



UEFA Football and Social Responsibility Report

2016/17



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List of abbreviations

CAFE Centre for Access to Football in Europe	EAFF European Amputee Football Federation	FSR Football and social responsibility	ITO international technical official	OFFS Open Fun Football School	SOEE Special Olympics Europe Eurasia
CCPA Cross Cultures Project Association	EDSO European Deaf Sport Organization	HWCF Homeless World Cup Foundation	KNVB Royal Netherlands Football Association	PRP Physical rehabilitation programme	SSEP Stadium and Security Expert Programme
CVD Cardiovascular disease	EFFC European Football Fans Congress	IBSA International Blind Sports Federation	KPI Key performance indicator	S&D Sport and development	URBSFA/KBVB Royal Belgian Football Association
DFB German Football Association	EPFA European Powerchair Football Association	ICRC International Committee of the Red Cross	NAA NEVER AGAIN Association	SDG Sustainable development goal	WHF World Heart Federation
DSG Disabled supporters' group	FSE Football Supporters Europe	IFCPF International Federation of Cerebral Palsy Football	NSO national supporters' organisation	SLO Supporter liaison officer	WWF World Wide Fund for Nature
				SMART Specific, measurable, achievable, realistic, timely	

Message from Peter Gilliéron



Welcome to the final report in UEFA's 2012–17 football and social responsibility (FSR) cycle – the fifth of five annual reports covering UEFA's FSR activities in that period.

The initial idea of capturing and reporting on UEFA's considerable social responsibility activities stemmed from a desire to fulfil three objectives:

- To engage with stakeholders regarding the role that social responsibility plays at UEFA
- To show how social responsibility in football can foster sustainable development
- To measure performance each year with a view to encouraging progress

I believe that UEFA has more than fulfilled these objectives. Indeed, since 2013/14 we have worked closely with our partners to determine key performance indicators (KPIs) in order to measure our performance against our objectives year on year, with increasing numbers of UEFA units involved in the reporting process. Moreover, since 2014/15 our reports have complied more closely with the guidelines of the Global Reporting Initiative, drawing on the benefits of reporting on the basis of international standards.

As in previous years, this report provides updates on seven strategic areas, as well as detailing developments within our own organisation. Since this is the final report in the cycle, we have, in addition to covering the 2016/17 season, also taken the opportunity to look back at the progress made over the whole of the five-year reporting period.

One major development in 2016/17 was the launch of UEFA's new HatTrick-funded social responsibility initiative. This got off to a great start, with 54 of UEFA's 55 member associations taking part and submitting project proposals.

This report also looks at the excellent work that was carried out in preparation for UEFA Women's EURO 2017 in order to promote an active and healthy lifestyle.

For the first time, this report features a contribution from UEFA's stadium and security unit, showing how they are improving safety and security standards in stadiums across Europe.

As I mentioned last year, we recently commissioned an independent review of UEFA's FSR policy. The results of that review, which involved an extensive stakeholder consultation process, will help us to shape our FSR strategy for the 2017–21 cycle.

By and large, that review resulted in the confirmation of the strategic decisions taken. It also highlighted the need for increased efforts to tackle Europe's migration and refugee crises and address the issue of child safety, and those findings have been taken on board.

As I write this message, work on the new 2017–21 FSR cycle is well under way. The inclusion of human rights criteria in the bidding process for UEFA competitions is the latest innovation in this regard.

The systematic evaluation and application of these criteria represents a real challenge, but it is one that we are ready to tackle.

As a further sign of our ambition to maximise the positive impact of football, UEFA has also launched a new Respect social responsibility campaign, promoting inclusion, diversity and accessibility in football. #EqualGame aims to ensure that football can continue to grow and flourish, helping more people across Europe to access, play and enjoy the game.

Thank you for your continued support and your efforts to make football ever more sustainable. I hope you enjoy the report!

P. Gilliéron

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



Timeline

The timeline illustrates representative activities undertaken by UEFA and each of the FSR partner organisations and member associations it supported during the 2016/17 season.



Timeline



About the report

Scope

This report, the fifth in a series of five reports covering the 2012–17 FSR cycle, describes the activities of UEFA's FSR partners – external organisations that receive financial support from UEFA and/or work with it at a technical level – between 1 July 2016 and 30 June 2017.

For further information on the background, scope and structure of this series of reports, readers are invited to revisit the [2013/14 FSR report](#). Those wanting to find out more about the activities of UEFA's FSR unit, including the strategy underlying the partnership portfolio and the history of social responsibility at UEFA, are encouraged to read the introduction to the [2012/13 FSR report](#) or, for more general information and up-to-date news, visit <http://www.uefa.com/insideuefa/social-responsibility/index.html>.

Alongside qualitative data in the form of updates on the activities of FSR partners, this report also provides quantitative data in the form of KPIs, demonstrating the successful fulfilment of agreed objectives.

New developments

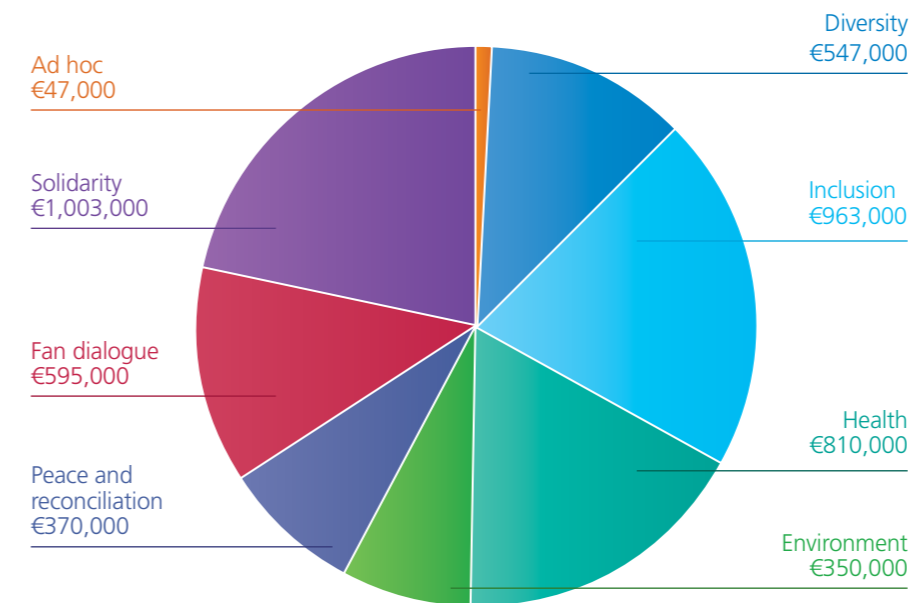
Now that we have reached the end of the 2012–17 cycle, this report looks at the objectives of the various projects, as agreed in the 2012/13 season, and demonstrates – using both quantitative and qualitative data – the extent to which each project has achieved its goals. In addition, each section ends with a number of concluding remarks looking ahead to future developments in respect of the project/issue in question.

As with all reports since 2013/14, and in response to the ongoing stakeholder engagement process, the report begins with an insight into UEFA's internal social responsibility considerations and activities. That Inside UEFA section includes diversity statistics from the human resources unit and KPI data provided by the integrity unit.

That section also includes, for the first time, an overview of the achievements of UEFA's stadium and security unit during the 2016/17 season. That unit seeks to improve national associations' safety and security standards in terms of stadium infrastructure and its management.

This year's report does not, however, include updates on the social responsibility programmes organised by UEFA's member associations. In 2016/17, national associations were given new funding in the context of the [HatTrick assistance programme](#) in order to support their FSR work. This report provides a summary of the projects that were approved by UEFA.

FSR budget allocation by subject area 2016/17



Total: €4,685,000

Points to note:

- UEFA's disciplinary income in the 2015/16 season – which was set aside for investment in FSR projects in 2016/17 – totalled €4,205,000. That included €500,000 dedicated to supporting member associations in the wake of natural disasters, which formed part of the solidarity budget.
- €480,000 of the €595,000 that was allocated to fan dialogue came from UEFA's institutional supporters budget, so €115,000 came from the FSR budget.
- The €1m that was previously allocated to the Monaco charity award now takes the form of an 'annual solidarity fund'. That fund is administered by the independent UEFA Foundation for Children, so it is not included in the 2016/17 budget.





Inside UEFA

Education

UEFA's national association development unit organises a series of educational programmes for employees of UEFA and its member associations, as well as individuals representing other stakeholders.

This report provides updates on the key statistics for each educational programme. For more details regarding the substance of those programmes, please refer to the equivalent section of the 2014/15 and 2015/16 reports.

Captains of Change

The UEFA Captains of Change programme was discontinued at the end of 2016 – after UEFA hosted a second workshop for the three projects added at the end of the 2015/16 season – to redirect resources towards further research on the subject of diversity and inclusion, as well as targeted measures put in place by UEFA in this area.

UEFA will continue to collate new knowledge and expertise in this area and pass it on to member associations. In relation to this, during the 2016/17 season, external research was commissioned to better understand how diversity and inclusion can be used internally as a strategic tool (see the [Outlook section](#), under the subheading FSR Strategy, for details).

UEFA Women in Football Leadership Programme

“This course has served as a catalyst for personal change in so many ways, both at work and outside work. It has opened my mind to many things and what I can be.”

Alina Kapatina, legal department, Football Association of Moldova



Key figures

5
editions

116
participants

46
national associations represented

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UEFA Certificate in Football Management

“CFM gave me the first glimpse of broader picture of football management and governance in general. It brought back the drive for knowledge and vastly improved the understanding of my daily activities.”

Andrius Pacevičius, Lithuanian Football Federation



Key figures

26
editions
(3 centralised and 23 national)

680
graduates

53
national associations represented

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Education

UEFA Research Grant Programme

The following research assignments were supported in the 2016/17 season:

- **'An innovative MRI technique for acute hamstring injuries – a feasibility study of micro-structural recovery at return to play'**, by Johannes L. Tol, Academic Medical Centre of the University of Amsterdam, the Netherlands (project supported by the Royal Netherlands Football Association (KNVB))
- **'The road to victory in the UEFA Women's Champions League: the profile of successful coaches and teams'**, by Edson Filho, University of Central Lancashire, England (project supported by the English Football Association)
- **'Football for human rights: embedding human rights promotion and protection through and within European football'**, by Jacopo Tognon, University of Padua, Italy (project supported by the Malta Football Association)

- **'The preventive effect of an adductor strengthening programme on groin problems in Norwegian male football players'**, by Thor Einar Andersen, Norwegian School of Sports Sciences, Norway (project supported by the Football Association of Norway)
- **'#Social Responsibility in #Football: mapping perceptions and expectations through social media conversations across Europe'**, by Tim Breitbarth, Bournemouth University, England (project supported by the German Football Association (DFB))
- **'The effectiveness of European countries' laws and regulations in dealing with match-fixing'**, by Thomas Gabris, Comenius University Bratislava, Slovakia (project supported by the Slovak Football Association)
- **'An investigation into the engagement of disabled people in European football'**, by Paul Kitchin, Ulster University, Northern Ireland (project supported by the Irish Football Association)

Executive Master in European Sport Governance



Key figures

4 editions

60 graduates¹

28 national associations represented

¹ Each edition spans two seasons, which is why – despite the fact that a new edition started in 2016/17 – the number of graduates is unchanged from last year's report.



Key figures

7 editions

44 grants awarded

UEFA Executive Master for International Players



Key figures

1 edition

23 graduates

“I decided to join this programme because I knew it would enable me to prepare for my future career. Before, I was always afraid that people saw me only as an elite player. UEFA's MIP programme has helped me to become more confident, increase my professional knowledge and gain more credibility as a future manager.”

Éric Abidal, president of the Éric Abidal Foundation and consultant at beIN SPORTS



Education

UEFA Football Law Programme

“Given the complexity of the legal issues in football, it is important that all members of the football community cooperate and understand their respective positions in order to improve the current situation. This programme, which welcomes participants from various different backgrounds and organisations, is key to fostering cooperation in our daily work.”

Michele Bernasconi, CAS arbitrator, and Emilio García, managing director of integrity, UEFA



Key figures

1
edition²

24
graduates

14
national
associations
represented

²The second edition is about to start, but this means that it will start in the 2017/18 season.

Environmental footprint



UEFA considers a number of environmental criteria when it comes to selecting venues and host cities for the various competitions that it organises over the season. Consequently, UEFA is determined to lead by example when it comes to considering its own environmental footprint.³

Cold water, gas and electricity

UEFA's facility management unit is responsible for minimising the organisation's environmental footprint in Nyon, where its headquarters are located. Last year's report listed some of the measures that it has implemented over the years across UEFA's three office buildings. The table looks at the consumption of cold water, gas and electricity across all UEFA sites over the last four years.

Location/ measure		HQ	La Clairière	Bois-Bougy	Colovray sports centre	Total
Cold water (m ³)	2016/17	2,749	6,871	902	9,299	19,821
	2015/16	2,239	6,172	1,325	9,443	19,179
	2014/15	3,364	4,209	1,489	5,567	14,629
	2013/14	3,119	7,116	838	6,184	17,257
Gas (m ³)	2016/17	6,633	0	0	66,807	73,440
	2015/16	6,921	0	0	59,548	66,469
	2014/15	6,682	0	0	54,815	61,497
	2013/14	6,602	0	0	58,299	64,901
Electricity (kWh) - From the local energy supplier	2016/17	1,769,100	1,139,688	565,560	1,071,336	4,545,684
	2015/16	1,584,150	1,058,424	527,912	985,336	4,155,822
	2014/15	1,653,630	1,160,515	401,039	277,658	3,492,842
	2013/14	1,653,690	1,235,174	402,648	305,326	3,596,838
Electricity (kWh) - From solar panels	2016/17	0	26,333	0	0	26,333
	2015/16	0	28,101	0	0	28,101
	2014/15	0	28,655	0	0	28,655
	2013/14	0	31,091	0	0	31,091

³UEFA offsets all carbon emissions stemming from flights taken by its staff during the season (see the [Climate Friendly section](#) for details).

Environmental footprint



Waste

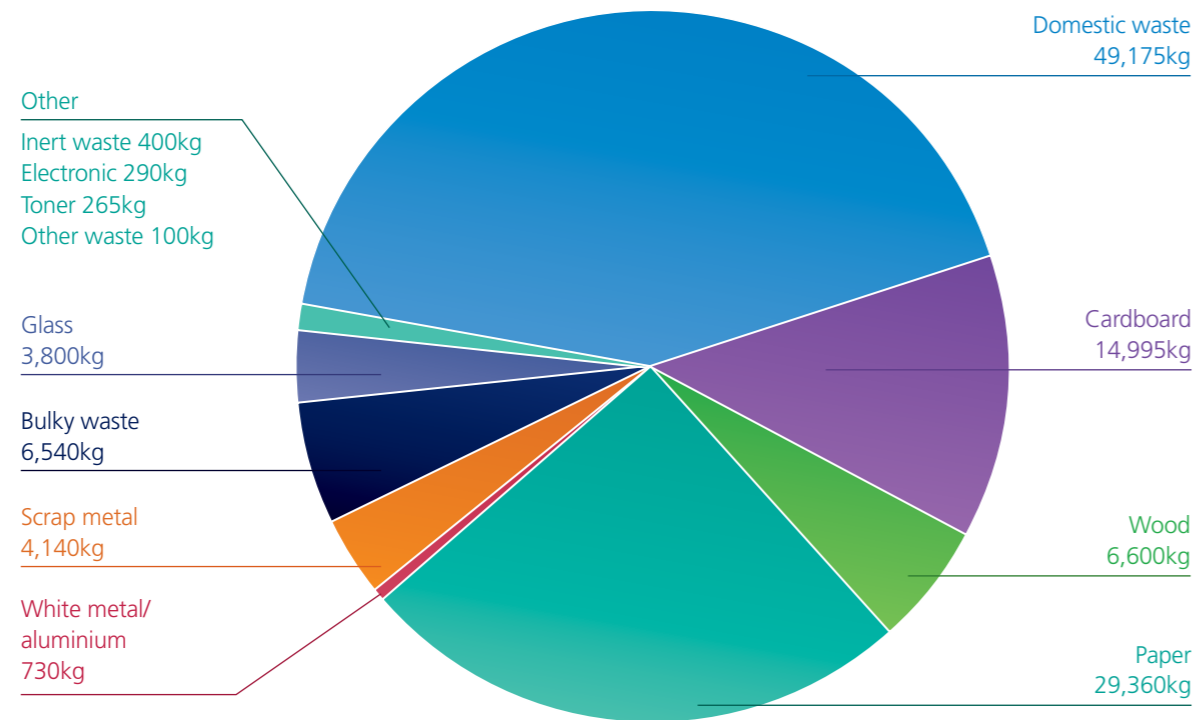
UEFA carries out extensive waste separation on site. It works with a specialist company to separate waste into 17 different categories. In addition, textiles that are still in good condition, such as football kit, other football-related clothing and official UEFA uniforms, are either reused or donated.

The chart opposite shows the amount of waste that was separated by UEFA during the 2016/17 season:⁴

In addition to the categories presented in the chart, the following types of waste were collected in 110l bags and recycled (without being weighed):

- PET: 2,342 bags
- Batteries: 0 bags (first bag not yet full)
- Food waste: 238 bags
- Internal documents: 8,000 bags

Total waste in 2016/17



⁴Please note that 'domestic waste' does not include food waste, while 'inert waste' is material that needs to be destroyed at a specific temperature.

Sourcing

UEFA aims to purchase gifts and stationery which will increase environmental awareness among staff and external stakeholders. It typically purchases stationery from local suppliers and has a policy of ensuring that items are reused and/or redistributed wherever possible.

UEFA purchases two different kinds of paper: Lyreco, which is used both on site and abroad; and Evercopy Plus, which is used on site as much as possible. Lyreco has an EU Ecolabel thanks to its limited contribution to air and water pollution, its use of certified fibres, and its limits on hazardous substances. Evercopy Plus is Blue Angel-certified because it is made with 100% recycled paper, without bleaching, de-inking or the addition of optical brighteners, has zero carbon emissions and generates little waste.

Since 2016, only plant-based biodegradable plastic bags have been distributed in the context of UEFA events and other activities.

Biodiversity

Ecological compensation areas (ECAs) establish protected habitats for plants and wildlife. There are three ECAs at UEFA's headquarters in Nyon: a rough pasture, a pond and a natural stream. These three areas are designed to complement nature reserves by preserving and promoting biodiversity.

Transport

Pool cars are available to all staff members at UEFA's headquarters to encourage car-sharing for professional use.

UEFA also provides free recharging for employees' electric cars. There are charging points, including fast-charging points, in a reserved area of the car park. Electric bicycles are also available to UEFA employees for local travel.



Human resources

In 2016/17, UEFA had a total of 514 employees from 38 different countries. The total number of staff was lower than in 2015/16 and 2014/15 because several fixed-term contracts had expired following UEFA EURO 2016. However, it was higher than in 2013/14, with UEFA making sure that it retains key people with specific knowledge of its business and operations, as well as laying the foundations for UEFA EURO 2020, which promises to be a complex affair.

The tables opposite show UEFA's key employment statistics⁵ for the 2016/17 season, as well as the three previous seasons.



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Contract type by gender

	Season	Male	Female	Total
Fixed-term contract	2016/17	27	17	44
	2015/16	85	76	161 ⁶
	2014/15	59	55	114
	2013/14	21	20	41
Permanent contract	2016/17	305	165	470
	2015/16	270	139	409
	2014/15	279	136	415
	2013/14	274	141	415
Total number of employees	2016/17	332	182	514
	2015/16	355	215	570
	2014/15	338	191	529
	2013/14	295	161	456
Percentage of employees	2016/17	65%	35%	100%
	2015/16	62%	38%	100%
	2014/15	64%	36%	100%
	2013/14	65%	35%	100%

Employment type by gender (permanent contracts only)

	Season	Male	Female	Total
Full-time	2016/17	296	124	420
	2015/16	264	106	370
	2014/15	272	102	374
	2013/14	268	106	374
Part-time	2016/17	9	41	50
	2015/16	6	33	39
	2014/15	7	34	41
	2013/14	6	35	41
Total number of employees	2016/17	305	165	470
	2015/16	270	139	409
	2014/15	279	136	415
	2013/14	274	141	415
Percentage of employees	2016/17	65%	35%	100%
	2015/16	66%	34%	100%
	2014/15	67%	33%	100%
	2013/14	66%	34%	100%

Employees recruited by age group and gender

	Season	Under 30	30-50	Over 50	Total
Female	2016/17	11	16	3	30
	2015/16	14	18	0	32
	2014/15	19	32	1	52
	2013/14	12	13	0	25
Male	2016/17	8	46	1	55
	2015/16	18	20	3	41
	2014/15	23	32	1	56
	2013/14	18	25	2	45
Total	2016/17	19	62	4	85
	2015/16	32	38	3	73
	2014/15	42	64	2	108
	2013/14	30	38	2	70
Percentage of employees	2016/17	22%	73%	5%	100%
	2015/16	44%	52%	4%	100%
	2014/15	39%	59%	2%	100%
	2013/14	43%	54%	3%	100%

Total number of employees by age group

	Season	Under 30	30-50	Over 50	Total
Total	2016/17	60	393	61	514
	2015/16	95	419	56	570
	2014/15	83	393	53	529
	2013/14	62	339	55	456
Percentage	2016/17	12%	76%	12%	100%
	2015/16	17%	74%	10%	100%
	2014/15	16%	74%	10%	100%
	2013/14	14%	74%	12%	100%

⁵ All figures are rounded up.

⁶ The number of employees on fixed-term contracts was higher in 2014/15 and 2015/16 because extra staff were needed for UEFA EURO 2016.



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HR initiatives

In addition, UEFA's human resources unit continued to run various employee initiatives. As part of the I Care About My Health initiative, there were conferences sharing insights on productivity, defining success, developing useful habits, maintaining high levels of energy and increasing motivation. Employees were also given free eye examinations, and several sporting activities were organised, including slacklining.

Human resources



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

Training	Season	Employees involved	Description/objectives
Annual appraisal activity (AAA)	2016/17 2015/16 2014/15 2013/14	514 (all) 570 (all) 529 (all) 456 (all)	Employee appraisals by means of internal performance reviews
Management training	2016/17 2015/16 2014/15 2013/14	30 ⁷ 12 10 12	Training managers to use specific tools and practise certain exercises that will enhance their management skills
Project management training	2016/17 2015/16 2014/15 2013/14	19 10 22 20	Providing tools and methods for managing projects, setting priorities and performing tasks accordingly
Speaking with impact	2016/17 2015/16 2014/15 2013/14	20 12 38 n/a	Providing techniques to improve public speaking and convince audiences
Problem-solving and decision-making	2016/17 2015/16 2014/15 2013/14	10 14 15 18	Providing practical tools that make staff more efficient in their problem-solving and decision-making
Negotiation skills	2016/17 2015/16 2014/15 2013/14	0 ⁸ 3 13 11	Improving business relationships through negotiation by using specific approaches and skills
Senior management training	2016/17 2015/16 2014/15 2013/14	24 ⁹ 5 9 n/a	Assessment and individual development plans for staff with senior management potential
Self-management advice	2016/17 2015/16 2014/15 2013/14	2 4 3 11	Helping staff to progress in their specific roles by using their personality traits to their advantage
Coaching sessions	2016/17 2015/16 2014/15 2013/14	34 25 7 15	One-to-one sessions aimed at helping employees to develop their soft skills

Head of unit training	2016/17 2015/16 2014/15 2013/14	0 ¹⁰ 30 ca 30 n/a	Training on how to offer valuable feedback and set SMART objectives that will motivate staff
Mediation	2016/17 2015/16 2014/15 2013/14	14 5 5 n/a	Training on specific approaches and techniques aimed at resolving conflicts between individuals
Preparation for retirement	2016/17 2015/16 2014/15 2013/14	9 5 4 3	Preparing employees for the transition into retirement
Skills assessments and outplacement programmes	2016/17 2015/16 2014/15 2013/14	4 5 6 8	Identifying and building on strengths and areas for improvement (including in the event of termination of employment)
Tailor-made training	2016/17 2015/16 2014/15 2013/14	30+ 30+ 30+ 30+	Specific training based on individual personal development needs
Language courses	2016/17 2015/16 2014/15 2013/14	80 64 60 50	English, French, German, Italian, Spanish and Russian
Time-management training	2016/17 2015/16 2014/15 2013/14	36 13 10 0	Tools, personal advice and good practices aimed at better managing time and priorities

In 2016/17, UEFA also supported seven employees undertaking an International Computer Driving Licence course, which involved improving skills in a wide range of areas, including computer essentials, word processing and IT security.

⁷ The increase in this figure in 2016/17 reflects a policy of encouraging promotion. This training is now offered to all managers and future managers.

⁸ Negotiation training was not organised in 2016/17; the next session will be held in February 2018.

⁹ The increase in this figure in 2016/17 reflects a policy of encouraging promotion. This training is now offered to all managers and future managers.

¹⁰ Instead of training with specific objectives, the 2016/17 season saw heads of unit gather twice for discussions on specific topics.

Integrity

UEFA's integrity unit held information sessions on match-fixing for all players from participating teams at UEFA Women's EURO 2017 in the Netherlands and the final round of the UEFA European Under-21 Championship in Poland.

This was the first time that players at these tournaments had been given a presentation on this specific issue, and it followed the successful implementation of the same measure at UEFA EURO 2016 (as reported in last season's report).¹¹

UEFA greatly appreciates the support that it gets from its main stakeholders in this area. In 2016/17, its ties with various groups operating in this field were once again strengthened during the fourth meeting of the UEFA working group on match-fixing.

Delegates were welcomed from Europol, the Council of Europe, the UK National Crime Agency, the UK Gambling Commission and the French and Italian police forces, as well as other representatives of law enforcement agencies and gambling authorities across Europe.

At that meeting in Rome, the UEFA president, Aleksander Čeferin, stressed his determination to rid the sport of what he called "a disease that attacks football's very core".



Every year, UEFA's betting fraud detection system monitors more than

30,000

matches in UEFA and domestic competitions.

Key performance indicators

Indicator	2013/14	2014/15	2015/16	2016/17
Suspicious domestic league matches identified by the betting fraud detection system	200	227	231	310
Men's and women's national youth team players given an introductory presentation warning of the risks involved in match-fixing ¹²	2,200	2,400	5,400	6,940 ¹³
Male and female referees from various countries attending Centre of Refereeing Excellence courses	204	230	250	250
Student coaches from various countries taking part in student exchanges	320	350	350	350

UEFA is currently reinforcing its match-fixing operations by establishing a new hub focusing on the protection of football, which will include the disciplinary, anti-doping and integrity units.

¹¹ Information on the total amounts of money that were bet worldwide on those tournaments is not available from betting operators. There were no suspicions of match-fixing in respect of any matches at those tournaments.

¹² This programme has been expanded to encompass all 55 teams taking part in each of UEFA's youth competitions – i.e. not just the teams participating in final tournaments, as was the case previously.

¹³ This figure comprises 5,400 members of national Under-17 and Under-19 teams (both male and female), 700 UEFA Youth League players, 480 players at UEFA Women's EURO 2017 and 360 players at the final round of the UEFA European Under-21 Championship.

“One of my key missions as UEFA president is to step up the campaign to protect the integrity of our sport, and to stop the manipulation of matches, illegal betting and corruption.”

Aleksander Čeferin, UEFA president

Medical



During the 2016/17 season, UEFA led a call for research with a view to analysing the effects of heading a ball in youth football across Europe. This research study will examine training and match situations in different age categories across both genders, looking at whether heading has any effect on the structure and function of youth players' brains. The UEFA Medical Committee will, with input from independent experts, review the viability and validity of all proposals and make the final decisions in this regard.

UEFA also successfully organised the second edition of its Football Doctor Education Programme (FDEP), focusing on emergency medicine. A total of 52 national team doctors attended this course, which took place in April 2017 in Barcelona. UEFA also published the Encyclopedia of Football Medicine, which comprises three volumes and is based entirely on the contents of the three FDEP workshops.

As part of its anti-doping activities, UEFA collects urine and blood samples, with regular unannounced doping controls conducted for the full duration of the relevant competition. One third of all testing is conducted out of competition. Samples are tested for a variety of substances, including erythropoietin (EPO) and human growth hormone.

All samples are collected by qualified doctors appointed by UEFA and are analysed at World Anti-Doping Agency-accredited laboratories.

All samples collected in the context of the UEFA Champions League, the UEFA Europa League, the UEFA Super Cup and the UEFA European Football Championship are kept for up to ten years to allow them to be reanalysed at any time (e.g. if specific intelligence comes to light or new analytical techniques become available). This allows doping offences to be punished up to ten years after they have been committed and, as such, represents a significant deterrent.

UEFA stores all blood and urine samples collected in major competitions for up to ten years.



© Harold Cunningham/UEFA

Medical

UEFA has signed cooperation agreements with 28 national anti-doping organisations with a view to establishing a comprehensive testing programme spanning both European and domestic competitions. That cooperation also enables the development of biological passports – a new innovation which monitors players throughout their professional careers. Those cooperation agreements ensure that UEFA has a full overview of all doping tests carried out on players across Europe at national level.

Key performance indicators

Indicator	2013/14	2014/15	2015/16	2016/17
Anti-doping leaflets (available in seven languages) sent to players in all clubs and national teams (men's, women's, youth and futsal) participating in UEFA competitions	22,250	22,250	23,535	23,805
Samples (blood and urine) collected across all competitions	2,198	2,388	3,860	2,802 ¹⁴
Youth players (Under-17s and Under-19s – both men and women – and Youth League) and team officials attending anti-doping presentations for youth teams as part of the UEFA anti-doping education programme	900	1,100	1,100	1,100
Teams receiving anti-doping education and information kits containing anti-doping leaflets, guides to doping control procedures, the UEFA Anti-Doping Regulations, the World Anti-Doping Agency Prohibited List, guides to therapeutic use exemptions and the UEFA Medical Regulations	720	720	782	791
Confirmed violations of anti-doping rules	1	1 ¹⁵	3 ¹⁶	3 ¹⁷

¹⁴ The number of samples was down this year relative to last year (which incorporated UEFA EURO 2016) because fewer matches were played, so there was less testing of teams in and out of competition.

¹⁵ There was one confirmed doping offence in 2014/15, but investigations were still ongoing at the time of the publication of the 2014/15 FSR report, hence the discrepancy between reports. That offence involved cannabis, and the player was suspended for two months.

¹⁶ The three confirmed cases involved: 1) stanozolol (anabolic steroid), leading to a two year suspension, following an appeal to and decision by the Court of Arbitration for Sport; 2) meldonium (hormone and metabolic modulator), leading to a four-year suspension; and 3) fenoterol (beta-2 agonist), leading to a six-month suspension.

¹⁷ The three confirmed cases involved: 1) cocaine (unspecified stimulant), leading to a two-year suspension (upheld by the Court of Arbitration for Sport); 2) sibutramine (specified stimulant), leading to a two-year suspension; and 3) prednisone and prednisolone (glucocorticosteroids) leading to a four-month suspension.

Stadium and security

The safety of spectators and everyone involved in the game should be the primary consideration at any major sports event. Thus, the fundamental remit of UEFA's stadium and security unit is to help national associations to continually improve safety and security standards in respect of their stadium infrastructure and its management.

That involves seeking to establish strong partnerships with national associations, clubs, stadium owners/managers, and national/local authorities and police in order to ensure safe, secure and welcoming conditions at all football matches across Europe.

Main achievements in 2016/17

The stadium and security unit has been working in **close cooperation with a Council of Europe standing committee** that was set up in the aftermath of the Heysel Stadium disaster in 1985. The subsequent recommendations and resolutions adopted by that standing committee culminated in the Council of Europe adopting a new convention in Paris on 3 July 2016 on an integrated safety, security and service approach at football matches and other sports events.

Following the UEFA Executive Committee's approval of the UEFA Stadium and Security Strategy for 2017–21, the unit then launched a four-year support programme for national associations aimed at implementing the new pan-European convention.

Every year since 2007, UEFA has **hosted an annual stadium and security conference** at the start of each season. Delegates include police and safety officers from clubs in the UEFA Champions and Europa Leagues, representatives of national associations, stadium owners/managers and representatives of fan groups. In September 2016, more than 320 delegates made their way to Bucharest

to discuss safety and security risks (including issues such as pyrotechnics), potential liabilities for organisers and the threat of terrorist attacks.

Since August 2016, the unit has been working with a group of stakeholders on a **research project looking at the safety risks of using pyrotechnics in football stadiums**. Experts conducting research commissioned by that group have confirmed that pyrotechnics cannot be used safely in spectator areas within football stadiums. That report was circulated to all national associations and was the catalyst for a new UEFA policy statement establishing an integrated strategy.

The delivery of education and training events which meet national associations' needs forms the backbone of the unit's work. The unit and its pan-European partners have established a Stadium and Security Expert Programme (SSEP) – a comprehensive training programme aimed at increasing the knowledge and expertise of security and police commanders at football matches. As part of that programme, officials in Azerbaijan, Israel and Portugal underwent training in



The use of pyrotechnics is the single most common safety and security incident at UEFA matches, being reported at more than one in four games.

2016/17 in accordance with their national associations' needs. In addition, UEFA continued to roll out its training programme for stewards, which has now been delivered to a total of 12 national associations.

UEFA's expertise in the field of stadium safety and security is the subject of worldwide acclaim. Consequently, UEFA considers that it has a clear moral responsibility to **assist other confederations** in this area. In 2016/17, most of the work that was undertaken outside Europe in this area was carried out by means of a memorandum of understanding with the Asian Football Confederation. SSEP seminars were delivered in Iran, the United Arab Emirates (UAE), Malaysia, Oman and India, with a training programme for stewards being run in the UAE. The unit also initiated an exercise aimed at calculating the maximum safe capacity at seven stadiums in India, as well as supporting the club licensing process at the African football confederation (CAF) by helping to introduce stadium policies and regulations.



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Diversity

Fare network

While much has been achieved in the last 20 years to make football a more welcoming, inclusive and safe place for minorities, in many areas disparity, exclusion and inequality are still present in the European game.

Diversity in positions of power – management and leadership – is rare. Homophobia, racism and sexism are still routinely observed in stadiums. Migrants and refugees do not have the same easy access to football as the majority of the local population, despite the well-known and well-documented benefits of sport for integration.

The Fare network is an international umbrella organisation which brings together non-governmental organisations (NGOs), minority groups, activists and grassroots organisations in a joint effort to celebrate diversity and combat racism, homophobia, sexism and other forms of discrimination.

The overall aim of the partnership between Fare and UEFA over the last five years has been to develop and implement a series of activities that address ongoing issues of discrimination and exclusion in football through a combination of lobbying, making the case for change and positive engagement.

Main achievements during the five-year partnership

The **Football People action weeks** are Europe's biggest series of activities and events promoting social change through football. That campaign, which began in 2001 in just nine countries, features over 2,000 coordinated events and activities involving grassroots and professional clubs, community groups, NGOs, schools and national associations in more than 50 countries.



The campaign has received backing from top players such as Yaya Touré, Thomas Hitzlsperger and Casey Stoney, which, along with media coverage in more than 60 countries, has helped to raise awareness of racism, homophobia and sexism and promote diversity and social inclusion across Europe.

Fare's partnership with UEFA has also led to the development and successful **implementation of a dedicated observer system** covering the principal UEFA competitions. Fare has analysed all fixtures over the last five seasons to gauge the likelihood of discriminatory incidents and deployed trained experts at high-risk matches to record any incidents. The resulting reports help the UEFA Control, Ethics and Disciplinary Body to address the incidents of discrimination. This has resulted in a series of debates at national level about discrimination in football and has contributed to improvements in fans' behaviour at UEFA matches (as demonstrated by the figures in the table below, which shows a significant decline in the number of incidents recorded in the last two seasons).

UEFA Champions League and Europa League	2013/14	2014/15	2015/16	2016/17
Fixtures analysed	694	698	692	686
Fixtures observed	49	113	118	114
Incidents recorded ¹⁸	37	47	20	25
Penalties imposed	20	27	9	14

¹⁸ Fare observers record all incidents, regardless of their scale and nature.

Fare works closely with UEFA and the national associations **to support good governance and lobby for changes in policy.** For example, in 2014, Fare organised the Breaking the Glass Ceiling seminar on institutional discrimination at national associations in cooperation with the Royal Netherlands Football Association (KNVB) and UEFA. The event showcased initial research into the topic and concluded with the adoption of the Amsterdam Pact, which seeks to promote measures contained in a dedicated report with a view to increasing the representation of ethnic minorities, women and LGBTIQ people in leadership positions.

Fare has also been involved in several initiatives aimed at using the power of football to help refugees and migrants escaping war and violence to settle in Europe. To help with this task, Fare **established a groundbreaking database detailing grassroots organisations, teams and football clubs across**

Europe that actively welcome refugees, helping refugees to access regular training sessions. Fare also led discussions on the subject of how to deal with anti-refugee movements in football at a UEFA study group session hosted by the German Football Association (DFB) in September 2016.

In June 2015, some of Europe's leading anti-discrimination campaigners gathered in Barcelona for a **Fare conference on exclusion and discrimination in football** and the organisation's general meeting. Representatives from 38 countries met at Camp Nou, the home of FC Barcelona, for a day of debate and discussion and the development of new ideas on issues affecting campaigners. The speakers at that event included former AC Milan and Netherlands midfielder Clarence Seedorf, UEFA's ambassador for diversity and change, as well as activists, NGO leaders and representatives of UEFA and FIFA.

“Through the Football People weeks, we learn about the injustice that exists in the world; and through our activities, we help to combat those inequalities.”

Serbian primary school pupil, 2015

Since 2012/13, Fare has distributed over

€570,000

to more than

1,100

groups, with

€130,000

worth of resources given away to more than

7,500

grassroots organisations.



Fare network

Key performance indicators

Objective	Activity	Indicator	Performance				
			2012/13	2013/14	2014/15	2015/16	2016/17
Tackle discrimination at all levels of football across Europe	Support for governance	Instances when Fare provided support/advice to national associations or professional clubs	n/a	4	10	9	21
	Observer scheme	Observers trained	16	66	102	130	147
		Countries where the scheme has contributed to national debates	3	6	7	11	12
Raise awareness of the integrative potential of football and encourage action against discrimination	Education	Number of educational material (such as educational guides, etc.) published and funded	1	2	5	4	6
		Workshops facilitated or presentations given in order to provide information about Fare's work	15	22	27	29	32
	Information sharing	Examples of good practices and educational resources shared	n/a	70	90	80	81 ¹⁹
		Total number of social media followers (Twitter, Facebook and Instagram combined)	n/a	11,378	12,365	15,190	17,189
Build capacity to empower groups who are marginalised and discriminated against	Support for Fare members and grassroots groups/campaigns	Non-Fare events (round tables, panel discussions and conferences) supported / Fare events organised, hosted, co-hosted and funded	235/5	267/7	270/13	272/41	231/41
		Ethnic minority, LGBTIQ and women's organisations worked with	27	32	40	43	73
	Organise Football People action weeks	Known activities	500	1,500	2,000	1,900	2,100

Concluding remarks

Football has been shown to be an effective means of fostering social development, integration and both community and personal empowerment. It belongs to all of us, regardless of our background, our personal life story or our involvement in the game.

Far-right activity across Europe, the integration of migrants and refugees, and the continuing exclusion of minorities and women are just some of the huge

challenges that Fare is seeking to address in partnership with UEFA. However, with great challenges come great opportunities.

While it works closely with policymakers and football administrators with a view to making football more inclusive, FARE 's primary focus is a bottom-up approach aimed at supporting grassroots activists in their work against exclusion and marginalisation, and community groups facing these issues.

¹⁹ More examples of good practices have been shared because many more initiatives have been developed in response to the large numbers of refugees that have come to Europe since 2015.

NEVER AGAIN Association

The NEVER AGAIN Association (NAA) is a non-political organisation that focuses on tackling racism and discrimination in football and wider society. Its aim is to promote multicultural understanding and contribute to the development of a democratic civil society in Poland and in the broader region of Central and Eastern Europe.

The NAA has been actively involved in tackling racism in Polish football since 1996. It was responsible for implementing the Respect Diversity – Football Unites programme (a series of activities devised by the Fare network and UEFA) in Poland and Ukraine in the context of UEFA EURO 2012.

The NAA is particularly concerned with the problem of racial and ethnic prejudices among the young. Cooperation with UEFA and other members of the Fare network is a key element of the NAA's long-term strategy in terms of its ongoing work to combat racism and intolerance.

Main achievements during the five-year partnership

Since the late 1990s, the NAA has played a prominent role in the annual Polish Woodstock Festival. This free open-air festival attracts around 500,000 people and is the biggest of its kind in Europe. As part of the event, the NAA organises a friendly football tournament involving teams from all over Poland, as well as anti-discrimination workshops and discussions with bands supporting the Respect Diversity message. In 2016, the tournament was officially supported by the Polish human rights commissioner.



“Over the years, the NAA has really changed public attitudes. Even though nationalist and neo-fascist tendencies are occasionally still observable, the NAA's activities have served as a beacon of light in our society.”

Dr Adam Bodnar, Polish human rights commissioner, 2017

Fare network

NEVER AGAIN Association



The NAA monitors and documents instances of hate speech and hate crimes inside and outside stadiums, in cooperation with its network of local correspondents, journalists and other football stakeholders. In addition to documenting witnesses' accounts, the NAA also monitors social media and far-right publications. For example, during the final tournament of the UEFA European Under-21 Championship, anti-refugee chants were documented. Documented incidents are recorded in the 'Brown Book' – a register of hate crimes. This information is shared with interested media and stakeholders.

A large number of anti-racism leaflets, booklets, stickers and other materials is produced and distributed at numerous events throughout the year. These materials are aimed at young football fans, as well as people attending festivals and other cultural events.

On request, representatives of the NAA conduct specially designed educational activities in a wide range of institutions. These activities include training sessions for teachers, officials and other groups (including security personnel and prison workers). One such training session was held at a local kindergarten in the town of Elk, where anti-migrant riots had taken place in January 2016. These educational activities stress the role that football can play in the promotion of respect and intercultural understanding.

The NAA **works tirelessly to promote tolerance**. For example, it has worked closely with the European Commission's local representative on the organisation of anti-racism football tournaments in Wroclaw. It has also participated in events organised by the Visegrad Task Force on the Prevention of Mass Atrocities, as well as taking part in joint research on anti-Semitism in central Europe (including in football stadiums) conducted in cooperation with the Budapest-based Tom

Lantos Institute. In 2016/17 alone, it was consulted and quoted by numerous local, national and international media organisations, including the Financial Times and the BBC. The NAA was also invited to participate in a discussion with the Duchess of Cambridge during her visit to Warsaw on 17 July 2017.

The NAA is committed to engaging with stakeholders and facilitating dialogue on the subject of discrimination through **regular contact with minority groups, football institutions, clubs and authorities**, participating in more than 100 meetings over the last five years. For example, on 30 November 2016, the NAA appeared before the Polish parliament's committee on national and ethnic minorities, sharing its observations and findings on the problems stemming from hate speech and hate crimes inside and outside of stadiums.



© NAA

Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Promotion of anti-racism message at Przystanek Woodstock Festival and tournament	Festival participants	500,000	750,000	750,000	500,000	500,000
	Players taking part in tournament	160	320	120	100	100
Promotion of anti-racism message through cultural and sports events	Events	100	80	115	120	130
	Participants	75,000	50,000	75,000	100,000	120,000
Promotion of anti-racism message through publications	Number of leaflets, posters and brochures distributed	75,000	50,000	50,000	60,000	75,000
Promotion of anti-racism message through training sessions	Sessions	47	40	50	30	36
	Participants	3,500	2,600	3,000	2,000	2,500
Communication	Followers on Facebook	2,500	4,000	6,000	9,000	12,000
	Followers on Twitter	150	300	450	730	900
	Media articles	83	67	99	166	144
	Radio and TV broadcasts	64	48	73	112	76

Concluding remarks

Nationalism and xenophobia (including anti-Semitism and Islamophobia, as well as other forms of prejudice and racism) have been on the rise across Central and Eastern Europe in recent years – especially since the summer of 2015, when the refugee crisis began to be exploited by means of xenophobic demonstrations and statements both inside and outside stadiums.

Football culture has often been manipulated by hate groups in order to promote their ideology. Consequently, the NAA's activities, which highlight the positive power of football as a tool promoting peace and diversity, are widely regarded as being more relevant and necessary today than ever before.

The NAA's activities at sporting and cultural events in 2016/17 reached upwards of **120,000** people.

National associations

Israel Football Association

Kick It Out Israel – a joint initiative organised by the Israel Football Association and the New Israel Fund – seeks to eradicate the racism that exists in Israeli football between the Jewish majority and the Arab minority.

While this racism reflects attitudes in wider society, it went more or less unchallenged until this initiative was launched in 2003. Since then, the number of racist incidents has fallen significantly as a result of this campaign, which has mainly revolved around raising awareness of this problem through various channels.

In recent years, because football is an area in which Jews and Arabs can unite over a shared love of the game, the campaign has fostered inclusion, respect and tolerance in relation to all of Israel's various communities, regardless of their religion, ethnic background, gender or sexual orientation, including immigrants, migrant workers, refugees and asylum seekers.

Main achievements during the five-year partnership

The initiative's flagship programme sends volunteer observers to monitor racist incidents at all Israeli Premier League matches. **A continual season-on-season decline has been observed in terms of major racist incidents.**

The first full Team of Equals season recently came to an end, with 30 fourth-grade pupils (15 Arabs and 15 Jews) being presented with certificates at a ceremony in Jerusalem. This programme, which brings together both children and their families, will continue next season with the same 30 children. It is

funded equally by Jewish club Hapoel Katamon and the Arab Football Academy of Beit Safafa.

Meanwhile, **six grants worth a total of €10,000 were awarded in the context of the Israeli Cup final** to organisations working to promote tolerance through football. Those organisations were given grants in recognition of their efforts to bring Jews and Arabs – as well as refugees and immigrants from Ethiopia – together through football.

Top Israeli players also took part in **a friendly match with refugees at a special event marking the International Day for the Elimination of Racial Discrimination**. That event, which represented an unprecedented demonstration of solidarity, involved 4,000 African asylum seekers and refugees who are



58
racist incidents
were observed
in 2016/17,
down from

79
in 2015/16.

living in limbo while detained at the Holot detention centre.

As part of the Kick It Out Israel initiative, a conference was organised in Haifa during Fare's Football People action week. This included a panel discussion featuring prominent Arab and Jewish footballers, followed by a tournament contested by six Jewish and Arab teams from across the country. The event was widely covered by the [Israeli media](#).

Also as part of this initiative, Jerusalem Open House organised a [special event](#) in 2015/16 to **challenge homophobia in football** in the run-up to Jerusalem Pride. A football tournament was organised featuring young players from the Rainbow team (made up of players from Israel's LGBTIQ community) and Hapoel Katamon, a team known for its commitment to equality and shared society.

Concluding remarks

While much still needs to be done to eliminate racism from Israeli football, more resources are being channelled into promoting the positive (i.e. tolerance, inclusion and coexistence), rather than combating the negative (i.e. racism and the incitement of violence). More resources are also being allocated to combating homophobia, sexism and gender discrimination.



“Our club strongly believes in accepting different sections of the population and expressing solidarity with all mankind. The struggle against racism is long and arduous, but ultimately it will bring about a better society.”

Erez Neeman, spokesman for Hapoel Tel-Aviv FC





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Inclusion

Centre for Access to Football in Europe

The Centre for Access to Football in Europe (CAFE) was created with the aim of ensuring that disabled supporters in countries across Europe are able to attend football matches and enjoy a fully inclusive, problem-free experience.

In addition to working with UEFA, its member associations and their clubs, CAFE also cooperates with and supports disabled supporters' groups (DSGs), disability and equality NGOs, and supporters' networks.

CAFE has made good progress over the years in its efforts to ensure that the football world is accessible in all respects and disabled people are able to take their rightful place in the game, be it as spectators, players, volunteers, coaches, administrators or decision-makers.

Main achievements during the five-year partnership

As part of a UEFA EURO 2012 legacy project in Poland and Ukraine, CAFE has:

- set up nine DSGs in Poland and six in Ukraine;
- set up a [national DSG in Poland](#);
- established audio-descriptive commentary services in both countries (entailing legislative changes in Ukraine, which now officially recognises that profession);
- launched the Week of Action initiative and overseen year-on-year growth, with over 1,000 disabled spectators attending the [Śląsk Wrocław v Lechia Gdańsk match in Poland in 2015](#).

In 2014, [Access for All, UEFA and CAFE's good practice guide to creating an accessible stadium and matchday experience](#), was translated into 14 languages and made available to download on CAFE's website. This facilitated access to the guide for national associations and their clubs and provided stadiums with a benchmark to aim for and surpass.

In 2015, [CAFE organised its second international conference at the Stade de France](#) under the theme 'Total Football, Total Access'. Discussions covered [preparations for UEFA EURO 2016](#), the role of the [disability access officer](#) (see Article 35bis of the UEFA Club Licensing and Financial Fair Play Regulations), [hidden disabilities](#) and the [English Premier League Pledge to meet Accessible Stadia guidelines](#).

At its meeting in Prague in 2015, the UEFA Executive Committee approved the introduction of a [new club licensing and financial fair play criterion](#). [Article 35bis](#), which requires clubs to appoint a disability access officer, is already proving effective in ensuring that disabled people are placed at the heart of national association and club strategies.

"If I have one memory that will remain with me, it is the memory of having attended this match. It gives you a certain enthusiasm – the desire to get out."

Disabled fan at UEFA EURO 2016 who was involved in the study looking at reintegration through football

200

delegates from

27

different countries attended CAFE's second international conference, and more than

800

more accessed the live stream of the event.

In 2016, CAFE ran the Respect Access for All project as part of UEFA EURO 2016, which included:

- the establishment of a [national DSG in France](#);
- the establishment of a pan-disability access advisory group made up of local NGOs in the field;
- access appraisals for each venue;
- the [appointment of two local project coordinators](#) and the [training of 30 local media students](#) to provide audio-descriptive commentary services at all matches;
- the delivery of [access and inclusion training](#) to Ligue 1 and Ligue 2 clubs in cooperation with France's Professional Football League;
- the establishment of a [study looking at reintegration through football](#), involving two rehabilitation centres in Marseille.

In 2017, [CAFE's Week of Action](#), which had started with just two countries in 2012, registered a record number of participants, with 20 countries promoting access and inclusion for disabled people in football.



Centre for Access to Football in Europe

Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Improve access and make matchdays more inclusive for disabled fans at European stadiums	UEFA club stadium reports completed, benchmarking existing facilities	52	104	36	30	51
	Clubs/stadiums introduced to Access for All – the UEFA/CAFE good practice guide	252	21	28	47	114 ²⁰
	Stadiums with an audio-descriptive commentary service	8	6	3	15	37 ²¹
	New stadium builds identified and provided with Access for All guidance	n/a	4	44	49	18 identified; 7 introduced to Access for All
Raise awareness of access and inclusion across UEFA region	Clubs/stadiums receiving access and inclusion training	n/a	11	8	3	34 ²²
	Number of people receiving access and inclusion training	n/a	136	75	30	140 ²³
	CAFE access ambassadors appointed	3	6	4	1	0 ²⁴
Increase the number of disabled fans attending matches	Links with existing DSGs across Europe	37	40	57	68	103
	National DSGs in Europe	6	6	6	7	7 ²⁵
	Meetings between a club and its fans, with CAFE mediating, with a view to setting up a DSG	n/a	11	15	10	3 ²⁶
	Number of new club-level DSGs set up	5	5	8	5	1 ²⁷

²⁰ This significant increase was due to an increase in the number of projects and presentations in 2016/17. As a result, CAFE was able to introduce more clubs and stadiums to the guide.

²¹ Through research and more work with clubs and national associations in 2016/17, CAFE succeeded in identifying more clubs that provide audio-descriptive commentary services.

²² This figure was higher than expected owing to increased activities with national associations (e.g. participation in Malta's HatTrick activities).

²³ This figure was also higher than expected as a result of increased activities with national associations and the provision of disability awareness training to UEFA partners and their members (e.g. Football Supporters Europe (FSE) and SD Europe).

²⁴ UEFA's Ruud van Nistelrooy video was a great success in terms of raising awareness this season. CAFE is keen to work with UEFA to identify appropriate ambassadors in the future.

²⁵ CAFE has begun working in countries where no DSGs exist, such as Russia and Malta. In those countries, the first step is to work with disabled fans to set up DSGs at club level, before eventually setting up a national DSG.

²⁶ This figure is slightly lower than expected. In previous years, CAFE leveraged UEFA EUROs and their legacy to work with disabled fans and support the establishment of disabled supporters' groups in host countries. CAFE is now focusing on developing new relationships with national associations and their clubs. The first part of this involves providing disability awareness training, and the second part involves working towards the establishment of DSGs. Consequently, CAFE will begin to make greater efforts in this area in 2017/18.

²⁷ This figure is also lower than in previous years owing to CAFE's focus on providing disability awareness training to national associations and clubs. CAFE is about to launch a DSG information pack with the aim of encouraging and supporting disabled fans who want to set up a DSG.

Concluding remarks

CAFE and UEFA have been on an exciting journey together over the last five years, carrying out many projects and implementing groundbreaking changes that have allowed disabled people to enjoy greater access to the game. Accessibility has become a key priority at UEFA finals, and this has led to both increased awareness across the region and sustainable improvements in access and inclusion.

CAFE has also enjoyed successful collaborations with other FSR partners (such as Fare, SD Europe, FSE and Healthy Stadia), with partners supporting

each other's campaigns in order to promote a socially responsible approach to the game.

By continuing to support UEFA member associations and clubs with the disability access officer role and the employment of disabled people within football, CAFE hopes to keep increasing the number of disabled people attending matches and working within the game.



Disabled Manchester United fans' view at the UEFA Europa League final 2017 in Stockholm.



Football for All Abilities

European Amputee Football Federation

The European Amputee Football Federation (EAFF) seeks to provide a pathway to football for all amputees, regardless of their age, gender and technical ability. Amputee football helps to break down barriers and addresses the stigma that is so often attached to people with amputations. At the same time, it promotes inclusion and well-being, while embodying the message that football is for everyone, increasing self-confidence and promoting a healthy lifestyle.

The EAFF's main objectives in its partnership with UEFA are:

- to strengthen links between national amputee football federations;
- to raise interest in the discipline in individual countries and across Europe as a whole;
- to increase the number of players in Europe (at club, league and country level);
- to increase the number of children playing amputee football in Europe.



Main achievements during the partnership with UEFA²⁸

The primary achievement was **the establishment of the EAFF itself in 2015. The EAFF**, which was established at an inaugural congress in Dublin, is financed by UEFA, which has facilitated the integration of existing national federations and made a major contribution to the development and promotion of the discipline across Europe.

The EAFF has, with UEFA's support, **implemented a number of projects** with a view to promoting the discipline in Europe, such as the European Amputee Football Weeks (held in 2016 and 2017 so far), the development of amputee football in new countries, the European Amputee Football Junior Camp 2016 and the second EAFF Congress in 2017. This has resulted in considerable growth at country, league and club level, especially among children, over a period of less than three years.

²⁸ The EAFF became an FSR partner in 2014/15.

Amputee football has been promoted using UEFA's various media channels (including social media) at the UEFA Champions Festivals (in Berlin in 2015, in Milan in 2016 and in Cardiff in 2017) and at many other events, demonstrating that amputee footballers are an integral part of the UEFA football community. This has also had a positive impact on relations between national amputee football federations and national football associations.

The **involvement of football associations and stars** such as Robert Lewandowski, Roy Keane, Pauleta, Renato Sanches, Cafu, Kevin De Bruyne, Paolo Di Canio and Damiano Tommasi in the promotion of amputee football via the European Amputee Football Weeks project – which seemed inconceivable to EAFF officials until recently – has placed amputee football on a whole new trajectory.

The **EAFF has played a prominent role in the development of amputee football in Scotland,²⁹ as well as introducing the sport in Greece.** Greek players and officials were invited to receive training at the Polish national team's training camp, and as a result of the promotion of that event, more Greek players got in touch with the organisers. Greece's first-ever amputee football team was then officially established at the country's first amputee football training camp in the context of the European Amputee Football Weeks. That team made its competitive debut in Warsaw the following year at a tournament organised in connection with the European Amputee Football Weeks.

²⁹ The sport was introduced in Scotland with the support of the England Amputee Football Association. Following the establishment of the country's first-ever amputee football team, the EAFF invited Scotland to the EAFF Congress and supported the team's participation in their first international tournament in the context of the 2017 European Amputee Football Weeks.

³⁰ Including exhibition matches.

Key performance indicators

Objective	Indicator	Performance		
		2014/15	2015/16	2016/17
Strengthen links between national federations	EAFF member countries	11	11	13
	Events ³⁰	2	11	14
Raise interest in the discipline in individual countries and across Europe as a whole	EAFF followers on Facebook	600	3,100	4,500
	Leagues	5	6	6
Increase the number of players in Europe	Clubs	54	60	64
	Players	1,140	1,220	1,300
	Children	68	100	115
Increase the number of children playing	Countries with children playing	5	9	13

Concluding remarks

The EAFF has developed enormously over the last three years, promoting amputee football across Europe and making it accessible to more people than ever before. Perhaps the most promising aspect is the dramatic increase in the number of children involved and the number of different countries where the sport is now played, both of which certainly bode well for the future.

The keen interest shown by the media and fans demonstrates that amputee football is not only important to the players, but also a great tool for promoting social integration and inclusion.

In 2015, there were

5

countries where children played amputee football. In 2017, there were

13.

“I have so much respect for amputee football. The first time I saw it, I was astonished. Not just the fact that amputees can play, but also the speed, technique and power they play with – it's absolutely incredible! The EAFF are doing a great job of promoting the sport in Europe and I'm honoured to support them.”

Cafu, Brazilian football legend



Football for All Abilities

European Deaf Sport Organisation

The key issue facing many people with hearing impairments is a lack of communication, which leaves some deprived of language skills owing to insufficient exposure.

The European Deaf Sport Organization (EDSO) sees football as a great social leveller, since players with a hearing disability are able to play to the same standard as anyone else, effectively cancelling out this invisible disability. EDSO also understands that football's innate values help to bring people and communities together, improve health and foster friendship.

EDSO initially approached UEFA for assistance in 2006. It required financial support for its various projects, as well as advice on how to improve European deaf football competitions by making the organisation more efficient and reaching out to more deaf players. EDSO also wanted help with communicating the development of deaf football to mainstream football through UEFA's member associations.

Main achievements during the five-year partnership

The **introduction of hearing-impaired referees for European deaf football competitions** led to the establishment of the European Deaf Referee Union in Lisbon, Portugal, in December 2015. Support was provided by the Portuguese Football Federation, which provided accommodation, as well as access to its facilities and coaches (using sign language interpreters). Since then, the number of referees in the European Deaf Referee Union has risen steadily, thanks to the sharing of information through social media and other communication channels.



© Boris Streib/UEFA

“I am impressed with the standard of futsal shown by the deaf players during this tournament.³¹ On behalf of Switzerland's futsal referees, we would be delighted to assist EDSO by supplying futsal referees for the final tournament.”

Marco Dettwiler, Swiss referee coordinator

In 2011, there were only two deaf referees at the European Deaf Football Championship. In 2015, there were nine. Thanks to the establishment of the European Deaf Referee Union, EDSO now has a group of 22 deaf referees whom it can call upon to officiate deaf football matches.

Similarly, the growing popularity of **EDSO's European Futsal Championship** is such that it now has a **qualifying competition**, rather than just being an open tournament. The nature of futsal, with its small-sided teams, has encouraged some smaller countries with more limited pools of deaf players to get involved and take part.

In 2016, EDSO organised its first-ever European Under-21 Deaf Football Championship in Wroclaw. This tournament gives young players an unparalleled footballing experience and offers a clear pathway

through to their nation's senior team. Owing to the success of that inaugural tournament – in terms of both participation and helping to promote the game to the younger generation – it was agreed that this event should be staged every two years, with the next tournament set to take place in August 2018 in Stockholm.

The **Deaf Champions League**, an 11-a-side deaf football competition, was launched in 2006. EDSO supports this competition by boosting the numbers of deaf football clubs at both grassroots and elite level. The number of clubs taking part has steadily increased over the years, despite the cost of entering the competition proving to be a barrier for some clubs. Other new competitions have also been introduced, including Under-21 competitions and women's competitions.

The Deaf Champions League was contested by just

6

teams in 2006.
In 2016/17

16

teams took part.

³¹ EDSO futsal tournament in Berne in February 2014.



Football for All Abilities

European Deaf Sport Organisation



Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Organise Europe-wide tournaments	Teams participating in the Deaf Champions League	8 men's	10 men's	8 men's	6 men's	16 men's teams ³²
	Players participating in the Deaf Champions League	180 men	302 men	198 men	140 men	256 men ³³
	Teams participating in the Deaf Futsal Champions League	n/a	12 men's and 12 women's	22 men's and 11 women's	22 men's and 10 women's	24 men's teams; 8 women's ³⁴
	Players participating in the Deaf Futsal Champions League	n/a	200 men and 160 women	310 men and 125 women	300 men and 170 women	334 men; 112 women ³⁵

Concluding remarks

EDSO looks forward to building on the successes that have been achieved over the last five years through its partnership with UEFA and continuing its efforts to develop grassroots deaf football across Europe.

For players with a hearing disability, communication problems are a barrier to the development of skills. In order to overcome this, coaches can learn basic sign language and attend coaching courses with the help of a sign language interpreter in order to gain insight into the coaching of players with hearing disabilities. This is an area that EDSO intends to focus on in the future.

EDSO aims to continue to build bridges between mainstream football and deaf football, reducing the communication barrier between the two by providing technology (such as sign language and 'text to speech' apps for tablets and smartphones) and relevant services (such as sign language interpreters) or encouraging people to learn sign language.

EDSO will encourage national deaf football associations to devise development programmes for youth players and women in partnership with their national football associations. A recent example of this, which EDSO aims to replicate, is the programme developed by the Belgian Deaf Sport Committee in partnership with the Royal Belgian Football Association (URBSFA/KBVB) – which, as part of the 'football for all' element of its [corporate social responsibility strategy](#), now has a national deaf football team: the [Deaf Devils](#).

³² EDSO planned to expand the Deaf Champions League in 2016/17 to incorporate women's teams. It envisaged eight women's teams taking part, but the costs involved resulted in an insufficient number of teams wanting to participate, so the competition remained a male-only event.

³³ As indicated in the footnote above, the 2016/17 competition remained a male-only event, despite EDSO having set itself a target of attracting 145 female players.

³⁴ The target for 2016/17 was 32 men's teams and 16 women's teams. This objective was not met as a result of the prohibitive cost of taking part.

³⁵ As indicated in the footnote above, the target for this season was not achieved owing to the prohibitive costs involved.

European Powerchair Football Association



The European Powerchair Football Association (EPFA) is the governing body responsible for powerchair football in Europe. The EPFA's overarching goal is to develop, coordinate and support powerchair football across Europe by engaging with all national powerchair football organisations (NOPFs) that are affiliated to the International Federation of Powerchair Football Associations (FIPFA).

The EPFA's partnership with UEFA over the last five years has focused on five main objectives:

1. Growing the game: introducing new countries and players to the sport
2. Building a workforce: delivering training to coaches, officials and staff
3. Providing competition: coordinating a four-year competition cycle
4. Developing governance and structure: helping new countries to establish organisations
5. Administering the game: working to promote the sport and grow the EPFA

Europe now boasts more than **2,550** powerchair footballers in **141** clubs.



© EPFA

Football for All Abilities

European Powerchair Football Association

The EPFA has developed a four-year competition cycle including both national team and club competitions

- **Year 1 (2018)** – EPFA Champions Cup (club competition)
- **Year 2 (2019)** – EPFA Nations Cup (national team competition; FIPFA World Cup qualifying competition)
- **Year 3 (2020)** – EPFA Champions Cup
- **Year 4 (2021)** – FIPFA World Cup (national team competition)

Main achievements during the partnership with UEFA

The EPFA’s membership has more than doubled since its partnership with UEFA began in 2013. There are now **12 fully operational European NOPFs with EPFA membership** – up from just five in 2013 – as well as an additional four countries practising powerchair football under the EPFA’s guidance.

Alongside these flagship tournaments, the EPFA also delivers a development competition with training elements for both associate countries and countries in the process of establishing associations, as well as an Under-16 training camp for individual players.

The EPFA has **established an education programme in order to train officials.**³⁶ This programme enables new coaches and officials to learn about the key elements of powerchair football and includes support for anyone who wants to then deliver their own training programme in their own country. The EPFA has also developed a pathway to allow officials to progress from national to international standard so that they can officiate in its competitions.

Support structures and equipment packages have been established in order to help introduce powerchair football to new and/or developing European powerchair football nations. The EPFA uses these resources to provide greater support to such nations in administrative and technical areas. For example, experienced staff are given these packages to help them deliver practical sessions such as coaching and refereeing clinics.

The **appointment of additional volunteers in specific roles** has helped the process of establishing a more professional organisation. For example, a communications officer has enabled the EPFA to maintain correspondence with its member organisations and provide content through its online and social media platforms, a partnership director has begun to develop additional revenue streams and help the EPFA with its long-term business planning, and a marketing officer has helped to produce high-quality content and resources and relaunch the organisation’s website.



Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Grow the game	Full/associate NOPFs	5/0	6/1	6/1	7/3	8/4
	New countries ³⁷	0	3	6	3	4
	Number of powerchair football clubs	n/a	n/a	n/a	134	141
	Players registered with or competing under full or associate NOPFs	n/a	n/a	n/a	2,534	2,553
Build a workforce	Coaches trained by the EPFA	n/a	n/a	n/a	10	10
	Referees trained by the EPFA	n/a	n/a	n/a	19	19
	European international-level referees	0	16	16	23	25
	European international-level classifiers	0	5	7	11	12
Provide competitive opportunities	Powerchair football leagues (full and associate NOPFs)	12	17	19	22	24

Concluding remarks

Powerchair football has flourished in Europe over the last four years. The partnership between UEFA and the EPFA has enabled many people to savour the beautiful game and experience the feeling of scoring goals and being part of a team.

Powerchair football also provides a great social opportunity for players and their families as they experience the highs and lows of participating in sport. It brings strangers together, many of whom have similar stories and life experiences, creating friendships and bonds which will last a lifetime.

The EPFA’s goal is to continue to enrich the lives of these and many more individuals by harnessing the power of powerchair football.

³⁶ The EPFA began training referees and classifiers in 2013. Its coaching course was devised in 2014 and delivered for the first time in 2015.

³⁷ These are countries that the EPFA is working with which are expected to become members in the future.

Football for All Abilities

International Blind Sports Federation

Getting blind and partially sighted people involved in football enhances their social inclusion, improves their health and general well-being through exercise, and promotes the inherent values associated with participation in a team sport.

Almost

40

European countries now have a blind football programme of some kind, compared with

20

five years ago – an increase of almost

100%

The overarching aim of the partnership between the International Blind Sports Federation (IBSA) and UEFA over the last five years has been to increase the opportunities that people who are visually impaired have to play football across Europe. This project has sought to ensure (i) that playing opportunities are available as widely as possible, (ii) that all people who are blind or partially sighted – women, men, girls and boys of all ages – have access to the sport, and (iii) that playing opportunities encompass all levels and standards, ranging from grassroots training and matches to elite competition at IBSA European Championships.

That work has focused on four areas: new countries, youth development, women's football and the distribution of equipment.

Main achievements during the partnership with UEFA

IBSA has hosted two successful **development tournaments for new countries** – in Prague in July 2014, when Belgium emerged triumphant, and in Thessaloniki in May 2016, when Romania came out on top.

The success of all those efforts can be seen in the fact that in April 2017 IBSA organised the first-ever **qualifying competition for its European Championship**. That competition took place in Bacau, Romania, and seven teams participated.

The distribution of equipment in order to kick-start new programmes and boost existing ones has been instrumental in the success of this project. Since 2012, **IBSA has supplied a total of 1,173 balls, 908 eyeshades and 88 pairs of blackout goggles to 39 countries** – equipment with a total cash value of approximately €46,700.

IBSA has also made concerted efforts to **increase the number of trained officials** in Europe, funding seminars for referees in a number of countries. In the last five years, 80 referees from some 20 countries have received training. All have subsequently been involved in domestic competitions, and some have gone on to officiate at international level.

One major milestone during this period was IBSA's **first-ever European youth camp**. This event, which took place in Hamburg in summer 2015 and involved 14 players and 11 coaches from Spain, Germany, Hungary, Austria and Georgia, focused on improving ball skills, communication and tactics.

Another key milestone was the groundbreaking **women's football camp and tournament held in Vienna in May 2017**. This was attended by 75 people



© IBSA

from 16 countries, including 60 women. A total of 31 female players took part, including 22 from 7 European countries,³⁸ and 29 more women from European countries took part as referees, coaches, guides, support staff, etc.

Finally, **IBSA has worked closely with UEFA with a view to raising the profile of blind football**. These efforts included an exhibition match at UEFA headquarters on Disability Awareness Day in June 2015, as well as exhibition matches in the context of the UEFA Champions League finals in Berlin in 2015 and Milan in 2016 and the UEFA Europa League final in Stockholm in May 2017.

“I would like to thank IBSA and UEFA for letting me realise my dream. Thanks for enabling visually impaired people to practise the sport they love. For us, this represents a second chance to be included in society and recognised, thanks to sport's goals and challenges.”

Kevin Vandenberght, Belgium, player of the tournament at the IBSA Euro Challenge Cup in 2014

³⁸ The other nine female players were from Japan's women's team. They requested to attend the camp and tournament.

³⁹ This figure comprises five youth programmes and 15 women's programmes. It is higher than in previous years because IBSA has recently begun to prioritise the donation of equipment to programmes involving youth players and women.

Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Develop programme for new countries	Countries involved in development tournament for new countries	n/a	6	n/a	6	n/a
	Training camps in new countries (and participants/countries)	n/a	3 (65/4)	2 (50/2)	4 (101/6)	3 (60/4)
	Referee training seminars (and participants)	n/a	n/a	8 (40)	2 (12)	2 (15)
Develop blind football for women and youth players	Youth and women's development programmes supported	2	2	2	4	20 ³⁹
Distribute blind football equipment	Countries benefiting from support	12	9	13	24 (including 11 new countries)	25 (including 8 new countries)

Concluding remarks

Although there are still a number of areas where growth and development are possible and necessary, blind football has a bright future in Europe as a result of this partnership between UEFA and IBSA.

This project has greatly increased playing opportunities over the last five years, both geographically and demographically. The game is now played all the way from Norway and Sweden in the north to Malta and Israel in the south, and from Portugal in the west to Armenia and Georgia in the east, with significant increases in participation among young people and women all over the continent.

Many blind and partially sighted people in Europe want to play football, and they should be given the chance to play. IBSA aims to continue working to meet that demand by providing increased and improved playing opportunities throughout Europe.



Football for All Abilities

International Federation of Cerebral Palsy Football

The International Federation of Cerebral Palsy Football (IFCPF) seeks to achieve global recognition for cerebral palsy football (CP football) as a dynamic, world-class Paralympic sport. Its goal is to inspire and enable individuals with cerebral palsy or a related neurological condition to participate in CP football and achieve their full potential.

The objective of the IFCPF's five-year partnership with UEFA was to increase development work across all CP football nations to ensure that minimum standards were met with, from players' ability to compete at elite level to infrastructure requirements allowing participation in official regional or world events. At the start of that five-year period, there were 33 countries around the world playing CP football, 12 of which were in Europe. The IFCPF's main goal was to bring in more countries and take that figure over the 50 mark.

Main achievements during the five-year partnership

About 15,000 children in Kazakhstan have cerebral palsy. Thanks to a development grant awarded by the IFCPF during the 2016/17 season, **coaches all over Kazakhstan now have the skills required to work with children with a disability, including children with cerebral palsy, having been trained by international experts.** This unique project, the first of its kind in Kazakhstan, gives children and young people with cerebral palsy the opportunity to play football. The Football Federation of Kazakhstan (KFF) is also involved, providing the necessary football equipment, paying the coaches' salaries and making every effort to develop CP football across the country.

2017 marked the **12th edition of the Ciutat de Barcelona international CP football trophy**, one of

Europe's most representative development tournaments. International teams from 17 countries have taken part in this tournament, which is aiming to establish itself as an international point of reference for CP football. Every year, the organising team tries to further improve the standard of the tournament, while keeping the price low and ensuring compliance with the IFCPF's Laws of the Game and tournament regulations. Even after 12 editions, the local organising committee is continually adjusting and improving things to ensure that it delivers the tournament in a professional manner that supports the budgets of poorer countries.

In summer 2016, the **2016 IFCPF World Championships Qualification Tournament**⁴⁰ took place in Vejlen, Denmark. A total of 13 countries took part, bidding to secure one of the eight remaining slots at the final tournament. The Danish CP Talent Team, comprising boys and girls between the ages of 13 and 17 from all over Denmark, visited Vejlen to experience the atmosphere and play friendly matches.

In summer 2017, young players from the Cardiff City FC Foundation and Newtown Sports CP FC played on the **floating pitch at the UEFA Champions Festival** in Cardiff Bay, representing the IFCPF and raising awareness of CP football. Those young players had a fantastic time and thoroughly enjoyed being part of that great event.

In November 2016, the **new CP football classification system** was presented to members

“CP football is a chance for children with cerebral palsy to break out of their social isolation and make friends. It is an opportunity to acquire not only a hobby, but also a sporting profession. Cerebral palsy doesn't stop you from becoming an excellent referee, coach, team manager, doctor or masseur.”

Chingis Temerkhanov, head of grassroots football, Football Federation of Kazakhstan

⁴⁰ A qualifying tournament for the 2017 IFCPF World Championships.

at the 2016 IFCPF General Assembly, following a **full review** aimed at ensuring that those rules reflect best practice and constitute a sport-specific and evidence-based classification system. The new classification system will have three sporting classes – FT1, FT2 and FT3 – reflecting the impairment types most commonly associated with athletes competing in CP football. Under the new rules, effective from January 2018, each team must have a minimum of one FT1 player and a maximum of one FT3 player.

Concluding remarks

Football is a source of stimulation. It is clear that CP football helps players to grow in confidence, and that this, combined with their improvement on the pitch and team play, helps them to grow as members of society. What is more, the sense of pride when a player is selected for his or her national team is immense. UEFA is delighted to be involved in CP football and support this enthusiasm for the game.

The IFCPF has found that working with other like-minded organisations – through UEFA's FSR partnership portfolio and its own networks – has been key to increasing opportunities for CP footballers. In particular, there is an ongoing focus on the development of new and existing partnerships, as the IFCPF is aware that the great progress we have seen in recent years could not have been achieved without them.

Key performance indicators⁴¹

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Development	Countries that receive development grants	n/a	2	2 (4)	2 (6)	3 (9)
	Countries with CP football programmes	n/a	33	3 (36)	3 (39)	24 ⁴² (63)
Coach education	Courses delivered	n/a	7	4 (11)	3 (14)	7 (21)
	Coaches educated	n/a	131	101 (232)	77 (309)	127 ⁴³ (436)
Governance	Technical delegates	1	1 (2)	2 (4)	0 (4)	3 (7)
	International technical officials (ITOs)	3	4 (7)	4 (11)	4 (16)	-4 (11) ⁴⁴
Classification	International classifiers	n/a	3	5 (8)	7 (15)	7 (22)



⁴¹ Cumulative figures are indicated in brackets.

⁴² The increase in this figure is due to the fact that, previously, only countries that regularly competed at international level were counted. However, as a result of its stronger focus on participation and development, the IFCPF now counts all countries with CP football programmes, regardless of whether those programmes are at national team or grassroots level.

⁴³ This figure is higher than expected because IFCPF workshops in 2016/17 brought together coaches from a number of different countries.

⁴⁴ The IFCPF's head of officiating has implemented new standards in line with those of UEFA and FIFA, and has therefore removed a number of ITOs who were inactive or did not fulfil the new criteria. In 2017/18, the IFCPF will organise three more international tournaments, at which its head of officiating will work to identify new ITOs to join the international list.



Football for All Abilities

Special Olympics Europe Eurasia

The Special Olympics Europe Eurasia (SOEE)-UEFA Football Development project began in 1998 with the aim of involving more players with learning disabilities in football. It continues in its current form with the overall objective of increasing training and competition opportunities for people with learning disabilities in 58 countries across Europe/Eurasia.

Over the last five years, the number of players involved in this project has increased by 3,742; the Unified Sports football concept has successfully been integrated into new programmes, reaching 56 European countries; an annual grassroots initiative, the Special Olympics European Football Week, has regularly brought together more than 40,000 participants at 400 events; and 3,490 players have had the opportunity to participate in 15 international tournaments.

Main achievements during the five-year partnership

In the last five years, SOEE has organised **15 international tournaments for 3,490 players**, including:

- the Kim Källström Trophy, an annual event that gave 1,500 players with learning disabilities from 25 European nations the opportunity to take part in the Gothia Cup tournament;
- the European Unified Football Tournament in Warsaw for 200 young footballers with and without disabilities from 12 nations (June 2013);

- a seven-a-side football tournament for 23 male and 10 female teams at the 2014 Special Olympics European Games in Antwerp (September 2014);
- seven-a-side tournaments in eastern Europe (Georgia in 2015, Lithuania in 2016 and Belarus in 2017), supported by national football associations.

In addition, biennial European football conferences were organised in Warsaw in 2014 (12th edition) and Antwerp in 2016 (13th edition), bringing together more than 130 delegates from 35 countries. The main topics discussed included grassroots development and inclusion through unified football for children and young people.

The Special Olympics European Football Week is an annual highlight of SOEE's calendar and is supported by a host of national football associations and numerous professional clubs. Every year, thousands of players of all ages – both with and without learning disabilities – take part in matches across the continent, thereby demonstrating to the world that inclusion through sport is an achievable goal.

The Youth Unified Football Coaching Academy was an initiative combining two innovative projects run by Special Olympics Poland and Special Olympics Romania. Over a ten-month period in 2016, 49 youth assistants and 31 coaches took part in more than 24 seminars, workshops and tournaments aimed at improving youth development and the quality of coaching sessions.

In 2014, a one-year Unified Football and Inclusion project was run in Finland and Hungary, in partnership with the respective national associations, in order to stimulate growth, build new teams and ensure quality. This involved training 160 coaches in Unified Football, thereby supporting 1,300 players.

The annual Special Olympics European Football Week regularly brings together more than

40,000

participants from

50

European countries at

400

football events, with the support of

30

national associations and

120

clubs.

Concluding remarks

SOEE constantly strives to meet the needs of players, partners and families to enable as many people as possible to have the opportunity to play the beautiful game.

In 2018, Special Olympics will be 50 years old. It remains the world's leading sporting organisation for people with learning disabilities. In Europe, thanks to UEFA's support over the last ten years, the football programme for Special Olympic athletes now caters for both male and female players and includes not only 5, 7 and 11-a-side football, but also Unified Football and, more recently, youth football for the Under-12s.

SOEE's partnerships with UEFA and national associations – such as the URBSFA/KBVB – are of the utmost importance if it is to continue to flourish in the future, as those organisations have a particular interest in increasing participation levels among people with learning disabilities.

Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Develop grassroots football	Registered players	130,857	133,070	137,707	130,000	134,599 ⁴⁵
	Teams/players at regional events	48/564	44/440	77/770 ⁴⁶	58 (+47)/580 (+500) ⁴⁷	56/560
	European Football Week events	400	420	420	400	400
Recruit and educate coaches	Coaches trained	450	550	400	550	500
	Registered Special Olympics football coaches	6,475	6,525	7,427	7,082	6,607 ⁴⁸
Promote integrated/Unified teams	Players in Unified teams	25,275	29,721	33,858	32,333	35,000



“I believe everyone has the right to play on the same pitch, in spite of any disability. That is why I am proud to support the Special Olympics European Football Week. Together we can change the game!”

Julen Lopetegui, coach of the Spanish national team and Special Olympics global ambassador

⁴⁵ There are a number of possible factors contributing to the decline in the number of players and coaches, including players transferring to Unified Football, administrative issues in terms of data collection, the reorganisation of national programmes, geopolitical unrest in eastern Europe and a decline in funding.

⁴⁶ The increase in 2014/15 is a result of the 33 teams that took part in the 2014 Special Olympics European Games in Antwerp.

⁴⁷ The figures in brackets denote European teams/players taking part in the 2015 Special Olympics World Games in Los Angeles.

⁴⁸ See footnote above regarding declining numbers of players and coaches.



Homeless World Cup Foundation

Homelessness is a global issue affecting an estimated one billion people worldwide. Street football has proved to be a highly effective way of engaging with homeless people and helping them to take control of their lives.

The main objective of the partnership between the Homeless World Cup Foundation (HWCF) and UEFA over the last five years has been to help more homeless people to change their lives for the better. The two organisations have sought to increase the number of countries with HWCF partners, help those partners to become more effective and raise awareness of the issue of homelessness through coverage of the annual Homeless World Cup tournament.

Main achievements during the five-year partnership⁴⁹

Over the last five years, the **HWCF has significantly developed the Homeless World Cup tournament, thereby raising awareness of homelessness.** Indeed, all matches are now shown live and recorded by a professional company. This has resulted in many more people watching online and interacting on social media.

The tournament is also a celebration of the **year-round work of the HWCF's global partners.** The HWCF now has 66 full partners and 8 provisional partners, supporting more than 80,000 people every year. A fantastic 77% of all players at the tournament say that their lives have changed significantly (in terms of education, employment, rehabilitation, etc.) because of their involvement with HWCF street football programmes, and a remarkable 94% of players say that the Homeless World Cup has had a positive impact on their lives.



© Alexander Walker

The tournament has become more inclusive and diverse over time. The main part is officially a mixed tournament, with some squads having female players, while the separate women's tournament has grown in stature. There are 16 women's teams that compete on a regular basis, and the HWCF set a target of 24 for the 2017 tournament.

Inclusion has also resulted in players with disabilities participating, with the Indonesian goalkeeper in 2016 competing despite being born without feet. Many members of the Indonesian team were excluded from their communities and ended up homeless as a result of being HIV positive.

Tournament venues and areas within **stands are now accessible for spectators and HWCF volunteers who use a wheelchair or have limited mobility.** HWCF volunteering programmes are aimed specifically at people who are homeless in order to ensure

“I have seen how the Homeless World Cup really does inspire homeless people to change the direction of their lives.”

Colin Farrell, actor

⁴⁹ In recognition of the progress made in this area, Harald Schmied, who co-founded the Homeless World Cup with Mel Young, was recently awarded the Gold Order of Merit of the Republic of Austria for his commitment to addressing homelessness.

Key performance indicators

Objective	Indicator	Performance			
		2013/14	2014/15	2015/16	2016/17
Increase the number of players benefiting from HWCF partner programmes	Players participating in an HWCF partner programme	72,688	80,280	82,819	83,028
Foster the establishment of additional HWCF street football programmes on every continent	Full/provisional national HWCF partners	63/11	63/11	63/10	66/8
Raise the profile of the work of the HWCF and HWCF partners through the annual tournament	Spectators at annual tournament	n/a	100,000	50,000	80,000
	Unique users on the HWCF website during the tournament	n/a	46,000	54,000	95,000
	Total video views on the HWCF's Twitter, Facebook and YouTube accounts	n/a	83,523	117,100	1,742,878 ⁵⁰
	Social media (Facebook and Twitter) impressions	n/a	3.9m	3.6m	11.8m

In 2016, the Homeless World Cup had

80,000 spectators in attendance,

2 million people watching online and more than

11 million social media impressions.

maximum impact within the host city, which results in participants coming from many different backgrounds (e.g. the LGBTIQ community).

The **UEFA Respect Day** is now an integral part of the tournament, providing a focal point for respect among all teams. The **HWCF Erasmus programme** has led to the development of a programme manual (ongoing), as well as four successful exchanges, with different HWCF partners attending on each occasion. The HWCF has also organised two European **Street Football Festivals** in Manchester and Sofia, involving a combination of workshops, skill development sessions and 12-team football competitions. In addition, two **get-togethers** have taken place in Sofia and Helsinki, with all 21 eligible European partners coming together to exchange ideas.

The HWCF has also developed a **training programme for referees** in conjunction with the KNVB, in order to give current players a pathway for future development. Players spend three or four days learning how to referee street football, allowing them to support their local programme, increase their confidence and improve their communication and decision-making skills.

Concluding remarks

The HWCF uses football to engage with homeless people – who are often some of the hardest to reach. Its annual tournament is not only a celebration of what has already been achieved, but also a source of further encouragement for current and potential new partners around the world, as well as millions of homeless people.

The HWCF aims to continue helping to change perceptions, raising awareness of the issues around homelessness and the key role that football can play in helping to address these problems.

⁵⁰ This figure was more than double the original target, thanks to the successful implementation of match streaming and social media marketing, including promotional videos and partnerships with online broadcasters.



Additional inclusion projects

FSR partner	Activity
Laureus	<p>From Talent to the Max</p> <p>Through the UEFA We Care programme, UEFA's global ambassador for diversity and change, Clarence Seedorf, teamed up with Laureus – an organisation using sport to effect social change – and Alkmaar city council in the Netherlands to inspire 30 underprivileged adolescents to take their first steps on the road to social participation by exploring their limits and taking on new challenges.</p> <p>This was achieved using a specific method based on children's intrinsic desire to learn new skills, helping them to strengthen their self-esteem and learn how to make use of their talents. Milestones, responsibility, experience of success and cooperation were all crucial elements of this process.</p>
Organization Earth	<p>Earth Refugee</p> <p>In another initiative funded by UEFA's We Care programme, Organization Earth – a Greek NGO seeking to develop 'environmental and social intelligence' – established and managed an adult football team comprising refugees living in camps in Greece's Attica region.</p> <p>In June 2016, Organization Earth established a football training programme for children and adults at Skaramangas refugee camp, the largest camp in Greece. It then went on to establish a football team, thereby providing integration opportunities for 22 refugees (who, until that point, had been living in isolation and boredom), as well as offering an invaluable communication channel between those refugees and Greece's general and footballing public.</p>



© Homeless World Cup Foundation



Environment

Climate Friendly

For the last eight years, Climate Friendly has supported UEFA by measuring its carbon emissions and offsetting them using high-quality renewable energy carbon credits. Since January 2017, Climate Friendly has been fully integrated into the South Pole Group, a global provider of sustainability solutions and one of the largest developers of emission reduction projects worldwide.

The Cakirlar project is a small hydroelectric plant which generates approximately

60,000

MWh of clean electricity for the Turkish grid every year, replacing fossil-fuel-based electricity production. This clean electricity can power more than

21,000

households in Turkey.

⁵¹The Gold Standard is a standard and certification body for high-quality emission reduction projects. Established by the World Wide Fund for Nature (WWF) in 2003, it is now supported by more than 80 environmental NGOs.

By showing commitment to sustainable practices and the reduction of emissions, UEFA is able to positively influence football stakeholders around the world, who might otherwise have limited exposure to and cause to care about issues relating to climate change.

The South Pole Group tracks and calculates on a monthly basis greenhouse gas emissions relating to flights taken by UEFA staff and referees. In the 2016/17 season, UEFA offset 24,037 tonnes of greenhouse gas emissions, bringing the total emissions offset over the eight years to 189,637 tonnes.

In 2016/17, UEFA's carbon-offsetting supported the Cakirlar run-of-river hydro project in Turkey, which is Gold Standard-certified,⁵¹ owing to the project's strong support for the local community and the local football club.

This project not only reduces CO₂ emissions by more than 36,000 tonnes every year, but also makes a major contribution to the well-being of the local community. The project owner, Gama Enerji, has sponsored the local football club and provided financial support to Murgul town council, which has used the funds to support schools, organise a local festival and rebuild a local road.

“UEFA has offset its flight-related emissions by purchasing carbon credits from a high-quality Gold Standard hydro project in Turkey. In so doing, UEFA is not only supporting the development of renewable energy in a country that is still heavily reliant on fossil fuels, but also making a positive contribution to the achievement of the UN’s sustainable development goals on climate action (SDG 13), as well as those affecting the local community, such as goals relating to decent work and economic growth (SDG 8) and quality education (SDG 4).”

Natalia Gorina, director of carbon and renewables, South Pole Group



© South Pole group



WWF



Climate change poses a fundamental threat to our world. Melting glaciers, rising sea levels, and new and more frequent weather extremes will leave no continent untouched. Water supplies are already shrinking, crop yields are dropping, forests are burning and our oceans are becoming more acidic. This has huge implications for our livelihoods and human security.

To have any chance of preventing dangerous global warming, the vast majority of fossil fuels – the biggest driver of climate change – must be left in the ground. Fortunately, renewable energy alternatives are growing rapidly and are more competitive than ever, and WWF projects that by 2050, all of the world’s energy needs could be met through renewable sources.

Building on a long-standing partnership in the area of climate and energy initiatives, WWF was delighted to join forces with UEFA on its global renewable energy campaign, seeking to change the way that energy decisions are made in key parts of the world by encouraging governments and major financial institutions to phase out investment in coal, oil and gas and increase investment in renewable power.

Main achievements during the five-year partnership

In December 2015, nearly 200 governments came together to conclude a historic new climate deal, **the Paris Agreement**, at a UN climate change conference in the French capital (COP 21). That agreement binds together individual nations’ pledges to cut or limit emissions resulting from the burning of fossil fuels. Building on many years of advocacy work supported by UEFA, WWF played a leading role in this regard as part of a large coalition pushing political leaders to adopt this agreement.

WWF has helped to encourage targeted financial institutions to **shift at least \$120bn in fossil fuel investment to clean energy portfolios**. Increasingly,

financial institutions are looking at investments in the energy sector, taking climate-related risks into account and embracing the growing opportunities that renewable energy gives to investors.

WWF has worked with partners around the world to **develop a ‘just energy transition’ framework** as part of a wider movement promoting a shift from fossil fuels to renewables which takes account of the most vulnerable sections of society. WWF’s approach is not just about accelerating the transition process; it is also about fostering a future energy system that forms the basis for a more equitable society.

Working in partnership with other like-minded organisations, WWF’s One Planet City Challenge⁵² has **encouraged hundreds of cities around the world to commit to 100% renewable energy**. With more than 70% of the world’s CO₂ emissions being generated by residents of urban areas, cities represent the front line in the fight against climate change and the search for leadership in this regard.

Earth Hour, the annual WWF event raising awareness of climate change, has continued to grow over the last five years. In March 2017, an unprecedented 187 countries and territories took part, and millions of individuals, businesses and organisations across seven continents stepped forward to help combat climate change. Since 2009, UEFA has supported this movement by promoting Earth Hour via digital channels (video messages from footballers, Twitter polls, Instagram photo posts, etc.), thereby helping WWF to reach new audiences and contributing to the 3.5bn or so impressions that were recorded in 2017 for official Earth Hour hashtags.

WWF and its partners have encouraged more than **500** cities around the world to commit to **100%** renewable energy over the last five years.

“The Paris Agreement has created a unique partnership framework allowing governments, businesses, civil society, faith groups and communities to cooperate and rally behind this crucial common cause for the planet.”

Manuel Pulgar-Vidal, WWF climate and energy practice leader

Key performance indicators

Objective	Indicator	Performance			
		2013/14	2014/15	2015/16	2016/17
Shift fossil fuel investments of targeted financial institutions to clean energy portfolios, with a significant focus on European institutions	Amount campaign has contributed to shifting investment out of coal power and/or into renewable energy	\$20bn	\$20bn	\$40bn	\$40bn
Prompt national governments to make public commitments to low-carbon investment or reducing financial support for fossil fuels	Governments making commitments to shifting incentives	8	10	20	10
Prompt local councils to make new commitments – both financial and symbolic – to renewable energy	Cities making commitments to shifting incentives	100	144	150	200 ⁵³

⁵² Previously known as the Earth Hour City Challenge.

⁵³ In 2017 WWF was involved in the coordination of the ‘We Are Still In’ alliance, which saw a total of 250 cities committing to achieving 100% renewable energy by 2035. Some of these cities had already also made earlier pledges and were counted in previous years, therefore a result of 200 cities is stated for 2016/17.



Concluding remarks

In the course of this campaign, the urgent need to tackle climate change has been pushed to the top of the global agenda. UEFA’s support has helped WWF to successfully combine public mobilisation and advocacy at the highest levels and make real progress towards a climate-resilient future powered by renewable energy.

And yet, despite that progress, more still needs to be done. There are still large amounts of investment supporting the fossil fuel industry, and burning fossil fuels for energy remains a primary driver of global warming. Meanwhile, temperatures are continuing to rise. Indeed, 2016 was the hottest year on record.

WWF and its partners must continue to scale up their actions and ambitions in order to urgently effect systematic change if we are to achieve the Paris Agreement’s long-term goal of limiting global warming to well below 2C – and ideally limit the increase to 1.5C. It is essential to focus on a global climate action agenda, working with governments and financial institutions to ensure that they continue to make and fulfil commitments in this regard.



© Sport Messer

Health

World Heart Federation and Healthy Stadia

Cardiovascular disease (CVD) is the primary cause of premature death in Europe, while inactive lifestyles are placing a growing economic and health burden on society as a result of increases in obesity and type 2 diabetes.

Football can play a significant role in changing this. The World Heart Federation (WHF) and Healthy Stadia have joined forces with UEFA in order to use the unique power of football to raise awareness of the fact that most non-communicable diseases can be prevented by making simple lifestyle changes, including (i) maintaining a healthier diet, (ii) avoiding use of and exposure to tobacco, and (iii) leading a physically active life.

Main achievements during the five-year partnership

The Children in the City project implemented by the WHF and UEFA has achieved its objective of **improving children's understanding of and attitudes towards physical activity in low-income urban neighbourhoods** across five European countries. That campaign reached more than 10,000 children directly, with the ultimate goal of incorporating more physical activity into their everyday lives.

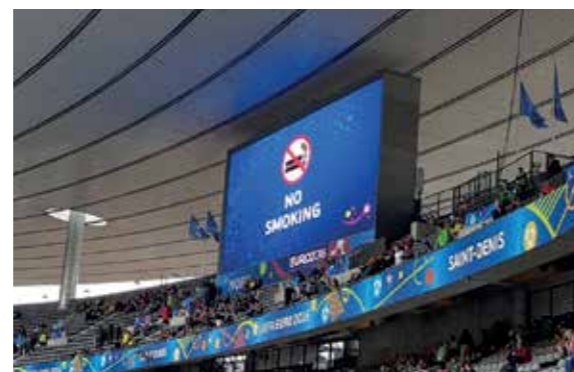
Children in the City has **established a lasting legacy by generating new initiatives** among the WHF's national members. For example, the opening of playgrounds after school hours in Turkey has proved to be a simple way of addressing the shortage of safe places for children to exercise. Children in the City has also created new bridges between the worlds of football and health.

Building on the success of the Eat for Goals! book, the Eat for Goals! app is an educational cooking app

that **leverages footballers' role model status and presents healthy recipes in a fun, interactive way.**

The app has been downloaded more than 35,000 times.

Healthy Stadia, meanwhile, has helped to produce a robust set of guidelines and training packages with a view to assisting with the implementation of tobacco-free policies at stadiums and **protecting spectators from the acute health dangers of second-hand smoke.**



© Healthy Stadia

Healthy Stadia has also helped UEFA to **develop healthier club competition finals and international tournaments.** Ten Healthy Stadia assessments have been undertaken at venues hosting UEFA's club competition finals, consisting of a benchmarking process relating to health risk factors. Healthy Stadia also delivered the Respect Your Health: No Tobacco project at UEFA EURO 2016.

Three international Healthy Stadia conferences have taken place since 2013, **placing health and well-being firmly on the European football agenda.** Those conferences focused on health-promoting stadium environments, and one of their many legacies is a library of 53 case studies, academic research papers and toolkits on the Healthy Stadia website.

Since 2013, Healthy Stadia has worked closely with the WHF and 17 of UEFA's member associations to **promote**

Children participating in the Children in the City project in Romania collectively walked over

400

million steps in the pedometer competition.

“The Romanian Football Federation was honoured to take part in this project alongside the Romanian Heart Foundation. The enthusiasm showed by all the children involved is yet more proof that we need more hours of sport and physical education in schools. Not only were the children educated on the importance of movement for healthy development, but they were able to feel the benefits of even the simplest of exercises.”

Razvan Burleanu, president of the Romanian Football Federation



heart-healthy behaviour and healthier stadium environments by supporting World Heart Day. Every year, a themed toolkit is produced, providing support with the adoption of matchday health policies (active lifestyles and active travel, healthier catering, tobacco-free stadiums, etc.) and assisting with communications.

The WHF and Healthy Stadia also worked with UEFA, the Dutch Heart Foundation and the KNVB in their preparations to **promote heart health and the fight against CVD at UEFA Women's EURO 2017.** The A Healthy Heart Your Goal programme will focus on encouraging children, women and fans in general to lead an active, healthy lifestyle and take up sports such as football to help keep their hearts healthy.



© WHF

World Heart Federation and Healthy Stadia



Key performance indicators

Objective	Activity	Indicator	Performance				
			2012/13	2013/14	2014/15	2015/16	2016/17
Improve children's understanding of and attitudes towards physical activity in selected low-income urban communities	Children in the City	Children participating in physical activity programmes	n/a	n/a	n/a	8,065 ⁵⁴	2,600 (cumulative total of 10,665) ⁵⁵
		New WHF members participating in the programme	n/a	2	1	2	0 ⁵⁶ (cumulative total of 5)
Promote healthy eating among children	Eat for Goals! app	Downloads of the Eat for Goals! app ⁵⁷	n/a	9,499	25,200	31,660	36,900
		Number of new languages available	n/a	1	1	0	0 (cumulative total of 2) ⁵⁸
Promote healthy policies in stadiums	Healthy Stadia	New network members	5	5	5	8	8
		Assessments successfully undertaken for UEFA club competition finals	n/a	2	2	3	3
Promote World Heart Day in the football environment	World Heart Day	National associations involved in the promotion of World Heart Day and the dissemination of toolkits	5	6	5	14	17

Concluding remarks

Increases in non-communicable diseases, particularly CVD, are placing an immense economic burden on European societies through long-term disability and premature death. Football is by no means a panacea when it comes to combating the issue of ill health in Europe, but this partnership between UEFA, the WHF and Healthy Stadia has demonstrated that football is not only in a powerful position to educate fans, families and young people about healthier lifestyle choices, but also to stimulate long-term changes in behaviour through projects such as Children in the City.

The increased involvement of national associations, leagues and clubs in health campaigns such as World Heart Day demonstrates the football family's growing recognition of the role that it has to play in terms of improving health and well-being in Europe. Indeed, football has a unique ability to raise levels of physical activity right across society, regardless of age or gender.

⁵⁴ Country breakdown: 1,500 in Romania; 1,125 in Spain; and 5,440 in the United Kingdom.

⁵⁵ The target of 2,000 was greatly exceeded. Moreover, those new participants came from two new countries: 2,400 in Slovenia and 200 in Turkey.

⁵⁶ The initial target for this five-year partnership was three. That target was achieved as early as 2014/15, and it made no sense for additional countries to join in the last year of the programme.

⁵⁷ These figures are cumulative totals.

⁵⁸ This app can be downloaded in either English or Spanish. The development of an Italian version began in 2015/16 and continued in 2016/17, but Italian players could not be engaged in time. Consequently, the development of an Italian version has been replaced with the preparation of an updated World Heart Day toolkit for national associations, as well as the organisation of World Heart Day football activities in Italy.





Peace and reconciliation

© Pecnik Zlatan Ziljaj

Cross Cultures Project Association

The Cross Cultures Project Association (CCPA) established the Open Fun Football School (OFFS) programme in war-torn Bosnia and Herzegovina in 1998. Moving away from mutual hatred and mistrust in politically uncertain and conflict-sensitive areas is not easily accomplished. Trust is rarely established by discussing the conflict or the problems in question. Rather, the CCPA believes it can be nurtured through the shared experience of having something in common with people that we would otherwise regard as 'others'.

It is within this framework that the CCPA applies its special child-centred, conflict-sensitive and community-based 'fun football' approach, using the OFFS programme to promote peace and community mobilisation, with the overall objective of (i) helping people to include (rather than exclude) each other, (ii) fighting divisive thinking, and (iii) fostering peaceful coexistence, reconciliation and child protection.

Main achievements during the five-year partnership

External research⁵⁹ looking at the OFFS programme has found that in some cases, **contact between trainers and participants from different ethnic backgrounds has led to enduring relationships and friendships**. Time is the critical factor in this regard: since coaches meet each other at the seminars prior to and during the OFFS, and at the subsequent football festivals, the opportunity they have to bond with individuals from 'the other side' is not limited to the five days at the OFFS.

The partnership between UEFA and the CCPA over the last five years had three specific objectives:

- To promote and support intra- and inter-community activities for children, young people and their families in areas affected by conflicts
- To train leaders, coaches and parents (i.e. volunteers) in the community-based and child-centred OFFS concept
- To work with community football clubs, local authorities, primary schools and national and local sports organisations

The CCPA has **developed a peace education curriculum**, which is set out in its manual: [Open Fun Football Schools – an Introduction to the Cross Cultures Football Philosophy and Fundamentals](#). That manual also provides guidance on the implementation of OFFSs, to ensure that coaches focus on promoting a culture of peace and non-violence, cultural and social diversity, gender equality and child protection.

The organisers of the OFFS programme have proved to be very effective at **concluding cooperation agreements with local stakeholders**. Over the years, it has collected a total of 6,964 letters of intent guaranteeing the cooperation of leaders and coaches from two or more towns/cities and three or more football clubs/schools representing otherwise antagonistic sections of the population. Indeed, local contributions to the OFFS programme have had a significant impact in terms of enabling the CCPA to leverage UEFA's financial support, and that impact is even greater when material support and volunteers' time are taken into account.

The CCPA organised a total of

622

OFFSs over the five-year period, catering to

122,091

girls and boys. It also organised

1,464

one-day football festivals, hosting a total of

203,526

children. Female participation levels have increased over the years and now stand at

40%

⁵⁹ This research was conducted by Tosca Coehoorn from Radboud University in Nijmegen, the Netherlands. Ms Coehoorn is in the process of completing her master's thesis in conflict studies following six months' field work in Bosnia and Herzegovina. The initial findings and conclusions of her study were shared with the CCPA.



© Pecanac, Zlatan Ziljic

When the CCPA first established the OFFS programme in 1998, only 7% of participants were female.

Recognising this imbalance, which was reflected in a lack of opportunities for women in society, the CCPA created a regional network of female coaches and leaders and set a target of 35% for female participation. In the intervening years, the CCPA has managed to **increase female participation levels to 40%**, with considerable spill-over into organised football. Indeed, all leading members of the CCPA's original network are now employed by their respective national associations, with each occupying a prominent position as a national team coach or manager.

For every

€1

that UEFA has invested in the OFFS programme over the duration of the partnership, the CCPA has managed to mobilise

€5

from other donors.⁶⁰ When the value of material support and volunteers' time is taken into account, this rises to

€8⁶¹

⁶⁰ The percentage breakdown of financial contributions to CCPA programmes since 1998 is as follows: 'local' donors – 21%; Swedish Football Association – 19%; Football Association of Norway – 18%; UEFA – 18%; Danish Football Association – 15%; others – 9%.

⁶¹ According to the CCPA's calculations, material support relates to local councils' obligation to pay for transport, catering for the children and stadium rental and totals €5m. The value of volunteers' time is calculated on the basis that a five-hour day is worth €10, so the 3 million or so volunteer hours equate to roughly €6m.



Cross Cultures Project Association

Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Promote and support intra- and inter-community OFFS activities for children, young people and their families in communities divided by conflict	OFFS participants	25,949	25,609	25,486	21,742	23,305
	Percentage of girls	36%	44%	44%	38%	40%
	Percentage of children who are not yet members of a local football club	69%	64%	67%	66%	67%
	Percentage of children who are from vulnerable families	16%	24%	34%	26%	30%
Train leaders, coaches and parents (i.e. volunteers) in the community-based and child-centred OFFS concept	Grassroots leaders and coaches enrolled on 60 to 80-hour courses	1,675	1,665	1,834	1,778	1,143
	Parents involved in three-hour workshops	5,873	4,266	2,841	4,382	2,987
Work with community football clubs, local authorities, primary schools and national and local sports organisations	Partnership agreements	1,519	1,249	1,217	1,172	1,650 ⁶²

Concluding remarks

The CCPA aims to continue to develop activities for all OFFS participants (staff, volunteer leaders, children, parents, community football clubs, schools, local councils, etc.) to ensure that they acquire the skills and knowledge needed to use football as means of promoting a culture of peace and non-violence, cultural and social diversity and gender equality within a safe and secure environment.

“I’ve realised that children are innocent and just want to play together.”

18-year-old former OFFS participant, Zepce

⁶²This figure is higher than expected and stems from large numbers of partnership agreements in Ukraine owing to increased cooperation with schools in that country.





Solidarity

© ICRC

International Committee of the Red Cross



Over the decades, hundreds of thousands of Afghans have been left disabled by mines, explosive remnants of war, polio and other hazards. The International Committee of the Red Cross (ICRC) has had a permanent presence in Afghanistan since 1987. Its physical rehabilitation programme (PRP) was one of its first activities in the country, with a dedicated centre in Kabul opening only a year later.

Rehabilitation is essential to becoming a fully active participant in society. Restoring mobility is basic justice – the first step in ensuring access to food, shelter, education, a job, an income and, more generally, the same opportunities as other members of society.

Main achievements during the five-year partnership

UEFA has been supporting the ICRC since 2008. In 2016, Sergio Ramos – a member of the Team of the Year voted for by UEFA.com users – presented a €100,000 cheque to the ICRC on behalf of UEFA before a Champions League match. Over the years, UEFA's donations have helped to fund the ICRC's physical rehabilitation work for landmine victims and other people with disabilities in Afghanistan.

The ICRC remains convinced that physical rehabilitation is just one element of the **social reintegration of people with disabilities**. It has implemented a number of socio-economic initiatives promoting inclusion in areas such as sport, education, finance (via micro-loans), vocational training and employment. All of the 713 men and women who work at the ICRC's centres are people with disabilities, and most are former patients, thereby demonstrating that people with disabilities can contribute just as much as those without.

A total of **120 people have been enrolled in football activities under the PRP** over the five years. Sport represents the perfect fusion of physical rehabilitation and social reintegration. It can transform

The ICRC has provided patients with
20,970 prostheses,
67,693 orthoses,
77,146 walking aids and
6,456 wheelchairs over the last five years. In addition,
340,051 patients have received physiotherapy.



© ICRC

a person physically and mentally, build self-esteem and self-confidence, and encourage them to have fun. Sport stops people from being referred to as 'patients'; they become 'players' or 'athletes' instead.

The ICRC has continued to **manage and finance seven physical rehabilitation centres across Afghanistan and one component and wheelchair factory in Kabul**. This has resulted in more than half a million people being provided with new artificial limbs (prostheses) or assistive devices for existing limbs that do not function properly (orthoses), repairs and adjustments to older devices, and/or physiotherapy over the last five years.

Outreach programmes depend on the security situation and the ICRC's ability to move around the country at any given time. However, **people with disabilities from remote areas are given help with transport** to the ICRC's centres. The number of **home visits to people with disabilities** in remote areas has remained high, with a total of 37,659 being carried out since 2012.

Key performance indicators

Objective	Indicator	Performance				
		2012	2013	2014	2015	2016
Provide physically disabled people with rehabilitation services	Patients who receive services	80,528, including 20,469 children	94,868, including 28,945 children	104,584, including 34,509 children	130,892, including 43,761 children	136,280 including 46,583 children
	Home visits to patients who cannot travel to a centre	7,083	7,706	6,946	8,239	7,685
Improve access to services and follow-up activities	Patients given social inclusion opportunities in the areas of employment, education, sport, etc., thanks to ICRC support	3,000	3,700	2,900	3,028	2,390

Concluding remarks

The ICRC believes that sport enhances the quality of life of people with physical disabilities by improving their physical condition, boosting their self-confidence and fostering greater social acceptance and recognition.

The ICRC will continue to use sport to overcome the many obstacles that people with disabilities face, including prejudice, in order to ensure that they are able to make a full contribution to society.



© ICRC

“It’s relatively easy to provide someone with an artificial limb, but if you cannot put a person’s heart, mind and dignity back together, then the job is not complete. Through sport, we can give our patients self-confidence and dignity.”

Alberto Cairo, head of ICRC's physical rehabilitation programme in Afghanistan

sportanddev.org

sportanddev.org, an interactive international sport and development platform, has helped to lend legitimacy to the idea that sport can be used as an effective development tool and supported people using sport in terms of finding the resources they need to improve their work. This platform has helped to foster developments in this area by providing an online meeting place and enabling organisations from a wide range of sectors to share work, discuss key issues and advocate policy changes.

The overarching goals of the five-year partnership between UEFA and sportanddev.org, as expressed at the beginning of the 2012/13 season, were:

- To keep the sport and development (S&D) community informed
- To foster learning, communication and knowledge-sharing
- To encourage the community to use sport to promote social change

Main achievements during the five-year partnership

The **growth of sportanddev.org** has exceeded all expectations – even those of the people who, at the 2003 Magglingen Conference, expressed a desire for

an online meeting place for the S&D community. That call was made at a time when only a few organisations were using sport to tackle social challenges. By the end of the 2016/17 season, a total of 8,275 individuals and 951 organisations were registered with the platform. This highlights both the success of sportanddev.org and the breakthrough that sports advocates have made in terms of promoting the use of sport in the area of development.

sportanddev.org **monitors developments closely**, providing a platform for the S&D community to react to changes and promoting cooperation. In the last five years, two major global policy announcements in this area have had a particularly large impact:

In 2013, the United Nations proclaimed 6 April the International Day of Sport for Development and Peace, with the first celebrations taking place in 2014. sportanddev.org **coordinates global activities** celebrating this day, with a dedicated section of the website allowing users to share plans, discuss the importance of the day and find the tools they need to run activities.

And in 2015, the United Nations published its sustainable development goals. In 2013, sportanddev.org ran an **online e-debate** on the post-2015 development agenda, which played a significant role in terms of shaping the S&D community’s response to discussions in this area. The final agenda referred to sport as ‘an enabler of development’, cementing sport’s position as a serious tool with the ability to address global challenges.

sportanddev.org is more than just a platform facilitating learning; it has used its own knowledge to achieve concrete outcomes. The 11 **International Safeguards for Children in Sport** were first published in 2014 and are now available in 11 languages, and sportanddev.org is an active and founding member of the working group which wrote them. It also contributes to the

sportanddev.org was visited by people from **231** countries and territories in 2016/17.

⁶³ This reduction is partly due to the fact that Peace and Sport’s april6.org website also highlights events relating to the day. However, feedback shows that many people value sportanddev.org’s in-depth content (descriptive articles, toolkits, etc.), which differentiates the platform from Peace and Sport’s website.

⁶⁴ This increase is primarily due to a large rise in the amount of content on the French website, which was launched in 2015. To begin with, sportanddev.org only published two or three French articles a week. This increased to two or three a day in 2016/17.

Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Increase visibility of sportanddev.org in S&D sector and development sector as a whole	Registered team player profiles	3,208	4,275	5,618	7,168	8,275
	Registered organisations	501	580	624	695	951
	Submissions for International Day of Sport for Development and Peace ‘Who’s doing what?’ sections (in English and French)	n/a	38	35	63	31 ⁶³
	Likes on Facebook/followers on Twitter	1,939/3,403	2,836/5,372	3,926/6,930	5,467/8,894	8,339/12,800
Continue to serve the S&D community	Articles shared on sportanddev.org	1,160	1,271	1,301	1,356	2,223 ⁶⁴
	Responses to calls for articles	n/a	15	23	28	23

Commonwealth Advisory Body on Sport and is a member of the Permanent Consultative Council of UNESCO’s Intergovernmental Committee for Physical Education and Sport.

In October 2016, sportanddev.org **launched a new website**. Improvements included a new media section, a new look for the map of organisations and greater mobile compatibility. The revamped website also includes two new ‘featured sport’ sections, which highlight the role that football and rugby play in promoting development, giving concrete examples of organisations that do this around the world.

In January 2017, sportanddev.org launched a new **athlete ambassador programme** with UEFA’s support. Four footballers signed up, together with a football match official, an Olympic boxer, a former tennis player and a Paralympic swimmer. These ambassadors will promote sportanddev.org and help it to reach a wider audience.

Concluding remarks

Exciting times lie ahead for sportanddev.org. The platform is in the process of completing a new strategy, which will offer new services and increase its presence in parts of the world where sportanddev.org currently has less reach.

Following the closure of the United Nations Office on Sport for Development and Peace, sportanddev.org plans to work with other leading organisations to look at how sport and development can best be represented at policy level. The platform is also establishing new relationships with universities and plans to implement online courses, while making research more prominent on the website.

The S&D sector has matured significantly over the last five years, establishing a degree of credibility that was unthinkable 15 years ago. Sport is now widely recognised as a tool fostering social change, and an increasing number of organisations are using it.

sportanddev.org has been an integral part of this process and looks forward to continuing to provide essential services in line with policy developments.

“The most up-to-date place to find worldwide news about sport, development and peace.”

Edgar Romero, assistant director, Grupo Internacional de Paz



Additional solidarity projects

UEFA FSR partner	Activity
Football Federation of Belarus	<p>Nadezhda Cup</p> <p>The consequences of the Chernobyl disaster are still widely felt in Belarus, where nine health centres have been built to rehabilitate adults and children affected by the disaster. In 2014, the Football Federation of Belarus established the Nadezhda Cup to give children the opportunity to express themselves through football and become more physically active. In September 2016, the tournament was expanded to include girls' teams for the first time.</p>
Football Federation of FYR Macedonia, Italian Football Federation and Football Association of Wales	<p>Natural disaster relief</p> <p>Every season, €500,000 of the FSR budget is earmarked for financial aid for member associations that have been struck by natural disasters. The available funds are allocated in a spirit of solidarity, and payments are made in accordance with Articles 7 to 11 of the UEFA Guidelines for the Fair Play and Social Responsibility Committee (2012 edition).</p> <p>In 2016/17, UEFA helped the Football Federation of FYR Macedonia with repairs to the stadiums of FC Smiljkovci 2011 and FC Fortuna 2009, as well as the Petar Miloshevski Training Centre, all of which had been severely damaged by heavy floods in August 2016.</p> <p>UEFA also helped the Italian Football Federation with the restoration of football activities after several earthquakes caused severe damage to central Italy in 2016. Large numbers of children between the ages of 5 and 16 benefited from this project. In addition, UEFA helped the Football Association of Wales with the replacement of floodlights following a severe storm.</p>
Football Association of Serbia	<p>Friendship tournament</p> <p>The fourth annual Friendship Tournament gave more than 300 youth players from local communities, ethnic minorities, local football teams and other former Yugoslav republics the opportunity to get together and play football, have fun, deepen intercultural relations and take a stand against racism, nationalism and intolerance.</p>
International Academy of Sports Science and Technology	<p>Green Sports Alliance Europe (GSA-Europe)</p> <p>UEFA has provided seed funding to the International Academy of Sports Science and Technology to help it establish GSA-Europe. This non-profit entity seeks to leverage sport's cultural and commercial influence in order to promote healthy, sustainable communities from an environmental, economic and social perspective. The Green Sports Alliance US represents the benchmark in this regard and provides guidance for this initiative.</p>
<u>Sport and Citizenship</u>	<p>Corporate social responsibility and sport</p> <p>UEFA's support has allowed the Sport and Citizenship think tank to carry on its main monitoring, dissemination and advocacy activities, which has resulted in articles on social responsibility being published in four issues of its scientific journal:</p> <ul style="list-style-type: none"> • No 36: Sport and Human Rights • No 37: Sport, Disabilities and Accessibility • No 38: Employment in Sport • No 39: Special tenth anniversary issue <p>In addition, a friendly football match recently took place between Sport and Citizenship and the staff of the EU institutions, with refugees and migrants included in each team. This event brought together representatives of the European Commission, the European Parliament, Brussels city council, Belgian sports foundations and other sporting actors.</p>

UEFA development competition	<p>UEFA Youth League</p> <p>The 2016/17 edition of this competition, which was launched in 2013/14, was contested by a total of 64 teams from 40 of UEFA's 55 member associations, with teams from FYR Macedonia, Ireland and Montenegro taking part for the first time.</p> <p>This competition represents a further opportunity to sensitise these young players, via the Respect campaign, to the kinds of values that it is important to uphold in football and life in general.</p>
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Fan dialogue

Football Supporters Europe



UEFA's partnership with FSE exemplifies its commitment to football supporters as key stakeholders in the European game. Over the years, the partnership has sought to consider the needs and opinions of supporters in matters of European football, and that cooperation has led to growing acknowledgement of FSE's status as a representative of fans among other European stakeholders and national bodies.

Main achievements during the five-year partnership

The [European Football Fans Congress \(EFFC\)](#), which first took place in London in 2008, has established itself as the **main networking event for fans and stakeholders**, with supporters from more than 45 European countries participating. The EFFC seeks to tackle fan-related issues and encourage fan dialogue, self-regulation and fan culture through workshops, discussion panels and other debates between fans and representatives of European football's governing bodies and Europe's political institutions. This event also seeks to leave behind a legacy by connecting and empowering fans in the host country. For example, at the 2012 event in Istanbul, fans of the city's three big clubs, Fenerbahçe SK, Beşiktaş JK and Galatasaray AŞ, [worked together for the first time](#).

In the last five years, FSE has **supported the establishment of national member organisations** in France, the Netherlands and Belgium. It has also supported existing members with regard to issues such as [fan ID cards](#), the development of a structured dialogue with football associations and away travel bans, all of which affected more than one member.

It has also helped to raise awareness of fans' rights via specialist publications (including the [Revive the Roar! fanzine](#) and [Know your Rights](#)), training for fans organisations and the development of the FSE Fan Lawyer Network.

Between UEFA EURO 2012 and [UEFA EURO 2016](#), FSE **supported the establishment of more than 15 active Fans' Embassies**. FSE's Fans' Embassies division underwent a [governance review](#) during this period, which led to the election of a new director and the establishment of new guidelines. FSE also updated its methodology for major competitions, which involved the implementation of strict monitoring and reporting tools, the strengthening of training and [evaluation](#), and a new focus on mobile Fans' Embassies, supported by local volunteers.

The establishment of FSE's anti-discrimination division in 2013 has **resulted in fans all over Europe working together on issues relating to discrimination in football**. That division focuses on four topics: women in football, homophobia in football, racism and the extreme right in football, and football and refugees. In 2014, the [Second Fan Shirt Campaign](#) was set up to provide financial backing to sports projects helping refugees. In 2016, FSE organised [Football Pride Week](#) in Berlin in support of member groups campaigning against homophobia in football. And in early 2016, FSE set up working groups to research a unique exhibition project called [Fan.Tastic Females](#). That exhibition, which depicts female supporters and members of female fan clubs and female sections of ultra groups, will go on tour in summer 2018.

One of FSE's main areas of focus over the last five seasons was the **establishment and strengthening of cooperation with key institutions**. Alongside [UEFA](#), FSE has also developed meaningful relationships with several national football associations, the European Union, the [Council of Europe](#), the [Office of the](#)

“Participating in Football Pride Week in Berlin reminded me once again that football is so much more than just a sport. I'm delighted to see FSE and its member organisations taking such a great stand against all sorts of discrimination.”

Roman Neustadter, Fenerbahçe SK and the Russian national team

Key performance indicators

Objective	Indicator	Performance				
		2012/13	2013/14	2014/15	2015/16	2016/17
Foster networking and information-sharing among football fans across Europe	Transnational information-sharing events and projects facilitated among fans or FSE members	15	15	20	20	20
	Number of new FSE membership applications accepted	61	289	97	87	89
Organise transnational grassroots campaigns on issues relevant to supporters	Fan groups participating in FSE's transnational campaign activities	5	10	80	130	82
Provide support services, advice and expertise to fans at national and local level and in the context of international tournaments	Countries in which FSE has provided structured advice and European backing to members' activities	5	6	5	5	8
	Users of the FSE Fans' Guide app	n/a	5,000	3,000	5,300	12,000
	Self-sustaining fan embassy initiatives run by fans ⁶⁵	7	12	12	21	26
Represent fans' interests in dealings with relevant institutions and football governing bodies	Committees, working groups and departments of governmental and football governing bodies worldwide that FSE works with on a regular basis	4	5	8	10	10

[United Nations High Commissioner for Human Rights](#), [UNESCO](#), the [Sport and Rights Alliance](#) and [FIFA](#).

FSE has made some significant **changes to its governance and administration** over the last five years. Alongside constitutional changes made at FSE's annual general meeting in 2015, there was also a full review of the organisation's administrative structure and budget following the [appointment of a new chief executive](#) in November 2016.

Concluding remarks

The partnership between UEFA and FSE has raised the bar in terms of the hosting of fans at UEFA matches, both at club and at national team level. FSE's focus going forward will be on conditions in away sections

– a new priority topic for the organisation as defined by its members at the 2017 annual general meeting. Consequently, FSE has [launched a project](#), together with the involvement of UEFA's football operations unit, aimed at monitoring conditions in away sections at UEFA Champions League and Europa League matches in the 2017/18 season.

This partnership highlights the value of consulting supporters on football matters, as they can play a key role in building a safer and more inclusive environment at football matches, which benefits society as a whole.

⁶⁵With support from national governments.

The number of active and sustainable Fans' Embassies has risen to

26
up from just
7
in 2012.

SD Europe

SD Europe is a non-profit-making organisation that meets the need for meaningful supporter involvement in the running of football clubs and the sustainable development of the game as a whole. The organisation is active in 38 countries across Europe, representing grassroots groups and national supporters' organisations (NSOs), as well as amateur and professional member-run football clubs. SD Europe also supports the implementation of the supporter liaison officer (SLO) licensing requirement on behalf of UEFA.

For supporters' organisations to be successful and fully involved in ownership and structured relationships with their clubs, national associations and leagues, they need to be properly organised, with professional support provided on a long-term basis. In addition to a desire to raise awareness of issues relating to good governance and sustainable finance, there is also a need for effective coordination, and SD Europe has performed this function since 2007.

Main achievements during the five-year partnership

Now an independent, pan-European organisation, SD Europe published a **new position paper** entitled 'The Heart of the Game: Why Supporters are Vital to Improving Governance in Football' in 2012. This paper was launched at the European Parliament in Brussels.

In the 2012/13 season, nine partners from across Europe **participated in a Preparatory Action in the**



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field of sport. The 'Improving Football Governance through Supporter Involvement and Community Ownership' project, which was funded by the European Commission, delivered governance handbooks and workshops in six countries and further strengthened the Europe-wide network of supporters' organisations.

Shortly after the 'Improving Football Governance' project was concluded in 2013, **NSOs were established** in Italy and France (allowing work in those two countries to be coordinated at national level for the first time), as was a new supporters' network in Ireland.

In 2014, SD Europe was **granted observer status in three EU expert groups** dealing with Economic Dimension, Good Governance and Match Fixing, giving supporters a voice at the highest level. Two years later, in 2016, SD Europe was granted observer status in the Standing Committee of the European Convention on Spectator Violence. In this capacity, SD Europe takes part in consultative visits and other events organised by the standing committee as an expert on supporter liaison.

SD Europe works with supporters' groups, fan-owned clubs and national associations in

38 countries across Europe, representing more than

500 local groups.

The **inaugural meeting of SD Europe's SLO network** took place in Stockholm in 2016, with SLOs from eight European countries present. That was followed by a second meeting in Gelsenkirchen, Germany, in June 2017, with SLOs from 11 countries discussing the latest best practices while giving feedback on how the role could develop further across Europe.

Following a network meeting in Hamburg in 2015 with representatives of more than 20 different organisations, it was decided that **an independent pan-European not-for-profit members organisation** was needed to represent the European movement rather than an informal network serviced by a department within an existing body, Supporters Direct. SD Europe's first annual general meeting took place in Malmö in November 2016.

In 2015, SD Europe was **awarded Erasmus+ funding** to help coordinate its Clubs and Supporters for Better Governance in Football project. This project involved six member-run clubs and five NSOs from across the EU, focusing on good governance, sustainable finance, and member and volunteer engagement through a series of workshops and exchange visits. This was the first time that SD Europe had devised such a dedicated training programme and delivered it to its network.

Another successful application for Erasmus+ funding was submitted in 2017. LIAISE (Liaison-based Integrated Approach to Improving Supporter Engagement) will foster better understanding, awareness and implementation of established SLO best practices among the six UEFA member associations and three supporters' organisations involved.

“Regardless of their size, all member-run clubs share the same struggles, hopes and hopefully solutions. I can see this network growing even bigger. Learning from one another is vital and very encouraging.”

John Kennedy, board member, Cork City FC



© SD Europe

SD Europe

Key performance indicators

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

Concluding remarks

SD Europe's most recent survey of members confirms that networking and training events remain the number one request from both NSOs and local supporters' organisations and member-run clubs across Europe. Over the last three seasons, SD Europe has used such events to improve supporters'

understanding of the key issues relating to good governance, sustainable finance and member engagement.

SD Europe expects that the need for this support and advice will only increase as its network extends further into established movements and engages with new groups and member-run clubs.





HatTrick FSR projects

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Overview

The 2016/17 season saw the launch of a new HatTrick-funded FSR scheme. No fewer than 54 of UEFA's 55 member associations submitted project proposals addressing a social and/or environmental issue, demonstrating their desire to increase their social responsibility commitments.

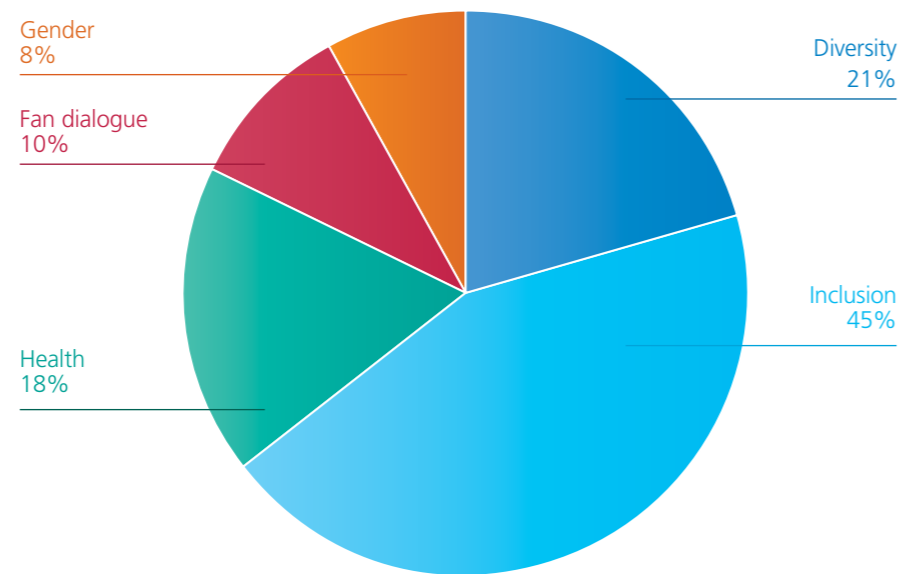
A total of 70 projects were implemented in 2016/17, most of which addressed one or more of the following five issues: diversity, inclusion, health, fan dialogue and gender. The beneficiaries of those projects included refugees, disabled people, addicts, ethnic minorities, economic minorities, religious minorities, sexual minorities, prisoners, fans and orphans.

The table in this section provides an overview of the various projects that each member association is working on with the aid of HatTrick FSR funding, including details of the issue that is being addressed and the intended beneficiaries.






UEFA is keen to leverage this recent development to ensure that meaningful FSR work reaches all of the game's stakeholders right across Europe. Following the HatTrick FSR workshop in February 2016, which sought to explain the criteria governing proposals and provide advice on establishing sustainable projects, UEFA has encouraged national associations to develop their own FSR strategies.







UEFA is developing a tool for the 2017/18 season to manage the application process and handle the monitoring of national associations' FSR projects under the HatTrick FSR scheme. It also plans to use this tool to report on the progress and impact of projects.








Five national associations opted to analyse their social responsibility policies in 2016/17 with a view to establishing a comprehensive strategy.

















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Country	Project title	FSR issue	Target group(s)	Brief description of project
 Albania	Football and social responsibility: fan dialogue	Fan dialogue	Fans	Engage in dialogue with fans in order to foster a better relationship between the national association and this group of stakeholders. Improve fans' conduct in the stadium.
 Andorra	Zero tolerance towards insults	Fan dialogue	Fans	Address the cultural tendency towards verbal violence in the stands in order to achieve respect for all participants in a match.
	Football for Special Olympics	Diversity and inclusion	People with disabilities	Provide regular playing opportunities for people with disabilities in order to foster their inclusion and give them a sense of well-being.
 Armenia	FFA Fan Dialogue	Fan dialogue	Fans	Improve communication with fans through a democratic dialogue in order to establish a meaningful bond with this group of stakeholders.
 Austria	Integration and Inclusion	Diversity, inclusion and gender	Ethnic minorities, refugees, and women and girls	Create a more positive image of refugees, through football and education in order to facilitate their inclusion into Austrian society.
	Preventive fan dialogue	Fan dialogue	Fans	Preventive work with fans in order to improve their image/conduct and reduce the number of incidents in and around stadiums.
 Azerbaijan	Supporter dialogue	Fan dialogue	Fans	Adopt a more professional approach to fan dialogue in order to further improve the good relationship between the national association and its fans ahead of UEFA EURO 2020.
	Spring futsal tournament for disabled players	Inclusion	People with disabilities	Futsal tournament for players with hearing and speech impairments.







Country	Project title	FSR issue	Target group(s)	Brief description of project
 Belarus	Football is your friend forever	Diversity and inclusion	Orphans	National tournament for orphans with teams from all regions. An opportunity for orphans, physical education teachers, coaches, experts and foster parents to exchange experiences.
	Bela Cup 7x7 – international seven-a-side Special Olympics tournament	Diversity and inclusion	People with disabilities	International tournament for players with learning disabilities aimed at promoting inclusion through football and fostering a change of attitude towards people with disabilities. Hosted by Belarus and attended by teams from 12 visiting countries.
	Development of a CSR strategy	TBD	TBD	Use a scientific approach to develop a CSR strategy with the help of experts, enabling the association to understand the main issues facing it and act accordingly.
 Belgium	Nobody Offside!	Diversity, inclusion, health and gender	People with disabilities	A nationwide project aimed at increasing access to football for players with physical and learning disabilities and further developing all forms of football for people with special needs.
 Bosnia and Herzegovina	Football Zajedno – Promoting equality and non-discrimination through football	Diversity, inclusion, peace and reconciliation, and gender	Young people, ethnic minorities, and women and girls	Use the popularity of football to promote equality, human rights and non-discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.
 Bulgaria	Fan Dialogue: 2020 and beyond	Fan dialogue	Fans	Establish a sustainable dialogue with fans in order to work on stakeholder development, the consolidation of SLO work and support for national teams.
 Croatia	Stronger as one	Fan dialogue	Fans	Re-establish cooperation with the national team's supporters' club to tackle fan violence and misbehaviour at football matches.
 Cyprus	Cypriot football against discrimination	Diversity and inclusion	People with disabilities and ethnic minorities	Tackle racial discrimination and social exclusion based on physical disability through football and education.









Country	Project title	FSR issue	Target group(s)	Brief description of project
 Czech Republic	Join in!	Inclusion	People with disabilities	Increase playing opportunities for people with learning disabilities, with a special focus on young people. Year-round football training and two annual tournaments.
	Development of a CSR strategy	TBD	TBD	Use a scientific approach to develop a CSR strategy with the help of experts, enabling the association to understand the main issues facing it and act accordingly.
 Denmark	The value of football and social responsibility in society	Diversity, inclusion and health	Society as a whole	Develop a scientific assessment method to quantify the social impact of football and measure its economic value to society.
 England	Colour Blindness in Football	Inclusion	People with disabilities	Improve the experiences of colour-blind people in football through awareness-raising activities and the education of all stakeholders.
 Estonia	A chance for everybody	Inclusion	People with disabilities	Improve existing structures to facilitate access to football for people with disabilities. Educate association staff, coaches and physical education teachers to improve their understanding of players with special needs.
	We speak football	Inclusion	Marginalised groups	Facilitate the inclusion of East-Viru county's Russian-speaking population into Estonian society through football and cultural activities.
 Faroe Islands	Football for Health	Health	Young people, older players, and women and girls	Improve public health through football and education, with the aid of scientific studies, with a special focus on the 40-plus age group.
 Finland	Creating a diversity plan for Finnish football	Diversity, inclusion and gender	Ethnic minorities	Implement a diversity plan in Finnish football to foster diversity, promote participation by minority groups and tackle discrimination.
 France	Prevention of deviant behaviour in society	Diversity and inclusion	People with addictions and young people	Tackle deviant behaviour in French society through football, education and awareness-raising activities.

Country	Project title	FSR issue	Target group(s)	Brief description of project
 Georgia	National Amputee League and Cup 2017	Diversity and inclusion	People with disabilities	Organise National Amputee League and Cup with seven participating clubs, using football to foster the inclusion of amputees – many of them war veterans – into society.
	Football in orphanages	Inclusion	Orphans	Make football accessible to orphans through regular training sessions at 12 orphanages across seven Georgian cities. Licensed coaches and training equipment provided.
 Germany	Diversity in football: regional leadership programme for women in football	Gender	Women	Increase the number of women in leadership positions in the national and regional associations through the DFB's Leadership Programme for Women in Football.
 Gibraltar	Accessibility of new national stadium	Inclusion	People with disabilities	Ensure that the future national stadium is fully accessible to people across the entire disability spectrum.
 Greece	Supporter dialogue: 2020 and beyond	Inclusion and fan dialogue	Fans	Engage in dialogue with fans (including fans with disabilities) in order to foster a better relationship between the national association and this group of stakeholders.
 Iceland	Welcome to the football family	Diversity, inclusion and health	People with physical and learning disabilities	Use football to improve social cohesion by welcoming very diverse groups of people into the football family and encouraging their active participation in different roles (as players, coaches, referees, officials or fans).
 Israel	It's much more than a game	Diversity and inclusion	Young people, older players and fans	Use football to bridge Israel's complex mosaic of religions and people in order to create shared values.
 Italy	Rete! 2017	Diversity, inclusion and health	Refugees	Foster the social integration of refugees via football, supported by academic studies.
 Kazakhstan	Development of football for people with cerebral palsy	Inclusion and health	People with disabilities	Develop CP football in order to attract children with cerebral palsy to the world of sport, re-establish contact with the outside world and help to improve their well-being.

Country	Project title	FSR issue	Target group(s)	Brief description of project
 Kosovo	Inclusion and well-being at Women's National Football Education Campus	Gender, health and inclusion	Women and girls	Use the national football campus to raise awareness of the social benefits of sport in terms of well-being, with a particular focus on girls and women. All ethnic groups are strongly encouraged to participate.
 Latvia	FSR for young people: 'Ghetto Games'	Inclusion and health	People with addictions and young people	Use street football to educate boys and girls about the dangers of drugs/alcohol and create social cohesion between young people from different cultural backgrounds.
	Development of a CSR strategy	TBD	TBD	Use a scientific approach to develop a CSR strategy with the help of experts, enabling the association to understand the main issues facing it and act accordingly.
 Liechtenstein	Support for Liechtenstein's special needs teams	Diversity and inclusion	People with disabilities	Increase access to playing opportunities for people with learning disabilities, with a particular focus on young people.
	Development of a CSR strategy	TBD	TBD	Use a scientific approach to develop a CSR strategy with the help of experts, enabling the association to understand the main issues facing it and act accordingly.
 Lithuania	Inclusive Football	Inclusion and health	People with addictions, orphans and young people	Use football to improve the well-being of orphans, people with mental disabilities and people with addictions.
 Luxembourg	Foster inclusion for residents of the SOS Children's Village Miersch	Inclusion	Youth, ethnic minorities and the economically disadvantaged	Facilitate the inclusion of children from the SOS Children's Village Miersch in the local grassroots club and provide academic support to help with their learning difficulties.
 FYR Macedonia	100% Football Campaign – All for Fair, Fair for All!	Diversity and inclusion	Young people, ethnic minorities and orphans	Tackle the regular instances of inappropriate conduct observed between parents, coaches, players and referees at football matches.
	Development of a CSR strategy	TBD	TBD	Use a scientific approach to develop a CSR strategy with the help of experts, enabling the association to understand the main issues facing it and act accordingly.

Country	Project title	FSR issue	Target group(s)	Brief description of project
 Malta	Football For Life	Inclusion and fan dialogue	Ethnic minorities, people with disabilities, prisoners and young people	Increase the well-being of people living in challenging circumstances (obese people, prisoners, drug users, people with disabilities, etc.) by providing access to football. Improve the matchday experience of people with disabilities by training disability access officers.
 Moldova	Tiny healthy football players	Diversity, inclusion and health	Young people, people with disabilities, marginalised groups and orphans	With the help of experts, improve the steadily declining mental and physical health of pre-school children through football activities.
 Montenegro	Football Zajedno – Promoting equality and non-discrimination through football	Diversity, inclusion, peace and reconciliation, and gender	Young people, ethnic minorities, and women and girls	Use the popularity of football to promote equality, human rights and non-discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.
 Netherlands	Healthy Living – 'Lekker Bezig'	Health	Young people	Educate young people at grassroots clubs about healthy eating habits. One aspect of this programme is the 'team box' – a box of fruit which is distributed to both the home and the away team as a pre- or post-match snack.
 Northern Ireland	A Head of the Game	Health and inclusion	Young people and mental health	Raise awareness of mental health (depression, suicide, etc.) within clubs and provide them with adequate training to deal with this key issue within society.
 Norway	Inclusion of Refugees in Football Clubs	Diversity, inclusion and gender	Refugees	Aid the integration of refugees into society through football by developing scientific studies and tools and sharing good practices.
	Prevention of economic exclusion and social marginalisation through football	Diversity and inclusion	Economically disadvantaged people and marginalised groups	Ensure players from economically disadvantaged backgrounds retain access to football using scientific studies, toolkits and information campaigns.
 Poland	Mobile Young Eagles Academy: Respect diversity and your health!	Diversity and health	Young people and minority groups	Use the Mobile Young Eagles Academy's reach beyond the major football centres to educate young people about diversity and health.
 Portugal	Development of an FSR network across Portugal	TBD	TBD	Grants enabling the Portuguese football community to implement various FSR programmes.

Country	Project title	FSR issue	Target group(s)	Brief description of project
 Republic of Ireland	Walking Football	Inclusion, health and gender	Older players, and women and girls	Develop walking football in order to offer playing opportunities to people who do not engage in physical activity owing to lack of fitness or mobility issues.
	Get into Football – Your Game, Your Community!	Diversity, inclusion and health	Ethnic minorities, refugees, and women and girls	Achieve greater participation in football among non-Irish nationals, or Irish residents from ethnic, cultural or national minorities, thereby supporting integration and challenging racism/discrimination.
 Romania	Project grants for social responsibility activities of affiliated members	TBD	TBD	Grants enabling affiliated members of the Romania FA to implement their own FSR programmes.
	Football as a tool in the fight against discrimination	Diversity and inclusion	Ethnic minorities and marginalised groups	Fight discrimination in Romanian football in order to make it accessible and enjoyable for a larger number of people.
 Russia	Football as a social phenomenon	Diversity and inclusion	Orphans and marginalised groups	Draw public attention to the acute situation of children in orphanages and socially disadvantaged families. Involve these children in regular football activities to increase their well-being and sense of self-esteem.
 San Marino	Kick the Drugs Away	Diversity, inclusion and health	Young people and drugs	Develop drug-abuse prevention activities for young people by organising encounters between youth players in San Marino and the Comunità di San Patrignano rehabilitation centre for young drug addicts.
	San Marino Special Cup	Diversity and inclusion	People with disabilities	Foster football activities for people with learning disabilities and encourage the use of football to promote equality in San Marinese society.
 Scotland	Children's Rights and Well-being	Inclusion	Young people	Introduce a children's well-being programme to cement safeguarding and child protection, ultimately improving football experiences for children and young people.
 Serbia	Football Zajedno – Promoting equality and non-discrimination through football	Diversity, inclusion, peace and reconciliation, and gender	Ethnic minorities, and women and girls	Use the popularity of football to promote equality, human rights and non-discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.

Country	Project title	FSR issue	Target group(s)	Brief description of project
 Slovakia	2020 and beyond	Fan dialogue	Fans	Establish a dialogue with football supporters in order to make them a respected partner and give them a seat at the table.
 Slovenia	Summer football schools for children with social and health problems	Inclusion and health	Young people	Encourage children with social and health problems to do the recommended amount of physical activity every day and generally adopt a healthier lifestyle.
	Football tournaments for people with disabilities	Inclusion and health	People with physical and learning disabilities	Develop a Football For All programme in order to create playing opportunities for grassroots players with special needs and make football a part of their everyday lives.
 Spain	Football as an integration tool for people deprived of their liberty (i.e. prisoners)	Inclusion	Prisoners	Use football to foster the integration of prisoners by increasing their well-being through physical activity and by developing their social skills and self-esteem.
 Sweden	Stand up for football	Diversity, inclusion and fan dialogue	Fans and safety	Ensure that matches are welcoming, safe and secure, with a vibrant fan culture, and maintain a high level of quality as regards fan dialogue and the development of the SLO function within Swedish football.
 Switzerland	CSR development tools for grassroots clubs	All	Young people, women and girls, volunteers and infrastructure	Sharing of best practices in order to educate clubs regarding environmental issues (renewable energy, reduction of water use, etc.), child protection and volunteering.
 Turkey	Integration of disabled players into football	Inclusion and health	People with physical and learning disabilities	Raise public awareness of football for people with disabilities and develop the necessary support systems in order to facilitate their participation in society.
 Ukraine	Around Football	Inclusion	Displaced children, orphans, children with physical and learning disabilities, and children from minority groups	Support internally displaced children, children of combat veterans, children with disabilities and orphaned children, using football to help them integrate into society. Promote tolerance towards children with disabilities, regardless of their social status, religion, gender or race.
 Wales	Community inclusion at 2017 Champions Festival in Cardiff	Inclusion	Young people	Engage with an entire nation – including children, women and people from marginalised social groups – in the context of the 2017 UEFA Champions League and Women's Champions League finals in Cardiff by creating playing opportunities, educational school competitions and a platform for social exchange.



Concluding remarks

Outlook

FSR strategy

In 2016/17, UEFA commissioned an independent review of its FSR policy. The results of that review are helping the organisation to reshape its FSR strategy for the forthcoming 2017–21 cycle.

That review resulted in two specific recommendations: (i) a suggestion that UEFA build on work already carried out with a view to addressing **Europe's migration and refugee crises**; and (ii) a suggestion that UEFA devote more attention to the issue of **child protection in football**.

In addition to those forthcoming amendments to its sustainable development policy, UEFA has recently introduced a **HatTrick-funded scheme to develop social responsibility across all 55 member associations** and incorporated **human rights criteria in the bidding process for UEFA competitions**. It is also continuing its efforts to apply sustainable event management criteria to all events in view of the harmful effects of **climate change**.

Looking inside UEFA, that revised strategy will be reinforced by a renewed commitment to the combined issues of **diversity and inclusion**.

The 2016/17 season saw UEFA commission external research on diversity and inclusion, resulting in three reports:

1. The benefits of diversity and inclusion
2. Situational analysis of UEFA
3. Benchmarking against similar organisations

As outlined in the first report, the benefits of diversity and inclusion for sports organisations include improved social integration/social justice, as well as improved information and decision-making. This can be expected to result in the following:

- A perception of fairness in relation to access, remuneration, promotion and retention
- Increased transparency of internal processes
- Enhanced personal motivation
- A broader talent pool for recruitment
- Increased creativity and innovation as a result of employees having a broader knowledge base
- Improved performance (revenue growth, etc.)
- An improved ability to act as a role model for society as a whole

On the basis of the outcomes of those reports, UEFA has implemented several measures, including a review of internal processes, changes to policies and regulations, and diversity and inclusion training for all UEFA staff.

FSR partnerships portfolio

Practitioners from more than 30 organisations have become inextricably linked during this five-year FSR cycle. They are now at a point where they clearly understand each other's remit and are able to come together independently to identify synergies across activities and help to ensure that UEFA pays ever closer attention to social responsibility and sustainability initiatives.

More than any previous season, 2016/17 demonstrated the benefits of bringing together a network of expert partner organisations to address issues in society. The multiplicative effect of the FSR portfolio led to **at least 21 instances of cooperation between partners**, ranging from the sharing of campaign news via social media channels to organisations working side by side at events.

#EqualGame

UEFA has recently launched #EqualGame – a new Respect social responsibility campaign promoting inclusion, diversity and accessibility in football.

#EqualGame represents a platform allowing elite, amateur and grassroots players across the continent to share their personal footballing stories and show how the sport has helped them.

This new campaign supports UEFA's objective of **ensuring that football is open and accessible to all and that everyone is equal, regardless of their ethnicity, gender, age, sexual orientation, physical ability or social status**. Thus, #EqualGame will help to reinforce the message that although people are individuals and play and love football differently, everyone is equal as a result of their shared passion for the sport.

#EqualGame shares compelling stories about all the different kinds of people across Europe who love football and want to show their passion. These stories, which can be accessed via the dedicated campaign website www.equalgame.com, are brought to life through mini-documentary storytelling and engaging fan-generated content.

“It is vitally important that UEFA makes football accessible for everyone and, through the power of sport, becomes a global leader in the fight for social equality.”

Aleksander Čeferin, UEFA president



FSR partners

© Harold Cunningham / UEFA

FSR partner feedback

At the end of the 2016/17 season, UEFA's core and associate FSR partners were invited to UEFA's headquarters in Switzerland, where they met for the fourth consecutive year. Those organisations have established a

good rapport over the years, and that familiarity allows for an informal atmosphere that is highly conducive to the sharing of updates, the provision of feedback and discussions regarding the forthcoming reporting process.

As in previous years, attendees at the meeting were given the opportunity to provide written feedback on their experience of the previous season's reporting process. This section provides an overview of the data collected from their feedback forms with a representative selection of comments.

“The readability of the report has improved over the last few years. A useful overview of all partners, clear KPIs, etc.”

“It would be good if next year's report focused more on impact.”

“A good overview of each partner's projects, but could it be more concise?”

“Demonstrates very clearly the scale and range of topics that FSR covers.”

“Are the different colours colour-blind-friendly?⁶⁶ Are alternative versions available for blind and partially sighted readers?”⁶⁷

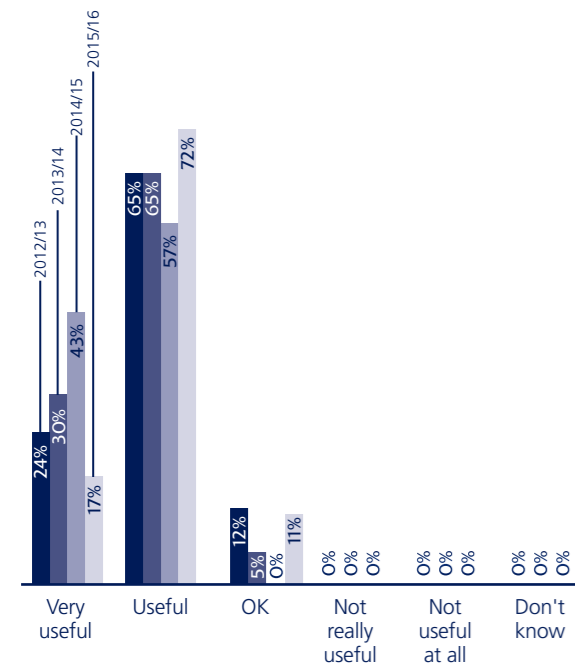
⁶⁶ Colour Blind Awareness gave a briefing to the designers of this report (UEFA and TwelfthMan) in order to better understand and meet the needs of colour-blind readers in terms of layout.

⁶⁷ The PDF settings for this report (and previous FSR reports) do allow the file to be read by screen readers.

Content

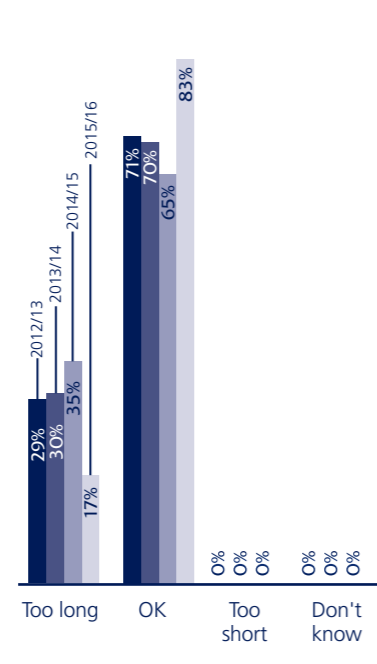
2012/13 ■ 2013/14 ■ 2014/15 ■ 2015/16 ■

What do you think of the contents of this report?



Length

What is your view regarding the length of the report?

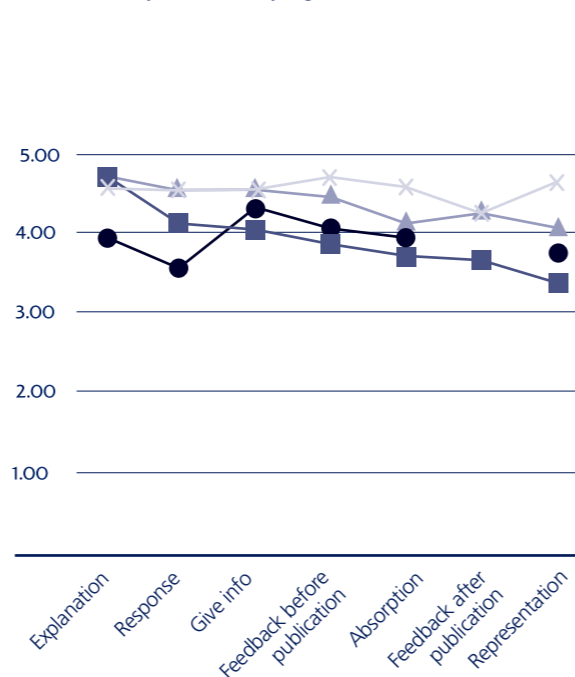


Involvement

2012/13 ● 2013/14 ■ 2014/15 ▲ 2015/16 X

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

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

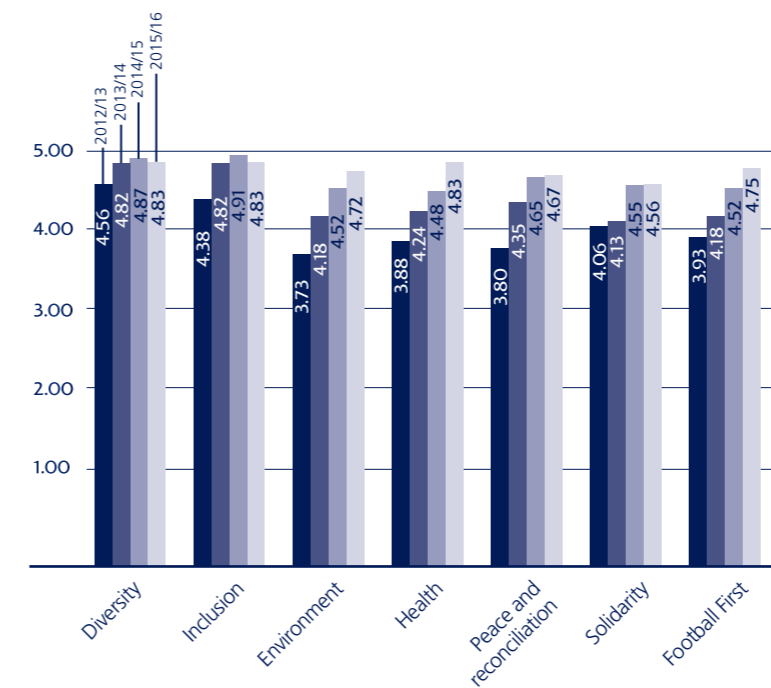


Topics covered

2012/13 ■ 2013/14 ■ 2014/15 ■ 2015/16 ■

Rank the relevance of the following issues

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

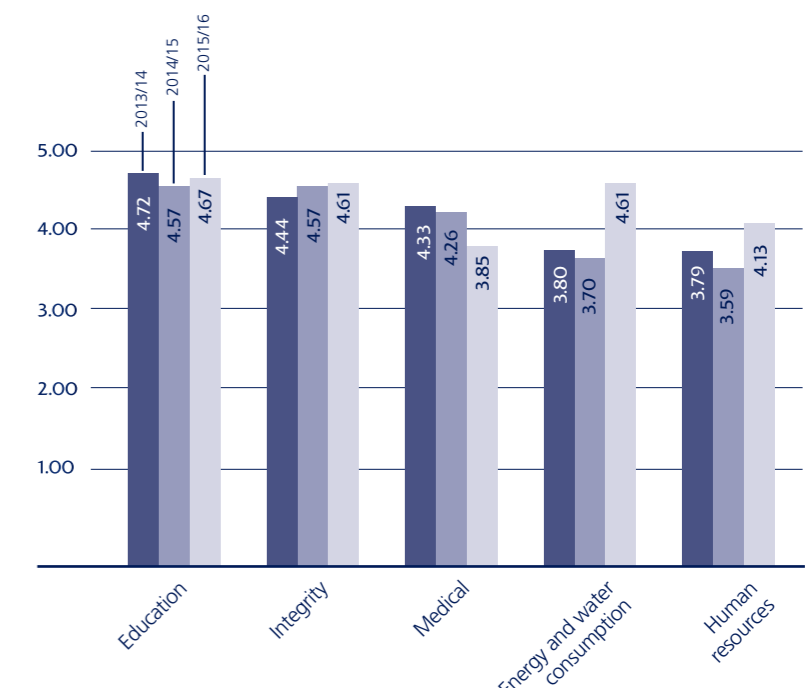


Inside UEFA issues

2013/14 ■ 2014/15 ■ 2015/16 ■

Rank the relevance of the following issues

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



FSR partner contact list

Centre for Access to
Football in Europe
www.cafefootball.eu
info@cafefootball.eu
+44 208 621 2405

Climate Friendly – part of
the South Pole Group
www.thesouthpolegroup.com
n.gorina@
thesouthpolegroup.com
+41 787 477 410

Cross Cultures Project
Association
www.ccpa.eu
ccpa@ccpa.eu
+45 27 11 15 19

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

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

European Healthy Stadia
Network
www.healthystadia.eu
info@healthystadia.eu
+44 151 237 2686

European Powerchair
Football Association
www.europeanpfa.com
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europeanpfa.com
+44 7971 663 301

Fare network
www.farenet.org
info@farenet.org
+44 207 253 6795

Football Supporters Europe
www.fanseurope.org
ronan.evain@fanseurope.org
+33 760 608 806

Homeless World Cup
Foundation
www.homelessworldcup.org
info@homelessworldcup.org
+44 330 121 2424

International Academy
of Sports Science and
Technology
www.aists.org
info@aists.org
+41 21 353 03 90

International Blind
Sports Federation
www.ibsasport.org
football.eurdev@ibasport.org
+34 67 008 76 37

International Committee of
the Red Cross
www.icrc.org
sbordji@icrc.org
+41 22 730 30 31

International Federation
of CP Football
www.ifcpf.com
info@ifcpf.com
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Laureus Foundation The
Netherlands Project: From
Talent to the Max
www.laureus.nl/projecten/
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NEVER AGAIN Association
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New Israel Fund/
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364 9315

Global Reporting Initiative (GRI) index⁶⁸

Key





-  Partially reported
-  Completely reported
-  Not reported – data not available
-  Not applicable

GRI indicator	Description	Section	Subsection/document (page) (comments)	Coverage
General standard disclosures				
Strategy and analysis				
G4-1	Statement	Message from Peter Gilliéron	(6)	
G4-2	Key impacts, risks and opportunities	Message from Peter Gilliéron About the report About the report*	(6) New developments (12) UEFA FSR report 2012/13 (9) (reference to UEFA's Social Responsibility Strategy Review (2011))	
		Concluding remarks	(112)	
Organisational profile				
G4-3	Name of the organisation	-	(126) (Publisher information)	
G4-4	Primary brands, products and services	Introduction*	UEFA FSR report 2012/13 (5)	
G4-5	Location of the organisation's headquarters	Back cover	-	
G4-6	Names and numbers of countries where the organisation operates	- Introduction*	(120) (Publisher information) UEFA FSR report 2012/13 (5)	
G4-7	Nature of ownership and legal form	Introduction*	UEFA FSR report 2012/13 (5)	
G4-8	Target audience and affected stakeholders	Introduction*	UEFA FSR report 2012/13 (5)	
G4-9	Scale of the organisation	Introduction* Inside UEFA	UEFA FSR report 2012/13 (5) Environmental footprint (22) Human resources (24)	
G4-10	Total workforce	Inside UEFA	Human resources (24)	
G4-11	Percentage of total employees covered by collective bargaining agreements			
G4-12	Organisation's supply chain			
G4-13	Significant changes during the reporting period as regards organisation's size, structure, ownership or supply chain	About the report Inside UEFA	New developments (12) Human resources (24)	
G4-14	Precautionary approach or principle – whether and how it is addressed by the organisation			
G4-15	Externally developed charters, principles and other initiatives			
G4-16	Membership of associations and national or international advocacy organisations	Introduction* European dialogue*	UEFA FSR report 2012/13 (5) UEFA FSR report 2012/13 (70) (Council of Europe)	







Material aspects and boundaries

G4-17	List of all entities, including consolidated financial statement	Introduction*	UEFA FSR report 2012/13 (5)	
G4-18	Report content	About the report About the report*	(12) UEFA FSR report 2012/13 (9)	
G4-19	List of material aspects identified	About the report	(12)	
G4-20	List of material aspects inside the organisation	About the report*	UEFA FSR report 2012/13 (9) (see comment regarding identification of aspects in footnote 52)	
G4-21	List of material aspects outside the organisation	Strategy*	UEFA FSR report 2012/13 (14)	
G4-22	Effect of any restating of information provided in previous reports			
G4-23	Significant changes relative to previous reporting periods	About the report	(12)	

Stakeholder engagement

G4-24	List of stakeholder groups	FSR partner contact list	(120)	
G4-25	Specific stakeholders with whom to engage	About the report* HatTrick FSR projects	UEFA FSR report 2012/13 (9)	
G4-26	Approach to stakeholder engagement	FSR partner feedback	(118)	
G4-27	Topics and concerns raised through stakeholder engagement	FSR partner feedback	(118)	


Report profile

G4-28	Reporting period	About the report	(12)	
G4-29	Date of the most recent previous report	About the report	(12)	
G4-30	Reporting cycle	About the report	(12)	
G4-31	Contact point		(126) (Contact)	
G4-32	Type of report		This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.	
G4-33	Assurances			

Governance

G4-34	Governance structure of the organisation	About the organisation*	UEFA FSR report 2012/13 (6) (The administrative organisation of UEFA)	
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Ethics and integrity

G4-56	Organisational values, principles, standards and behavioural norms	About the organisation* Football and social responsibility at UEFA* Strategy*	UEFA FSR report 2012/13 (6) UEFA FSR report 2012/13 (10) UEFA FSR report 2012/13 (14)	
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⁶⁸ This report contains standard disclosures from the GRI Sustainability Reporting Guidelines.

Global Reporting Initiative (GRI) index

GRI indicator	Description	Section	Subsection/document (page) (comments)	Coverage
Specific standard disclosures for NGOs (Note: only UEFA's key aspects are covered⁶⁹)				
Economic				
Economic performance				
G4-EC1	Direct economic impact	About the report	FSR budget allocation by theme 2016/17 (13)	📍
G4-EC2	Financial implications due to climate change	Environment	Climate Friendly (68)	📍
"NGO7"***	Breakdown of financial investments/funding by type	About the report	FSR budget allocation by theme 2016/17 (13)	👍
"NGO8"***	Breakdown of financial resources by source	About the organisation* Football and social responsibility at UEFA* Strategy*	UEFA FSR report 2012/13 (6) UEFA FSR report 2012/13 (10) UEFA FSR report 2012/13 (14)	👎
Environmental				
Energy (21-23)				
G4-EN3	Energy consumption within the organisation	Inside UEFA	Environmental footprint (23)	📍
Water				
G4-EN8	Withdrawal of water	Inside UEFA – Environmental footprint	Environmental footprint (23)	👍
Waste				
G4-EN23	Total weight of waste	Inside UEFA – Environmental footprint	Environmental footprint (23)	📍
Transport				
G4-EN30	Significant environmental impacts of transport	Environment	Climate Friendly (68)	📍
Society				
Anti-corruption (28-30)				
G4-SO4	Training on anti-corruption policies and procedures	Inside UEFA	Integrity (28) and Medical (30)	📍
G4-SO5	Confirmed incidences of corruption and action taken	Inside UEFA	Integrity (28) and Medical (30)	📍
Labour practices and decent work				
Employment (24-27)				
G4-LA1	New employee hires and employee turnover by age group, gender and region	Inside UEFA	Human resources (24-25)	📍
G4-LA9	Hours of training		Plan to include in next season's report	👎
G4-LA10	After-placement programme	Inside UEFA	Human resources (27)	📍
G4-LA11	Performance and career development reviews	Inside UEFA	Human resources (26)	📍
G4-LA12	Breakdown of employees by employee category and other indicators of diversity	Inside UEFA	Human resources (24-25)	📍

⁶⁹ 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.

Product Responsibility				
Product and service labelling			(118)	
G4-PR5	Customer satisfaction	FSR partner feedback	(118)	📍
Affected stakeholder engagement				
"NGO1"***	Number and type of stakeholder groups involved in project design and input	FSR partner feedback About the report*	(118) UEFA FSR report 2012/13 (9)	👍
Feedback, complaints and action				
"NGO2"***	Opportunities to provide feedback and complaints and action taken	FSR partner feedback	(118)	👍
Monitoring, evaluation and learning				
"NGO3"***	a) Number of projects with key performance indicators, and b) Number and percentage of projects that are externally evaluated	All 'issue' chapters	a) All key performance indicator tables in report b) 80% of core and associate FSR partners externally evaluated	👍
Gender and diversity				
"NGO4"***	Diversity and participation based on gender, age, minority group, or other relevant type	Diversity Inclusion Peace and reconciliation	All subsections All subsections All subsections	👍
Public awareness and advocacy				
"NGO5"***	Number, type and impact of public awareness and advocacy campaign	Inside UEFA Diversity Inclusion Environment Health Peace and reconciliation Solidarity Fan dialogue HatTrick FSR projects	Integrity (28) and Medical (29-30) Fare (36), NAA (39) and Israel Football Association (40) CAFE (46), Football for All Abilities (48-61), HWCF (63) Climate Friendly (68), and WWF (71) WHF and Healthy Stadia (76) CCPA (82) ICRC (87), sportanddev.org (89) FSE (95), SD Europe (98) (104-111)	👍
Coordination				
"NGO6"***	Number and outcome of initiatives to coordinate activities and identify synergies	Concluding remarks FSR partner feedback	(112) UEFA workshops (118)	👍

*A chapter in one of the previous two UEFA FSR reports (2012/13 or 2013/14).
**Specific indicator developed by UEFA using the same technical rigour as the GRI standard disclosures.

UEFA Football and Social Responsibility Report

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[http://www.uefa.com/insideuefa/social-responsibility/
index.html](http://www.uefa.com/insideuefa/social-responsibility/index.html)

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