UEFA EURO 2016 was a large-scale football event in France involving 24 teams, 51 games played in 10 stadiums, and 2.5 million ticket holders. This post-event report follows up on the one-year-to-go report, detailing the operational implementation of social responsibility and sustainability measures.

In the one-year-to-go report, which was published in June 2015, UEFA discussed its method of identifying priorities, its strategy, its targets, and the associated action plans aimed at reducing the environmental impact of the tournament and incorporating a social dimension. This post-event report explains the performance levels achieved, the legacies of the event and the lessons learned for UEFA EURO 2020.

The two reports reflect the general organisational model adopted for UEFA EURO 2016, as well as the social responsibility and sustainability projects implemented. They have both been developed in accordance with the ‘core’ level of the guidelines for sustainability reporting (Global Reporting Initiative (GRI) G4 supplement for event organisers; see GRI correspondence table for details) and are in line with the guidance provided on ‘communications on progress’ under the United Nations Global Compact initiative (which UEFA 2016 SAS has signed up to). Following an introduction to the reporting strategy, material issues and priorities for UEFA EURO 2016, the major environmental, economic and social impacts and their related action plans are presented in four main sections:

- The Governance section explains how social responsibility and sustainability initiatives have been embedded in UEFA EURO 2016’s governance and project management processes, in line with the ISO 20121 standard. This section also addresses two other governance issues: integrity enforcement and the sourcing of products and services.
- The Setting the stage section details the initiatives implemented for UEFA EURO 2016 in the fields of stadium construction and renovation, accessibility, waste management, and water and energy consumption.
- The Tournament section concerns the strategies adopted in terms of public transport and mobility, fan engagement, anti-discrimination match monitoring, and safety and security inside and outside the stadiums.
- The Behind the scenes section details the initiatives implemented for UEFA EURO 2016 in the fields of stadium construction and renovation, accessibility, waste management, and water and energy consumption.

All feedback and questions are welcome and can be sent to media@uefa.ch.

For readability reasons, the terms social responsibility and sustainability are used interchangeably in this report.
A message from the President of EURO 2016 SAS

With millions of fans coming to the stadium to watch matches, UEFA EURO 2016 represented a celebration of cultures, values and passion for football. This was the best possible opportunity to innovate in the interests of sustainability and empower the football family. This vision was enshrined in our statement of purpose and values and formalised in EURO 2016 SAS signing up to the UN Global Compact initiative. As testimony to our strong commitment to social responsibility and our desire for its in-depth implementation within event operations, the tournament was awarded ISO 20121 certification. This involved every operational project, in cooperation with stakeholders, identifying what could be done to measure and optimise the tournament’s environmental and social impact.

We succeeded in developing tools such as an eco-calculator and a mobile app so that fans could calculate, reduce and offset the impact of their transport. With the exception of events in Marseille, no major incidents occurred in terms of security, discrimination or disrespect. Fan embassies welcomed and assisted fans in a great atmosphere. Although we witnessed some non-compliant behaviour, the prohibition of smoking tobacco products in all indoor and outdoor areas within the stadium perimeter sent a strong message and represented a pioneering initiative in terms of public health.

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

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

Jacques Lambert
EURO 2016 SAS President

A message from the CEO of UEFA Events SA

Several thousand people were actively involved in social responsibility and sustainability initiatives at UEFA EURO 2016, and millions of fans witnessed their success. UEFA’s internal teams, partner organisations, stakeholders, host cities, volunteers, sponsors and fans all participated in those initiatives. Social responsibility was a key part of the experience that the organisers wanted to give to fans, and it helped to make the event fun, friendly and responsible. It took considerable effort and a rigorous approach to effectively introduce sustainability measures, since projects were already under way when the social responsibility strategy came to be implemented.

What’s next? It will take years to really see the legacies of this event in France, maybe in the form of enhanced sustainability management for the next major sporting event or within individual sports associations. The lessons learned will be very useful for UEFA EURO 2020, allowing us to repeat what worked well and improve on things that could have been done better. New approaches such as smart mobility for fans and internal stakeholders (who are the most significant environmental externality) by means of combi-tickets for the 13 cities hosting UEFA EURO 2020 are a must in order to mitigate greenhouse gas emissions. Waste management will be fully integrated within circular economy thinking, while our renewable energy target of 50% will foster energy transition. Responsible local sourcing will be even more important within the 13 host countries. Hosting disabled fans in even better conditions and ensuring that Europe’s diversity is celebrated in all its forms is already under way with a view to making our future events even more socially responsible and sustainable, and it will take the energies of every stakeholder in the football family to achieve this goal.

Martin Kallen
UEFA Events SA CEO
Partners

New application released for fans with a section on mobility (in order to optimise transport and enable carpooling) and national teams invited to offset their carbon emissions (all 24 teams eventually participated)

Organisation of the Respect Environment Award to highlight best practices by stadiums, host cities and UEFA projects

Working group involving various stakeholders created to enhance accessibility

Reuse of material in partnership with specialist NGOs

Partnership concluded with the Fondaction du Football and food banks under the ‘Foot for Food’ project

Roll-out of the ISO 20121 standard, a successful trigger for the integration of sustainability into each project and aspect of the event

Training of EURO 2016 SAS teams and volunteers on sustainability

Main achievements since June 2015

UEFA EURO 2016
Sustainability at a glance

Vision and ambition: ISO 20121, signature of UN Global Compact by EURO 2016 SAS, Statement of Purpose and Values.

RESPECT ACCESS FOR ALL
1. Total football, total access!

RESPECT YOUR HEALTH
2. Tobacco-free tournament

RESPECT DIVERSITY
3. Anti-discrimination match monitoring

RESPECT FAN CULTURE
4. Fan embassies

RESPECT ENVIRONMENT
5. Public transport and mobility
6. Waste management
7. Energy and water optimisation
8. Sourcing of products and services

ISO 20111: audit and certification
GRI G4: reporting
Life-cycle assessment: reporting and data analysis

Partners

* Final figures available in 2015/16 UEFA Financial Report
Key performance indicators

**TOTAL FOOTBALL, TOTAL ACCESS!**
- 1,685 wheelchair user places
- 1,111 easy-access seats close to amenities
- 916 additional wheelchair spaces were constructed due to UEFA Euro 2016 and a further 32 were renovated (legacies of tournament)

**PUBLIC TRANSPORT AND MOBILITY**
- 517,000 tonnes of CO₂ equivalent due to transport of teams and spectators
- 150,000 additional seats on public transport for journeys to stadiums

**WASTE MANAGEMENT**
- 38% of waste recycled in functional areas (1,542 tonnes)
- 10 tonnes of prepared food, including 50,000 sandwiches, and raw products donated to NGOs

**ENERGY AND WATER OPTIMISATION**
- 30,000 litres of fuel saved in generators by improving the service level for domestic power
- 3 stadiums purchased certified renewable electricity

**ANTI-DISCRIMINATION MATCH MONITORING**
- 8 suspected incidents of racism/discrimination or misconduct reported
- 2 national associations sanctioned

**FAN EMBASSIES**
- 19 out of the 24 teams were represented by a fan embassy

**RESPONsible sourcing of products and services**
- 100% of contracts and licensing agreements include mandatory compliance with ten UN Global Compact principles and ILO declaration
- 71% of items produced in Europe
- 51% of sourcing budget spent on items produced in Europe

**INTEGRATION OF SUSTAINABILITY**
- 6 stadiums audited internally
- 4 stadiums undergo ISO 20121 audits conducted by SGS
- 500+ sustainability initiatives developed in cooperation with 50+ UEFA Euro 2016 sustainability champions and 9 host city contact persons
- Data on 500+ KPIs and indicators collected, analysed and reported

**ANTI-DISCRIMINATION MATCH MONITORING**
- 8 suspected incidents of racism/discrimination or misconduct reported
- 2 national associations sanctioned

**TOBACCO-FREE TOURNAMENT**
- 13,964 yellow and red cards given to fans and staff for failing to respect the tobacco-free policy
- All 10 venues declared tobacco-free

**COMMUNICATION AND AWARENESS**
- Numerous articles in the press about sustainability initiatives, which reached at least 1 million people in France between July 2015 and January 2016 according to Kantar Media
- Dedicated sustainability volunteers within stadiums to build awareness both internally and externally
- 1,000+ environmental quizzes completed by spectators

**EMPOWERMENT AND TRAINING**
- 71,000+ fans use eco-calculator
- 83% of UEFA Euro 2016 staff (935 staff members) trained on sustainability as part of event training
- 50+ people interviewed by SGS during external ISO 20121 audits

**RESPONSIBLE SOURCING OF PRODUCTS AND SERVICES**
- 100% of contracts and licensing agreements include mandatory compliance with ten UN Global Compact principles and ILO declaration
- 71% of items produced in Europe
- 51% of sourcing budget spent on items produced in Europe

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# Social responsibility and sustainability framework

1.1. Approach 14
1.2. Environmental impact assessment 16
1.3. Priorities and objectives 20

# Governance

2.1. Governance of UEFA EURO 2016 and incorporation of sustainability management through ISO 20121 26
2.2. Integrity enforcement 31
2.3. Sourcing of products and services 32

# Setting the stage

3.1. Sustainability in stadium design 36
3.2. Waste management and energy/water optimisation 40
3.3. Respect Access for All: total football, total access! 44

# The Tournament

4.1. Public transport and mobility 48
4.2. Respect Fan Culture: fan embassies 52
4.3. Respect Diversity: anti-discrimination match monitoring 54
4.4. Creating a safe tournament 55
4.5. Host cities 57

# Behind the scenes

5.1. Respect Your Health: tobacco-free tournament 60
5.2. Human resources 64
5.3. Integration through football 66
5.4. Economic impact 68
5.5. Lessons learned for UEFA EURO 2020 69

# Experts’ corner

6.1. Detailed interaction with stakeholders 74
6.2. ISO 20121 certification 77
6.3. UEFA EURO 2016 stadium rules 78
6.4. GRI correspondence table 79
6.5. Detailed milestones 86

Contents
Social responsibility and sustainability framework
1.1. Approach

Robust interaction with internal and external stakeholders and thorough analysis of the material issues at stake established solid foundations for the development of a sustainability approach and reporting ahead of the tournament.

From dialogue to action

In order to clearly define the scope of this report and focus on sustainability issues that were truly material to UEFA EURO 2016, the organisers of the event implemented the following three-stage analysis process in cooperation with internal and external stakeholders:

- First, they identified key stakeholders and their commitment to environmental, social and economic issues through meetings, email exchanges, internet monitoring, reviews of standards, and assessment of experience acquired at the last two UEFA EUROs and best practices (2012 Olympic Games, French Open tennis tournament, etc.). The identification of key stakeholders and effective methods of cooperation was a positive factor in the success achieved (see chart on right for different levels of engagement).

- Then, they prioritised issues on the basis of risk (probability and impact), stakeholders’ expectations, standards (e.g. ISO 20121), GRI’s G4 guidelines, benchmarking, external expertise, examples of best practice and the feasibility of corrective action plans.

- Finally, they validated material issues and incorporated them in tangible social responsibility projects.

Engaging with expert stakeholders

In order to make better progress with such complex issues, the organisers of UEFA EURO 2016 also committed themselves to working with specialist organisations and individual experts with a view to developing technical guidance tailored to the local situation, broadening the scope of activities and enabling legacies to be created.

This was achieved, in particular, via a number of specific partnerships:

- ‘Club des Sites’ Sustainability Group, comprising sustainability representatives from each host city, which sought to ensure continuity and consistency as regards social responsibility and sustainability initiatives within stadiums and fan zones.

- French Sport and Sustainable Development Network, which shared best practices and sought to ensure a positive legacy for future sports events, by developing a set of environmental and sustainability recommendations for sporting events in France, preparing a national strategy for sustainable development in sport, developing a tool called Optimouv, which assists with the selection of venues for sporting events with a view to reducing their environmental impact.

- ‘Access for All Advisory Group’ (AVG), a panel made up of representatives of different disability NGOs and host cities, plus government officials.
1.2. Environmental impact assessment

The one-year-to-go report pledged to use scientific assessment methodology in order to measure land use and biodiversity, biofuels fared even worse. Nevertheless, UEFA did, for example, investigate using synthetic fuel for generators, but importing it from abroad would have caused transport-related impacts. Ultimately, a decision was made to switch to the national grid whenever possible and use the most efficient type of generator when needed.

The environmental impact assessment methodology accounts for all emissions, regardless of UEFA’s level of influence. This means that the methodology includes stakeholders’ activities, as well as those of event partners (teams, staff, volunteers, the media and broadcasters, VIPs and spectators, clubs, constructors, etc.). For example, the renovation/construction of stadiums is accounted for, even though the project will benefit everyone who uses those stadiums in the future (not just UEFA EURO 2016). TV viewers are not included.

Results and benchmarks

Hosting a global sports event usually boosts renovation projects or results in the construction of new sporting infrastructure meant to last a few decades. As this is financed by a third party and not directly by the organizing committee, emissions resulting from this infrastructure need to be accounted for in some way. They are included in the ‘associated emissions’ category.

Four new stadiums were built for UEFA EURO 2016, and five existing stadiums were renovated, with a total budget of €1.7bn. These projects represent by far the largest source of environmental impact, particularly in terms of greenhouse gas emissions (2.2m tonnes of CO2 equivalent); this is consistent with similar projects elsewhere.

New stadiums offer greater comfort and more services, including advantages in terms of sustainability. It should be noted that some sustainability improvements increase venues’ carbon and energy impact during the construction phase, but will repay that investment within a few years. For example, photovoltaic panels on stadium roofs have a primary energy payback period of two to three years. Additional examples are detailed in UEFA’s sustainability action plan.

Stadium design

UEFA has limited influence over decisions to build or renovate stadiums, as these decisions are often made before a country has been awarded the right to host a UEFA EURO. However, UEFA’s selection process takes account of plans for the use of stadiums after the event.

There is a positive trend in this regard: 60% of the stadiums used for UEFA EURO 2012 were built specifically for the event, that figure dropped to 40% for UEFA EURO 2016, and only 15% of the stadiums used for UEFA EURO 2020 are expected to be new. And this is despite the number of matches increasing from 31 in 2012 to 51 in 2016 and 2020.

The actions of the 2.5 million spectators represent the second largest source of environmental impact. These mainly include transport to/from and within France, accommodation, food, beverages and merchandising purchased at official sales points. (Note that items purchased elsewhere have not been included in the model.) Transport to/from and within France represents 96% of spectators’ carbon footprint (517,000 tonnes of CO2 equivalent). Long-distance spectators represent the second largest source of environmental impact.

 UEFA has limited influence on spectators’ decisions, the organizers of UEFA EURO 2016 took steps to limit the footprint resulting from spectators’ transport (for example, by working with SNCF to develop the public transport options available during the event). More information about the transport action plan is available in 6.1. Public transport and mobility.

The purchase of food, beverages and merchandising by spectators at official sales points represents the second largest source of
Social responsibility and sustainability framework

The last category, tournament operations (26,000 tonnes of CO₂ equivalent), is the only one that was largely under the control of the organisers of UEFA EURO 2016. Results show that energy use and the purchase of specific equipment are the main sources of greenhouse gas emissions in this area. However, in terms of land use and biodiversity, catering services for staff and teams had the largest impact owing to intensive use of agriculture.

Several steps were taken to reduce the footprint of tournament operations. For example, thousands of litres of fuel were saved by optimising use of the national grid. In addition, a waste management policy focusing on the ‘3Rs’ – reducing, reusing and recycling – promoted the renting (rather than purchasing) of equipment, limiting environmental effects resulting from the production and disposal of thousands of items. Please refer to 3.2. Waste management and energy/water optimisation for more information about energy efficiency and the policy on the reuse of equipment.

Carbon footprint of UEFA EURO 2016

The carbon footprint of UEFA EURO 2016 is 2,825,000 tonnes CO₂-equivalent. This includes the impact of stadiums, spectators, fans and guests, and operations. The largest contributor is operations, accounting for 80% of the total footprint. Spectators, fans, and guests contribute 19%, and stadiums contribute 1%.

Within operations, transport by air has the largest impact, contributing 41%. Transport by road (cars and coaches) follows with 40%, and public transport with 15%. Catering, merchandising, and accommodation accounts for 9% of the total footprint.

Spectators, fans, and guests contribute 54% of the carbon footprint. Of this, food production has a particularly large impact in terms of land use. Detailed comparative assessments were conducted for products on a case-by-case basis in order to identify the best environmental solutions. In addition, the overall tournament policy on the sourcing of goods, products, and services included generic sustainability requirements, which were detailed in contracts with suppliers.

More information about the sourcing of products and services can be found in Sourcing of products and services.

Energy and water use

20%

25%

28,000 tonnes CO₂-equivalent

Catering, merchandising, and accommodation

Public transport

15%

539,000 tonnes CO₂-equivalent

STADIUMS

Constructsions of new stadiums

Ravitation of existing stadiums

20%

54%

Other investments (not directly related to UEFA EURO 2016)

41%

Transport by road (cars and coaches)

4%

Environment and safety

11%

14%

20%

25%

26,000 tonnes CO₂-equivalent

Transport by air

Transport by air
1.3. Priorities and objectives

Strong commitments from UEFA and EURO 2016 SAS and their senior management were the starting point for the establishment of sustainability priorities and objectives, followed by assessment of the tournament’s impact and the level of performance achieved.

Vision in terms of sustainability

Sport and sustainability have many values in common: respect, a desire to overcome challenges, team spirit and social communion. The tournament’s sustainability policy, its statement of purpose and values, and the successful application for ISO 20121 certification formed the backbone of the sustainability approach adopted. The eight priorities that emerged from the stakeholder engagement were in line with UEFA’s 11 key values and guided the implementation of the sustainability policy in accordance with the principles of ISO 20121.

A credible sustainability approach would have been impossible without full accountability regarding the impact of UEFA EURO 2016. The sector supplement for event organisers in the GRI’s G4 guidelines helped to provide comparable indicators covering the most significant externalities.

The tournament’s sustainability policy is available online. It states: “The organisers of this tournament will strive to (i) establish a benchmark and demonstrate leadership in the area of sustainable sports event management, (ii) increase awareness of such issues among all interested parties, and (iii) leave behind a significant legacy for the host country, UEFA, Europe’s football family and European sport as a whole.”

The statement of purpose and values is also available online. It states: “In line with growing awareness of the sports event industry, a pragmatic strategy has been established [...]. This includes the establishment of a sustainable event management system consistent with international standard ISO 20121 in order to put in place efficient and structured internal business processes and manage the impact of sustainability in areas such as access for all, health, diversity, fan culture and the environment. The organisers are committed to complying with the four principles governing sustainability: integrity, inclusivity, stewardship and transparency. These principles are aligned with UEFA’s 11 key values, which include good governance and autonomy (no. 4), sporting integrity and betting (no. 7), and respect (no. 10).”
In addition to anticipating impact, determining material issues and setting priorities, it is also important to establish key performance indicators based on specific, measurable objectives set by project leaders and monitor the extent to which these objectives are met.

### Total football, total access!

**Priorities**

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Objectives</th>
<th>Main outcomes and performance</th>
<th>Lessons learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tobacco-free tournament</td>
<td>• Make all stadiums tobacco-free for UEFA EURO 2016 matches with the support of Healthly Stake</td>
<td>• The smoking of tobacco products was prohibited in all indoor and outdoor areas within the stadium perimeter; fans did not always respect this policy</td>
<td>• City combi-tickets to be ensured</td>
</tr>
<tr>
<td></td>
<td>• Enforce a zero-tolerance approach, educate people and ensure that discrimination made stadiums is reported, investigated and sanctioned</td>
<td>• The stadium perimeter was too ambiguous; the policy should have been limited to the stadium bowl. More preventive action is also needed to make sure communication with fans.</td>
<td>• Shared mobility app to be improved</td>
</tr>
<tr>
<td></td>
<td>• Eight instances of racism/discrimination or misconduct were reported</td>
<td>• Communication was enhanced by enthusiastic volunteers and the use of all possible channels (the media, half-time announcements, the big screen, tickets, signage, etc.). Stewards did not cooperate effectively, which needs to be improved for future events.</td>
<td>• Off-limit of fans’ travel to be included in ticket prices</td>
</tr>
<tr>
<td></td>
<td>• Two national associations were sanctioned following incidents</td>
<td>• The stadium was the most avoided by fans and stewards did not pay attention to their responsibilities.</td>
<td>• Hybrid/electric vehicles in car parks</td>
</tr>
</tbody>
</table>

**Total football, total access!**

- **Creative solutions adopted in cooperation with UEFA and national associations**
- **Large sustainability projects in partnership with major suppliers and other stakeholders**
- **90% of fans were satisfied with the measures taken to promote sustainability**
- **19 of the 24 teams had fan embassies, which was proportionally lower than in 2012 (16 of the 16 teams had fan embassies). This is because seven teams were appearing at a UEFA EURO for the first time**
- **A fan guide app and a 24-hour helpline were made available to fans**
- **80,000 individuals visited fan embassies, using their services a total of 202,500 times between them**
- **150,000 fans made use of public transport in France during event**
- **35,000 series of CO2 equivalent offset by UEFA and national associations**
- **Stewards did not cooperate effectively, which needs to be improved for future events.**
- **Hybrid/electric vehicles in car parks**

### Public transport and mobility

**Priorities**

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Objectives</th>
<th>Main outcomes and performance</th>
<th>Lessons learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fan embassies</td>
<td>• Create a fan-friendly, safe and secure environment in the host cities</td>
<td>• 19 of the 24 teams had fan embassies, which was proportionally lower than in 2012 (16 of the 16 teams had fan embassies). This is because seven teams were appearing at a UEFA EURO for the first time</td>
<td>• Communication for UEFA EURO 2020 will be more digital</td>
</tr>
<tr>
<td></td>
<td>• Provide the best possible welcome, advice and support to fans, in cooperation with Football Supporters Europe (FSE)</td>
<td>• A fan guide app and a 24-hour helpline were made available to fans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Liaise between national team supporters’ organisations and host cities</td>
<td>• Fans were very satisfied with the support they received, using their services a total of 202,500 times between them</td>
<td></td>
</tr>
</tbody>
</table>
2 Governance
2.1. Governance of UEFA EURO 2016 and incorporation of sustainability management through ISO 20121

Strong governance made it possible to operationalise and embed sustainability considerations at all levels of UEFA EURO 2016, leaving behind a strong legacy for future events.

Governance of sustainability initiative

The governance of the sustainability initiative was adapted in line with the governance of UEFA EURO 2016, as presented in the one-year-to-go report.

Top-down and bottom-up approach

In line with sustainability standards such as ISO 20121, the organisers of UEFA EURO 2016 implemented both a top-down and a bottom-up approach for sustainability projects:

- Senior management set the tone by endorsing an ambitious policy and the statement of purpose and values (see previous section).
- Project leaders and/or sustainability champions were tasked with designing and implementing specific sustainability activities in cooperation with the sustainability manager. Guides and toolkits were created to facilitate their involvement, and they also underwent training.
- Host cities appointed specific individuals to coordinate actions in stadiums and fan zones.
- Internal and external auditors challenged the robustness of sustainability integration, pointing out areas to develop and gaps to fill.
- On site, volunteers were given training on sustainability priorities (recycling, smoking ban, action to tackle discrimination, etc.) and trained to engage with fans if need be (in the event of non-compliance, for instance).

The organisers of UEFA EURO 2016 also incorporated sustainability in suppliers’ activities, asking them to reduce the environmental and social impact generated by their actions.

"We are encouraged to see EURO 2016 certified with international standard ISO 20121, in recognition of UEFA’s social responsibility and sustainability approach for this tournament. This is an important milestone in UEFA’s commitment to enhancing the sustainability of its operations. We hope UEFA will continue on this path towards even greater measures in future and lead the way in further reducing the environmental impact of major European football tournaments to come."

Natacha Mirimanoff
Head of Development, WWF International

Organisational structure
Three methods were implemented to integrate sustainability operationally into UEFA EURO 2016’s core processes.

### Operational level

<table>
<thead>
<tr>
<th>Specifications</th>
<th>Outcomes and performance</th>
<th>Lessons learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Embed sustainability thinking and practice in all functional areas</td>
<td>• IS021 certification: every functional area and process (such as risk management) incorporated sustainability issues</td>
<td>• Identify quantitative objectives related to NRPs in cooperation with project leaders and ensure that they are then cascaded down to operational level.</td>
</tr>
<tr>
<td>• Improve project management processes for all processes by including sustainability</td>
<td>• Sustainability clauses included in all tender procedures, contracts with suppliers and agreements, in line with the goals of the sustainable sourcing guidelines</td>
<td>• Identify SRPs in cooperation with project leaders and ensure that they are then cascaded down to operational level.</td>
</tr>
<tr>
<td>• Improve communication and performance</td>
<td>• 71,000+ people use the eco-calculator</td>
<td>• Learning to be streamlined and made mandatory to all.</td>
</tr>
<tr>
<td></td>
<td>• 83% of UEFA EURO 2016 staff (935 staff members) trained on sustainability as part of project training</td>
<td>• Sustainability KPI dashboard to be effectively used and live to facilitate monitoring</td>
</tr>
<tr>
<td></td>
<td>• 250 volunteers implement Respect projects on the ground</td>
<td>• Successful implementation of SRPs in cooperation with project leaders and ensure that they are then cascaded down to operational level.</td>
</tr>
<tr>
<td></td>
<td>• Sharing of findings and methodologies with stakeholders</td>
<td>• Full cooperation between football authorities, state authorities and law enforcement agencies.</td>
</tr>
<tr>
<td></td>
<td>• E-learning to be streamlined and made mandatory to all</td>
<td>• Sharing of findings and methodologies with stakeholders</td>
</tr>
<tr>
<td></td>
<td>• A fully online report (rather than a hybrid solution) in order to have links with stakeholders’ initiatives, engage with risk management principles and ‘anti-corruption’ is the tenth principle in the United Nations Global Compact. EURO 2016’s G4 reporting principles).</td>
<td>• 2017-2018 UEFA's anti-doping programme was continuously evaluated by an independent expert.</td>
</tr>
</tbody>
</table>

### Communication and awareness

- **Awareness**
  - ‘Sustainability Tip and Tricks’ publication to build awareness among employers and fans.
- **Engagement**
  - Fan guide application allowing fans to understand their environmental impact.
- **Governance**
  - Numerous articles in the press about sustainability initiatives, which reached at least 1 million people in France between July 2015 and January 2016 according to Kantar Media.
  - Very positive feedback from 49 stakeholders on one-year-to-go report (96% saying they would read the post-event report and 84% agreeing that the report focused on the most significant environmental, social and economic impacts of UEFA EURO 2016).
  - Post-event report in accordance with GRI’s G4 G4 guidelines at ‘core’ level.

### Setting the stage

**The Tournament Behind the Scenes**

- **Social responsibility and sustainability framework**
  - Commitments in this area and long-standing processes.
  - Sharing of methodologies and practices with stakeholders.

**Governance**

- **Setting the case**
  - Setting the case for UEFA's anti-doping programme.
  - Setting the case for UEFA's anti-doping programme.

**The Tournament**

- **Operational level**
  - Operational level objectives, targets and performance.

From concept to operations

Sport as a whole – and football in particular – strongly embodies the values of integrity and respect. UEFA has proactively addressed concerns relating to corruption, match-fixing and doping in the context of UEFA EURO 2016.

Committed to a clean game, UEFA has established a network of integrity officers, and its betting fraud detection system is used to monitor over 310,000 matches each year. All 51 UEFA EURO 2016 matches were monitored to track illegal betting activities and prevent match-fixing.
2.3. Sourcing of products and services

Suppliers and partners helped to optimise the environmental, economic and social impact of UEFA EURO 2016 through good practices and excellent cooperation with tournament organisers, in compliance with the guidelines in the United Nations Global Compact.

Although the organisers’ influence over such issues is only indirect, action was taken to address this risk and ensure that suppliers and licensors acted responsibly.

A number of policies were implemented to address risks and sustainability concerns related to sourcing:

- A wide variety of branded goods and merchandise were produced by UEFA EURO 2016 licensees. Questionable practices and controversies surrounding working conditions and alleged human rights abuses in the manufacturing industry represented a risk which could undermine the tournament’s image.
- All UEFA EURO 2016 invitations to tender and requests for proposals included generic sustainability requirements.
- Sourcing guidelines encouraged buyers to inquire about the traceability of their suppliers’ production processes.
- An internal sourcing guide was developed, explaining risks, key considerations (origin, producer name, composition, packaging and end-of-life) and tips for every major product and service category.
- UEFA EURO 2016 organisers also focused on developing a local sourcing strategy. All suppliers used for the event were based in Europe, 71% of items were produced in Europe, and 51% of the sourcing budget was spent on items produced in Europe.
- By way of example, all tickets were produced using paper certified by the Forest Stewardship Council (FSC) to minimise environmental impact while maintaining the integrity of tickets’ security features. The aim was to use only responsibly sourced paper during the tournament, so FSC-certified paper was also used in UEFA EURO 2016 offices, at match venues and for all accreditations.

The responsible sourcing policy applied at UEFA EURO 2016 increased suppliers’ awareness of sustainability challenges. For UEFA EURO 2020, a responsible sourcing should be extended to include commercial deals, and a central purchasing centre should be created. Generic sustainability clauses could be enhanced, with sustainability better integrated and quantified in purchase-related decision-making, with strict monitoring of commitments and financial penalties.

Partnerships with suppliers in the area of responsible sourcing

Work was undertaken with all UEFA EURO 2016 service providers to ensure responsible sourcing of services and products for UEFA EURO 2016, for everything from signage to marquees and fair furnishings. Below are a few key examples of what was achieved:

- **CATERING** A dedicated sustainability policy was drawn up with catering and hospitality provider Do&Co/Hédiard, with commitments and targets for responsibly sourced products, waste, transport and energy.
- **EVENT PLANNING** GL Events worked as an event planning vendor for a number of services, including signage, temperature control, temporary infrastructure and furniture. UEFA EURO 2016 organisers worked with GL Events to develop a targeted sustainability approach, including objectives on waste management, energy and water consumption, transport and responsible sourcing. GL Events also managed to secure ISO 20121 certification for the event.
- **ACCOMMODATION** In cooperation with the organisers of UEFA EURO 2016, Kuoni, the tournament’s official accommodation agency, produced a code of conduct for suppliers, including commitments on social responsibility and sustainability for all hotels. The code also provided guidance to suppliers on self-assessing their sustainability performance. In the run-up to the event, Kuoni surveyed accommodation providers to evaluate compliance with the code of conduct and identify sustainability practices in place. A best practice guide was also developed, showcasing hotels with cutting-edge sustainability practices and providing tips for increasing sustainability.
3 Setting the stage
3.1. Sustainability in stadium design

The prospect of hosting UEFA EURO 2016, the first EURO with 24 teams and a total of 51 matches, sparked various stadium construction and renovation projects, involving innovative social and environmental action.

Investment

The only stadium where no major work was conducted prior to UEFA EURO 2016 was the Stade de France in Saint-Denis, which had been built in 1998. Four cities (Bordeaux, Lille, Lyon and Nice) embarked on or accelerated the construction of new stadiums on account of the tournament, increasing capacity. According to a study by the Centre for the Law and Economics of Sport (CDES), a total of €1.7bn was invested in stadiums, with 62% coming from private investors. Approximately 20,000 jobs were created by those construction and renovation projects, including 5,000 long-term positions.

In total, almost 500,000 high-comfort seats were available for UEFA EURO 2016. The four new stadiums are better suited to modern sporting needs, offering modern services and a 50% increase in capacity. They will contribute to the development of professional football in France and have a positive economic impact.

More sustainable stadiums

As the one-year-to-go report showed, the construction and renovation of stadiums led to significant improvements in terms of sustainability, owing to recent French regulations and additional initiatives by owners and architects. For example, many building projects were based on the French high environmental quality (HQE) standard. Some of these projects were improved following requests by UEFA and its partners. For instance, the number of wheelchair spaces demanded by UEFA was higher than that required by French regulations. Almost all of these initiatives will have long-term effects, creating a positive legacy for France and for football. The know-how developed by architects, urban planners, engineers and builders is expected to benefit sporting and non-sporting projects alike.

ISO 20121

The international standard ISO 20121 defines the requirements for a sustainable event management system. As stadium owners are key actors with respect to events taking place in their facilities, this standard can easily be adopted by them in order to ensure a sustainable approach to the management and operation of stadiums. During working visits, UEFA held discussions with stadium managers with a view to having their stadiums certified. Two stadiums responded positively and will probably engage in an ISO 20121 certification process in the months following UEFA EURO 2016.

Notable initiatives

Stade de Lyon Professional integration

The construction of the Stade de Lyon, which lasted from 2013 to 2016, created important employment opportunities for Lyon's eastern suburbs. Charters were signed with local authorities in order to promote local employment, as well as reintegration of the unemployed (particularly young people). In the period to 1 May 2015, 17% of total working hours were completed under that integration programme. A similar programme was launched in respect of local economic activities generated by the stadium construction project.

Stade de Nice Eco-design

The Stade de Nice was given an eco-design based on a life-cycle approach, with the objective of limiting the environmental impact of the construction and use of the stadium. The structure of the stadium is made up of 4,000m3 of wood, which stores carbon and contains little embodied energy compared with other materials. Local materials were used to reduce the impact of transporting building materials. The roof of the stadium is translucent in order to provide the pitch natural light and minimise noise pollution. The Mediterranean climate (hot and dry in summer) influenced the concept for the stadium: natural ventilation of the pitch and offices, a rainwater collection system, photovoltaic modules on the roof, etc. Ultimately, energy and water-saving systems are included in most of the stadium's functions.

Stade de Bordeaux Solar pergola

In Bordeaux, a pergola composed of 60,000 photovoltaic panels provides shade for 7,000 parking spaces and electricity for 5,000 households. That parking area is shared between the exhibition park and the stadium and is one of the largest photovoltaic plants in France.

Stade Geoffroy Guichard (Saint-Etienne) Circular economy

An effective circular economy concept was put in place for Saint-Etienne's stadium and fan zone in order to demonstrate the value of waste. Cooking oil was collected in the fan zone – not only to raise awareness, but also because Stade Geoffroy Guichard's lighting is powered by biodiesel. In addition, compost was created using grass from the pitch and food waste.

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<th>ACCESSIBILITY</th>
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3.2. Waste management and energy/water optimisation

Every UEFA EURO 2016 functional area was required to apply the 3R policy (reduce, reuse, recycle) and implement technical solutions to limit water and energy use.

The concept and objectives of the 3R policy were shared with all UEFA EURO 2016 projects to encourage them to adjust quantities in line with actual needs and think about what would be done with materials after the event. This resulted in many successful initiatives, such as the following:

- **Renting** was preferred to purchasing for equipment such as furniture, fences, containers and portable toilets.
- **Unused and dismantled materials** such as carpets, signage, wood and furniture were either returned to suppliers or donated to other organisations.
- **Sports equipment** was donated to local clubs and stadiums: massage tables, portable goals, benches, tactics boards, bibs, etc.
- **The UEFA Foundation for Children** redistributed thousands of small items, such as office supplies, uniforms, rain ponchos and signage.
- **Bottle tops** were collected in partnership with the NGO ‘Bouchons d’Amour’ and used to purchase wheelchairs.

Each official fan zone also developed its own waste management plan, based on the same 3R approach. For example, the fan zone in Bordeaux had dedicated volunteers (3,500 hours) to explain the concept and raise awareness among fans. The dual-bin system was implemented in a comprehensive manner in Bordeaux (with more than 80 bins) and communicated using signage. At the end of the event, several NGOs helped to find new homes for many items (signage, textiles, etc.).

Although a unified dual-bin system could not be implemented across all public areas, the 3R policy achieved significant results with a total recycling rate of 38% and a reduction of waste per spectator.

### Waste Management at UEFA EURO 2016

Waste management at an event such as UEFA EURO 2016 is complex, with different waste solutions in each of the 10 host cities, more than 1,500 tonnes of waste to be managed in a month, and a large number of stakeholders, including millions of spectators from across the continent with varying habits in terms of waste management.

The vision applied at UEFA EURO 2016 was consistent with the concept of circular economy, focusing on reducing, reusing and recycling waste. The objective was to minimise the environmental impact and contribute to the image of the event by preventing littering.

### UEFA EURO 2016 Waste Management Results

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Waste Managed inVenues (tonnes)</th>
<th>Waste per Spectator (kg)</th>
<th>Percentage of Waste Separated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1,542</td>
<td>0.64</td>
<td>36%</td>
</tr>
<tr>
<td>2012</td>
<td>1,360</td>
<td>0.94</td>
<td>18%</td>
</tr>
<tr>
<td>2008</td>
<td>895</td>
<td>0.81</td>
<td>41%</td>
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</table>

### Waste Management Activities

- **Foot for Food** initiative, organised in partnership with the Fondation du Football and French food bank network Banques Alimentaires, redistributed ten tonnes of surplus food.
- Reusable cups were provided in stadiums and fan zones.
- Digital publications were produced wherever possible (as in the case of media guides, team manuals and team base camp catalogues, for example), saving 300,000 pages of paper.
- Renting was preferred to purchasing for equipment such as furniture, fences, containers and portable toilets.
- Unused and dismantled materials such as carpets, signage, wood and furniture were either returned to suppliers or donated to other organisations.
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Energy

State-of-the-art technology specific to UEFA EURO 2016 represented a significant challenge for stadiums. Additional power was needed to supply media facilities, the TV signal, catering services, etc. Data collected from energy control systems set up in 2008 and 2012 provided valuable information allowing the optimisation of energy requirements for UEFA EURO 2016. The objectives were (i) to understand the changing energy requirements for temporary facilities and (ii) to limit the use of generators and (iii) to increase the amount of electricity derived from renewable sources.

A number of technical and organisational solutions were implemented by UEFA and its partners in order to reduce energy consumption on site, particularly as regards the use of fuel in generators.

For example:

• In partnership with stadiums, the amount of power taken from the national grid was improved in order to reduce the number of generators. A total of 31,000 litres of fuel was saved thanks to this measure (saving €18,000).
• Reducing media centres’ opening hours allowed 4,000 kWh of electricity to be saved.
• Non-electric chafing dishes were used in hospitality and catering areas.
• Energy-efficient LED board systems were put in place.

GL Events set up an efficient temperature control system, allowing massive improvements to the efficiency of air conditioning in temporary infrastructure.

The stadiums in Bordeaux, Saint-Etienne and Toulouse purchased certified renewable electricity. The objective for the tournament in 2020 is to have at least 50% of electricity coming from renewable sources. Additionally, in France, as in other countries, new stadiums are increasingly incorporating renewable electricity production systems, such as photovoltaic panels. Additional information is available in 3.1. Sustainability in stadium design.

Water

At UEFA EURO 2016, water was used for several purposes – particularly for watering the pitch, but also for kitchens, toilet facilities and cleaning. Efficient use of freshwater in stadiums is usually a result of sensible infrastructure choices during construction and good maintenance of water systems. The four new stadiums all adopted this approach. In the other stadiums, water systems were improved where possible.

Solutions such as rainwater collection systems, motion detectors, intelligent sprinklers and monitoring resulted in a decline in water use. Large amounts of water were also needed on a temporary basis. MTD Pure Water was chosen as a supplier and tasked with proposing and implementing efficient water management solutions in these areas. The company proposed solutions aimed at monitoring and minimising water use, such as timed flow valves for drinking water taps. More than 146m of water pipes were installed, delivering a peak flow of drinking water of 3,000 m³/h.
3.3. Respect Access for All: total football, total access!

A key feature of UEFA EURO 2016 and an important legacy of the tournament was the improved accessibility of the stadiums for disabled fans.

The main features of the Respect Access for All programme were as follows:

- Creation of specific places for wheelchair users
- Easy-access seats close to amenities for disabled attendees who do not use a wheelchair (fans with limited mobility requiring more or less step-free access or extra legroom, disabled people with assistance or guide dogs, etc.)
- Special services for hand-of-mouth, deaf, partially sighted and blind fans
- Easy access to information for disabled people and their companions
- Attending matches
- Dedicated ticketing system linked to proof of disability
- Setting the stage

To ensure the accessibility of stadiums, five dedicated assistants volunteered to assist disabled fans attending matches at each stadium. Volunteers welcomed disabled attendees and provided assistance, helping them from the car park to the stadium, helping them to find their seats once inside the stadium, etc. They were supported in their task by environmental and ‘No Tobacco’ volunteers.

At each game, two commentators and a volunteer provided a dedicated audio-descriptive commentary service for French-speaking blind and partially sighted supporters. This service — a first for French football — was accessed via supporters’ own personal radios or audio kits provided by UEFA. Official radio commentaries were offered in other languages.

Action plans and city-specific initiatives

Accessibility at UEFA EURO 2016 was not limited to the stadiums and their immediate surroundings. The ten host cities included the issue of accessibility in their wider mobility plans, in order to deliver accessibility to fan zones and other pedestrian areas. A guide was developed for disabled supporters on accessibility in and around each host city.

This involved the provision of specialist train-

"As expectations continue to rise amongst disabled people and their families and friends, we can expect an increasing number of European disabled fans to attend mega events such as UEFA EURO 2016. But for that to be possible, we must ensure that such tournaments are accessible and inclusive."

Joyce Cook
Managing Director, CAFE

Managing Director, CAFE
4.1. Public transport and mobility

The tournament’s mobility concept encouraged staff and spectators to use public transport, helped fans to share cars and taxis, and facilitated the offsetting of CO2 emissions resulting from air travel.

4.1.1. Spectators

It was always going to be difficult for the transport community – particularly SNCF (France’s national train company) and local urban transport stakeholders – to handle the additional transport needs that would result from UEFA EURO 2016 without having an impact on the transport experiences of regular users. Consequently, a national mobility plan was drawn up in order to increase the capacity of public transport at both local and national level and encourage ‘soft mobility’ during UEFA EURO 2016.

The tournament’s mobility concept encouraged staff and spectators to use public transport, helped fans to share cars and taxis, and facilitated the offsetting of CO2 emissions resulting from air travel.

- **Public transport and mobility**
  - The tournament’s mobility concept encouraged staff and spectators to use public transport, helped fans to share cars and taxis, and facilitated the offsetting of CO2 emissions resulting from air travel.

  **Four integrated operational levels for management of spectators’ travel**

  - **International level**
    - Travel by plane, train and road
  - **National level**
    - Additional high-speed trains between host cities
    - Additional regional trains
    - Multimodal services
  - **Host cities**
    - Services at entry points (i.e. train stations and airports)
    - Public transport package
    - Increased capacity and frequency of public transport
    - Shuttle buses from park-and-ride car parks
  - **Last few kilometres**
    - No traffic within security perimeter
    - No parking for fans close to stadiums
    - Signposted pedestrian routes to stadiums and fan zones

  **Transportation used to come to France**

  - **Plane** 36%
  - **Car** 33%
  - **Already in France** 9%
  - **Train** 8%
  - **Bus** 3%
  - **Coach** 3%
  - **Unknown** 11%

  Source: Survey of spectators conducted in April 2016 (25,000 responses).

  **Transportation used to reach the stadium**

  - **Bike/foot** 10%
  - **Car** 25%
  - **Public transport** 65%

  UEFA and the host cities gave fans information on alternatives to travelling by car or plane. For example, a user-friendly, fun and interactive eco-calculator showed spectators the full environmental impact of travelling from their home – which could be anywhere in the world – to tournament venues in France. That award-winning tool also gave fans the opportunity to offset the greenhouse gas emissions resulting from their tournament-related travel.

  In addition, the fan guide application developed for supporters included a practical tool promoting the sharing of cars and taxis. It also provided information about alternative ways of getting to/from France (prices, timetables, etc.) in order to facilitate and encourage access to alternative means of transport, particularly public transport.

  Finally, host cities and local transport companies proposed various solutions with a view to encouraging fans to use public transport. For example, a total of 150,000 extra seats were added in the form of 950 additional TGVs and 200 extra regional trains on matchdays, while the tram to the stadium in Bordeaux went every three minutes on matchdays. The number of tournament-related charter flights (250) was limited relative to other events, with most spectators and fans taking regular flights or coming by road.

Although many spectators came to France by car, few used this method of transport to reach the stadium: no car parks for the general public were available at stadiums, and only 20% of spectators used the park-and-ride services. Travelling on foot or by public transport was made easy for spectators, with more than 20,000 stickers and 5,000 signposts positioned in railways stations and across the host cities.

**Source:** Survey of spectators conducted in April 2016 (25,000 responses).
Transport operations were almost incident-free, in spite of some difficulties due to strikes in the transport sector before and at the beginning of the tournament.

Staff, officials and national associations
The action plan aimed at reducing the environmental impact of staff transport during the tournament and in the build-up to the event was based on several measures. During the preparatory phase, a state-of-the-art video conferencing system linking UEFA headquarters and EURO 2016 SAS’s offices was used on a daily basis, minimising transport needs. In addition, an internal transport policy encouraged the use of eco-friendly transport solutions and discouraged the use of air travel for all journeys that would take less than 4.5 hours by train. EURO 2016 SAS also paid a mileage allowance to all employees commuting by bike. During the tournament, UEFA arranged for all volunteers and staff to use public transport free of charge (at a cost of €500,000). Transport services were limited to specific target groups (such as teams, officials and VIPs), with more than 400 volunteers and 300 professional drivers operating a large fleet of vehicles (comprising cars, minivans and coaches). UEFA provided theoretical and practical training to volunteers on safety and environmentally friendly driving, with a view to limiting accidents and helping drivers to reduce fuel consumption. Professional drivers were also invited to participate in the e-learning section of the training module. Unfortunately, the vehicle supplier was not able to provide eco-friendly vehicles such as electric cars. This objective will be addressed at a very early stage for future events.

Carbon offsetting
UEFA organised a carbon-offsetting scheme for air travel in cooperation with Climate Friendly and encouraged all spectators and the 24 national associations to participate. The initiative they were invited to contribute to (the Prony and Kafeate wind farm project, which is certified by Gold Standard) will bring renewable electricity to remote villages in New Caledonia. Before the launch of this project, around 80% of New Caledonia’s electricity came from fossil fuels. Moreover, low-lying island nations such as New Caledonia are of course particularly vulnerable to climate change. All of the national associations agreed to participate in this project, adding €36,000 to the €200,000 contributed by UEFA. In spite of the incentives of offer (namely, the chance to win ten tickets to the final), participation by fans was limited, probably as a result of a lack of visibility. In the future, such initiatives should be integrated into the ticketing process. Nevertheless, the combined efforts of UEFA, the fans and the teams still resulted in the offsetting of 35,000 tonnes of CO2 equivalent.

Combi-tickets
At UEFA EURO 2008, the transport community and the Austrian and Swiss governments arranged for holders of match tickets to use public transport free of charge the day of the match and until noon the following day. This offer was extremely successful among spectators. As result, more than 95% of direct journeys were made using public transport, by bicycle or on foot. This was undoubtedly a major departure from the past. UEFA attempted to organise something similar in France, but it was unable to reach an agreement with the transport community. However, several cities provided their own solutions with a view to simplifying access to the public transport system. In Lyon, for example, the underground and trams were free of charge on matchdays; and in Bordeaux, a daily pass was available for €2 for the duration of the tournament. In spite of these positive examples, the lack of harmonisation was difficult to understand for fans who had purchased tickets for matches in a number of cities.
4.2. Respect Fan Culture: fan embassies

Fan embassies were an important aspect of this event, welcoming, advising, informing and supporting fans visiting host cities from elsewhere in France and other countries.

Approach

The organisers of UEFA EURO 2016 wanted to give fans travelling to France the best possible experience. UEFA and its partner clubs operated from information points provided by each host city; all fan embassies were mobile, with a central location in each host city and managed by fan experts and volunteers. FSE worked with a minimum of six volunteers per match, organising their training and preparing them to contribute to the smooth running of the tournament.

Concordia, an association that focuses on football violence. A total of 186 volunteers and FSE staff members participated in the running of the fan embassies.

FSE and UEFA created an app and set up a 24-hour helpline to improve the quality of the service provided and offer even more information to supporters (including information about the fan embassies, which were positioned at a central location in each host city and managed by fan experts and volunteers). FSE worked with a minimum of six volunteers per match, organising their training and preparing them to contribute to the smooth running of the tournament. Concordia, an association that focuses on football violence. A total of 186 volunteers and FSE staff members participated in the running of the fan embassies.

A fan guide was produced in English, French and German with a view to enriching supporters’ all-round experience of the tournament, encouraging them to explore the ten host cities and investigate their landmarks and cultural activities. The guide, which could be downloaded as an app for iOS/Apple and Android, helped fans:

- identify transport options to/from the stadium and from city to city;
- organise accommodation via a dedicated website;
- access practical information on tickets, VIP hospitality, etc.;
- follow the latest football news and results from the tournament;
- track a specific team.

The ‘Club des Sites’ was also committed to promoting cultural activities. The guide, which could be downloaded as an app for iOS/Apple and Android, helped fans:

- identify transport options to/from the stadium and from city to city;
- organise accommodation via a dedicated website;
- access practical information on tickets, VIP hospitality, etc.;
- follow the latest football news and results from the tournament;
- track a specific team.

Results

Although some fan-related incidents did occur during the tournament, hardly any disturbances were recorded where local authorities and police cooperated with fan embassy teams. There was good coordination, for example, between local authorities and fan embassy teams in Lens, avoiding any potential conflict arising from the England v Wales match. However, challenges were faced by fan embassy teams working with Paris’s city authorities, which failed to provide appropriate facilities for the embassies.

In September 2016, all fan embassy teams from participating countries met organisers in France. Fan arrangements at the tournament were evaluated in order to establish a legacy, taking the opportunity to review national security concepts with a view to integrating fan-friendly dialogue into the organisation of fun and safe football events in the future.

The ‘Club des Sites’ was also committed to ensuring a fan-friendly tournament. In terms of the legacy of the event, the experience and know-how acquired will be useful not only for future UEFA EUROs, but also for supporters’ clubs throughout Europe.

Ronan Evain, FSE’s fan embassy project manager, said: “Through the implementation of the Respect Fan Culture project at UEFA EURO 2016, FSE has shown the immensely positive potential of fan involvement in safety and security arrangements at major tournaments, with more national associations than ever before supporting the provision of fan embassy services for their travelling fans.

The fact that UEFA involved FSE in its operations, while recognising FSE’s independence, has been an essential element in the success of the work conducted by FSE in this project. We are particularly pleased about the level of legacy that we have achieved over the course of the project in terms of initiating dialogue and cooperation between fans, their national associations and institutions in France and other participating countries beyond the confines of the tournament.

This project has raised the bar in terms of hosting future tournaments (such as the future UEFA EURO 2020) and what football associations can achieve when they work with their supporters at national level.”

40,000 Number of people using fan embassies (more than 200-500 times between them)
19 Number of national associations with fan-embassies
146 Number of volunteers working at fan embassies
All 51 final tournament matches were observed. At least two monitors worked on each match, with four monitors present when matches were considered to be high-risk. A total of 51 matches were considered to be high-risk, and those matches were monitored by UEFA’s Control, Ethics and Disciplinary Body.

In advance of the tournament, FARE updated its guide entitled Monitoring discriminatory signs and symbols at UEFA EURO 2016, which served as a basis for observers, supporters, security officers and the general public to identify and report discriminatory incidents. FARE also developed a specific guide for observers working at UEFA EURO 2016, which explained their role and provided instructions and examples. UEFA EURO 2016 staff were given training on preventing racism and discrimination. Training was also provided by the French Football Federation (FFF).

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4.4. Creating a safe tournament

While UEFA had already identified terrorism as a potential security risk well in advance of the event, the security approach was adapted in light of the November 2015 attacks in Paris and the March 2016 attacks in Brussels, as well as the ongoing national state of emergency in France. The total security budget for UEFA EURO 2016 came to €63m. Numbers of security personnel were increased, with an increase of 900 security officials per stadium, representing an increase of 30% relative to UEFA EURO 2012. A double security perimeter was introduced around stadiums, with both ticket checks and pat-downs. Security downs were introduced at entrances. Security was reinforced at hotels and team base camps. The coordination between UEFA and the French government is described in section 4.4 of the security report. The French state was responsible for public order outside the stadiums. Fan zones were maintained, but pat-downs were introduced at entrances. Security were reinforced at hotels and team base camps. The coordination between UEFA and the French government is described in section 4.4 of the security report.

The French state was responsible for public order outside the stadiums and could intervene inside the stadiums at the organisers’ request in the event of serious disorder exceeding the organisers’ resources. The state was also responsible for any intelligence-gathering and criminal investigations required.

EURO 2016 SAS was responsible for security arrangements, including the outer security perimeter, which was defined in consultation with the state and local authorities. Unfortunately, a number of confrontations between supporters did take place outside stadiums. Clashes took place in Marseille and Lille, leading to police intervention. In the wake of these incidents, the French interior ministry introduced additional security measures aimed at avoiding further confrontations, including restrictions on alcohol sales in certain areas around stadiums. However, riots also broke out outside the fan zone in Paris, leading police to respond with tear gas. Incidents involving flares being set off, objects being thrown and fans invading the pitch also occurred in Lille and Marseille, leading to police intervention.

UEFA responded to the various incidents by condemning fan violence. In their security disobey both England and Russia from the tournament following repeated clashes between the two sets of fans. Both the Russian Football Union and the Croatian Football Federation were given fines.

4.5. Host cities

As global as UEFA EURO 2016 was, it was still a local event, hosted by ten French cities. Host cities coordinated local sustainability activities and fostered innovation in partnership with local stakeholders.

Flagship activities were implemented in every host city under the supervision of a dedicated contact person. Specific individuals were allocated that role as part of a network aimed at sharing best practices and coordinating actions. Each host city’s sustainability manager was in charge of coordinating actions with other host cities. More specifically, fan zones were the responsibility of host cities, and they represented an opportunity to take visible action on sustainability in cooperation with fans, sponsors and partner NGOs.

Action taken by host cities in relation to sustainability priorities included the following:

• The event’s environmental footprint was reduced thanks to reusable cups, dual-bin recycling solutions, and the raising of awareness via fan zone volunteers.
• Welcome points were established for fans with disabilities at entrances to fan zones.
• Local workers were recruited (with the aim of having them make up between 70% and 80% of the workforce) and taught new skills.
• Nine of the ten host cities submitted entries for the Respect the Environment Award, while the Club des Sites submitted a joint application spanning all ten host cities.

The Respect the Environment Award showcased innovative sustainability activities implemented by host cities, stadiums and UEFA projects that would be repeated at future UEFA EUROs and result in a local legacy. To be eligible, activities had to either (i) address one or more of the four environmental priorities in the UEFA EURO 2016 sustainable development strategy (asset management, public transport and mobility, energy and water optimisation, or sourcing of products and services), or (ii) cut across all of those priorities – focusing on governance, project management, communication or environmental compensation, for example.

In order to be selected by the panel, activities had to do all of the following:

• be innovative, new and original;
• have an impact, producing concrete results in terms of the reduction and/or limitation of damage to the environment;
• generate a positive legacy for future events or organisations;
• engage with and involve the public and/or the event’s stakeholders.

The fan zone in Paris worked with Tri’Tour, in partnership with the French Ministry of sport, focusing on raising awareness of recycling and reducing the environmental impact of waste. An exhibition entitled ‘Second Life: the metamorphosis of sporting equipment’ (Seconde Vie, métamorphoses du matériel sportif) was also organised, showing how sporting equipment can be reused or repurposed, in order to raise public awareness of circular economy approaches.

For example, the fan zone in Lille worked with Tri’Tour, in partnership with the French Ministry of sport, focusing on raising awareness of recycling and reducing the environmental impact of waste. An exhibition entitled ‘Second Life: the metamorphosis of sporting equipment’ (Seconde Vie, métamorphoses du matériel sportif) was also organised, showing how sporting equipment can be reused or repurposed, in order to raise public awareness of circular economy approaches.

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5 Behind the scenes
5.1. Respect Your Health: tobacco-free tournament

Football, and sport in general, should go hand in hand with healthy lifestyles. Accordingly, the use, sale and promotion of tobacco products was strictly prohibited at UEFA EURO 2016 stadiums, and active mobility was encouraged, in cooperation with the host cities.

Tobacco-free stadium policy

The Respect Your Health programme, which was led by the European Healthy Stadia Network in cooperation with the World Heart Federation (WHF), made tobacco-free stadiums a priority at UEFA EURO 2016, protecting spectators, volunteers and staff from the known dangers associated with second-hand smoke by enforcing a tobacco-free environment at all matches.

The no-smoking policy comprised five key elements:

- The smoking of tobacco products was prohibited in all indoor and outdoor areas within the stadium perimeter to protect people from second-hand smoke. Use of e-cigarettes was also prohibited to support clear enforcement of the policy by volunteers and stewards.
- There were no designated smoking areas at venues, even in VIP areas.
- In accordance with French law, the sale, advertising and promotion of tobacco and e-cigarette products was strictly prohibited in venues.
- All tournament staff were educated on the health benefits of tobacco-free stadiums through an e-learning portal.
- A total of 11 Respect Your Health volunteers helped to enforce the no-smoking policy at each match. They monitored levels of compliance using a yellow and red card system, assisted by an additional 14 environmental and access volunteers.

Communicating the policy to fans attending matches was a key element from the start. The no-smoking pictogram used for UEFA EURO 2016 showed both traditional and e-cigarettes and was included on the back of all tickets and accompanying communication material. In addition, the pictogram featured prominently in information on stadium regulations at all host venues. It was also incorporated in bilingual no-smoking signage, which was displayed across all key areas in stadiums. No-smoking announcements were also made before matches and at half-time using big screens and public address systems.

The Respect Your Health team recruited volunteers and developed multilingual online training resources to educate stadium stewards and volunteers. In order to raise awareness of the no-smoking policy and ensure its enforcement at matches, a graduated enforcement strategy was applied by Respect Your Health volunteers using yellow and red cards.

When volunteers identified spectators smoking, they asked them to stop with reference to stadium signage and announcements. If this verbal instruction was not followed, the volunteer gave them a yellow card explaining the no-smoking policy and its importance. If, after multiple requests, spectators still did not stop smoking, volunteers could issue red cards and alert stewards.

Monitoring

Volunteers used a bespoke monitoring diary to record where in host venues yellow and red cards were issued, with data being analysed throughout the month-long tournament in order to adjust the positioning and tactics of the volunteers as necessary. Healthy Stadia staff also visited eight of the ten host stadiums to conduct on-site assessments, providing real-time feedback to UEFA’s on-site sustainability

Informations auf den UEFA EURO 2016 Stadien

1. Rauchen ist im Stadion verboten.
2. Rauchen ist im Stadion verboten.
3. Rauchen ist im Stadion verboten.
4. Rauchen ist im Stadion verboten.
5. Rauchen ist im Stadion verboten.
6. Rauchen ist im Stadion verboten.
7. Rauchen ist im Stadion verboten.
8. Rauchen ist im Stadion verboten.
managers on the placement of signage and the organisation of volunteers before, during and after matches, and supplementing the Respect Your Health volunteer workforce by enforcing the policy and collecting data.

Results

The results of the tobacco-free stadium campaign were encouraging. There were a total of 1,159 incidents of persistent non-compliance requiring intervention by stewards (i.e. red cards). Incidents typically occurred in concourses, stairways, catering areas and seating areas in the stadium, with half-time being the main period for non-compliance. The products used were a mixture of tobacco and e-cigarettes.

Unfortunately, stewards at some venues did not provide the desired support in terms of monitoring and implementing the tobacco-free policy.

UEFA EURO 2012 was the first UEFA tournament to be tobacco-free, and UEFA has been progressively implementing this policy at its club competition finals and other tournaments since then. UEFA EURO 2016 helped to further establish tobacco-free stadiums as the norm. Future events such as UEFA EURO 2020 will build on this experience and benefit from the legacy of this campaign. Already, Parc des Princes in Paris has adopted a tobacco-free policy, while Healthy Stadia will work with host venues to assist them with the establishment of similar policies for domestic matches as a legacy of UEFA EURO 2016.

"Enforcing a rigorous tobacco-free policy across 10 stadiums hosting fans from 24 different nations was always going to be a challenge, and it was made even more difficult in France by the fact that national tobacco control legislation does not cover semi-enclosed environments within sports venues.

To overcome this, we worked closely with UEFA and EURO 2016 SAS to develop a detailed training programme for volunteers and stewards based on a yellow and red card warning system for fans, which was delivered with humour and well received by smokers and non-smokers alike.

The UEFA EURO 2016 tobacco-free policy was one of the most progressive of its kind at a sports tournament, and we hope this new benchmark is adopted by other competitions, both inside and outside of football."

Matthew Philpott
Executive Director, European Healthy Stadia Network
5.2. Human resources

The success of any project depends greatly on the commitment and efficiency of the workforce. Consequently, the interdisciplinary UEFA EURO 2016 workforce project aimed to create the best possible conditions for tournament staff to thrive.

UEFA EURO 2016 workforce

The internal teams which organised UEFA EURO 2016 were made up of people from three different sources:

- Numerous members of UEFA’s operations division worked full-time or part-time on UEFA EURO 2016. A total of 184 staff were involved in tournament projects in some capacity – the equivalent of 91 full-time positions.
- The staff of UEFA EURO 2016 SAS were dedicated entirely to UEFA EURO 2016. In June 2016, a total of 650 people were employed by EURO 2016 SAS on fixed-term contracts limited to sports management under the French national collective agreements on sports. A total of 46,428 applications were received for jobs at UEFA EURO 2016.
- External companies were also involved, providing support with various projects. Their staff worked closely with those of UEFA EURO 2016 SAS and UEFA’s operations division.

Training and onboarding

To make sure staff were operational and efficient from the outset, tailored training activities and tools were developed, with in-situ training (workshops and simulations), online training (e-learning) and table-top exercises/role plays complementing more formal HR courses. UEFA built on past experiences and tools developed for previous tournaments, constantly updating its training content on the basis of identified needs. Training was designed to ensure consistency and best practices across all functional areas, while giving staff the opportunity to test plans and procedures for normal and contingency situations and ensure that everyone understood the on-site operations and their roles and responsibilities in this regard.

In addition, the ‘Maillot de l’emploi’ initiative was introduced, providing a professional aptitude certificate for activities related to the organisation of UEFA EURO 2016. This certificate, which was also open to event volunteers and partner companies, sought to highlight skills developed during the event, promoting integration and boosting employment.

Afterplacement programme

An afterplacement programme was put in place to help UEFA EURO 2016 employees on fixed-term contracts to identify their next employment opportunity at the end of the tournament. The programme included the following:

- Online aptitude, personality and motivation testing
- LinkedIn training on optimising job searches
- A professional photo shoot
- Access to an afterplacement portal

The afterplacement portal allowed employees to post a profile which was visible to potential employers, see job advertisements, view lists of forthcoming sporting events, access guidance on CVs and interview preparation, and consult useful information on practical departure procedures at the end of an employer’s contract.

In addition, a total of 6,400 volunteers participated in UEFA EURO 2016. Those volunteers, who were selected from a total of 22,673 applicants, represented a diverse group in terms of age, sex and nationality.
Social partnerships with NGOs

Some 20,000 local children were invited to participate in UEFA EURO 2016 – ten times the number involved in UEFA EURO 2012. Partnerships were established with local organisations working with vulnerable children, who were invited to attend a total of 43 matches at the group stage (not including the opening match) and in the round of 16. These organisations were responsible for supervising and taking care of the children. An average of 450 children were invited to each match. The total cost of this initiative was €500,000 (€25 tickets). The teams that won the tournament were invited to attend a total of 43 matches at the tournament and football in general. The team that won the tournament was invited to attend the opening match of UEFA EURO 2016.

European school football tournament

This tournament during UEFA EURO 2016 was organised in Lyon by ‘Sport dans la Ville’ (Sport in the City), a member of the international streetfootballworld network, which promotes integration and education for children through sport. It brought together 500 children from all five continents.

Initiatives led by FoudCion du Football

A number of initiatives were undertaken in the context of UEFA EURO 2016 by the FoudCion du Football, an endowment fund dedicated to developing societal and environmental responsibility in French football.

The ‘Foot for Food’ initiative

Organised by UEFA and the FoudCion du Football with the objective of redistributing surplus food, the initiative involved close cooperation with the ten host cities and stadiums, caterers, local football clubs and food banks, with a total of 10 tonnes of food being donated. This was the first time that something like this had been done on such a large scale at a national or international sporting event, and it left behind a strong legacy for the host cities involved and the French football community.

The ‘Trophées Philippe Séguin’

These trophies were awarded, recognising civic initiatives implemented by amateur and professional football clubs and their players. The awards were focused on themes such as fair play and citizenship, health and the environment, and equality of opportunities.

An eco-action guide

This guide was published featuring examples of best practices identified via the ‘Trophées Philippe Séguin’. It covered a number of issues, including the reduction of the environmental impact of transport, approaches to saving energy, and the organs relating to green tourism. It was published in partnership with the French environmental agency ADENE and the FF.
Overall economic footprint
In order to estimate the economic footprint of the tournament in France, UEFA commissioned a study by the CDES, a French research institute that specialises in quantifying legal and economic issues in sport, which was carried out in advance of the tournament. The CDES estimated the total economic impact of the event at about €1.26bn, including €593m from spectator spending at stadiums, €195m from the fan zones and €478m as a result of spending by the organisers. It also estimated the economic impact on each individual host city at local level, which varied between €66m and €221m.

This overall estimate is based on spending by foreign economic stakeholders – i.e. it represents money that would never have been spent in France if the event had not occurred. Thus, €1.26bn is the estimated minimum economic footprint. This does not take into account the multiplier effect (i.e. leakages resulting from intermediate purchases by foreign companies) or the crowding-out effect (i.e. tourists deciding not to visit France during the tournament to avoid the crowds).

Employment and local taxes
The CDES estimated that 26,000 full-time equivalent jobs would be created by the needs of the tournament in the space of a year, creating work for 94,000 people. In addition, around 6,500 volunteers were expected to participate, in addition to the 20,000 jobs created as a result of the construction and renovation of stadiums (10,500 of which were long-term jobs). The CDES estimated that spending linked to UEFA EURO 2016 would produce €180m in tax revenue for France. This figure does not take into account other fiscal and social taxes related to the event, nor does it include value-added tax paid by French spectators (except on tickets).

It should be noted that the French government decided to exempt companies set up to organise UEFA EURO 2016 and other international sporting events taking place in France before the end of 2017 from all taxes. This exemption formed part of the French bid for the tournament. An updated calculation of the overall economic footprint of the event and jobs created will be produced in late 2016 on the basis of actual figures available for the tournament.

5.4. Economic impact
The economic benefits of UEFA EURO 2016 are estimated to have exceeded €1bn.

5.5. Lessons learned for UEFA EURO 2020
The aim of formalising sustainability management in compliance with ISO 20121 was to build on this legacy at future events and use performance analytics to set ambitious targets. Social responsibility and sustainability have become key concerns for organisers of large-scale sporting events. The strategy for UEFA EURO 2020 is in line with today’s approach to event management, business and social matters, which means being economically viable, but also demonstrating a strong commitment to social and environmental issues. UEFA EURO 2020 will be a ‘EURO for Europe’, celebrating 60 years of the UEFA European Football Championship and bringing the UEFA EURO to the fans. It will empower host associations, use local resources, optimise costs, and seek to include and engage with fans throughout Europe.

Areas needing improvement at UEFA EURO 2016

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<tr>
<th>Areas needing improvement</th>
<th>Potential actions for UEFA EURO 2020</th>
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<tbody>
<tr>
<td>Integration of sustainability</td>
<td>Identify objectives related to KPIs in cooperation with project leaders and ensure they are cascaded at venue level</td>
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<td>Ensure sustainability manager on national, local and stadium level is in place</td>
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<td>Engage more deeply with sponsors and broadcasters</td>
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<td>Use certification as a criterion when choosing suppliers</td>
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<td>Empowerment and training</td>
<td>Make training more streamlined and mandatory</td>
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<td>Ensure stakeholders top of their own sustainability branding</td>
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<td>Monitoring and reporting</td>
<td>Ensure projects set quantitative objectives</td>
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<td>Make sustainability dashboard more intuitive to facilitate monitoring</td>
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<td>Communication and awareness</td>
<td>Identify innovation communication and fan engagement projects to reach out to fans and volunteers</td>
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<td>Ensure alignment with GRI’s EOSS guidelines; consider using an external party to check this and ensure reliability of data</td>
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<td>Produce a fully online report (rather than a hybrid report) to facilitate links with stakeholders, engage with readers, track the precise points that visitors are interested in and update content on a monthly basis</td>
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**Areas needing improvement at UEFA EURO 2016**

**Potential actions for UEFA EURO 2020**

**Respect Access for All: total football, total access!**

- Implement measures to protect staff and stewards from racist or disrespectful behaviour
- Improve cooperation between security agents, staff and stewards
- Well ahead of the tournament, provide a signage mapping followed by a stadiums tour commentary in other languages can be accessed

**Respect Fan Culture – fan embassies**

- Contribute access to all embassies at a minimum
- Improve cooperation between embassy and fan services

**Respect Diversity – anti-discrimination match monitoring**

- Conduct anti-discrimination training and measures in the training given to stewards
- Implement measures to protect stewards and fans from racist or disrespectful behaviour

**Respect the Environment – energy and water optimisation**

- Use of renewable energy for additional electricity needs (for additional electricity needs)
- Explore possibility of using water fountains, instead of PET bottles

**Respect the Environment – responsible sourcing of products and services**

- Establish a purchasing centre to ensure a standardised, sustainable approach to purchasing

**Respect the Environment – responsible sourcing of products and services**

- Include a standardised responsible sourcing clause in all contracts with suppliers, licensees and sponsors

**Respect the Environment – waste management**

- Integrate expected results and penalties for non-compliance into contracts

**Respect Your Health – tobacco-free tournament**

- Limit the policy to the stadium bowl

**Respect Your Health – tobacco-free tournament**

- Ensure audio-descriptive commentary service is available in languages of participating teams and international radio commentators in other languages can be accessed

**Social responsibility and sustainability framework**

**Governance**

- Setting the stage: The Tournament

**Identification of Respect Access for all volunteers**

- Ensure that Respect Access for all volunteers can be easily identified

**Protection of accessibility and transport**

- Enhance accessibility of parking and increase communication and signage

**Intention of audio-descriptive commentary service at each host stadium**

- Ensure audio-descriptive commentary service is available in languages of participating teams and international radio commentators in other languages can be accessed

**Respect Fan Culture – fan embassies**

- Move away from mobile and fixed fan embassies concept

**Respect your health – tobacco-free tournament**

- No-smoking zones in stadiums
- Limit the policy to the stadium bowl

**Stadium and sightlines**

- Ensure good sightlines for wheelchair spaces and easy-access seating

**Social responsibility and sustainability framework**

**Respect Access for All: total football, total access!**

- Implement measures to protect staff and stewards from racist or disrespectful behaviour
- Improve cooperation between security agents, staff and stewards
- Well ahead of the tournament, provide a signage mapping followed by a stadiums tour commentary in other languages can be accessed

**Respect Fan Culture – fan embassies**

- Contribute access to all embassies at a minimum
- Improve cooperation between embassy and fan services

**Respect Diversity – anti-discrimination match monitoring**

- Conduct anti-discrimination training and measures in the training given to stewards
- Implement measures to protect stewards and fans from racist or disrespectful behaviour

**Respect the Environment – energy and water optimisation**

- Use of renewable energy for additional electricity needs (for additional electricity needs)
- Explore possibility of using water fountains, instead of PET bottles

**Respect the Environment – responsible sourcing of products and services**

- Establish a purchasing centre to ensure a standardised, sustainable approach to purchasing

**Respect the Environment – responsible sourcing of products and services**

- Include a standardised responsible sourcing clause in all contracts with suppliers, licensees and sponsors

**Respect the Environment – waste management**

- Integrate expected results and penalties for non-compliance into contracts
Effective relations with stakeholders were essential to the delivery of UEFA EURO 2016. The UEFA EURO 2016 Interested Parties Procedure set out a framework for engaging with all external organisations and structures involved in the delivery of the tournament, including mechanisms for identifying stakeholders and engaging/communicating with them on sustainability. Communication with stakeholders on sustainability sought to inform, involve and inspire.

### Key stakeholders

<table>
<thead>
<tr>
<th>Key stakeholders</th>
<th>Target</th>
<th>Engagement method</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>EURO 2016 SAS and UEFA</td>
<td>• Promote opportunities for staff to get involved in the sustainability programme</td>
<td>Presentations on newcomer days</td>
<td>Sustainability initiatives implemented within and by each project</td>
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<td></td>
<td>• Develop and deliver joint approaches aimed at achieving innovative, sustainable business solutions</td>
<td>Appointment of one sustainability champion per project</td>
<td>Sustainability champions progressively become a source of proposals</td>
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<td></td>
<td>• Improve the development of innovative sustainable business solutions in all operational projects</td>
<td>Human resources sustainability objective for the period from July 2015 to July 2016 for each staff member</td>
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<td></td>
<td>• Ensure all staff are confident in explaining what sustainability means for their project and for UEFA EURO 2016</td>
<td>Meetings with all operational projects</td>
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<td>• Ensure all volunteers are confident in explaining what sustainability means for their project and for UEFA EURO 2016</td>
<td>Small and phone calls</td>
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<td>• Sustainability initiatives implemented</td>
<td>E-learning modules</td>
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<td>• Sustainability initiatives implemented in stadiums</td>
<td>Website and intranet</td>
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<td>• Sustainability initiatives implemented in clubs</td>
<td>Topic-based working groups (e.g. with GL Events)</td>
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<td></td>
<td>• Sustainability initiatives implemented in stadiums</td>
<td>Publications (e.g. operational guides and for Sustainability Tips and Tricks)</td>
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<td>• Working visits</td>
<td>Presentations/conferences</td>
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<td>• Assessment</td>
<td>Workshops</td>
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<td>• Newsletter</td>
<td>One-to-one meetings</td>
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<td>• Respect the Environment Award</td>
<td>Small and phone calls</td>
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<td>Presentations/conferences</td>
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<td>• Respect the Environment Award</td>
<td>One-to-one meetings</td>
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<td>• Cooperation regarding educational modules on sustainability</td>
<td>Small and phone calls</td>
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<td>• Cooperation regarding educational modules on sustainability</td>
<td>Presentations/conferences</td>
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<td>FPF volunteers</td>
<td>• Promote opportunities for volunteers to get involved in the sustainability programme</td>
<td>Presentations on newcomer days</td>
<td>Sustainability initiatives implemented within and by each project</td>
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<td></td>
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<td>Appointment of one sustainability champion per project</td>
<td>Sustainability champions progressively become a source of proposals</td>
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<td>• Ensure all volunteers are confident in explaining what sustainability means for their project and for UEFA EURO 2016</td>
<td>E-learning modules</td>
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<td></td>
<td>• Ensure all volunteers are confident in explaining what sustainability means for their project and for UEFA EURO 2016</td>
<td>Face-to-face training</td>
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<td></td>
<td>• Engage with and communicate legacy opportunities</td>
<td>Publications</td>
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<td></td>
<td>• Inspire the development of innovative sustainable business practices</td>
<td>Volunteer website</td>
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<td></td>
<td>• Strong motivation shown by volunteers</td>
<td>Targeted recruitment</td>
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<td></td>
<td>• Positive feedback after training</td>
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</tbody>
</table>

### Key stakeholders

<table>
<thead>
<tr>
<th>Key stakeholders and host cities</th>
<th>Target</th>
<th>Engagement method</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Communicate the sustainable sourcing principles for UEFA EURO 2016</td>
<td>Presentations/conferences</td>
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<td>• Communicate the sustainable sourcing principles for UEFA EURO 2016</td>
<td>Workshops</td>
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<td>• Improve sustainability performance across the supply chain</td>
<td>One-to-one meetings</td>
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<td>• Communicate the sustainable sourcing principles for UEFA EURO 2016</td>
<td>Small and phone calls</td>
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<td></td>
<td>• Improve sustainability performance across the supply chain</td>
<td>Presentations/conferences</td>
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<td></td>
<td>• Inspire commercial partners to adopt more innovative and sustainable business practices</td>
<td>Workshops</td>
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<td></td>
<td>• Communicate opportunities for the football family to get involved in the sustainability programme</td>
<td>Presentations/conferences</td>
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<td></td>
<td>• Inspire the football family to adopt more innovative and sustainable practices</td>
<td>Workshops</td>
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<tr>
<td></td>
<td>• Sustainable sourcing principles employed</td>
<td>One-to-one meetings</td>
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<td></td>
<td>• Communicate opportunities for the football family to get involved in the sustainability programme</td>
<td>Guest meetings</td>
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<tr>
<td></td>
<td>• Communicate the sustainable sourcing principles for UEFA EURO 2016</td>
<td>Guest meetings</td>
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<td></td>
<td>• Improve sustainability performance across the supply chain</td>
<td>One-to-one meetings</td>
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<td>• Engage with and communicate legacy opportunities</td>
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<td>• Respect the Environment Award</td>
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<td>• Sustainability initiatives implemented in stadiums</td>
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<td>One-to-one meetings</td>
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<td>• Host cities implement sustainability initiatives</td>
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<td>• Host cities implement sustainability initiatives</td>
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<td>• French authorities relay sustainability messages</td>
<td>Respect the Environment Award</td>
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</tbody>
</table>

### Key stakeholders

6.1. Detailed interaction with stakeholders

The table below details objectives, engagement methods and outcomes for all relationships with key stakeholders, as required by criteria G4-24 to 27 in the GRI guidelines. Consequently, it does not seek to provide a comprehensive picture of interactions with stakeholders. Key stakeholders have been identified on the basis of the stakeholder mapping in 6.1. Approach.
6.2. ISO 20121 certification

ISO 20121 is a framework for incorporating sustainability into all aspects of an event's management operations, making sure that sustainability is taken into account at every stage when planning and implementing an event. UEFA EURO 2016 achieved ISO 20121 certification with only one minor issue regarding non-compliance (relating to smoking by fans and staff).

A powerful lever effect

The objective of achieving ISO 20121 certification proved to be useful in accelerating the integration of sustainability into all projects, especially considering that the tournament’s sustainability manager could have been appointed earlier. The highly comprehensive sustainability management system laid the foundations for future work on ISO 20121 and represents a strong legacy for UEFA.

In terms of organisation, the certification process was a challenging one, with multiple audits being carried out during a live event. More than 50 people were audited by SGS in four different venues. The decision to have the six internal stadium audits carried out by a team of auditors was a major success and enabled on-site staff to be trained in preparation for the audits. After the internal audits, a four-stage dynamic process was implemented to ensure that areas of non-compliance were remedied.

Observations after SGS’s audits

External audits conducted by SGS, the external certification body, revealed areas where there was room for improvement:

- Certification needed to be a criterion when choosing suppliers.
- Quantitative targets and objectives needed to be widened, at both project and individual level (with sustainability objectives included in assessments of individual performance).
- Audits and the sustainability policy could be extended to include TV/marketing and other teams.
- Many instances of customers and staff smoking on site were witnessed, which raised questions regarding the effective implementation of the policy.
6.3. UEFA EURO 2016 stadium rules

Non-exhaustive list of prohibited items

- Umbrellas, helmets
- Bottles, cups, jugs, cans, glass
- Aerosol sprays
- Alcoholic drinks, drugs
- Professional cameras, video cameras
- Laser pointers
- Mechanical or electronic devices such as megaphones, lasers
- Any flying objects, drones
- Flags, > 1 m and Ø 1 cm
- Flags > 2.0m x 1.5m (6.5” x 5.0”)
- Unusual items, large bags, etc. (> 25 x 25 x 25 cm)
- Paper rolls, large quantities of paper
- Religious propaganda materials
- Professional or commercial objects or materials
- Pyrotechnics
- Weapons, explosives, knives, anything that could be adapted for use as a weapon

6.4. GRI correspondence table

Relevant, pragmatic, accountable and transparent reporting with a view to facilitating sustainable decisions

A relevant, pragmatic, accountable and transparent reporting system was designed for UEFA EURO 2016. GRI’s G4 guidelines are the most widely used framework when it comes to reporting on material issues using standard indicators, and its sector supplement for event organisers has been used as the basis for UEFA EURO 2016’s priorities and indicators with the aim of ensuring that this post-event report is in line with its core guidelines. It should be noted, though, that reporting is not an end in itself, but rather a means of facilitating sustainable decision-making, and that the G4 guidelines do not represent a standard (in contrast with ISO 20121, for instance). The present report is in accordance with the GRI’s G4-SDS guidelines at a core level. The correspondence table below links the contents of the report with the material aspects and indicators in the guidelines, as required. Further information on those guidelines can be found here: www.globalreporting.org/information/g4/Pages/default.aspx

Most interesting sections of the one-year-to-go report (according to 49 readers)

Source: Post-publication survey on one-year-to-go report. The 49 respondents were asked to list the five most interesting sections of the one-year-to-go report. Most of the respondents were either UEFA staff or stakeholders involved in sustainability initiatives. Although this panel is not highly significant from a statistical perspective, it is representative of the people who are most interested in UEFA’s sustainability initiatives.
### GRI Correspondence Table

<table>
<thead>
<tr>
<th>Sections</th>
<th>G4-14</th>
<th>G4-15</th>
<th>G4-16</th>
<th>G4-17</th>
<th>G4-18</th>
<th>G4-19</th>
<th>G4-20</th>
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**Strategy and analysis**

- Provide a statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation’s strategy for addressing sustainability.

**Organisational profile**

- Report the name of the organisation.
- Report the primary brands, products, and services.
- Report the location of the organisation’s headquarters.
- Report the number of countries where the organisation operates.
- Report the nature of ownership and legal form.
- Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).
- Report the size of the organisation, including total number of employees and operating locations.
- Report the total number of employees by employment contract and gender.
- Report the percentage of total employees covered by collective bargaining agreements.
- Describe the organisation’s supply chain.
- Report any significant changes during the reporting period impacting the organisation’s size, structure, ownership, or its supply chain.
G4 guidelines

Report profile

G4-38 Reporting period (such as fiscal or calendar year) for information provided
2014–16

G4-39 Date of most recent previous report (if any)
2013

G4-40 Reporting cycle (such as annual, biennial)
Every four years

G4-41 Provide the contact point for questions regarding the report or its contents.
media@uefa.ch

G4 content index

G4-52 Report the “in accordance” option the organisation has chosen (the G4 Content Index or the reference to the External Assurance Report).

Assurance

G4-93 Report the organisation’s policy and current practice with regard to seeking external assurance for the report.

Governance structure and composition

G4-94 Report the governance structure of the organisation.

Ethics and integrity

G4-95 Describe the organisation’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.

Economic (ec)

G4-EC1 Economic performance
Report the direct economic value generated and distributed (EVG&D).

G4-EC7 Indirect economic impacts
Report the extent of development of significant infrastructure investments and services supported.

G4-EC8 Procurement/sourcing practices
Report examples of the significant identified positive and negative indirect economic impacts the organisation has.

Economic (en)

G4-EN3 Environmental (en)

Energy

G4-EN3 Economic performance
Report total annual energy consumed from non-renewable sources in joules or multiples, including fuel types used.

G4-EN4 Energy consumed outside of the organisation, in joules or multiples.

G4-EN5 Energy intensity ratio and the organisation-speciﬁc metric (the ratio denominator) chosen to calculate the ratio and the types of energy.

Water

G4-EN6 Report the amount of reductions in energy consumption achieved as a direct result of conservation and efﬁciency initiatives, in joules or multiples.

G4-EN10 Environmental (en)

Water

G4-EN7 Environmental (en)

Water

G4-EN11 Environmental (en)

Water

G4-EN12 Environmental (en)

Water
<table>
<thead>
<tr>
<th>Section</th>
<th>G4 guidelines</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emissions</td>
<td>G4-EN15</td>
<td>Report gross direct (Scope 1) GHG emissions in metric tonnes of CO2 equivalents.</td>
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<tr>
<td></td>
<td>G4-EN16</td>
<td>Report gross energy indirect (Scope 2) GHG emissions in metric tonnes of CO2 equivalents.</td>
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<tr>
<td></td>
<td>G4-EN17</td>
<td>Report gross other indirect (Scope 3) GHG emissions in metric tonnes of CO2 equivalents.</td>
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<td></td>
<td>G4-EN18</td>
<td>Report the GHG emissions intensity ratio, the organisation-specific metric and the types of GHG emissions included in the intensity ratio.</td>
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<tr>
<td></td>
<td>G4-EN19</td>
<td>Report the amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in metric tonnes of CO2 equivalents.</td>
</tr>
<tr>
<td>Emissions</td>
<td>G4-EN20</td>
<td>Report the total weight of hazardous and non-hazardous waste by disposal method.</td>
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<tr>
<td></td>
<td>G4-EN21</td>
<td>Report the total weight for each type of waste.</td>
</tr>
<tr>
<td>Transport</td>
<td>G4-EN30</td>
<td>Report the significant environmental impacts of transporting products and other goods and materials for the organisation’s operations, and transporting members of the workforce. Where quantitative data is not provided, report the reason.</td>
</tr>
<tr>
<td></td>
<td>G4-EO2</td>
<td>Modes of transport taken by attendees as a percentage of total transportation, and initiatives to encourage the use of sustainable transport options.</td>
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<tr>
<td></td>
<td>G4-EO3</td>
<td>Significant environmental and socio-economic impacts of transporting attendees to and from the event, and initiatives taken to address the impacts.</td>
</tr>
<tr>
<td>Employment</td>
<td>G4-LA1</td>
<td>Report the total number and rate of new employee hires during the reporting period, by age group, gender and region.</td>
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<tr>
<td>Human rights</td>
<td>G4-EO5</td>
<td>Type and impacts of initiatives to create a socially inclusive event.</td>
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<td>G4-EO6</td>
<td>Type and impacts of initiatives to create an accessible environment.</td>
</tr>
<tr>
<td>Product responsibility (pr)</td>
<td>G4-PR1</td>
<td>Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement.</td>
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<td>G4-EO7</td>
<td>Number and type of injuries, fatalities and notifiable incidents among attendees and other relevant stakeholders.</td>
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<td>G4-PR5</td>
<td>Report the results or key conclusions of customer satisfaction surveys (based on statistically relevant sample sizes) conducted in the reporting period.</td>
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<td>G4-EO8</td>
<td>Percentage of and access to food and beverage that meets the organiser’s policies or local, national or international standards.</td>
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<td>G4-EO9</td>
<td>Number and type of sustainability initiatives designed to raise awareness, share knowledge and impact behaviour change, and results achieved.</td>
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### 6.5. Detailed milestones

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