presentations on a wide range of topics, such as building safe spaces, monitoring and evaluation and sustainability in S&D.

- sportanddev.org launched a toolkit on child protection and safeguarding in sport to accompany the International Safeguarding Children in Sport Working Group’s launch of the eight safeguards for children in sport at the 2014 Beyond Sport Summit in Johannesburg. The toolkit aims to encourage safe sport by providing a gateway to the topic where users can access essential information.

- sportanddev.org was invited as experts in S&D to provide insight on the role of sport in inspiring climate action. The panel discussion was organised by the Guardian in reaction to the release of the Intergovernmental Panel on Climate Change report, which outlined one of the most sobering warnings about climate change to date.

- The second UN International Day of Sport for Development and Peace recognised the increasing role of sport as a tool in development and peace-building. Once again, sportanddev.org filled the role of facilitator for the S&D community on the day, providing space for members to highlight how they marked the occasion, and sharing information on organising related activities, coordinating a campaign and advocating for wider recognition of sport as a tool for development.

"We need more of this in academia as @sportanddev livestream some presentations from #EASM2014."

David McGillivray, sportanddev.org user, via Twitter

Key Performance Indicators

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<th>2014/15</th>
<th>Plan 2015/16</th>
<th>Target 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the visibility of sportanddev.org in the S&amp;D sector and in overall development community</td>
<td>Number of registered team player profiles</td>
<td>3,208</td>
<td>4,275</td>
<td>5,618</td>
<td>6,400</td>
<td>7,400**</td>
</tr>
<tr>
<td></td>
<td>Number of registered organisations</td>
<td>501</td>
<td>580</td>
<td>624</td>
<td>660</td>
<td>700</td>
</tr>
<tr>
<td>Continue to service the S&amp;D community</td>
<td>Number of articles shared on sportanddev.org</td>
<td>1,160</td>
<td>1,271</td>
<td>1,301</td>
<td>1,330</td>
<td>1,350</td>
</tr>
<tr>
<td></td>
<td>Number of activities on sportanddev.org to inform users and provide opportunities to get involved</td>
<td>31</td>
<td>37</td>
<td>42</td>
<td>43</td>
<td>45</td>
</tr>
</tbody>
</table>

By the end of the 2014/15 season there were over 200 more team player profiles than anticipated in the last report’s KPI table.

2014/15 was marked by growing recognition of sportanddev.org as the main source of information on S&D. For example, both the International Olympic Committee and UNESCO provided links on their sites regarding sportanddev.org’s coverage of the International Day of Sport for Development and Peace.

Key Performance Indicators

44 Target raised to reflect strong 2014/15 performance.

45 For example, e-newsletters, live streaming events, calls for articles, article series and e-debates.

Planned activities for 2015/16

The following activities are planned to provide sportanddev.org users with fresh and engaging content and a positive user experience. Coverage of additional events is still to be confirmed.

- First-hand coverage of Generation Games 2015 in Lausanne, Switzerland
- First-hand coverage of the 2015 Beyond Sport Summit in London
- Expert input at the Communities in Crisis Seminar: Inclusive Development through Sport in Rheinsberg, Germany
- Relaunch of sportanddev.org
- Coverage of sport and the Sustainable Development Goals
The Cruyff Foundation

The Johan Cruyff Foundation initiates and supports projects that stimulate sport and games, and, to that end, cooperates with clubs, sport federations, NGOs, governments and companies, giving children the opportunity to participate in sport, no matter what their background is or what disability they might have.

Main achievements 2014/15

Three significant Cruyff Courts were opened during 2014/15 in the names of Xavi Hernández, FC Barcelona midfield legend, the late Stefano Borgonovo, whose foundation, like the Johan Cruyff Foundation, is also a recipient of the UEFA Monaco Charity Award, and Marlou van Rhijn, the current women’s Paralympic 100m and 200m champion and world record holder. The latter represented a momentous 200th Cruyff Court and 34th Special Cruyff Court, adapted to children with special needs.

The Johan Cruyff Foundation and Johan Cruyff Institute educated a selection of community coaches from Arsenal in the Community, the Tottenham Hotspur Foundation, the Liverpool FC Foundation and the Stefano Borgonovo Foundation in London, England. These coaches can now run Johan Cruyff Foundation community programmes on their local Cruyff Courts.

Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>Performance 2012/13</th>
<th>Performance 2013/14</th>
<th>Performance 2014/15</th>
<th>Performance 2015/16</th>
<th>Target 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build playing spaces</td>
<td>Number of Cruyff Courts built in European countries</td>
<td>9</td>
<td>4</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Create participation opportunities</td>
<td>Number of Cruyff Court six-a-side championships in European countries</td>
<td>214 in 61 cities</td>
<td>233 in 72 cities</td>
<td>239 in 70 cities</td>
<td>245 in 73 cities</td>
<td>250 in 75 cities</td>
</tr>
<tr>
<td></td>
<td>Number of community programmes in European countries</td>
<td>31</td>
<td>58</td>
<td>58</td>
<td>70</td>
<td>75</td>
</tr>
</tbody>
</table>

During the 2014/15 season, Cruyff Courts reached over 35,000 children a week through free play and weekly activities organised by local partners.

Planned activities for 2015/16

The opening of many new Cruyff Courts is planned for next season:

• Three in the United Kingdom – two in Liverpool (the first in collaboration with the Liverpool FC Foundation, the city of Liverpool, and the People’s Postcode Lottery, and the second with Everton in the Community), and one in Aberdeen, together with the Denis Law Legacy Trust.

• The Davy Klaassen Cruyff Court – named after the current AFC Ajax player – will open in the player’s hometown of Hilversum, in the Netherlands.

• New Cruyff Courts will open in Acre, Israel, and the village of Podla de Segur in Spain, the hometown of former FC Barcelona defender Carles Puyol.

You may not always think about it. However, when you have the possibility to do something for another, you must take that opportunity.”

Johan Cruyff

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© Ilja van Holsteijn

© Ilja van Holsteijn

© Ilja van Holsteijn
Solidarity

Football Association of Serbia

The Football Association of Serbia (FSS) held the Friendship Tournament for a second consecutive year. The tournament once again brought together Under-16 teams from 16 of the most popular football clubs in the region. From 1945 to 1990 these clubs made up the first division in the Yugoslav football championship, which ceased to exist following the conflicts that divided the country in the 1990s.

Unfortunately, today the generation of players competing in the tournament live in peace, but unfortunately they are limited in the opportunities they have to interact with one another. The tournament attempts to address this issue, and it takes place in Bihać, in Bosnian and Herzegovina, which was chosen for its close proximity for all participants.

Four matches were broadcast every day on a regional TV channel, each of which had higher viewing figures than Spanish Premier Division matches shown on the same channel. Well-known football personalities including Dejan Savićević, Savo Milošević, Ivan Gudelj, Predrag Mijatović, Husref Musemić and Srećko Katanec contributed by promoting the tournament and spending time with the participants to speak about their rich playing experiences.

The main goals of the tournament were for the young players to have the opportunity to make new friendships, broaden their views, and, from a competitive perspective, measure themselves against the best in the region.

In 2014, The Football Association (The FA) successfully nominated the National Society for the Prevention of Cruelty to Children (NSPCC) for the UEFA Monaco Charity Award of €1m. This award has enabled the NSPCC to develop a three-year programme, building on the work of its Child Protection in Sport Unit (CPSU), to focus on protecting more children and young people involved in sport, particularly football.

Main achievements 2014/15

- A comprehensive three-year business plan was developed for the project, defining the key deliverables across each year.
- Awareness-raising campaigns were run, aiming to educate, empower and drive participation through Facebook posts aimed at children and young people, and also targeting adults who are parents or carers of children potentially involved in sporting activities.
- With the participation of young people underpinning all elements of the project, 11 young people attended the Child Helpline International conference in London to discuss empowering young people through technology. A total of 18 young people were recruited for the NSPCC Support in Sport young people’s advisory group, and preparations began for a number of consultation sessions with 100 young people to look at their worries in sport.
- Clear protocols have been developed in collaboration with the CPSU to ensure the correct reporting steps are taken when child protection concerns within sport are identified. Between January and March 2015 ChildLine received 209 contacts from young people in relation to sport. Through Child Helpline International, data can now be collected on sport-related concerns.
- A 360-degree learning resource on children and young people’s participation is being created to enable organisations to develop a participation approach to safeguarding. Free copies of the existing e-learning product Child Protection in Sport have been provided to football clubs and community-based groups working with football to complement existing programmes.
- The CPSU has trained the NSPCC Schools Service area coordinators to deliver training to volunteers in a pilot project that will see volunteers visit every primary school in the country every two years to speak about safeguarding children in sport.

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The ChildLine Facebook campaign generated 1 million impressions, 34,000 clicks and a click-through rate of 2.6%, and was its most successful Facebook campaign to date.

© Football Association of Serbia
© NSPCC
Sport and Citizenship think tank (S&C)

The activities of the Sport and Citizenship think tank (S&C) aim to support sport’s impact on society and study European public policies in the field of sport. Having opened an office in Brussels earlier this year, S&C has reinforced its position as one of the main organisations operating within the realm of EU public policies in the field of sport, and has strengthened its presence within European institutions and expert groups and related circles.

During 2014/15 S&C continued to carry out its main monitoring, dissemination and advocacy activities, which included:

- The publication of bilingual pan-European publications on the topic of Sport and Disabilities and Sport and Health; and
- The publication of four scientific journals on Sport, Health and the Environment, Football Research in an Enlarged Europe, Sport and Diversity, which included a detailed description and promotion of UEFA’s Captains of Change programme, and Sustainable Financing of Sport.

The summit made them grow. They met the challenge head-on through extraordinary commitment, solidarity and trust in others – traits that are so important in the mountains, and which they will carry with them in life.”

Frédéric Thiriez, president of the French Professional Football League

“The ability to use the NSPCC’s Childline website and social media presence to raise awareness and engage with young people who are involved in sport has already been successful. The CPSU will continue to work with the wider NSPCC to make a difference to more children in and through sport.

“Nic Scott, Head of safeguarding, Manchester City FC


Planned activities for 2015/16

- Continue to prepare NSPCC staff and volunteers in different services to understand how they can reach children who are involved in sport to provide them with safeguarding information.
- Build upon existing relationships with football bodies to identify opportunities to work together on future aspects of the project, including further consultation with young people.
- Delivery of the new e-learning resource on children’s participation.
- Further delivery of awareness-raising campaigns targeting parents.
- The NSPCC’s own new strategy will focus on the Fighting for Childhood campaign, with the England football captain as the campaign’s first ambassador.
- The CPSU director will open the Premier League national safeguarding conference in February 2016 for Premier League clubs, foundations and communities.

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Nic Scott, Head of safeguarding, Manchester City FC

“When football meets the spirit of the mountain”

An encounter between two men, Frédéric Thiriez, president of the French Professional Football League, and Marc Batard, an internationally renowned climber, known as the ‘sprinter of Everest’, led to the trip of a lifetime for 11 young people.

The objective of the expedition, to the Kala Patthar summit (5,643m) in Nepal, near Mount Everest, was to give children who grew up in deprived neighbourhoods in France the opportunity to experience and overcome a physically and mentally demanding adventure, in order to provide them with the self-confidence and belief that, with the advice and guidance of a mentor, would eventually lead them on the path towards employability.

UEFA contributed to funding the project, which embodied the values of respect and fair play from beginning to end. In the Khumbu Valley, the land of Sherpas, the group played football with young Nepalese people and distributed many gifts (such as football shirts or footballs) both during their time on the mountain, as they walked for 13 days up the rock face under severe weather conditions, and at the end of the trek, when they offered their stock of medicines and first-aid equipment to the Lukla clinic in Kathmandu.

Beautiful images of this adventure were captured by film-maker Bruno Peyronnet and have been made into a film entitled Par delà des hauteurs (Beyond the heights), which is due to be aired by three French television channels and has been selected to feature at three adventure film festivals (Dijon, La Rochelle, Autrans).

“When the summit made them grow. They met the challenge head-on through extraordinary commitment, solidarity and trust in others – traits that are so important in the mountains, and which they will carry with them in life.”

Frédéric Thiriez, president of the French Professional Football League
In the 2014/15 season UEFA contributed €600,000 to the second Champions for Life, which took place at the Estadio Vicente Calderón in Madrid. The match featured no less than 66 players from Spanish first and second-divison clubs, and focused on giving football the opportunity to join in solidarity with those suffering the ravages of the Ebola virus in Africa.

In addition, as with every season, ticket sales for the semi-final and final were also donated to a social programme. Champions for Life match, amounting to €400,000, were presented to five projects. The Spanish Committee for UNICEF pledged its money to programmes tackling the Ebola epidemic in Africa, while the FFP directed its portion of the funds to various social programmes already administered by Spanish football clubs, and by the FFP itself, in Seville and various African countries.

Afterwards, the headquarters of the FFP enjoyed one of its most moving days when the funds raised during the tournament took place, and the second year it was held in UEFA’s home town of Nyon.

The Respect campaign features very prominently during the tournament, with organisers encouraging all participants to take it on board as a key facet of the kind of values that are important to cherish and keep with them in the game, and in life.

The UEFA Europa League final was like a once-in-a-lifetime opportunity to attend the UEFA Europa League final between Sevilla FC and FC Dnipro Dnipropetrovsk at the National Stadium in Warsaw.

In the 2014/15 season UEFA teamed up with the Society of the Friends of Children (TPD) to provide deprived children with a once-in-a-lifetime opportunity to attend the UEFA Europa League final between Sevilla FC and FC Dnipro Dnipropetrovsk at the National Stadium in Warsaw.

These ten children have all been at risk in relation to various negative phenomena, such as neglect, deprivation, abuse, exploitation, physical health problems, emotional problems or behavioural difficulties.

We love it! Going to Warsaw to take part in the UEFA Europa League final was like our dreams come true.

L’Association Ligne de Vie (the Life Line Association) helps to get recovering drug addicts back into work as part of their treatment. It also looks after people affected by HIV/AIDS, in cooperation with Sidaction.

N’Association Ligne de Vie has twice received financial support from UEFA. In the 2014/15 season, funding was provided to assist the association with finding jobs at Paris city hall. Contracts of two to five years may be offered, followed by opportunities to acquire permanent posts.

The positions on offer primarily entail maintenance of green spaces, maintenance of sports facilities, welcoming visitors, guarding access points, administrative support, assisting in libraries, helping in centres or assisting the elderly.

Natural-disaster relief

UEFA has a long-standing tradition of supporting member associations in distress in the wake of natural disasters. During the 2014/15 season, financial support to help rebuild or replace sport and football infrastructures was extended to the football associations in Bosnia and Herzegovina, Croatia, FYR Macedonia and Serbia.

A total of €1.8m was divided between the four countries following the disastrous floods that struck the region in the spring of 2014. UEFA provision of financial aid went towards the flood alleviation programmes in all countries for the damage caused at the various football facilities in the affected regions.
Fan dialogue
Fan dialogue

Main achievements 2014/15

- FSE organised the seventh European Football Fans Congress during the Monash Anti-Racism Festival in Bosco Albergati, Italy. Around 8,000 football fans, political activists, NGOs and individuals participated in the festival.

- The Second Fan Shirt campaign, an FSE anti-discrimination network activities.

- FSE contributed significantly to the content of a European handbook on supporter liaison to serve as a toolkit for police and authorities on liaising with supporters. The handbook is due to be adopted by the Council of Europe by the end of 2015.

- The Respect Fan Culture – Fan Embassies project got off the ground with the aim of fostering good hosting, contributing to the prevention of conflicts and enhancing safety and security in the run-up to and during UEFA EURO 2016.

- Member organisations and campaigns were supported in Denmark, France and Turkey, with support provided for the submission, via FSE members, of three key documents to authorities in Spain.

FSE and Transparency International Deutschland founded the Sport and Rights Alliance (SRA), a coalition of leading NGOs, sports organisations and trade unions with the aim of urging the decision-makers of large international sports events to introduce measures to ensure these events are organised in a way that respects human rights, the environment and anti-corruption requirements at all stages of the process.

- Publication of issue 6 of the Revive the Roar! fanzine, on fan-driven anti-discrimination activities in Europe.

- Planned activities for 2015/16

- The organisation of the eighth European Football Fans Congress.

- Monthly donations to refugee aid initiatives across Europe through the Second Fan Shirt campaign.

- Re-launch of the FSE Fans’ Guide app.

- FSE anti-discrimination network activities.

- Publication of issue 6 of the Revive the Roar! fanzine, on fan-driven anti-discrimination activities in Europe.

- The organisation of a key stakeholder conference on fan hosting and the creation of a legacy for UEFA EURO 2016 through supporter dialogue and liaison.

- The implementation of international fan embassy services for travelling supporters of up to 20 participating teams as part of the UEFA EURO 2016 Respect Fan Culture project.

More than EUR 8,000 was raised for the Second Fan Shirt campaign through online auctions in the first three months, with over 80 supporter groups from 10 countries taking part in campaigning activities.

Over the past year, FSE has played a crucial role in the development of a range of important pan-European measures. It has also proven to be a vital partner willing and able to use its unique position to help resolve or ease conflicts and tensions between football supporters and public and private agencies engaged in European-wide football safety and security operations. Inevitably, as an independent representative body FSE is often obliged to act as an advocate in respect of supporter concerns and campaigns which, occasionally, can pose challenges for football’s governing institutions. However, this should not detract from the crucial role of the organisation in helping to create a safe, secure and welcoming environment in connection with football events, inside and outside of stadiums across Europe. The importance of this contribution should never be overlooked or diminished.”

Adrian Dinca, vice-chairman of the Council of Europe standing committee on spectator violence and the European Think Tank of Football Safety and Security Experts
Football Supporters Europe (FSE)

 Supporters Direct Europe (SD Europe)

**Key performance indicators**

<table>
<thead>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Foster networking and exchange among football fans across Europe</td>
<td>Number of FSE events and projects for transnational exchange facilitated among fans or FSE members</td>
<td>15</td>
<td>15</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Number of new FSE membership applications accepted</td>
<td>81</td>
<td>209</td>
<td>97</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Number of fan groups participating in FSE’s transnational campaigning activities</td>
<td>5</td>
<td>10</td>
<td>80°</td>
<td>100</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Provide support services, advice and expertise to fans at national and local level as well as in the context of international tournaments</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of countries in which FSE provided structured advice and European backing to members’ activities</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Number of users of the FSE Fans’ Guide app</td>
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<td>5,000</td>
<td>3,000</td>
<td>5,000</td>
<td>8,000</td>
</tr>
<tr>
<td></td>
<td>Number of self-sustainable fan embassy initiatives run by fans</td>
<td>7</td>
<td>12</td>
<td>12</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Represent fans’ interests with relevant institutions and football governing bodies</td>
<td>4</td>
<td>5</td>
<td>8</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

° The objectives have been reworded this year to better represent the work that FSE does.
° Approximate figure.

**Supporters Direct Europe (SD Europe)**

**Main achievements 2014/15**

- Survey findings were presented at UEFA’s club licensing and financial fair play workshops in Dublin, demonstrating the positive impact on supporter relations since the supporter liaison officer (SLO) requirement was introduced into club licensing.
- SD Europe participated in the first-ever Bulgarian round table on supporter involvement in ownership and decision-making processes at clubs. The round table was jointly organised by the local ministry for sport, the BFU and the PFC Levski Sofia supporters’ trust ahead of the introduction of a new sports law.
- SD Europe provided input on the deliverables of the expert group on the economic dimension of sport. Recommendations provided focused on social impact and economic sustainability.

**Planned activities for 2015/16**

- Participate in the second Encuentro del Fútbol Popular conference.
- SD Europe network meeting to discuss the future of the organisation and the movement as a whole.
- Launch of the second edition of the Heart of the Game position paper, taking into account the significant shifts in football governance since 2012.
- Coordination of the Erasmus+ project Clubs and Supporters for Better Governance in Football partner launch meeting.
- Coordinate national association SLO project workshops and SDLO resources, including an updated SDLO handbook, a toolkit and an SLO-related video.
- Establish and develop a formal European SLO network and SD Europe Joint Event to highlight their shared interest in making the game more stable, more sustainable, and better-governed.

**Main achievements 2014/15**

- Celebrated the establishment of Italy’s first two member-run clubs – SCSD Cava United FC and UC Ancona 1905.
- Jointly organised the first Encuentro del Fútbol Popular supporters’ football conference in Palencia, Spain, which focused on better management and governance of football clubs, the social value of football, alternative and more-effective means of communication and strategies, and supporter ownership of and active participation in clubs.

**Supporters Direct Europe (SD Europe)**

**Main achievements 2014/15**

- Survey findings were presented at UEFA’s club licensing and financial fair play workshops in Dublin, demonstrating the positive impact on supporter relations since the supporter liaison officer (SLO) requirement was introduced into club licensing.
- SD Europe participated in the first-ever Bulgarian round table on supporter involvement in ownership and decision-making processes at clubs. The round table was jointly organised by the local ministry for sport, the BFU and the PFC Levski Sofia supporters’ trust ahead of the introduction of a new sports law.
- SD Europe provided input on the deliverables of the expert group on the economic dimension of sport. Recommendations provided focused on social impact and economic sustainability.

**“The economic environment has created huge problems for our clubs and their owners. We want to promote this participation of supporters in the ownership of their club can prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy. We want to promote this participation of supporters in the ownership of their club to prevent bankruptcy.”**

Ivanka Kraleva, Bulgarian sports minister

"SD Europe wishes to note that the list of planned activities is not exhaustive, and that further works will be added following discussions with members of the European supporters’ trust network following publication of this report."
Supporters Direct Europe (SD Europe)

In the coming season SD Europe hopes to see UEFA member associations and supporters’ groups increase their cooperation around the issues of good governance and developing joint projects to improve the game. It also anticipates further progress with the implementation of the SLO requirement, and has expanded the resources that it will dedicate to ensuring this.

The establishment of Italy’s first two member-run clubs

In the 2014/15 season Cava United and Ancona were established as Italy’s first two member-run football clubs.

Cava United was officially registered in September 2014, by members of the Sogno Cavese supporters’ trust. Cava United is 100% owned by its members, who play a fundamental role in the running of the club and participate directly in the decision-making process. Sogno Cavese was launched in May 2010 by supporters of the now-defunct SS Cavese 1919, who followed the example of the supporter ownership and supporters’ trust model, mainly from Germany and England, as well as the growing movement in Italy. Sogno Cavese is a member of Supporters in Campo, the national umbrella organisation for democratic supporters’ trusts in Italy, which has assisted with the drafting of the statutes necessary for the legal approval of Cava United.

In 2010 Ancona failed to comply with the licence criteria of Lega Pro (tier 3) and were relegated to Eccellenza (then tier 4). Since day one of this huge crisis, the supporters of Ancona stood firmly by the club’s side; united under the slogan ‘Passion cannot be relegated’, they formed Sosteniamolancona, a democratic organisation committed to the development of a community club with supporters at its heart. In June 2015 it was confirmed that Sosteniamolancona would assume full ownership and management of Ancona.

With a steady average attendance of 5,000, Ancona began to rise again, this time not only on but also off the pitch, in the eyes of their supporters. During their first year in Eccellenza, Ancona won every trophy (the League, the Amateurs Cup and the Regional Cup), but for its supporters the most important was ‘the fourth’: a pair of agreements, one between Sosteniamolancona and the club that gave supporters the opportunity to elect two members on the club board and the other a ‘golden share’ agreement with key rights attached to it. These prevented changes to the club’s name, colours, crest or home stadium without the permission of Sosteniamolancona and its members.

Now, with news of this landmark agreement and assumption of full ownership by the supporters of Ancona, the future seems even brighter not only for the club, but for the entire city and its wider community. The news was also a great boost for the network of groups and clubs organised under Supporters in Campo, an organisation that was established with SD Europe’s guidance and support. Prior to the establishment of Supporters in Campo, SD Europe had been working with both sets of supporters and clubs since 2011.

Key performance indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicator</th>
<th>2012/13</th>
<th>Performance</th>
<th>2013/14</th>
<th>Plan</th>
<th>2014/15</th>
<th>Target</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow SD Europe network and improve services offered to groups</td>
<td>Number of NSOs established</td>
<td>Cumulative total of 6</td>
<td>+1</td>
<td>+1</td>
<td>+1</td>
<td>Cumulative total of 10</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of countries in the network</td>
<td>2</td>
<td>+2</td>
<td>+2</td>
<td>+2</td>
<td>Cumulative total of 10</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of NSOs securing long-term working relationships with national governing bodies</td>
<td>n/a</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of NSOs securing funding from stakeholders</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of training events</td>
<td>7</td>
<td>6</td>
<td>10</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of members surveyed per year</td>
<td>n/a</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic lobbying</td>
<td>Number of contributions to national or regional working groups relating to football governance</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of meetings with national governments, number of times ministerial support is given for supporter involvement and number of legality changes made</td>
<td>7</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td></td>
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</tr>
<tr>
<td>SLO implementation</td>
<td>Number of UEFA member SLO workshops participated in per season</td>
<td>Cumulative total of 11</td>
<td>+4</td>
<td>+5</td>
<td>+11</td>
<td>Cumulative total of 29</td>
<td></td>
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</tbody>
</table>
Football First: UEFA We Care
In Scotland there are currently 90,000 people living with Alzheimer’s disease – the most common cause of dementia – with over 95% of sufferers over the age of 65. As the disease progresses, people living with Alzheimer’s become more withdrawn from their local community because of either a loss in confidence or social isolation.

UEFA, the German Football Association (DFB) and the German federal commissioner for migration, refugees and integration have pledged financial assistance to foster playing opportunities for refugees across Germany. In the spring, in view of the growing number of refugees arriving in Germany and the desire of amateur football clubs to show their solidarity, the DFB launched the initiative ‘1-0 für ein Willkommen’ (1-0 for a welcome).

The DFB’s Egidius Braun Foundation and the German national team contributed €300,000 each, a sum matched by the federal commissioner for migration, refugees and integration. UEFA added €50,000, prompting the German government to chip in the same amount. This money will be used to give initial €500 grants to 1,400 clubs in 2015 and 2016. The funds will be distributed to clubs that offer refugees the opportunity to play football, thereby providing valuable support to municipalities and public authorities. The DFB has also decided to extend this important programme aimed at the integration of refugees through football until 2019.

Project champion: Eugen Gehlenborg, DFB Vice President for Social and Sociopolitical Affairs

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Project champion: Eugen Gehlenborg, DFB Vice President for Social and Sociopolitical Affairs

Scottish Football Association

The Good Old Days project uses football imagery and memorabilia within the bounds of a safe environment to enable discussion with peers. It has been designed to help boost recall memory, self-esteem and confidence and encourage a reconnection with football for people living with dementia. A significant body of evidence illustrates the positive change that the project has brought about. UEFA’s support has provided the opportunity for Scottish clubs to add the Football Memories programme to their community programmes and thus engage with a group of participants that is hard to reach. The programme forms new partnerships between football clubs’ community departments, club historians, health and social services professionals, and Alzheimer Scotland.

A successful national launch attracted considerable media interest and the chief executive of the Scottish Football Association (SFA) gave a moving personal testimony to the power of football as reminiscence therapy.

Project champion: Stewart Regan, SFA Chief executive

In Scotland there are currently 90,000 people living with Alzheimer’s disease – the most common cause of dementia – with over 95% of sufferers over the age of 65. As the disease progresses, people living with Alzheimer’s become more withdrawn from their local community because of either a loss in confidence or social isolation.

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Since 1987, Mathare Youth Sports Association (MYSA) and its professional arm in the Kenyan Premier League, Mathare United FC (MUFC), have been global pioneers and innovators for the now worldwide Sport for Development movement. All their players, coaches, referees and leaders come from the Mathare area of Nairobi, one of the largest and poorest slums in Africa.

The main MYSA/MUFC goal and motto is ‘Giving youth a sporting chance on and off the field’. Today over 30,000 boys and girls play on 1,811 teams and participate in environmental clean-ups, AIDS prevention activities, activities at slum libraries, leadership training, anti-child labour activities and many other community service activities.

The majority of the players on the Kenyan men’s and women’s national teams are MYSA/MUFC alumni. Over 20 MYSA/MUFC players have played for clubs in more than 10 UEFA countries.

A unique feature of MUFC is that every professional player does 20 hours of community service a month. During the 2014/15 season, UEFA’s financial support was used to support and expand those community service activities and to revive, equip and train an Under-19 youth team as part of the new MYSA Talent Academy.

Project champion:
Gerhard Aigner, chairman of Euro-Sportring and UEFA honorary member

In total, Euro-Sportring distributed
125,000 medals,
68 roll-up backdrops,
44 UEFA flags,
69 Respect banners,
19 stage walls,
34 inflatable arches,
168 tournament flags and
87 welcome banners to 20 depots all over Europe.

From July 2014 to June 2015, the community service activities by MUFC players increased to a total of 6,940 hours, with an average of 578 hours each month, at a total cost of €25,760.

Over 2,000 boys and girls benefited from the MUFC football coaching and training clinics.

“UEFA’s support for expanding their community service activities helped improve the environmental conditions and health for tens of thousands of youth in the slums.”
Bob Munro, founder/executive chairman, MYSA and MUFC

Project champion:
Per Ran Ømdal, UEFA honorary member, former president of the Norwegian Football Association and former UEFA vice-president
Concluding Remarks
Concluding remarks

UEFA endeavours to be more than a source of financial support for its FSR partners. Thanks to an open communication loop, enhanced by workshops held in both of the last two years, UEFA has made significant progress in deepening partnerships with and between these organisations, by identifying and promoting synergies that offer mutually beneficial outcomes.

The following examples demonstrate the progress made during the 2014/15 season.

**FSR partner integration into UEFA activities:**

- Disability awareness day – IBSA and UEFA
- UEFA Champions Festival and/or UEFA Europe League fan zone – IBRA, UEFA and the EAPP
- Addition of DAO criterion to UEFA Club Licensing and Financial Fair Play Regulations – CAFE and UEFA
- Contribution to the Captains of Change programme – CAFE, Fare and UEFA
- Respect Diversity conference – Fare and UEFA, with participation from other FSR partners
- UEFA EURO 2016 – CAFE, Climate Friendly, Fare, FSE, Healthy Stadia and UEFA

**Matchday observer scheme – Fare and UEFA**

**Synergies between FSR partners:**

- Homeless World Cup – HWCF and the IFA
- Annual Fans Congress – FSE and the IFA
- Earth Hour – UEFA and the WWF, with promotion from other partners
- sportanddev.org news coverage – CAFE, Fare, the ICRC and sportanddev.org
- Trofeo di Levico tournament – BAAP and Euro-Sporting
- Breaking the Glass Ceiling seminar – Fare and the KNVB
- Football People action weeks – Fare and UEFA, with participation from other FSR partners

**Outlook**

**HatTrick funding for member associations**

With two seasons still to go, one of UEFA’s main intentions is to continue to build strong partnerships that last far beyond this current five-year cycle. UEFA aims to multiply this effect by encouraging its member associations to develop their own partnerships with the vast network of national, regional and local organisations that may in some way be connected to the international organisations that it supports.

It was decided during the 2014/15 season that UEFA would increase the FSR support it provides to its member associations by allocating funding through the UEFA HatTrick assistance programme. The programme has been in place for just five years to strengthen the roots of the game across the continent. As the name suggests, the programme has been built on three pillars: investment funding, knowledge sharing and sports education.

Under the regulations for the HatTrick IV cycle (2016–20), each member association will have the opportunity to receive a minimum of €200,000 every four years for FSR projects that address social and/or environmental issues within their countries.

A workshop is planned for national associations, to explain the criteria to them and provide advice, based on UEFA’s own FSR experience, on how they can use the funding to build sustainable projects that demonstrate a real impact on the groups in their societies that really need it.

**UEFA Foundation for Children**

The UEFA Foundation for Children was established during the 2014/15 season and has begun funding projects across the world in partnership with NGOs that place disadvantaged children at the heart of their work. Specifically, these are children who need help as a result of physical, mental or psychological problems, because of their social environment, or on account of a crisis situation linked to armed conflict or a natural disaster.

In a slight shuffle in structure, the UEFA Foundation for Children will oversee the awarding of UEFA’s annual Monaco Charity Award, which in 2014 was awarded to the CPFL at UK charity the NSPCC.
UEFA EURO 2016

The UEFA EURO 2016 tournament will take place in France at the end of the 2015/16 season. The one-year-to-go report sets out UEFA’s commitment to reporting on the event’s economic, social and environment impacts, outlining the objectives and action plans for the eight priorities defined for UEFA EURO 2016:

- Respect Access for All (with guidance from CAFE)
- 1. Total football, total access!
- Respect Your Health (with guidance from Healthy Stadia)
- 2. Tobacco-free tournament
- Respect Diversity (with guidance from the Fare network)
- 3. Anti-discrimination match monitoring
- Respect Fan Culture (with guidance from FSE)
- 4. Fan embassies
- Respect the Environment
- 5. Public transport and mobility
- 6. Waste management
- 7. Energy and water optimisation
- 8. Sourcing of products and services

Concluding remarks

“A coherent policy of social and environmental responsibility is an integral part of the organisation of major sporting events. It is not a luxury, much less a gadget, but a civic responsibility, and has now become an operational requirement as much as safety, marketing or ticketing sales.”

Jacques Lambert, EURO 2016 SAS president

This one-year-to-go report will be followed by a post-event report in the autumn of 2016. The report will be compliant with the Global Reporting Initiative and will present the performance indicators, achievements and limitations of the UEFA EURO 2016 sustainability and social responsibility strategy.

UEFA and EURO 2016 SAS will also attempt the ISO 20121 certification for UEFA EURO 2016 operations as part of its commitment to sustainability. ISO 20121 is a framework for implementing sustainability throughout event management operations. It is a way of working to make sure sustainability is taken into account at every step when planning and implementing the event.

As a sample of the work to come, UEFA worked with FSR partner Climate Friendly in the 2014/15 season to develop the UEFA EURO 2016 eco-calculator. This online tool enables fans to explore how their journey to the tournament contributes to greenhouse gas emissions, and to offset their emissions. As this report details, UEFA also measures, reduces and offsets the CO2 emissions associated with its necessary air travel.

A Sustainability Tips and Tricks Guide has also been written for all UEFA EURO 2016 stakeholders and details 15 simple ways to play an active part in protecting the environment.
FSR partner feedback

We Care About Football

© Getty Images

Contents
Nineteen FSR partner organisations gathered together to provide feedback on the report, discuss the reporting process, learn about UEFA’s recent developments for the current report and gather in separate groups to discuss relevant topics.

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

- Provides a great overview of UEFA and each CSR [corporate social responsibility] partner — very comprehensive. Good variation of photos, text, quotes and charts.
- The colour coding system makes the report clear. Good improvement on last year’s report. However, the category ‘Solidarity’ should be subdivided or titled with different headings (or allocated to the other categories).
- Satisfying length, but not enough space for the presentation of the organisations. Compensate with direct links in the online version.
- It provides us with the opportunity to show to other potential partners that we are credible organisations and recognised by UEFA. It is great for our visibility. The timelines on pages 24–27 could be published separately as a stand-alone wallchart/poster/handout.
- [The report is a] useful reference point to have at hand to summarise our (and others’) work with UEFA.
- [One negative is the] length of the reporting process and the length of time between reporting and publication. We appreciate you are trying to improve this by shortening the timeframe.
- Distribution of the report is a big question. Go beyond member associations, reach out to other confederations, sport associations…

What is your rating of the content of the report?

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<tr>
<th>Rating</th>
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<th>2013/14</th>
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<td>36%</td>
<td>45%</td>
</tr>
<tr>
<td>Useful</td>
<td>39%</td>
<td>25%</td>
</tr>
<tr>
<td>Not really useful</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Not useful at all</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>0%</td>
<td>0%</td>
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What is your view on the length of the report?

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<td>30%</td>
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<td>OK</td>
<td>65%</td>
<td>65%</td>
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<tr>
<td>Too short</td>
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<td>5%</td>
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What is your view on the inside UEFA issues?

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<tr>
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Rank the relevance of the following issues

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<td>Integrity</td>
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</tr>
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<td>5.00</td>
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</table>
The organisations involved in UEFA’s FSR programme during the 2014/15 season are listed below, with contact details.

Balkan Alpe Adria Project
www.footballforequality.org/balkan-and-central-europe
alex.baap@gmx.at
+43 681 1048 5110

Cross Cultures Project Association
www.ccpa.eu
ccpa@ccpa.eu or anders@ccpa.eu
+45 43 26 27 70

Centre for Access to Football in Europe
www.cafefootball.eu
info@cafefootball.eu
+44 20 8621 2410

Climate Friendly
www.climatefriendly.com
james.lewis@climatefriendly.com
+61 293 563 600

European Amputee Football Federation
www.facebook.com/EuroAMP
office@amputeefootball.eu
+48 533 982 629

European Deaf Sports Organisation
www.edso.eu
football@edso.eu
+34 4037 087 751

European Healthy Stadia Network
www.healthystadia.eu
matthewphilipport@healthystadia.eu
+44 1512 372686

European Powerchair Football Association
www.europeanptfa.com
europe.president@eiptfa.org
+33 663 433 505

FairPlay, Different Colours.
One Game at VIDC (the Vienna Institute for Intercultural Dialogue and Cooperation)
www.fairplay.or.at
fairplay@vidc.org
+43 171 335 940

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

Football Supporters Europe
www.fanseurope.org
daniela@fanseurope.org
+49 4037 087 751

Fundación del Fútbol Profesional
www.laliga.es/fundacion-tpoficial
tfundacionlaliga.es
+34 205 50 44/30

Homeless World Cup Foundation
www.homelessworldcup.org
meethomelessworldcup.com
+44 7715 055855

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

International Federation of Cerebral Palsy Football
www.ifcpf.com
tlangen@ifcpf.com
+31 24 3974082

Johan Cruyff Foundation
www.cruyff-foundation.org
info@cruyff-foundation.org
+31 203 057 766

Matthare Youth Sports Association/Mathare United FC
www.mysakeny.org
www.mymathareufcd.com
info@mysakeny.org
+254 722 878787

National Society for the Prevention of Cruelty to Children
www.nspcc.org.uk
www.childline.org.uk
jbrownlow@nspcc.org.uk or anne.tiivas@nspcc.org.uk
+44 116 2347200

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fairplay@vidc.org
+43 171 335 940

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info@farenet.org
+44 20 7253 6795

Football Supporters Europe
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+49 4037 087 751

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+31 203 057 766

Matthare Youth Sports Association/Mathare United FC
www.mysakeny.org
www.mymathareufcd.com
info@mysakeny.org
+254 722 878787
FSR partner contact list

New Israel Fund/Kick it Out
www.nif.org
itzik@nif.org.il
+972 525 345 948

Special Olympics Europe/Eurasia
www.specialolympics.org
mkrogulec@specialolympics.org
+48 22 510 6376

Supporters Direct Europe
www.supporters-direct.coop
antonio.hagemann@supporters-direct.coop
+44 7506 687000

Sport and Citizenship
think tank
www.sportetcitoyennete.com
maxime.leblanc@sportetcitoyennete.com
+33 6 75 83 48 10

UEFA Foundation for Children
www.uefafoundation.org
contact@uefafoundation.org
+389 231 29 291

World Heart Federation
www.worldheart.org
gregoire.labhardt@worldheart.org
+41 22 364 93 23

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

UEFA member associations

Football Federation of FYR Macedonia
www.ffm.mk
contact@ffm.com.mk
or ffm@ffm.com.mk
+389 231 29 291

German Football Association
www.dfb.de
info@dfb.de
+49 69 6878-0

Irish Football Association
www.irishfa.com
jpenrose@irishfa.com
+44 2890 684713

Israel Football Association
www.football.org.il
info@football.org.il
+972 3617 1500

Scottish Football Association
www.scottishfa.co.uk
David.McArdle@Scottishfa.co.uk
+44 141 6166000

Football Association of Serbia
www.fss.rs
igor.jankovic@fss.rs
+381 11 32 33 447
## Global Reporting Initiative index (GRI)**

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<thead>
<tr>
<th>Key</th>
<th>Description</th>
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<td>Statement Message from Peter Gilliéron</td>
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<tr>
<td>GA-2</td>
<td>Key impacts, risks and opportunities Message from Peter Gilliéron About the report About the report*</td>
</tr>
<tr>
<td>GA-3</td>
<td>Name of the organisation</td>
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<tr>
<td>GA-4</td>
<td>Primary brands, products and services Introduction*</td>
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<tr>
<td>GA-5</td>
<td>Location of the organisation's headquarters Book cover</td>
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<tr>
<td>GA-6</td>
<td>Name and number of countries where the organisation operates Introduction*</td>
</tr>
<tr>
<td>GA-7</td>
<td>Nature of ownership and legal form Introduction*</td>
</tr>
<tr>
<td>GA-8</td>
<td>Target audience and affected stakeholders Introduction*</td>
</tr>
<tr>
<td>GA-9</td>
<td>Scale of the organisation Introduction* Inside UEFA (Human resources)</td>
</tr>
<tr>
<td>GA-10</td>
<td>Total workforce Inside UEFA (Human resources)</td>
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<tr>
<td>GA-11</td>
<td>Percentage of total employees covered by collective bargaining agreements</td>
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<td>GA-12</td>
<td>Organiser's supply chain</td>
</tr>
<tr>
<td>GA-13</td>
<td>Significant changes during the reporting period as regards organisation's size, structure, ownership or supply chain About the report Inside UEFA (Human resources)</td>
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<tr>
<td>GA-14</td>
<td>Precautionary approach or principle – whether and how it is addressed by the organisation</td>
</tr>
<tr>
<td>GA-15</td>
<td>External development, changes, principles and other initiatives</td>
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<tr>
<td>GA-16</td>
<td>Membership of associations and national or international advocacy organisations Introduction* European dialogue*</td>
</tr>
</tbody>
</table>

### Organisational profile

- **GA-17**: List of all entities, including consolidated financial statements.
- **GA-18**: Report content. About the report About the report*.
- **GA-19**: List of material aspects identified. About the report About the report*.
- **GA-20**: List of material aspects inside the organisation.
- **GA-21**: List of material aspects outside the organisation.
- **GA-22**: Effect of any restating of information provided in previous reports.
- **GA-23**: Significant changes relative to previous reporting periods About the report.

### Stakeholder engagement

- **GA-24**: List of stakeholder groups FSR partner contact list.
- **GA-25**: Specific stakeholders with whom to engage About the report About the report*.
- **GA-26**: Approach to stakeholder engagement FSR partner feedback.
- **GA-27**: Topics and concerns raised through stakeholder engagement. FSR partner feedback.

### Report profile

- **GA-28**: Reporting period.
- **GA-29**: Date of the most recent previous report.
- **GA-30**: Reporting cycle About the report.
- **GA-31**: Contact point.
- **GA-32**: Type of report This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

### Assurances

- **GA-33**: Assurances.

### Governance

- **GA-34**: Governance structure of the organisation About the organisation*.

### Effectiveness

- **GA-35**: Organisational values, principles, standards and behavioural norms About the organisation* Football and Social Responsibility at UEFA*.

### Material aspects and boundaries

<table>
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<th>Boundary</th>
<th>Coverage</th>
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<td>About the report*</td>
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<td>(see comment regarding identification of material aspects)**</td>
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### Notes

- **GA-17**: This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.
- **GA-18, 19, 20, 21, 22, 23**: Specific indicators developed by UEFA based on the same technical rigour as GRI Standard Disclosures.

---

**This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.**

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**About the report**: A chapter in one of the previous two UEFA FSR reports (2012/13 or 2013/14).

**About the report***: Specific indicator developed by UEFA based on the same technical rigour as GRI Standard Disclosures.
Aspects have been identified based on the strategic priorities defined by UEFA together with key stakeholders. This is not in full accordance with GRI’s Materiality Principle.

<table>
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<th>Indicator</th>
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<td>Financial implications due to climate change</td>
<td>Environment</td>
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<td>Inside UEFA – Economic performance G4-EC2 (2014/15)</td>
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**GRI indicator**

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Global Reporting Initiative index (GRI)

**G4-LA12** Resolution of employees by employee category and other indicators of diversity | Inside UEFA – Inside | (Human resources) | Inside UEFA – Inside | (Human resources) |

**Product Responsibility**

Product and service labelling

**G4-FR1** Customer satisfaction | Inside | FU partner feedback | Internal and external | FU partner feedback | Internal and external |

**Affected stakeholder engagement**

**G4-SO13** Number and type of stakeholder groups involved in project design and implementation | FU partner feedback | About the report | FU partner feedback | About the report | FU partner feedback | About the report |

**Feedback, complaints and action**

**G4-SO14** Opportunities for feedback and complaints and action taken | FU partner feedback | FU partner feedback | FU partner feedback | FU partner feedback |

**Monitoring, evaluation and learning**

**G4-SO15** Number of projects with 40%, and b) Number and percentage of projects that are externally evaluated | All theme sections apart from Football First: UEFA We Care | Football First: UEFA We Care | All theme sections apart from Football First: UEFA We Care | Football First: UEFA We Care |

**Gender and diversity**

**G4-SO16** Diversity and participation based on gender, age, minority group, or other relevant type | Diversity and inclusion | Inside | Diversity and inclusion | Inside |
| **G4-SO17** Number of projects including diversity and inclusion | Inside | Diversity and inclusion | Inside |
| **G4-SO18** Number of projects with diversity and inclusion | Inside | Diversity and inclusion | Inside |
| **G4-SO19** Number and percentage of projects that are externally evaluated | Inside | Diversity and inclusion | Inside |

**Public awareness and advocacy**

**G4-SO20** Number, type and impact of public awareness and advocacy campaign | Diversity and inclusion | External | Diversity and inclusion | External |
| **G4-SO21** Number, type and impact of public awareness and advocacy campaign | Diversity and inclusion | External | Diversity and inclusion | External |
| **G4-SO22** Number, type and impact of public awareness and advocacy campaign | Diversity and inclusion | External | Diversity and inclusion | External |

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* Specific indicator developed by UEFA based on the same technical rigour as GRI Standard Disclosures.

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