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# UEFA Football and Social Responsibility Report

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2014/15

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## Message from Peter Gilliéron



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



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The first two reports<sup>1</sup> have been well-received by UEFA's member associations and FSR partners, who have indicated that they have 'added credibility' to their work, 'opened doors' for them with stakeholders and, in combination with the annual FSR partner workshop, helped 'create synergies' within a network of organisations who all use football for social development.

In the last report, following feedback received the previous season, we began measuring some of UEFA's own key performance indicators (KPIs)<sup>2</sup>. In this report, we compare that baseline data with 2014/15 figures, and also – taking on board comments we received from within UEFA – provide more detail on the work behind those figures.

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

Objectives are being met and impacts are being felt. As you will discover, more than 200 representatives of the football family, political, governmental and non-governmental organisations and minority groups gathered at the [Respect Diversity conference](#) in Rome in 2014 to discuss the future direction

for tackling any form of discrimination from the game. To support their work – alongside previous changes at regulatory level – the UEFA Disciplinary Regulations now include provisions for harsher sanctions in the event of racist conduct or any kind of discrimination by players, coaches, officials or supporters. At national level, seven UEFA member associations in regions such as the Caucasus and southeastern Europe implemented match-funded Respect Diversity projects, including educational and campaign elements.

We also remain very focused on creating synergies between our partners and integrating their activities and the values they promote into our core work. At the UEFA Champions League final in Berlin, there were showcase [amputee football](#) matches (organised by the European Amputee Football Federation (EAFF)), [blind football](#) matches (organised by the International Blind Sports Federation (IBSA)), and [Special Olympics](#) matches. Our very own [Captains of Change](#) initiative, aimed at fostering more diversity in the management of European football, commenced midway through the 2014/15 season with an inaugural training session for participants.

Our partners have also reached important milestones and had significant impacts. At the [Homeless World Cup in Chile](#) in 2014, 100,000

people came to watch 350 games over eight days. Including the qualifying tournament around the globe, the competition was a life-changing experience for many of the players taking part. The World Wide Fund for Nature (WWF) has shown that [its advocacy initiatives](#) have convinced several countries to make new commitments to cutting their carbon emissions or investing in renewable energy to reduce dependence on fossil fuels.

As is the tradition, we were also on hand to provide support to member associations in the wake of natural disasters. In the 2014/15 season we provided financial support amounting to €1.8m for four member associations affected by heavy flooding in the Balkans.

Through our long-standing 'vice to virtue' funding mechanism, we invest in the work of our member associations and partners. Each season, fines imposed by the UEFA Control, Ethics and Disciplinary Body help finance the €5m budget which is allocated to social responsibility projects.

Looking ahead, a few significant milestones await us. The [UEFA Foundation for Children](#) was established during the 2014/15 season and we look forward to the initial reports from the projects that it began supporting. At the end of the 2015/16 season, UEFA EURO 2016 will be taking

place in France and, with an eye on the United Nations Conference on Climate Change (COP21) in Paris, which will have taken place by the time this report is published, we intend to demonstrate how we aim to meet our challenging social responsibility goals. Further, the role that European football can play in dealing with the migrant crisis will probably feature in our next report.

Last but not least, I am very pleased to announce that UEFA will bolster the support given to its member associations through HatTrick funding from UEFA EURO 2016 revenues earmarked for social responsibility projects. More information in this respect is provided in this report.

In all of this, UEFA will continue to play its part by listening to its stakeholders – its member associations, governmental, non-governmental and other leading organisations that have a significant impact on society – and communicating transparently about its activities.

I sincerely believe we are on the right path.

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

<sup>1</sup> 2012/13 ([www.uefa.org/MultimediaFiles/Download/OfficialDocument/uefaorg/CaptainsofChange/02/20/42/44/2204244\\_DOWNLOAD.pdf](http://www.uefa.org/MultimediaFiles/Download/OfficialDocument/uefaorg/CaptainsofChange/02/20/42/44/2204244_DOWNLOAD.pdf)) and 2013/14 ([www.uefa.org/MultimediaFiles/Download/uefaorg/General/02/26/52/56/2265256\\_DOWNLOAD.pdf](http://www.uefa.org/MultimediaFiles/Download/uefaorg/General/02/26/52/56/2265256_DOWNLOAD.pdf))

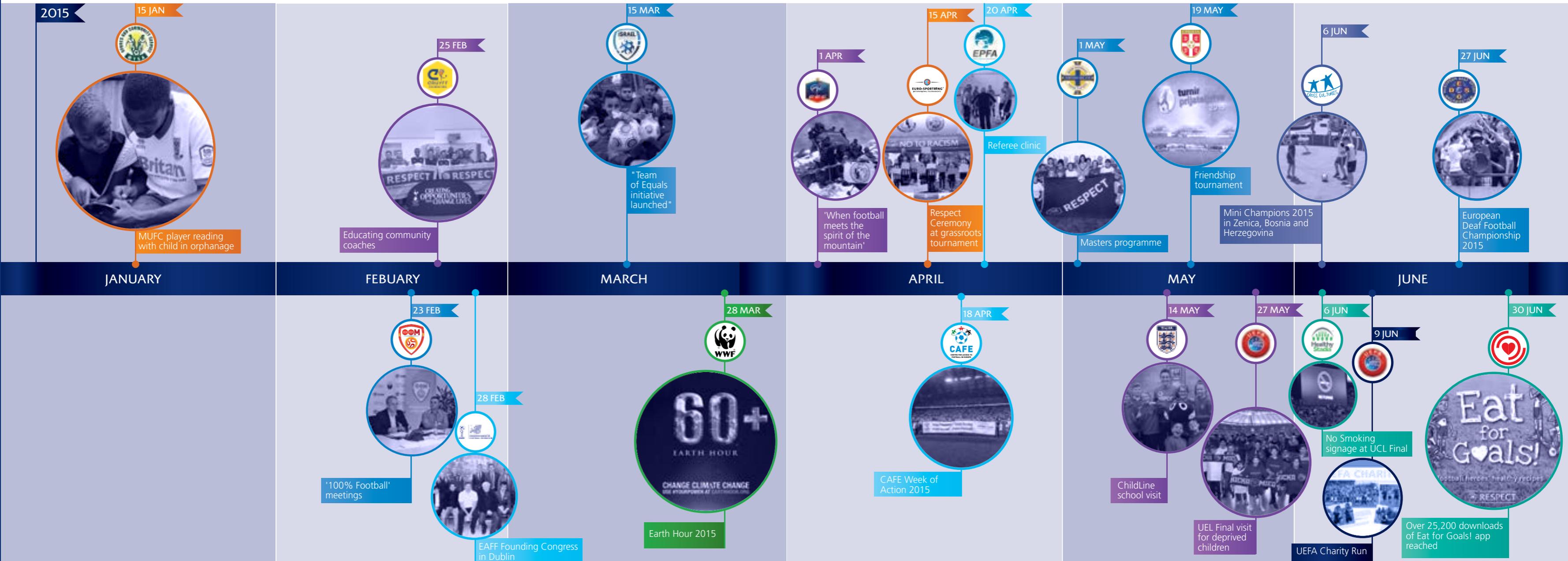
<sup>2</sup> See p.20 of the 2013/14 UEFA FSR report.

# Timeline

The timeline illustrates representative activities undertaken by UEFA and each of the FSR partner organisations it supported during the 2014/15 season.



# Timeline

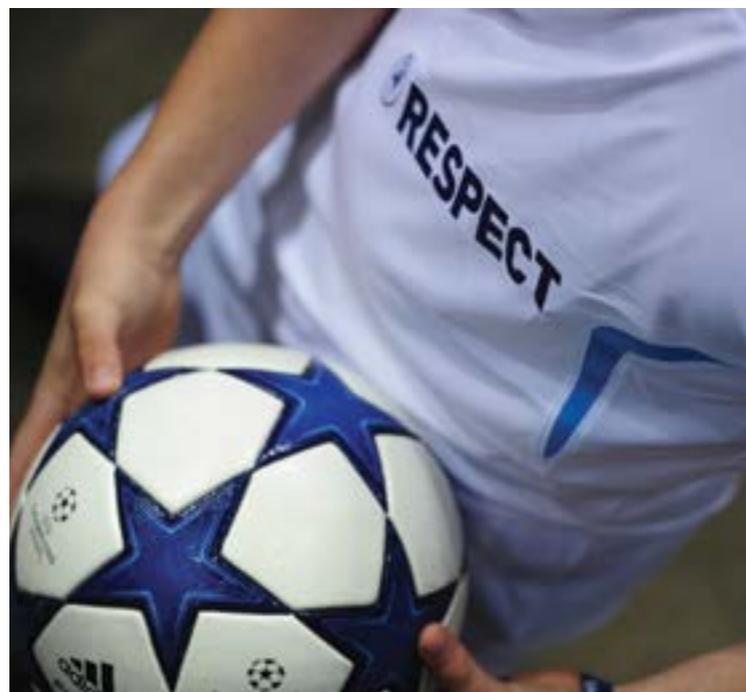


# About the report

## Background

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

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



## New Developments

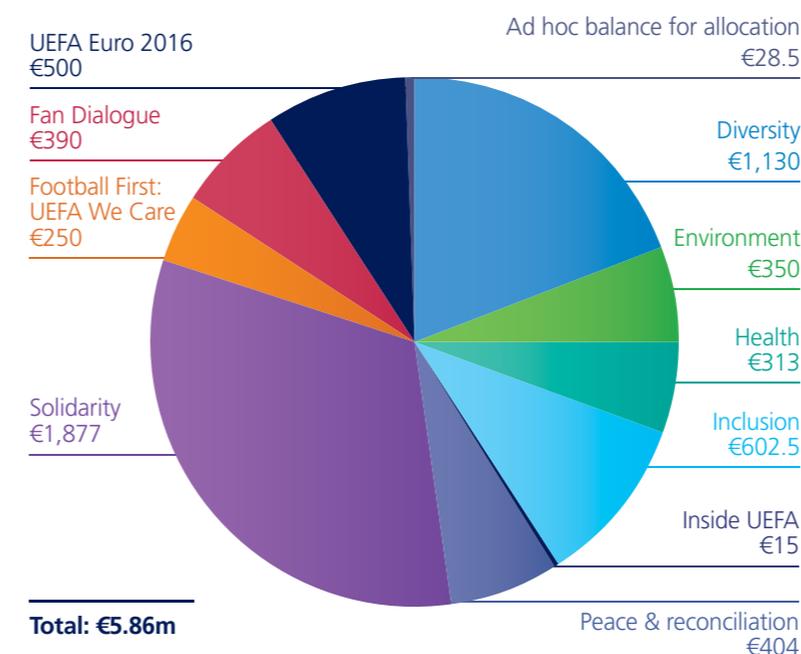
There have been two significant changes in the way the report is presented this year. First, an interactive version of the report has been produced, allowing for enhanced usability and providing the reader with links to web pages with additional content. Second, the [Global Reporting Initiative](#) guidelines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

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

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

# About the report

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



### Points to note:

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



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# Inside UEFA

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# Inside UEFA

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

## Energy and water consumption

One of UEFA's facility management unit's objectives is to prevent unnecessary energy consumption and reduce overall consumption. The table below looks at cold water, gas and electricity consumption across all employee locations.

To allow for a year-on-year comparison, 2013/14 figures are presented in brackets.

Location/Measure	La Clairière	HQ	Colovray sports centre	Bois-Bougy	Total
Cold water (m <sup>3</sup> ) <sup>3</sup>	4,209 (7,116)	3,364 (3,119)	5,567 (6,184)	1,489 (838)	14,629 (17,257)
Gas (m <sup>3</sup> )	n/a	6,682 (6,602)	54,815 (58,299)	n/a	61,497 (64,901)
Electricity (kWh) <sup>4</sup>	1,160,515 (1,235,174)	1,653,630 (1,653,690)	277,658 (305,326)	401,039 (402,648) <sup>5</sup>	3,492,842 (3,596,838)

## Human resources

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

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

	Male	Female	Total
Fixed-term contract	59 (21)	55 (20)	114 <sup>6</sup> (41)
Permanent contract	279 (274)	136 (141)	415 (415)
Total number of employees	338 (295)	191 (161)	529 (456)
Percentage of employees	64% (65%)	36% (35%)	100%

### Employment type by gender (permanent contracts only; 2013/14 figures in brackets)

	Male	Female	Total
Full-time	272 (268)	102 (106)	374 (374)
Part-time	7 (6)	34 (35)	41 (41)
Total number of employees	279 (274)	136 (141)	415 (415)

### Employees recruited during 2014/15 by age group and gender (2013/14 figures in brackets)

	Under 30	30 - 50	Over 50	Total
Female	19 (12)	32 (13)	1 (0)	52 (25)
Male	23 (18)	32 (25)	1 (2)	56 (45)
Total	42 (30)	64 (38)	2 (2)	108 (70)

### Total number of employees per age group (2013/14 figures in brackets)

	Under 30	30 - 50	Over 50	Total
Total	83 (62)	393 (339)	53 (55)	529 (456)
Percentage	16% (14%)	74% (74%)	10% (12%)	100%

### HR initiatives

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

#### We Care About YOU!

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

#### I Care About My Health

The aim of the I Care About My Health initiative is to raise everyone's awareness of the importance of well-being and the indisputable benefits of a healthy body and mind – *mens sana in corpore sano*.

Following its successful launch in January 2014, the initiative continued in 2014/15 with every staff member encouraged to do something to benefit their physical, emotional and psychological health. Among the activities on offer were eye tests, mindfulness meditation, ergonomic assessments, nutritional advice and cardiac check-ups.

### Charity runs

UEFA organised two charity running/walking events last season in support of Terre des Hommes (TdH), an NGO committed to improving children's lives worldwide. All staff members were invited to participate in the lunchtime runs/walks, which were held on two dates and included a 5km and an 8km route. UEFA donated CHF 50 for every participant who crossed the finishing line, meaning those who took part on both days raised CHF 100 for charity.

A total of CHF 13,450 was raised and presented to TdH by the UEFA Foundation for Children. TdH will use the funds to help African and Middle Eastern children who suffer from heart disease and have breathing difficulties as a result. The children are brought to Switzerland for surgery and rehabilitation before returning to their homes, at a cost of about CHF 5,000 per child.



© Paul Murphy, UEFA

<sup>3</sup> The consumption of cold water will mainly depend on the weather forecasts. This has an impact on outdoor watering and maintenance issues in sanitation facilities.

<sup>4</sup> UEFA sources its electricity from the Swiss grid. In 2014, the Swiss Federal Office of Energy reported that hydropower plants contributed 56.4% to overall electricity production, followed by nuclear power plants (37.9%) and conventional thermal and other power plants (5.7%).

<sup>5</sup> This figure and, consequently, the total amount in this row, are different from the figures in the previous report due to a reporting error. Both figures are now correct.

<sup>6</sup> The number of employees on fixed-term contracts has increased to meet the additional needs of UEFA EURO 2016.

# Inside UEFA

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

Training	Employees involved	Description/objectives
Annual Appraisal Activity	529: all (456: all)	Employee appraisals by means of internal performance reviews
Management training	10 (12)	Training managers to use specific tools and to practise certain exercises that will enhance their management skills
Project management training	22 (20)	Providing tools and methods for managing projects, setting priorities and performing tasks accordingly
Speaking with impact	38 (n/a)	Providing techniques to improve public speaking and convince audiences
Problem solving and decision-making	15 (18)	Providing practical tools that make staff more efficient in their problem-solving and decision-making
Negotiation skills	13 (11)	Improving business relationships through negotiation, by using specific attitudes and skills
Senior management training	9 (n/a)	Assessment and individual development plans for staff with senior management potential
Self-management advise	3 (11)	Helping staff to progress in their specific roles by using their personality traits to their advantage
Coaching sessions	7 (15)	One-to-one sessions aimed at helping employees to develop their soft skills
Head of unit training	ca. 30 (n/a)	Training on how to offer valuable feedback and set SMART objectives that will motivate staff
Mediation	5 (n/a)	Offering approaches and techniques to solve conflicts between individuals
Retirement preparation	4 (3)	Preparing employees for the transition into retirement
Skills assessments and outplacement programmes	6 (8)	Identifying and building on strengths and areas for improvement
Tailor-made training	30+ (30+)	Specific training based on individual personal development needs
Football First	n/a (n/a)	Monthly information sessions aimed at increasing employees' knowledge of UEFA and football-specific topics

## Integrity

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

UEFA takes a zero tolerance approach to match-fixing. Its intelligence team focuses exclusively on match-fixing, corruption and betting. The team is committed to working with key stakeholders—including 400 betting companies and a number of specialised agencies

– on both European and national level to monitor matches and detect irregularities in betting patterns.

It does this through its betting fraud detection system (BFDS), which monitors betting patterns relating to approximately 32,000 matches per season, including all matches played in UEFA competitions and first and second-division matches in all 54 of its member associations, plus their national cup matches.

### KEY

2014/15 ■ / ■ 2013/14

**227 / 200**  
Number of suspicious domestic league matches identified by the BFDS

**2,400 / 2,200**  
Number of national girls' and boys' youth team players given an introductory presentation warning them of the risks involved in match-fixing

**230 / 204**  
Number of male and female referees from various countries attending UEFA Centre of Refereeing Excellence courses

**350 / 320**  
Number of student coaches from various countries taking part in student exchanges

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

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

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

The app was downloaded over

**5,500**

times in the nine months after its release.

# Inside UEFA

## Anti-doping

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

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

### KEY

2014/15 ■ / ■ 2013/14

**22,250 / 22,250**  
of anti-doping leaflets (available in seven languages) sent to players of the national teams (men's, women's, youth and futsal) of all 54 member associations and clubs participating in UEFA competitions

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

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

**720 / 720**  
teams receiving anti-doping education and information kits, which contained anti-doping leaflets, guides to doping control procedures, the UEFA Anti-Doping Regulations, the World Anti-Doping Agency Prohibited List, guides to therapeutic use exemptions and the UEFA Medical Regulations

**0 / 1**  
confirmed anti-doping rule violations.

## Education

UEFA's impact is felt at a national level through its member associations. Therefore, assisting with its member associations' endeavours to educate and train their employees is extremely important to UEFA. UEFA's National Associations Development unit runs a series of educational programmes aimed at empowering its own employees, and that of its member associations and other key stakeholder groups, with the skills they need to develop professionally and personally. Since the establishment of the first personal development programme in 2010, some 393 participants have taken part in the various UEFA education programmes.



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## Captains of Change

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

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

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

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

One participant, Filip Popovski, general secretary of the Football Federation of FYR Macedonia (FFM), had the short-term goal of improving access to all first-division stadiums in FYR Macedonia by developing greater awareness among FFM employees and stakeholders, creating barrier-free environments for disabled people and creating opportunities for disabled people to take part in football, actively or as spectators. The training week and interest from other parties during the implementation process have led him to aim higher in the long term: he is now aiming to establish a football league for disabled people.

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

In Norway a project was implemented with the aim of developing and implementing a targeted recruitment strategy for the Football Association of Norway's leadership programmes, to increase the number of people from ethnic minorities at management level within clubs.

FSR partners the Centre for Access to Football in Europe (CAFE) and Football Against Racism in Europe (the Fare network) also sent participants to the programme, implementing one project to encourage UEFA's member associations to hire disabled people, and another regarding sexual orientation within the coaching workforce in football.

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



© Harold Cunningham, UEFA

# Inside UEFA

## UEFA Women in Football Leadership Programme

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

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

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



© Harold Cunningham, UEFA

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

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

## UEFA Certificate in Football Management

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

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



© Getty Images

### Key Figures

**3**  
Editions

**69**  
Participants

**41**  
National associations represented

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

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

### Key Figures

**10**  
Editions (3 centralised and 7 national)

**272**  
Participants (graduates)

**45**  
National associations represented

# Inside UEFA

## UEFA Research Grant Programme

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

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

- *Intentions to drop-out in adolescent female footballers from five European countries: The role of the coach-created motivational climate*, Paul Appleton
- *A comparative perspective on European football: Organisational capacity of European football clubs*, Christoph Breuer
- *Risk versus benefits: The use of creatine by youth football players*, Pascale Kippelen
- *Player load monitoring: Protecting the elite player from overload using miniature high frequency triaxial accelerometers*, Mark Robinson

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

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

- *Effizienzpotenziale im strategischen Stadionmanagement (efficiency potential in strategic stadium management)*, Daniel Gruber
- *An unprecedented civilizing process? Social evaluation of "Supporters United" fan project in Poland*, Radoslaw Kossakowski

- *Transfer of skills from futsal to football in youth players*, Luca Oppici
- *Beyond the game: if, when and how local football clubs practice corporate social responsibility*, Esben Pedersen
- *Mental health in football*, Katy Stewart
- *Optimising player performance and readiness to train: fatigue and recovery of neuromuscular function following football match-play*, Kevin Thomas

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

## Executive Master in European Sport Governance

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

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

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



© Paul Murphy, UEFA

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

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

### Key Figures

5 Editions

30 Grants awarded



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### Key Figures

2 Editions

37 Participants

22 National associations represented



© Getty Images

# Diversity

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## Breaking the Glass Ceiling seminar

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

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

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

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



© FARE Network

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

Michel Platini, UEFA President

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

Michael van Praag, KNVB president

## Respect Diversity conference

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



© Harold Cunningham, UEFA

As Piara Powar, executive director of the Fare network, [commented](#) on UEFA.org, “It will influence many associations and NGOs in their future work to ensure we have a sport that has equality and inclusion as a core practice.”

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

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

Michel Platini, UEFA President

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

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

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

Tony Higgins, FIFPro Division Europe vice-president

# Football associations

## Irish Football Association (IFA) – Northern Ireland

The objectives underpinning the strategic plan of the Irish Football Association (IFA) for football in Northern Ireland from 2013 to 2018 are twofold:

- 1 to build a culture of lifelong participation in football; and
- 2 to reach beyond the game and use the power of football for education, health and social development purposes.

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

### Street Soccer NI (formerly NI Street League)

Weekly football training sessions and tournaments, as well as participants travelling to the Homeless World Cup, are a mainstay for this project, which caters for marginalised groups in society. In 2015 18 participants completed an education and development programme, which included a drug awareness course, mental health and well-being training, an essential ICT skills course and a basic referee development course.

**“These guys are my friends – my real, real friends. I trust them, and the staff too. It’s a good feeling. I feel safe here – I would trust them with my life.”**

Kenny Flood, Street Soccer NI participant



© Irish Football Association

### Women’s World United

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

### IFA NI Masters programme (formerly the IFA Veterans Development Programme)

In 2006 an IFA Grassroots Development Officer gathered a few long-standing friends to play small-sided games “to keep fit, meet new people and talk about ‘old times’”. These sessions soon attracted several more players aged over 35, and within two seasons they organised their own international veterans’ game with friends in Wales.

The success and appeal of regular football sessions have led to three veterans’ squads being established – for over-35s, over-45s and over-55s.

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

	Number of participants	
	2013/14	2014/15
Male	58	166
Female	12	58



### Futsal development programme

The IFA has taken the first steps towards introducing futsal to Northern Ireland. With UEFA’s support, the association has established its first futsal coach education course and has trained over 50 of its staff and 100 people from outside the organisation to date.

The three main goals of this initiative are to use futsal to:

- encourage greater participation by youth players during winter periods;
- encourage active involvement in the game by older people; and
- integrate newly arrived communities into IFA development programmes and promote good relations among participants.

### Value-based coach education

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

### Supporter Dialogue

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

## Israel Football Association (IFA)



© New Israel Fund

There has been an upsurge in anti-democratic measures and attacks on pluralism and equality in Israel recently. In light of this, Kick it Out Israel (KIO Israel), a partnership between the Israel Football Association and the New Israel Fund (NIF)<sup>7</sup>, has redoubled its efforts to use sport as a model for tolerance and a shared society that the whole country can follow.



© New Israel Fund

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

<sup>7</sup> A fund dedicated to religious pluralism and civil rights in Israel.

# Football associations

## Israel Football Association (IFA)



### Key performance indicators

Objective	Indicator	Past figures			Target	
		2012/13	2013/14	2014/15	2015/16	2017/18
Promote diversity and tolerance	Number of racist/violent offences at Israeli Premier League football matches	38	31	22	15-20	10-15

### Main achievements 2014/2015

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

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

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

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



© Israel Football Association  
A Respect cake baked by parents of children participating in the project Team of Equals

## Football Federation of FYR Macedonia



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

### 100% Football Campaign

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

Present at the round-table events were representatives from clubs of the first and second Macedonian football leagues, official supporters' groups, the ministry of internal affairs, and the FFM integrity and security officer. Proposals were discussed, with government representatives agreeing to consider the practicalities of enforcement for a number of them.

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

**“We need to have the full support of the clubs in order to fulfil our goals, and we are very happy to see that the clubs are supportive of these round-tables.”**

Zoran Sazdov, chairman of the safety and security committee of the FFM



© Football Federation of FYR Macedonia

# Football associations

## Football associations of southeastern Europe

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

### Main achievements 2014/15

- A series of regional youth tournaments were organised with the aim of promoting international youth exchange in the field of sport in southeastern Europe.
- Under the slogan ‘Vienna meets Balkan’, children and youth teams from the region, plus Austria and Hungary, came together for three days to play football, deepen the intercultural exchange and take a common stand against nationalism.
- Several high-profile clubs and national teams took a public stance to prevent racism and nationalism in stadiums. A typical example was when all eight matches in one weekend of the Bosnian and Herzegovinian Premier League were dedicated to the fight against racism and nationalism.
- FairPlay-VIDC and the Bosnia and Herzegovina Football Federation (NFSBiH) published a response to a racist incident that occurred before a match between Austria and Bosnia and Herzegovina, in which they condemned racism. FairPlay-VIDC also coordinated a stand against discrimination prior to this match, with both teams showing racism the red card.
- FairPlay-VIDC and BAAP supported and allocated the Fare network’s Football People action week grants for 36 organisations and sports clubs in the western Balkan region.
- A series of workshops and seminars were organised in the region for key stakeholders, including partner organisations and supporters, to further the goals of BAAP.

More than **200** players from **18** youth teams took part in the Vienna meets Balkan international fair play tournament.

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

NFSBiH statement

## Football associations of southeastern Europe



### Planned activities 2015/16

- International youth tournaments will be organised by local or regional partners in cooperation with BAAP in the partner countries.
- Several anti-racism days – involving action on matchdays, spreading inclusive messages via stadium announcements, and so on – will be organised with national associations and clubs in the Balkans.
- Involvement in the Fare network Football People action weeks will again guarantee wide dissemination of the message against nationalism and racism all over the Balkans.
- The international FairPlay youth tournament ‘Vienna meets Balkan’ will take place in Vienna from 14 to 16 May.
- A final series of workshops with partner country groups will take place to review the project and to discuss the current situation, any problems and other issues.
- Several meetings with partners and the national associations will be held to plan the future work programme and cooperation.

### Key performance indicators

Objective	Indicator	Performance			Plan 2015/16 <sup>8</sup>
		2012/13	2013/14	2014/15	
Foster exchange and promote the idea of respect and multiculturalism at Vienna Meets Balkan event	Number of children participating in intercultural workshops	150	150	172	150
	Number of different workshops (painting, streetkick etc.) taking place at Vienna Meets Balkan event	3	10	10	5-10
	Number of trilingual youth brochures distributed	2,500 copies	1,200 in BCS <sup>9</sup> 500 in EN 500 in GER	1,000 in BCS 1,000 in GER	2,000 copies
Offer a regular platform to increase the expertise of local groups and develop a viable network	Number of participants involved in workshops and training sessions	30	15 coaches + 30 youth players	20 coaches	15 coaches
	Number of educational workshops held in the partner countries	3	3	4	4
Mobilise stakeholders and partner organisations, focusing on sustainability	Number of activities organised by grassroots or local clubs in the partner countries	6	6	15	6
	Number of groups participating in the Fare action weeks	30	28	36	30

<sup>8</sup> UEFA’s partnership with FairPlay-VIDC, BAAP and the Balkan football associations will be reviewed at the end of the 2015/16 season.

<sup>9</sup> BCS: Bosnian/Croatian/Serbian

## Football associations

### Vienna meets Balkan

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

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

#### Workshop stations

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



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



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



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



# Fare network

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

- 1 Fare tackles discrimination at all levels of football across Europe by providing support for football governing bodies and operating a matchday observer scheme.**
- 2 Fare raises awareness of the integrative potential of football and encourages action against discrimination through the exchange of good practices and educational activities.**
- 3 Fare builds capacity to empower groups who are marginalised and discriminated against by providing support for Fare members and partners to develop activities at local and national level.**

## Main achievements 2014/15

- Fare allocated €80,000 in grants to its ever-expanding annual campaign, Football People action weeks, supported by a number of high-profile players. A total of 242 small grants and 15 event grants of up to €3,000 were provided for activities that unite supporters, grassroots groups and professional football to take a stand against discrimination, and for social unity.
- As part of Fare's Eastern Europe Development Project, the focus was put on Russia. Fare organised a series of events and published a Time for Action report to pave the way for more concerted interventions at local and national level.
- Fare commissioned and published two academic reports, The Glass Ceiling in European Football and Ethnic Minorities in Coaching in Elite Level Football, which looked at levels of representation of particular groups in football.
- More than 140 representatives from 38 countries, among them Fare members and leading activists, gathered for the Fare2015 conference and general meeting at Camp Nou in Barcelona, for two days of debates.
- In support of the LGBT community, Fare organised a panel discussion on the topic of homophobia in football on the eve of the UEFA Champions League final in Berlin. It also partnered with Football v Homophobia<sup>10</sup> to support ten fan and community groups in eight countries to help them run anti-discrimination activities and celebrate diversity in football as part of the International Day Against Homophobia, Transphobia and Biphobia.

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

## Planned activities 2015/16

- Organise Football People action weeks in October 2015 and increase the participation of ethnic minority groups, women and supporters' groups.
- Organise at least two round tables and networking meetings for FARE members and external NGOs and activist groups in different countries.
- Continue to raise awareness of glass ceilings in football, specifically in relation to women and ethnic minorities in administration and ethnic minorities in coaching.
- Implement a European project to increase the participation of ethnic minority women in grassroots football subject to the EU funding granted.
- Increase activity and build capacity in eastern and central Europe.
- Commission an academic report on discrimination in a European country.

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

Piara Powar, Fare executive director

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

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



<sup>10</sup> An initiative managed by Pride Sports.

# Fare network

## Key performance indicators

Objective	Activities	Indicator	Performance			Plan 2015/16	Target 2016/17
			2012/13	2013/14	2014/15		
Tackle discrimination at all levels of football across Europe	Support for governance	Number of times Fare provided support/advice to national associations or professional clubs (unrelated to sanctions received)	n/a	4	10	10	11
	Observer scheme	Total number of observers trained to date	16	66	102	130	140
		Number of downloads and shares of Fare publications	1,200	2,101	4,081	5,000	6,000
		Number of countries where the scheme contributed to national debates	3	6	7	10	12
Raise awareness about the integrative potential of football and encourage action against discrimination	Education	Amount of educational material published and funded	1	2	5	6	7
		Number of workshops held or presentations given to provide information about Fare's work	15	22	27	30	30
		Number of educational events supported/ coordinated	n/a	70	90	100	100
	Information sharing	Number of good-practice examples and educational resources shared	20	27	30	33	35
Build capacity to empower groups who are marginalised and discriminated against	Support for Fare members and grassroots groups/ campaigns	Numbers of events, campaigns, round tables, panel discussions, conferences and festivals supported (i.e. not Fare's own events) / organised, hosted, co-hosted or funded (i.e. Fare events)	235/5	267/7	270/13	270/12	270/12
		Number of ethnic minority, LGBT groups and women's organisations worked with	27	32	40	55	60
	Organisation of Football People	Number of known Football People activities	500	1,500	2,000	2,000	2,100



## Observer scheme

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

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

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

Fare identified another 143 matches where the risk of discriminatory incidents ranged from high to very high. As well as providing a briefing paper, Fare dispatched one or two international observers to attend each match and observe these 'high-risk' games in person. Throughout the season, 31 Fare observers attended the high-risk matches and reported any

discriminatory incidents witnessed. A total of 56 reports were filed with UEFA, after verification by the Fare secretariat. The reports provided the UEFA Control, Ethics and Disciplinary Body with intelligence and detailed evidence about the incidents so that it could make informed decisions.

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

A negative response to the reactions was also noted and led to widespread debates in the media and among supporters in several countries, whereas at some clubs the awareness-raising scheme led to the formation of distinctive anti-racist supporters' groups.

The Fare guide on discriminatory signs and symbols, made available to all clubs and federations, has contributed to raising awareness among stewards, security personnel and on-site UEFA staff, and helped educate fans and officials alike.



# Fare network

## NEVER AGAIN association

The mission of NEVER AGAIN is to promote multicultural understanding in Poland and the broader region of central and eastern Europe. NEVER AGAIN is particularly concerned with the problem of how to educate the young against prejudices. NEVER AGAIN was responsible for implementing the UEFA EURO 2012 Respect Diversity – Football Unites programme, as part of which educational and monitoring activities took place before and during UEFA EURO 2012 in Poland and Ukraine.



© NEVER AGAIN association

## Main achievements 2014/15

- NEVER AGAIN organised the 13th edition of the anti-racism tournament at the Przystanek Woodstock Festival. The tournament includes anti-discrimination workshops and the provision of anti-racist educational materials to participants.
- A total of 115 cultural and educational events were supported or co-organised, including concerts, exhibitions, grassroots sports events, book launches – with 500 copies distributed – and community festivals, all with an anti-racism and/or anti-discrimination element.
- Regular monitoring of Polish league and international games was carried out, with the findings – including 143 documented incidents – shared with the media and relevant stakeholders, such as the Polish Football Association (PZPN).
- Narod Wybrany Cracovia Pany (Chosen nation – Cracovia rules), a book written by Maciej Kozłowski on the multicultural history of Polish football as well as contemporary issues of anti-Semitism and racism, was published and well-received in the media.
- More than 50 workshops and seminars for teachers, officials and other groups (including public prosecutors, security personnel and police academy students) were held.

The Przystanek Woodstock Festival anti-racism tournament involved

**12**

teams and

**120**

players. The anti-racism message was promoted from the main stage of the festival to a record

**750,000** participants.

## Key performance indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Promotion of anti-racism message at Przystanek Woodstock festival and tournament	Number of festival participants	500,000	750,000	750,000	500,000	500,000
	Number of players	160	320	120	100	100
Promotion of anti-racism message through cultural and sports events	Number of events	100	80	115	50	50
	Number of participants	75,000	50,000	75,000	100,000	100,000
Promotion of anti-racism message through publications	Number of leaflets, posters and brochures distributed	75,000	50,000	50,000	60,000	80,000
Promotion of anti-racism message through training sessions	Number of sessions	47	40	50	50	50
	Number of participants	3,500	2,600	3,000	3,000	3,000
Communication	Followers on Facebook	2,500	4,000	6,000	7,000	8,000
	Followers on Twitter	150	300	450	550	650
	Media articles	83	67	99	100	100
	Radio and TV broadcasts	64	48	73	80	80

## Planned activities 2015/16

- In addition to the activities that it is involved with on an annual basis and those already listed in the 'Main achievements' section, NEVER AGAIN is planning the following:
- The publication of the NEVER AGAIN fanzine, containing the most recent part of the Brown Book, the hate crime register which lists xenophobic incidents that took place in Poland over the previous year.
  - The distribution of approximately 60,000 anti-racism leaflets, booklets and other materials at events throughout the season, targeting football fans and young people.
  - Continued participation in public debates, promoting the Fare network's message of anti-discrimination and social inclusion in the regional and national media.
  - Quarterly meetings with the PZPN and other stakeholders, such as the Polish Premier League and other Fare members.



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# Inclusion

# Football for All Abilities

## European Amputee Football Federation (EAFF)

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

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



© Boris Streubel, UEFA

With UEFA's support, the EAFF intends to achieve the following objectives in the coming years:

- to integrate national amputee football associations into the wider football administration community;
- to increase interest in the discipline in Europe and in individual countries;
- to increase the number of players in individual countries, and therefore the number of clubs, leagues and matches played;
- to increase the number of countries where amputee football is present; and
- to increase the number of children playing amputee football in Europe.

Amputee football is played by people who have undergone amputations, have limb deficiencies or restricted use of their limbs.

Seven-a-side matches are played between teams with

**6** outfield players, who have **1** leg and move around on crutches, and a goalkeeper with **1** arm.

### Planned activities for 2015/16

- The organisation of an amputee football development week in Europe.
- The organisation of an international junior and coach amputee football camp in Ireland.
- Preparation for the Amputee Football World Cup in Turkey (planned for November 2016).
- The organisation of the fifth edition of the Amp Futbol Cup, in Poland in September 2016.

“The FAI had no hesitation in hosting the inaugural European Amputee Football Federation Congress in Dublin in February 2015. We are very proud of our involvement and support of the establishment of the EAFF and its continued support of the Irish Amputee Football Association at home in Ireland.”

John Delaney, chief executive officer, Football Association of Ireland (FAI)



© European Amputee Football Federation

### Main achievements 2014/15

- The organisation of the EAFF's foundation congress, with representatives from 10 countries (the 11th country joined in May).
- An exhibition match in the fan zone before the UEFA Europa League final in Warsaw.
- An exhibition match in front of a youthful and sizeable crowd at the UEFA Champions Festival in Berlin.

# Football for All Abilities

## European Amputee Football Federation (EAFF)



### Key performance indicators

Objective	Indicator	Performance 2014/15	Plan 2015/16	Target 2016/17
Integrate national associations into the wider football administration community	Number of EAFF member countries	11	13	15
	Number of events and exhibition events	2	3	4
Increase interest in the discipline in Europe and in individual countries	Number of Facebook/EuroAMP fans	600	1,000	2,000
	Number of leagues	5	6	8
Increase the number of players in Europe	Number of clubs	54	60	70
	Number of players	1,140	1,200	1,250
	Number of children	68	80	95
Increase the number of children playing	Number of countries with children	5	6	7



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

## European Deaf Sport Organisation (EDSO)



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

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



### Main achievements 2014/15

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

### Planned activities for 2015/16

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

# Football for All Abilities

## European Deaf Sport Organisation (EDSO)

### Key performance indicators

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

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Organise Europe-wide tournaments	Number of teams participating in Deaf Champions League	8	10	8 <sup>13</sup>	16	16

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

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

<sup>11</sup> Performance and plan/target figures four years apart, in line with the tournament cycles.

<sup>12</sup> Two teams withdrew due to a lack of adequate financial support.

<sup>13</sup> Half of the predicted number of teams pulled out due to a lack of financial support.



# Football for All Abilities

## European Powerchair Football Association (EPFA)

In spite of the forced cancellation of its flagship tournament<sup>14</sup>, in 2014/15 the [European Powerchair Football Association](#) (EPFA) pushed forward with its efforts to increase participation in the sport, with 10 of its 13 member countries organising national competitions. Thanks to the efforts of the EPFA staff, who supported and organised national training courses in the countries concerned, national competitions were officially launched in Austria and Scotland. The future of these competitions already appears secure, since they are set to be played over a number of years.

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



The EPFA sent

**5** five footballs,  
**10** universal plastic bumpers that can be fitted to all types of electric wheelchair, a set of

**4** regulation goalposts and

**1** official speed test machine for competition wheelchairs to Bulgaria, Ireland and Turkey last year.

### Main achievements 2014/15

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

### Planned activities for 2015/16

- Following the postponement of the Fédération Internationale de Powerchair Football Association (FIPFA) World Cup, the EPFA has offered to stage the competition itself.
- The EPFA Development League will be introduced as a friendly international tournament exclusively reserved for new EPFA member countries that do not have their own national championship.
- Two training/introductory courses will be run in the non-member countries of Sweden and the Netherlands, during which the EPFA will allow all local people to try the sport.
- Starter kits will be distributed to at least two countries.
- The second European Powerchair Football Congress will take place in the country hosting the FIPFA World Cup in 2016.
- Three national training courses will be held for new referees and coaches (level 1) in Finland, Scotland and Northern Ireland.

### Key performance indicators

Objective	Indicator	Performance		Plan	Target
		2013/14	2014/15	2015/16	2016/17
Develop the game	Number of qualified international referees and assistant referees	16	16 <sup>15</sup>	22	25
	Number of international classifiers <sup>16</sup>	5	7	10	10
Increase participation	Number of member countries	13	13 <sup>17</sup>	16	20
	Number of players	3,670	3,670 <sup>18</sup>	3,900	5,000
	Number of member countries organising national competitions	8	10 <sup>19</sup>	11	16

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

<sup>16</sup> Classifiers ensure that competition is conducted on an equal

basis for those who qualify to play. Currently classification is only enforced at international level.

<sup>17</sup> Although the EPFA's discussions with Turkey and Sweden regarding membership are nearly complete, and are likely to lead to an increase in the number of member countries in 2016, the number of members did not change during the 2014/15 season.

<sup>18</sup> Despite a small drop in the number of registered players in Portugal and Switzerland, the creation of new clubs in Belgium means that the overall number of powerchair footballers in Europe has stayed the same.

<sup>19</sup> See the introduction to this section for a reflection on this indicator.



# Football for All Abilities

## International Blind Sports Federation (IBSA)

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



© IBSA

### Main achievements 2014/15

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

### Planned activities 2015/16

- The IBSA Blind Football European Youth Camp 2015 will take place, for which significant resources have been invested in the planning stage.
- Training camps for players, coaches, referees and other officials in Albania, Austria and Georgia are planned to benefit the national programmes in these emerging nations.
- IBSA will continue to supply balls, eyeshades and other blind football equipment to countries that apply through its grant fund, with a particular focus on the emerging countries and grassroots programmes that are inclusive of young players and women players.
- The major event will be the second IBSA Blind Football Development Tournament. IBSA will organise and run a tournament for six new national blind football teams.

### Key performance indicators

Objective	Indicator	Performance			Plan 2014/15	Target 2016/17
		2012/13	2013/14	2013/14		
Develop emerging countries programme	Number of countries involved in development tournament for emerging countries	n/a	6	6	6	Cumulative total of 12 countries by the end of 2016/17
	Number of in-country training camps	n/a	3	2	4	Cumulative total of 16 emerging countries
Develop blind football for women and youth players	Number of youth development programmes supported	2	2	2	2	Cumulative total of 8 programmes
Distribute blind football equipment	Number of countries benefiting from support	12	9	13	10, including at least 5 new countries	A cumulative total of at least 25 countries

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

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

Kevin Vandenborgh, Belgian national team player and player of the tournament at the IBSA Euro Challenge Cup 2014



# Football for All Abilities

## International Federation of Cerebral Palsy Football (CPIF)

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

### Main achievements 2014/15

#### Development

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

#### Coach education

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

#### Classification

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

- Classification database put online with a secure section for the head of classification to ensure that personal information is properly protected.
- A research programme was approved and financial support obtained from the Agitos Foundation to differentiate the different classes of athletes and improve the reliability of decision-making in the classification of eligible players.

#### Governance

- New appointments were made as part of the establishment of the IFCPF in 2015, with board members, a communication manager, new technical committee members, an administrator and a coach working group all assigned roles in the new organisation.

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



### Planned activities for 2015/16

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

### Key performance indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Development	Number of countries that receive development grants of between €2,000 and €5,000	n/a	5	5	7	7
	Number of countries that participate in international competitions	n/a	33	36	36	39
Coach education	Number of courses delivered	n/a	7	4	5	A cumulative total of at least 22 courses
Governance	Number of technical officials (technical delegates (TDs) and international technical officers (ITOs))	1 TD 3 ITOs	2 TDs 4 ITOs	2TDs 4 ITOs <sup>20</sup>	3 TDs 5 ITOs	4 TDs 16 ITOs
Classification	Number of classifiers <sup>21</sup>	n/a	n/a	3	5	10

<sup>20</sup> The target figures were not met because two significant tournaments were taking place. As such, training courses have been rescheduled for 2016, after which more officials are expected. <sup>21</sup> Classifiers ensure that competition is conducted on an equal basis for those who qualify to play. Currently classification is only enforced at international level.

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

Sandy Hermiston, president of the IFCPF

# Football for All Abilities

## Special Olympics Europe/Eurasia (SOEE)

During the 2014/15 season, the Special Olympics developed a new global vision for 2016 to 2020: “To use sport to open hearts and minds towards people with intellectual disabilities and create inclusive communities all over the world.”



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

© Eric Vidal

### Main achievements 2014/15

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

### Planned activities for 2015/16

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

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

Mustafa Akin, partner, aged 11



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# Football for All Abilities

## Special Olympics Europe/Eurasia (SOEE)

### Key performance indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2010/11	2013/14	2014/15		
Develop grassroots football	Number of football players registered	130,857	133,070	137,707	139,000	140,000
	Number of teams/players at regional events <sup>22</sup>	48/564	44/440	77 <sup>23</sup> /770	54 (+47)/540 (+500) <sup>24</sup>	60/600
	Number of European Football Week events	400	420	420	430	440
Recruit and educate coaches	Number of coaches trained	450	550	400	550	550
	Number of Special Olympics football coaches registered	6,475	6,525	7,427	7,500	7,700
Promote integrated/unified teams	Number of players in unified teams	25,275	29,721	33,858	34,000	35,000

### The 16th Thuringia Regional Tournament

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

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

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



© Schwery Consulting

### The 16th Thuringia Regional Tournament

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

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

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

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

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



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<sup>22</sup> The number of teams will depend on the interest in hosting a European event, how much funding can be raised by the local organising committee, support provided by the FA or club and how many teams can be accommodated. <sup>23</sup> There were 33 football teams at the 2014 Special Olympics European Games in Antwerp. <sup>24</sup> Numbers in brackets refer to European teams/players at the 2015 Special Olympics World Games in Los Angeles.

# Homeless World Cup Foundation (HWC)

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

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

## Main achievements 2014/15

- The 2014 Homeless World Cup took place in Santiago, Chile, with 54 national teams playing in specially constructed stadiums opposite the presidential palace. Around 100,000 people came to watch 350 live games over eight days and to see how football has helped to change the lives of the players taking part.
- The 2014 Homeless World Cup saw the hosting of the first-ever UEFA Respect Day. There were UEFA Respect flags as the teams walked onto the pitches, T-shirts and caps were worn by players, managers and volunteers, all captains wore Respect armbands, the day was profiled on social media and on the HWCF website, and a one-minute video capturing the essence of the day was broadcast on HWCF and UEFA channels.
- iPass (International Partners Sharing Skills) was supported by a new partnership framework, which scores and ranks all global partners based on a range of qualitative and quantitative measurements, such as leadership, communication, working with other HWCF partners, the integration of women and the addition of women's programmes, the number of players, the number of sessions per week and the relationship with national associations. The 48 top-scoring men's teams and 16 top-scoring women's teams are invited to the Homeless World Cup each year.

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

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



“The Homeless World Cup has completely changed my life. It's very hard to explain what it is that the whole experience gives you. Something changes inside. The way you see yourself. You are positive. Everything is now a possibility for you and you know what's important in life.”

Toby McKillop, player for Team Scotland at the 2014 Homeless World Cup

## Key performance indicators

Objective	Indicator	Performance		Plan 2015/16	Target 2016/17
		2013/14	2014/15		
Increase the number of players who benefit from social inclusion programmes	Number of players participating in a Homeless World Cup partner programme	72,688	80,280	88,308 <sup>25</sup>	97,139 <sup>26</sup>
Stimulate the creation of international football programmes on every continent	Numbers of full/provisional partner agreements in place	63/11	63/11 <sup>27</sup>	70/10	70/10
Create visibility of the work of the HWCF and its global partners through its annual tournament	Number of spectators	n/a	100,000 <sup>28</sup>	100,000	100,000
	Number of online content impressions	n/a	22 million	30 million	160 million
	Unique views on the HWCF website during the tournament	n/a	46,000	56,000	66,000
	Page views	n/a	400,000	300,000 <sup>29</sup>	400,000
	Number of people active on social media	n/a	3 million	4.4 million	5 million

The HWCF's iPass and the partnership framework have resulted in changes to the status and number of national partner organisations. Importantly, both have also led to an overall increase in partner quality, as demonstrated

by a higher level of communication and understanding between the HWCF and its partner organisations, as well as enhanced measurement practice that will see long-term improvements in social impact.

## Planned activities for 2014/15

- The 2015 Homeless World Cup will be held in Amsterdam, the Netherlands, in the centre of Museumplein. A total of 64 national teams will take part in the tournament, which will further embed the key theme of Respect, highlighted strongly on UEFA Respect Day.
- A significant three-year funding application has been submitted to the EU's Erasmus+ programme to further develop iPass activities in Europe through focused partner visits. Up to three partners will visit one host

partner country to learn about aspects of their programme and take part in small 'Tour D'Europe' tournaments and player and partner development workshops. A key outcome will be the development of a skills framework that can be applied universally throughout the HWCF's European partners to help it measure and understand the social impact at player level through the social football programmes that its partners run.

<sup>25</sup> Represents a 10% increase on the previous season. <sup>26</sup> Represents a 10% increase on the previous season. <sup>27</sup> Although overall partner numbers remained fairly static the overall composition changed as focus shifted to improving quality. See table below for a full explanation. <sup>28</sup> The 2014 tournament had local TV coverage, including a live broadcast of the finals, with an average of 30 markets taking news packages. <sup>29</sup> A decrease on the previous season here is viewed by the HWCF as a positive because, following a relaunch of its website, this indicates that users are finding what they want more quickly.

# Centre for Access to Football in Europe (CAFE)

CAFE is working to ensure that many more disabled people can enjoy a football match as an inclusive fan experience. It also aims to promote the employment of more disabled people within football and to highlight the accessibility and inclusion values that disabled employees can bring to an organisation.



© CAFE

## Main achievements 2014/15

- CAFE advised UEFA on introducing a disability access officer (DAO) criterion into its Club Licensing and Financial Fair Play Regulations. Every club playing in UEFA competitions is now required to appoint a DAO to promote and develop accessibility and inclusion for disabled people as spectators, visitors, volunteers and employees.
- The third annual CAFE Week of Action – Total Football, Total Access was held in Poland and Ukraine. Highlights included televised ceremonies that preceded each Ukrainian Premier League match over one weekend and a match hosted by WKS Śląsk Wrocław in Poland with a record-breaking 1,000+ disabled fans in attendance.
- Disability awareness and access and inclusion training for football clubs and stadium staff was provided as part of CAFE’s UEFA EURO 2012 legacy work in Poland and Ukraine<sup>30</sup>.
- CAFE continued to work as a mediator between disabled fans, clubs, national associations and leagues, helping them to set up constructive dialogue and to form user-led disabled fans’ groups.
- CAFE worked with the UEFA FSR, stadium and security, events, ticketing and club licensing teams to ensure host stadiums consider facilities and services for disabled fans more closely ahead of matches, and especially finals. A CAFE helpsheet is available in ten European languages and Access for All – UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience is available in 14 languages.

## Planned activities for 2015/16

- Successfully deliver the UEFA EURO 2016 Respect – Access for All project, including the implementation of an audio-descriptive commentary service and the creation of a national DSG in France, leaving a tangible legacy of improved access and awareness.
- Host the second international Total Football, Total Access conference at the Stade de France<sup>31</sup>.
- Continue to offer support to the Week of Action campaigns in Poland and Ukraine, with plans already afoot to extend this to four countries with established national DSGs.
- Continued circulation of Access for All – UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience, including a new French hard copy and a Greek electronic version.
- Implement Article 35bis (Disability access officer) of the UEFA Club Licensing and Financial Fair Play Regulations.
- Work with the German deaf fans’ association to develop a best-practice toolkit for clubs and to establish a Europe-wide deaf fans’ network.

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

## Key performance indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Improve access and make matchdays at European stadiums more inclusive for disabled fans	Number of UEFA club stadiums reports completed, identifying a benchmark of existing facilities	52	104	36	54	54 (cumulative total of 300)
	Number of clubs and stadiums introduced to the UEFA/CAFE good-practice guide Access for All	Sent to 252 clubs. Translated into 12 additional languages.	21 (including clubs and stadiums who were sent hard copy versions in Polish and Russian)	28 (CAFE organised hard copy versions in French for UEFA EURO 2016 host stadiums). Greek translation added. Available in 14 languages.	50	50
	Number of stadiums with the audio-descriptive service in place	n/a	6	3	10	5
	Number of new stadium builds identified and provided with good-practice guidance	n/a	4	44 <sup>32</sup>	25	25
Raise awareness of access and inclusion across UEFA region	Number of clubs or stadiums receiving access and inclusion awareness training	n/a	11	8	10	10
	Number of people receiving access and inclusion training	n/a	136	75	50	50
	Number of CAFE ambassadors appointed	3	6	4	2	2
Increase the number of disabled fans attending matches	Number of established links with existing DSGs across Europe	37	40	57	77	Cumulative total of 100
	Number of established national DSGs in Europe	6	6	6	10	14
	Number of meetings with CAFE acting as initiator/mediator between a football club and its fans to set up a DSG	n/a	11	15	15	15
	Number of new club DSGs set up	5	5	8	8	Cumulative total of 38

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

<sup>30</sup>The CAFE legacy project is now drawing to a close. With sustainability in mind, local disabled fans’ groups and the football authorities have taken ownership of the campaign and will continue to celebrate best practice with CAFE’s ongoing support.<sup>31</sup>This conference was initially to be held in Kyiv during the 2013/14 season but was postponed due to the situation in Ukraine.<sup>32</sup> CAFE closely monitored new stadium builds and renovations and each time it identified one, it made contact with the relevant architects to provide Access for All guidance, hence the large increase since 2013/14.



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# Environment

# World Wide Fund for Nature (WWF)



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

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

Samantha Smith, WWF Global Climate and Energy Initiative leader

## Main achievements 2014/15

- Norway’s parliament approved a decision to divest the country’s sovereign wealth fund of companies who receive more than 30% of their income from coal extraction or coal power. This decision by the world’s biggest sovereign wealth fund follows a series of announcements from major investors that they will divest themselves of coal or reduce their financing for it.
- Lobbying efforts have convinced several countries to make new commitments to cutting their carbon emissions or invest in renewable energy to reduce dependence on fossil fuels.
- Various countries have made contributions totalling \$10.2bn to the Green Climate Fund to support developing countries in addressing climate change challenges. The WWF has been intensively advocating for governments to honour their commitments to reach the target of \$100bn by 2020.
- The WWF participated in a wave of climate activism that swept across the world to demand immediate action on climate change. It joined more than 1,500 partner organisations, with more than 2,800 events held in 166 countries, such as the climate march of more than 400,000 people in New York City.
- In a video statement recorded for Earth Hour, UN secretary-general Ban Ki-moon echoed the WWF’s belief that people will play a key role in solving climate change. It was a year of record participation, with individuals, businesses, city skylines and landmarks in 172 countries and territories switching off their lights to participate in the world’s largest grassroots movement for the environment.



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## Planned activities 2015/16

- Advocate for a global climate agreement at COP21 that would contribute to an increase in renewable energy financing.
- Continue to press for coal divestments by pension funds and other institutional investors, as well as persuading private sector finance to phase out services to the coal sector.
- Advocate for climate issues to be integrated into the new set of Sustainable Development Goals that will be agreed upon during the UN General Assembly in New York.
- Advocate for the Green Climate Fund to become a transformational fund financing long-term solutions for the challenge of dealing with climate change.
- Create public noise and pressure, gathering support and creating political space for making renewable energy the new normal.

## Key performance indicators<sup>33</sup>

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Shift targeted financial institutions’ fossil fuel investments to clean energy portfolios, with a significant focus on European institutions	Amount of money campaign has contributed to shifting out of coal power investment and/or into renewable energy	n/a (Year 1 was used to formulate and launch the campaign)	\$20bn	\$20bn	\$40bn	\$40bn
Prompt national governments to make public commitments regarding low carbon investments or reducing financial support for fossil fuels	Number of governments making a commitment to shift incentives	n/a	8	10	20	10
Prompt municipal governments to make new commitments – both financial and symbolic – to renewable energy	Number of cities making commitments to shift incentives	n/a	100	144	150	50

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

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

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

<sup>33</sup> The WWF does not expect there to be a continuously increasing trend for all KPIs. This is mainly due to the COP21 conference taking place in December 2015, which is considered the most important milestone this decade for climate change. The WWF expects that major announcements on climate finance may be made around the time of this event, suggesting potentially fewer future announcements in 2016/17.

# Climate Friendly



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

UEFA has offset 24,648 tonnes of greenhouse gas emissions from 59,627 flights taken by UEFA staff and referees during 2014/15, bringing the total emissions reductions in the six-year partnership to 133,293 tonnes.

As with the previous five years, UEFA offset the 2014/15 season's emissions by purchasing renewable energy carbon credits for projects that it handpicked with Climate Friendly's support.

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

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

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



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

Ferdi Hizli, local resident



© Street Games

# Health

# World Heart Federation (WHF)

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

## Main achievements 2014/15

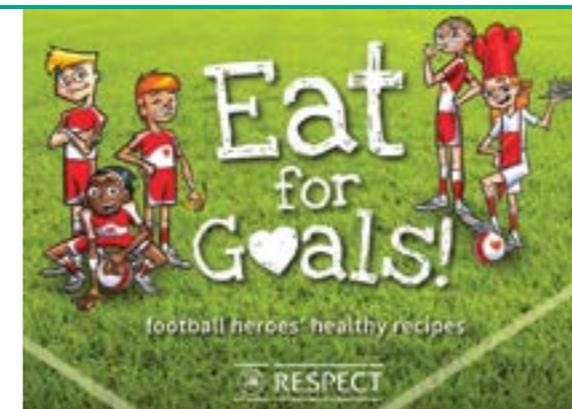
- The results of the [survey](#) about barriers to physical activity in children aged 7 to 12 living in low-income urban neighbourhoods were published in Spain and Romania. Their publication raised awareness of the increasing prevalence of physical inactivity and underlined the importance of developing concrete practical interventions with the aim of increasing inactive children's level of physical activity.
- The WHF conducted a [media campaign](#) in partnership with the Spanish Heart Foundation to launch the Spanish version of the Eat for Goals! app, following the success of the English version.
- The WHF's activities to build on the successful UEFA Women's EURO 2013 Make a Healthy Heart Your Goal campaign included additional content [shared on social media](#), encouraging children's football in Kenya, planning a women's football event in Finland, and distributing Heart Team postcards to key stakeholders.
- Healthy Stadia undertook health impact assessments for the host stadiums of UEFA's 2015 European club competition finals. It also used the assessment process to help develop a No Tobacco training package for stewards at UEFA club competition finals.
- The third [European Healthy Stadia Conference](#) gave delegates the opportunity to hear about some of sport's most innovative public health initiatives that are currently changing lives across the globe.
- Healthy Stadia and the WHF implemented a successful campaign in support of World Heart Day across a number of European football associations to promote players' and fans' heart health. This campaign saw the development of a [World Heart Day guidance toolkit](#) and also [encouraged women](#) to be more physically active through football.

## Planned activities for 2015/16

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

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

Dr Leandro Plaza, president of the Spanish Heart Foundation



Around **85%** of Spanish children and **77%** of Romanian children aged **7 to 12** living in low-income urban areas do not reach the World Health Organization (WHO) recommended amount of physical activity per day (60 minutes or more).

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

Healthy Stadia will have a major focus on tobacco control, carry out health impact assessments for the host stadiums of UEFA's club competition finals and deliver the [Respect Your Health: No Tobacco project](#) for UEFA EURO 2016.

## Key performance indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Improve knowledge, attitudes and behaviour towards physical activity in children in selected low-income urban communities <sup>34</sup>	Number of children participating in physical activity programmes as a result of the campaign	n/a	n/a	n/a	Romania: 1,000 Spain: 400 UK: 750	At least 2,000
	Percentage of children within the target group who reach the WHO's recommended amount of physical activity	n/a	15% <sup>35</sup>	23% <sup>36</sup>	n/a	At least 50% in both countries <sup>37</sup>
Promote healthy nutrition among children <sup>38</sup>	Number of WHF members implementing the programme	n/a	2	1	1	4
	Number of downloads of the Eat for Goals! app	n/a	9,499 (English only)	25,200 (English only)	30,000 across 3 languages	30,000 across 3 languages
	Number of languages the app is available in	n/a	1	2	3	3 (English, Spanish and Italian)
Promote healthy policies in stadiums <sup>39</sup>	Number of additional network members	5	5	5	5	5
	Successful undertaking of assessment for UEFA club competition finals	n/a	2	2	3 <sup>40</sup>	3
Promote World Heart Day in the football environment	Number of national associations promoting World Heart Day and disseminating the toolkit	5	6	5	10	Minimum of 5 national associations engaged

<sup>34</sup> KPIs refer specifically to the Children in the City campaign. <sup>35</sup> Baseline survey conducted in Spain. <sup>36</sup> Baseline survey conducted in Romania. <sup>37</sup> An outcome indicator, not fully correlated to the project. <sup>38</sup> KPIs refer specifically to the Eat for Goals! app. <sup>39</sup> KPIs refer specifically to Healthy Stadia-related initiatives. <sup>40</sup> Includes UEFA Champions League, UEFA Europa League and UEFA Super Cup competitions.



© CCPA

# Peace and reconciliation

# Cross Cultures Project Association (CCPA)

The approach of the Cross Cultures Project Association (CCPA) to peace and reconciliation derives from the belief that peace must be sustained at a local level through activities that facilitate dialogue and cooperation between people from population groups that are in conflict with each other. In this way the CCPA uses its Open Fun Football

Schools (OFFS) concept to gain access to thousands of children and voluntary coaches from population groups in conflict to give them the opportunity to play and have fun together across divides and to provide them with alternative stories and positions to those of conflict.



## Main achievements 2014/15

- Due to the unforeseen geopolitical conflict in Crimea, the CCPA and its local partner, the Football Federation of Ukraine, had to suspend operations in Crimea, despite pleas from the regional FA. A similar situation applies in Moldova and Georgia, though in these regions the CCPA has been able to ensure that local minorities are also participating in the OFFS programmes.
- Large parts of Bosnia and Herzegovina, Serbia and Croatia suffered serious flooding in 2014. The CCPA worked together with local Red Cross agencies and the local stakeholders (football clubs, schools and police – sport + school + police, or SSP) to focus on psychosocial and post-traumatic matters in the worst-hit areas.
- The first CCPA International Council meeting was held to create a platform for programme volunteers around the world to meet, learn from each other and discuss future challenges and ideas. In attendance was Danish musician Morten Kæršå, who was inspired to make a Cross Cultures song and video called Humans & Angels.
- The OFFS and SSP projects continue to develop, especially in Georgia, where the CCPA is implementing two EU grants, in Moldova and in Serbia. For the Georgian project, an SSP lecture plan has been developed and implemented successfully.
- The CCPA has written a new booklet called An introduction to the Cross Cultures Football Philosophy and Fundamentals. The booklet will form the basis of next year's education of voluntary coaches and leaders from a technical football perspective.
- Zenica hosted 600 girls and boys for the fifth annual Mini Champions programme. Parents from over 20 towns and cities in Bosnia and Herzegovina sent their children to enjoy the football games and fun, which are used as a tool to encourage interaction and integration.

## Planned activities for 2015/16

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

A total of **257** volunteers from **22** countries attended the CCPA International Council meeting, despite being obliged to pay for their own transport and 50% of their accommodation costs.

# Cross Cultures Project Association (CCPA)

## Key performance indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15 <sup>41</sup>		
Promote and support intra- and inter-community OFFS activities for children and young people and their families in communities divided by conflict	Number of OFFS participants	25,949	25,609	25,486	20,000	20,000
	Percentage of girls	36%	44%	44%	>33%	>33%
	Percentage of children who are not yet members of a local football club	69%	64%	67%	>50%	>50%
	Percentage of children who are from vulnerable families	16%	24%	34%	>20%	>20%
Train leaders, coaches and parents (volunteers) in the community-based and child-centred OFFS concept	Number of grassroots leaders and coaches enrolled on courses of 60–80 hours	1,627	1,665	1,834	1,300	1,300
	Number of parents involved in three-hour workshops	5,873	4,266	2,841	3,500	3,500
Cooperate with community football clubs, local authorities, primary schools and national and local sports organisations	Number of partnership agreements signed with local stakeholders	1,519	1,249	1,200	1,000	1,000

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

<sup>41</sup> CCPA's planned figures for last season were surpassed for the majority of performance indicators, as many countries organised unplanned OFFS activities.





# Solidarity

# International Committee of the Red Cross (ICRC)

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



© Olivier Moeckli, ICRC

## Main achievements 2014/15

- More than 104,500 disabled Afghans (including around 34,500 children) benefited from physiotherapy and prosthetic/orthotic devices provided by seven ICRC-run physical rehabilitation centres and a component factory in Afghanistan.<sup>42</sup>
- The Afghan Diploma in Prosthetics and Orthotics, developed by the ICRC in close collaboration with the Ghazanfar Institute of Health Science and the Afghan ministry of public health, continued to support the professional development of local prosthetic/orthotic technicians and physiotherapists working at ICRC-managed centres and at other centres located throughout the country.
- Sport for people with disabilities is a key element of the activities of the ICRC’s programme. It perfectly combines physical rehabilitation, social reintegration, fun and entertainment for people who would otherwise not have had access to these things. Already during their physical rehabilitation, patients do exercises with balls to improve, for example, their balance and weight transference.
- As with every season, as part of the UEFA.com users’ Team of the Year award, a donation of €100,000 was made to the ICRC’s programme in Afghanistan.



© Olivier Moeckli, ICRC

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

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

“A few players have started English lessons. For years we had advised them to do this. Sport performed the miracle, knocking down barriers. Others have learned to read and write. Some have taken out loans to start their own businesses. Playing sport has given the players confidence to take on new challenges.”

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

Some **700** disabled employees are provided with on-the-job coaching each year, and a total of 39 students will have finished a three-year diploma course by the end of 2015.

In 2014, more than **104,500** disabled Afghans (including around 34,500 children) benefited from physiotherapy and prosthetic/orthotic devices provided by ICRC-run facilities.

## Planned activities for 2015/16

- Continued support for seven centres and a component factory with a view to providing 95,000 physically disabled people with quality rehabilitation services.
- Continued support for staff training, both on the job and through professional certification courses.
- Continuation of activities to improve patients’ access to centres (transportation/ outreach programmes, security permitting).
- Continuation of a home care programme for severely disabled people.
- Continuation of social inclusion activities: education, employment and sports.

## Key performance indicators

Objective	Indicator	Performance			Plan 2015	Target 2016
		2012	2013	2014		
Provide physically disabled people with rehabilitation services	Patients who receive services	80,528, including 20,469 children	94,868, including 28,945 children	104,584, including 34,509 children	95,000, including 30,000 children	104,500
	Number of home visits to patients who cannot travel to a centre <sup>43</sup>	7,083	7,706	6,946	8,000	8,000
Improve access to the services and follow-up	Number of patients afforded social inclusion opportunities, such as employment, education and sports, thanks to ICRC support	3,000	3,700	2,900	3,000	3,000

<sup>43</sup> Number of visits determined by patients’ needs and the security situation.

# sportanddev.org: the International Platform on Sport and

There was significant progress for sport and development (S&D) during the 2014/15 season, most notably the inclusion of sport in the 2030 Agenda for Sustainable Development as an enabler of social change. This milestone is a sign of the growing recognition of the role that sport is playing in effecting positive social change globally. sportanddev.org plays an essential role in this process by acting as the mouthpiece of the S&D community and lobbying for greater inclusion of sport in global development efforts.



© sportanddev.org

## Main achievements 2014/15

- sportanddev.org provided wide coverage of a day-long workshop on sport for development at the 2014 European Association for Sport Management conference. The workshop's theme was 'Exploring global and local futures in sport and development', and the workshop included presentations on a wide range of topics, such as building safe spaces, monitoring and evaluation and sustainability in S&D.
- sportanddev.org launched a toolkit on child protection and safeguarding in sport to accompany the International Safeguarding Children in Sport Working Group's launch of the eight safeguards for children in sport at the 2014 Beyond Sport Summit in Johannesburg. The toolkit aims to encourage safe sport by providing a gateway to the topic where users can access essential information.
- sportanddev.org was invited as experts in S&D to provide insight on the role of sport in inspiring climate action. The panel discussion was organised by the Guardian in reaction to the release of the Intergovernmental Panel on Climate Change report, which outlined one of the most sobering warnings about climate change to date.
- The second UN International Day of Sport for Development and Peace recognised the increasing role of sport as a tool in development and peace-building. Once again, sportanddev.org filled the role of facilitator for the S&D community on the day, providing space for members to highlight how they marked the occasion, and sharing information on organising related activities, coordinating a campaign and advocating for wider recognition of sport as a tool for development.

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

David McGillivray, sportanddev.org user, via Twitter

# Development



## Key Performance Indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Increase the visibility of sportanddev.org in the S&D sector and in overall development community	Number of registered team player profiles	3,208	4,275	5,618	6,400	7,400 <sup>44</sup>
	Number of registered organisations	501	580	624	660	700
Continue to service the S&D community	Number of articles shared on sportanddev.org	1,160	1,271	1,301	1,330	1,350
	Number of activities on sportanddev.org to inform users and provide opportunities to get involved <sup>45</sup>	31	37	42	43	45



© sportanddev.org

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

2014/15 was marked by growing recognition of sportanddev.org as the main source of information on S&D. For example, both the International Olympic Committee and UNESCO provided links on their sites regarding sportanddev.org's coverage of the International Day of Sport for Development and Peace. sportanddev.org aims to continue to act as a figurehead for this emerging field and as a supporter of its members as they start to receive the attention they deserve.

## Planned activities for 2015/16

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

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

<sup>44</sup> Target raised to reflect strong 2014/15 performance.

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

# The Cruyff Foundation

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

## Main achievements 2014/15

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

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



© Ijla van Holstein

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

Johan Cruyff



© Ijla van Holstein



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## Key performance indicators

Objective	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Build playing spaces	Number of Cruyff Courts built in European countries	9	4	8 <sup>46</sup>	8	8
Create participation opportunities	Number of Cruyff Court six-a-side championships in European countries	214 in 67 cities	233 in 72 cities	239 in 70 cities	245 in 73 cities	250 in 75 cities
	Number of community programmes in European countries	31	58	58	70	75

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

## Planned activities for 2015/16

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

- Three in the United Kingdom – two in Liverpool (the first in collaboration with the Liverpool FC Foundation, the city of Liverpool, and the People's Postcode Lottery, and the second with Everton in the Community); and one in Aberdeen, together with the Denis Law Legacy Trust.
- The Davy Klaassen Cruyff Court– named after the current AFC Ajax player – will open in the player's hometown of Hilversum, in the Netherlands.
- New Cruyff Courts will open in Acre, Israel, and the village of Pobla de Segur in Spain, the hometown of former FC Barcelona defender Carles Puyol.

<sup>46</sup> Some projects that were planned for the first half of 2015 have been postponed until 2015/16.

## Football Association of Serbia

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

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

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

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



© Football Association of Serbia

“The name of the tournament tells us everything.”

Husref Musemić, former FK Sarajevo and Red Star player

## Society for the Prevention of Cruelty to Children (NSPCC)



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

### Main achievements 2014/15

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

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



© NSPCC

## Society for the Prevention of Cruelty to Children (NSPCC)



### Planned activities for 2015/16

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

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

**“We found the course to be very well-presented and extremely detailed in all aspects of safeguarding in sport. As such we would recommend it to anyone who works with children in sport.”**

Nic Scott, head of safeguarding, Manchester City FC

## Sport and Citizenship think tank (S&C)



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

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

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

## “When football meets the spirit of the mountain”

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

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

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

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



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

Frédéric Thiriez, president of the French Professional Football League

## Fundación del Fútbol Profesional



The Fundación del Fútbol Profesional (FFP; Foundation of the Spanish Professional Football League) and the Spanish Committee for UNICEF have an agreement to collaborate on promoting the rights of children and using sport as an educational tool for development and social inclusion. The agreement also specifies an annual collaboration on the Champions for Life solidarity match, which involves players from all Spanish Premier Division and second-division clubs in order to raise funds for humanitarian emergencies and solidarity projects all over the world, and is focused on children.

In the 2014/15 season UEFA contributed €20,000 to the second Champions for Life match, which took place at the Estadio Vicente Calderón in Madrid. The match featured no less than 66 players from Spanish first and second-division clubs, and focused on giving football the opportunity to join in solidarity with those suffering the ravages of the Ebola virus in Africa.

Afterwards, the headquarters of the FFP enjoyed one of its most moving days when the funds raised during the

Champions for Life match, amounting to €407,000, were presented to five projects. The Spanish Committee for UNICEF pledged its money to programmes tackling the Ebola epidemic in Africa, while the FFP directed its portion of the funds to various social programmes already administered by Spanish football clubs, and by the FFP itself, in Seville and various African countries.



© Fundación del Fútbol Profesional

## UEFA Youth League



The UEFA Youth League is open to 64 teams. It comprises the 32 youth teams of the clubs that qualify for the group stage of the UEFA Champions League and the domestic youth champions of the 32 best-ranked associations in the UEFA association coefficient rankings.

Having such a large and talented pool of individuals participating in the competition presents UEFA with a good opportunity to sensitise these young players to the kind of values that are important to cherish and keep with them in the game, and in life.

The 2014/15 season was the second consecutive year that the tournament took place, and the second year it was held in UEFA's home town of Nyon.

The Respect campaign features very prominently during the tournament, with organisers encouraging all participants to take it on board as a key facet of the competition. T-shirts, pennants and other UEFA Respect memorabilia are offered to participants, while the No To Racism message features on the photos of teams and referees.

In addition, as with every season, ticket sales for the semi-final and final were also donated to a social programme.

## UEFA Europa League final



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



© Matthew Lewis, UEFA

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

TPD works in the field of social welfare, complementing state and local government activities and advocating the rights of children and young people.

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

## L'Association Ligne de Vie

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

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

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

## Natural-disaster relief

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

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



# Fan dialogue

## Football Supporters Europe (FSE)

Football Supporters Europe (FSE) continued its successful work in the 2014/15 season through a number of initiatives, not least the provision of support to its members' activities in different countries, with the aim of expanding the possibilities for football supporters across Europe to voice their opinions on policies and measures affecting them in football in a constructive, democratic and coordinated manner.

More than EUR

# 8,000

was raised for the Second Fan Shirt campaign through online auctions in the first three months, with over

# 80

supporter groups from

# 10

countries taking part in campaigning activities.

### Main achievements 2014/15

- FSE organised the seventh European Football Fans congress during the Mondiali Antirazzisti festival in Bosco Albergati, Italy. Around 8,000 football fans, political activists, NGOs and individuals participated in the festival.
- The Second Fan Shirt campaign, an FSE fan solidarity campaign for refugees, was launched, encouraging fans to organise collections of fan and football clothing and merchandise.
- The Respect Fan Culture – Fan Embassies project kicked off with the aim of fostering good hosting, contributing to the prevention of conflicts and enhancing safety and security in the run-up to and during UEFA EURO 2016.
- Member organisations and campaigns were supported in Denmark, France and Turkey, with support provided for the submission, via FSE members, of three key documents to authorities in Spain.
- FSE and Transparency International Deutschland founded the Sport and Rights Alliance (SRA), a coalition of leading NGOs, sports organisations and trade unions with the aim of urging the decision-makers of large international sports events to introduce measures to ensure these events are organised in a way that respects human rights, the environment and anti-corruption requirements at all stages of the process.
- FSE contributed significantly to the content of a European handbook on supporter liaison to serve as a toolkit for police and authorities on liaising with supporters. The handbook is due to be adopted by the Council of Europe by the end of 2015.



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

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

### Planned activities for 2015/16

- The organisation of the eighth European Football Fans congress.
- Monthly donations to refugee aid initiatives across Europe through the Second Fan Shirt campaign.
- Relaunch of the FSE Fans’ Guide app.
- FSE anti-discrimination network activities.
- Publication of issue 6 of the Revive the Roar! fanzine, on fan-driven anti-discrimination activities in Europe.
- The organisation of a key stakeholder conference on fan hosting and the creation of a legacy for UEFA EURO 2016 through supporter dialogue and liaison.
- The implementation of international fan embassy services for travelling supporters of up to 20 participating teams as part of the UEFA EURO 2016 Respect Fan Culture project.



# Football Supporters Europe (FSE)



## Key performance indicators

Objective <sup>47</sup>	Indicator	Performance			Plan 2015/16	Target 2016/17
		2012/13	2013/14	2014/15		
Foster networking and exchange among football fans across Europe	Number of FSE events and projects for transnational exchange facilitated among fans or FSE members <sup>48</sup>	15	15	20	20	20
	Number of new FSE membership applications accepted	61	289	97	100	100 <sup>49</sup>
Organise transnational grassroots campaigns on topics relevant to supporters	Number of fan groups participating in FSE's transnational campaigning activities	5	10	80 <sup>50</sup>	100	60
Provide support services, advice and expertise to fans at national and local level as well as in the context of international tournaments	Number of countries in which FSE provided structured advice and European backing to members' activities	5	6	5	5	6
	Number of users of the FSE Fans' Guide app	n/a	5,000	3,000	5,000	8,000
	Number of self-sustainable fan embassy initiatives run by fans <sup>51</sup>	7	12	12	18	20
Represent fans' interests with relevant institutions and football governing bodies	Number of committees, working groups and departments of governmental and football governing bodies worldwide that FSE works with on a regular basis	4	5	8	10	10

<sup>47</sup> The objectives have been reworded this year to better represent the work that FSE does. <sup>48</sup> Approximate figures. <sup>49</sup> This target has decreased from the last report upon reassessment of performance. <sup>50</sup> Actual figure more than planned due to the popularity of the Second Fan Shirt campaign, which was suggested by Danish members in view of the refugee situation in Europe. <sup>51</sup> With support from national governments, football governing bodies or third parties.

# Supporters Direct Europe (SD Europe)



Over the 2014/15 season, Supporters Direct Europe (SD Europe) took steps towards establishing itself as an independent organisation, rather than an informal network serviced by a department within an existing body. A governance review has been commissioned, which will incorporate feedback from the network and relevant stakeholders. It is envisaged that by 2016/17 SD Europe will be set up as an independent organisation.

## Planned activities for 2015/16<sup>52</sup>

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

## Main achievements 2014/15

- Survey findings were presented at UEFA's club licensing and financial fair play workshop in Dublin, demonstrating the positive impact on supporter relations since the supporter liaison officer (SLO) requirement was introduced into club licensing.
- SD Europe participated in the first-ever Bulgarian round table on supporter involvement in ownership and decision-making processes at clubs. The round table was jointly organised by the local ministry for sport, the BFU and the PFC Levski Sofia supporters' trust ahead of the introduction of a new sports law.
- Jointly organised the second Assises de Supportérisme (Foundation of Supporterism) conference at the French senate, in order to encourage a dialogue between supporters, the government and the football authorities.
- Celebrated the establishment of Italy's first two member-run clubs – SCSD Cava United FC and US Ancona 1905.
- Jointly organised the first Encuentro del Fútbol Popular (People's Football) conference in Palencia, Spain, which focused on better management and governance of football clubs, the social value of football, alternative and more-effective means of communication and strategies, and supporter ownership of and active participation in clubs.
- Provided input on the deliverables of the expert group on the economic dimension of sport. Recommendations provided focused on social impact and economic sustainability.

**“The economic environment has created huge problems for our clubs and their owners. The participation of supporters in the ownership of their club can prevent bankruptcy. We want to promote this participation of supporters, to show that they are not only fans but also shareholders.”**

Krasen Kravev, Bulgarian sports minister

<sup>52</sup> SD Europe wishes to note that the list of planned activities is not exhaustive, and that further events will be added following discussions with members of the European supporters' trust network following publication of this report.

# Supporters Direct Europe (SD Europe)

## Key performance indicators<sup>53</sup>

Objective	Indicator	Performance			Plan	Target
		2012/13	2013/14	2014/15	2016/17	2016/17
<b>Grow SD Europe network and improve services offered to groups</b>						
Grow number of NSOs <sup>54</sup>	Number of NSOs established	Cumulative total of 9	+1	+1	+1	Cumulative total of 13
	Number of countries in the network	2	+2	+2	+2	Cumulative total of 10
Support the set-up or improvement of structural relationships between NSOs and national institutions and governing bodies	Number of NSOs securing long-term working relationships with national governing bodies	n/a	2	2	2	2
	Number of NSOs securing funding from stakeholders	1	3	2	3	2
Provide training and knowledge sharing to affiliated groups/clubs	Number of training events	7	6	10	12	12
	Number of members surveyed per year	n/a	3	2	2	2
<b>Strategic lobbying</b>						
Lobby to promote sustainability in football	Number of attendance and speaking opportunities at stakeholder workshop events	3	4	7	5	2
Deepen relationships with key stakeholders	Number of contributions at EU or national-level working groups relating to football governance	1	1	4	4	4
	Number of meetings with national governments, number of times ministerial support is given for supporter involvement and number of legal/policy changes made	7	1	4	3	3
<b>SLO implementation</b>						
Better service the demand for training and educational initiatives from European football's key stakeholders	Number of UEFA member SLO workshops participated in per season	Cumulative total of 11	+4	+5	+11	Cumulative total of 29
	Number of SLO bilateral meetings participated in or arranged	n/a	3	5	8	4
	Number of events participated in that are organised by stakeholders and European institutions other than UEFA members	4	9	8	7	7

<sup>53</sup> Campaigns by supporters to own clubs or to form a new club are often launched in response to a period of crisis experienced by the clubs, something that often happens suddenly. While SD Europe actively encourages the network of groups that it works with to have in place a strategy for greater levels of ownership or involvement, it does not pinpoint clubs to target during its pre-season planning, unless requested to do so by a specific group, who are responsible for taking their own decision on the issue. Its role is to serve the interests of these groups, help them with developing a strategy and provide them with the support required to achieve their goals. This is why this activity is not represented in the KPI table. <sup>54</sup> National supporters' organisations – with a focus on fan involvement and ownership.

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

**“Serie A’s new programme of home visits is part of a multi-stakeholder approach to improving the quality of the SLO work at Italian clubs. We believe that SLOs can play a key role in raising standards in the Italian game. Our aim is to see not just individual SLOs but an SLO department at each club in the near future.”**

Marco Brunelli, Serie A CEO

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



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

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

In 2010 Ancona failed to comply with the licence criteria of Lega Pro (tier 3) and were relegated to Eccellenza (then tier 6). Since day one of this huge crisis, the supporters of Ancona stood firmly by the club's side: united under the slogan 'Passion cannot be relegated', they formed Sosteniamolncona, a democratic organisation committed to the development of a community club with supporters at its heart. In June 2015 it was confirmed that Sosteniamolncona would assume full ownership and management of Ancona.

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

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



# Football First: UEFA We Care

## German Football Association



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

The DFB’s Egidius Braun Foundation and the German national team contributed €300,000 each, a sum matched by the federal commissioner for migration, refugees and integration. UEFA added €50,000, prompting the German government to chip in the same amount.

This money will be used to give initial €500 grants to 1,400 clubs in 2015 and 2016. The funds will be distributed to clubs that offer refugees the opportunity to play football, thereby providing valuable support to municipalities and public authorities. The DFB has also decided to extend this important programme aimed at the integration of refugees through football until 2019.

**Project champion:**

Eugen Gehlenborg, DFB Vice President for Social and Sociopolitical Affairs



© Ballspielverein

## Scottish Football Association



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

The Good Old Days project uses football imagery and memorabilia within the bounds of a safe environment to enable discussion with peers. It has been designed to help boost recall memory, self-esteem and confidence and encourage a reconnection with football for people living with dementia. A significant body of evidence illustrates the positive change that the project has brought about.

UEFA’s support has provided the opportunity for Scottish clubs to add the Football Memories programme to their community programmes and thus engage with a group of participants that is hard to reach. The programme forms new partnerships between football clubs’ community departments, club historians, health and social services professionals, and Alzheimer Scotland.

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

**Project champion:**

Stewart Regan, SFA chief executive



© SNS Group

“ I bring a sad person living with dementia to the sessions and I collect my husband.”

Service user

## Euro-Sportring

Euro-Sportring organises international youth football tournaments, senior football tournaments and handball tournaments in 12 European countries where each year over 8,000 teams from more than 30 countries participate.

The UEFA Respect Ceremony was incorporated into 64 Euro-Sportring youth tournaments in the 2014/15 season, with 6,046 teams participating across Austria, Belgium, Croatia, the Czech Republic, Denmark, England, France, Germany, Italy, the Netherlands, Spain and Poland.

At each ceremony, held on the last day of every tournament, every child was invited on stage to receive a Respect medal and have their photo taken with their team. The 5,000+ photos were put together in a [Respect gallery](#) on Euro-Sportring's website.

In addition to the ceremony and gallery, Euro-Sportring decorated all tournament venues with UEFA Respect and No to Racism material and provided all tournament organisers with clear instructions about the ceremony, the material and the cooperation with UEFA.

**Project champion:**

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



In total, Euro-Sportring distributed

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



© Euro-Sportring

## Mathare Youth Sports Association



© MYSA

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

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

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

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

**“UEFA’s support for expanding their community service activities helped improve the environmental conditions and health for tens of thousands of youth in the slums.”**

Bob Munro, founder/executive chairman, MYSA and MUFC

**Project champion:**

Per Ravn Omdal, UEFA honorary member, former president of the Norwegian Football Association and former UEFA vice-president

From July 2014 to June 2015, the community service activities by MUFC players increased to a total of

**6,940**

hours, with an average of 578 hours each month, at a total cost of

**€25,760.**

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



# Concluding Remarks

# Concluding remarks

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

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

### FSR partner integration into UEFA activities:

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

-  [Matchday observer scheme](#) – Fare and UEFA

### Synergies between FSR partners:

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

## Outlook

### HatTrick funding for member associations

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

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

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

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



© Getty Images

### UEFA Foundation for Children

The [UEFA Foundation for Children](#) was established during the 2014/15 season and has begun funding projects across the world in partnership with NGOs that place disadvantaged children at the heart of their work. Specifically, these are children who need help as a result of physical, mental or psychological problems, because of their social

environment, or on account of a crisis situation linked to armed conflict or a natural disaster. In a slight shuffle in structure, the UEFA Foundation for Children will oversee the awarding of UEFA's annual Monaco Charity Award, which in 2014 was [awarded to the CPSU](#) at UK charity the NSPCC.

## Concluding remarks

### Outlook

#### UEFA EURO 2016



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



**Respect Access for All**  
(with guidance from CAFE)  
1. Total football, total access!



**Respect Your Health**  
(with guidance from Healthy Stadia)  
2. Tobacco-free tournament



**Respect Diversity**  
(with guidance from the Fare network)  
3. Anti-discrimination match monitoring



**Respect Fan Culture**  
(with guidance from FSE)  
4. Fan embassies



**Respect the Environment**  
5. Public transport and mobility  
6. Waste management  
7. Energy and water optimisation  
8. Sourcing of products and services

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

Jacques Lambert, EURO 2016 SAS president



This one-year-to-go report<sup>55</sup> will be followed by a post-event report in the autumn of 2016. The report will be compliant with the Global Reporting Initiative and will present the performance indicators, achievements and limitations of the UEFA EURO 2016 sustainability and social responsibility strategy.

UEFA and EURO 2016 SAS will also attempt the ISO 2012-1 certification for UEFA EURO 2016 operations as part of its commitment to sustainability. ISO 2012-1 is a framework for implementing sustainability throughout event management operations. It is a way of working to make sure sustainability is taken into account at every step when planning and implementing the event.

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

[A Sustainability Tips and Tricks Guide](#) has also been written for all UEFA EURO 2016 stakeholders and details 15 simple ways to play an active part in protecting the environment.

<sup>55</sup> <http://www.uefa.org/social-responsibility/news/newsid=2264316.html>



# FSR partner feedback

# FSR partner feedback

A second FSR partner workshop was held at UEFA's headquarters following the publication of the second annual FSR report, covering the activities of the 2013/14 season.

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

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

“ Provides a great overview of UEFA and each CSR [corporate social responsibility] partner – very comprehensive. Good variation of photos, text, quotes and charts.”

“ The colour coding system makes the report clear. Good improvement on last year's report. However, the category 'Solidarity' should be subdivided or titled with different headings (or allocated to the other categories).”

“ Satisfying length, but not enough space for the presentation of the organisations. Compensate with direct links in the online version.”

“ It provides us with the opportunity to show to other potential partners that we are credible organisations and recognised by UEFA. It is great for our visibility. The timelines on pages 24–27 could be published separately as a stand-alone wallchart/poster/handout.”

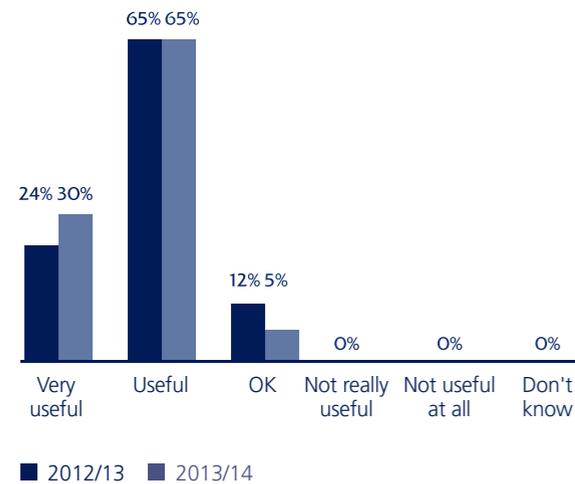
“ [The report is a] useful reference point to have at hand to summarise our (and others') work with UEFA.”

“ [One negative is the] length of the reporting process and the length of time between reporting and publication. We appreciate you are trying to improve this by shortening the timeframe.”

“ Distribution of the report is a big question. Go beyond member associations, reach out to other confederations, sport associations...”

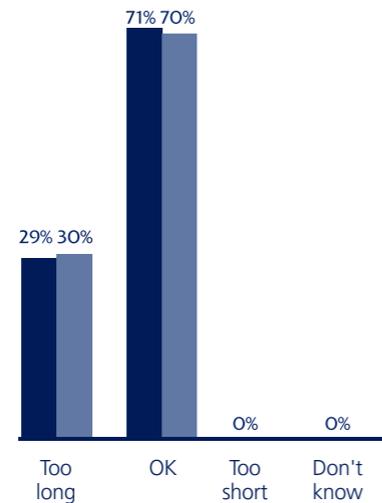
## Content

What is your rating of the content of the report?



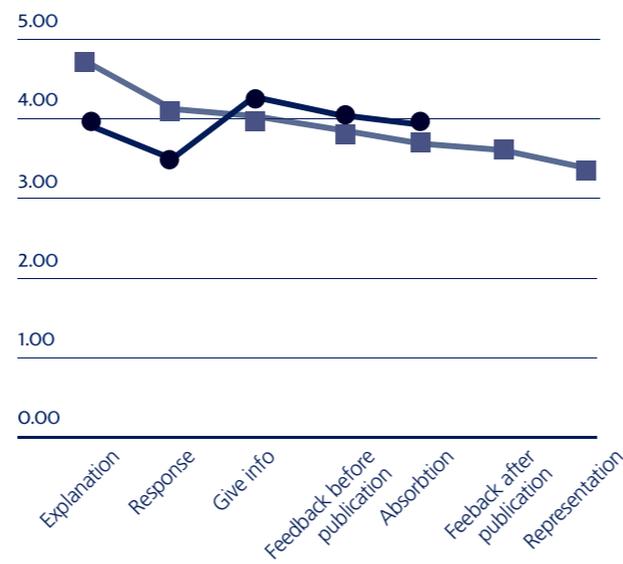
## Length

What is your view on the length of the report?



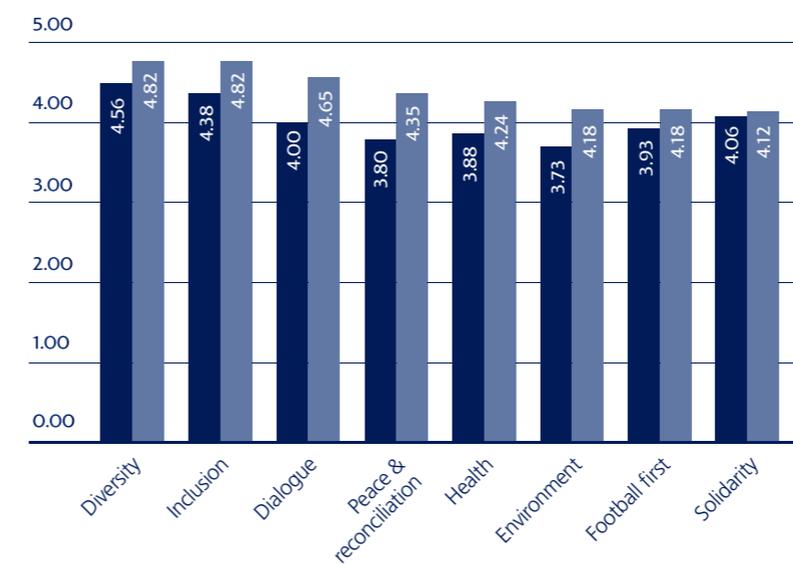
## Involvement

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



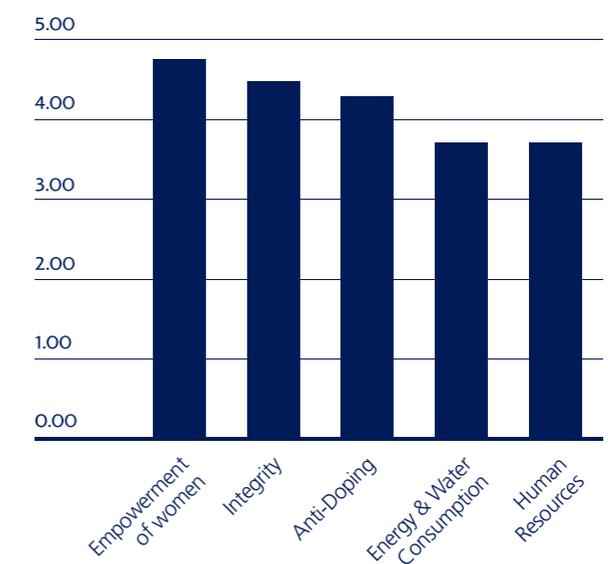
## Topics covered

Rank the relevance of the following issues (scale 1 = very low, 5 = very high)



## Inside UEFA issues

Rank the relevance of the following issues (scale: 1= very low, 5=very high)



## FSR partner contact list

The organisations involved in UEFA's FSR programme during the 2014/15 season are listed below, with contact details.

Balkan Alpe Adria Project  
[www.footballforequality.org/balkan-and-central-europe/](http://www.footballforequality.org/balkan-and-central-europe/)  
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European Amputee Football Federation  
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[office@amputeefootball.eu](mailto:office@amputeefootball.eu)  
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European Deaf Sports Organisation  
[www.edso.eu](http://www.edso.eu)  
[football@edso.eu](mailto:football@edso.eu)

European Healthy Stadia Network  
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[matthew.philpott@healthystadia.eu](mailto:matthew.philpott@healthystadia.eu)  
 +44 1512 372686

European Powerchair Football Association  
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Homeless World Cup Foundation  
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International Blind Sports Federation  
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International Committee of the Red Cross  
[www.icrc.org](http://www.icrc.org)  
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International Federation of Cerebral Palsy Football  
[www.ifcpf.com](http://www.ifcpf.com)  
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Mathare Youth Sports Association/Mathare United FC  
[www.mysakenya.org](http://www.mysakenya.org)  
[www.mathareunitedfc.com](http://www.mathareunitedfc.com)  
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National Society for the Prevention of Cruelty to Children  
[www.nspcc.org.uk](http://www.nspcc.org.uk)  
[www.thecpsu.org.uk](http://www.thecpsu.org.uk)  
[www.childline.org.uk](http://www.childline.org.uk)  
[jbrownlow@nspcc.org.uk](mailto:jbrownlow@nspcc.org.uk) or  
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+44 7506 687000

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+33 6 75 83 48 10

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+389 231 29 291

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# UEFA Football and Social Responsibility Report

## Global Reporting Initiative index (GRI)<sup>56</sup>

Key	
	Partially reported
	Completely reported
	Not reported – data not available
	Not applicable
	Material inside the organisation
	Material outside the organisation

FSR12/13 UEFA FSR 2012/13 Report  
(relevant page numbers in brackets)

GRI indicator	Description	Chapter	Page (section/description)	Coverage
<b>General standard disclosures</b>				
<b>Strategy and analysis</b>				
G4-1	Statement	Message from Peter Gilliéron	2	
G4-2	Key impacts, risks and opportunities	Message from Peter Gilliéron About the report About the report*	2 8 (New developments) FSR12/13 (9) (reference to UEFA's Social Responsibility Strategy Review (2011))	
<b>Organisational profile</b>				
G4-3	Name of the organisation	-	124 (publisher information)	
G4-4	Primary brands, products and services	Introduction*	FSR12/13 (5)	
G4-5	Location of the organisation's headquarters	Back cover	-	
G4-6	Names and numbers of countries where the organisation operates	- Introduction*	124 (publisher information) FSR12/13 (5)	
G4-7	Nature of ownership and legal form	Introduction*	FSR12/13 (5)	
G4-8	Target audience and affected stakeholders	Introduction*	FSR12/13 (5)	
G4-9	Scale of the organisation	Introduction* Inside UEFA	FSR12/13 (5) 14 (Energy and water consumption, Human Resources)	
G4-10	Total workforce	Inside UEFA	14 (Human resources)	
G4-11	Percentage of total employees covered by collective bargaining agreements			
G4-12	Organisation's supply chain			
G4-13	Significant changes during the reporting period as regards organisation's size, structure, ownership or supply chain	About the report Inside UEFA	8 (New developments) 14 (Human resources)	
G4-14	Precautionary approach or principle – whether and how it is addressed by the organisation			
G4-15	Externally developed charters, principles and other initiatives			
G4-16	Membership of associations and national or international advocacy organisations	Introduction* European dialogue*	FSR12/13 (5) FSR12/13 (70) (Council of Europe)	

### Material aspects and boundaries

G4-17	List of all entities, including consolidated financial statement	Introduction*	FSR12/13 (5)	
G4-18	Report content	About the report About the report*	8 FSR12/13 (9)	
G4-19	List of material aspects identified	About the report About the report*	8 FSR12/13 (9) (see comment regarding identification of aspects in footnote 52) FSR12/13 (14)	
G4-20	List of material aspects inside the organisation			
G4-21	List of material aspects outside the organisation	Strategy*		
G4-22	Effect of any restating of information provided in previous reports			
G4-23	Significant changes relative to previous reporting periods	About the report	8	

### Stakeholder engagement

G4-24	List of stakeholder groups	FSR partner contact list	116	
G4-25	Specific stakeholders with whom to engage	About the report*	FSR12/13 (9)	
G4-26	Approach to stakeholder engagement	FSR partner feedback	112	
G4-27	Topics and concerns raised through stakeholder engagement	FSR partner feedback	112	

### Report profile

G4-28	Reporting period	About the report	8	
G4-29	Date of the most recent previous report	About the report	8	
G4-30	Reporting cycle	About the report	8	
G4-31	Contact point	-	124 (Contact)	
G4-32	Type of report	-	This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.	
G4-33	Assurances			

### Governance

G4-34	Governance structure of the organisation	About the organisation*	FSR12/13 (6) (The administrative organisation of UEFA)	
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### Ethics and integrity

G4-56	Organisational values, principles, standards and behavioural norms	About the organisation* Football and social responsibility at UEFA* Strategy*	FSR12/13 (6) FSR12/13 (10) FSR12/13 (14)	
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<sup>56</sup> This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

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

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

# UEFA Football and Social Responsibility Report

## Global Reporting Initiative index (GRI)

GRI indicator	Description	Section	Aspect Boundary	Page (Subsection/Comments)	Coverage
<b>Specific standard disclosures for NGOs (Note: only UEFA's key aspects are covered<sup>57</sup>)</b>					
<b>Economic</b>					
<b>Economic performance</b>					
G4-EC1	Direct economic impact	About the report	External	8 (FSR budget allocation by theme 2014/15)	1
G4-EC2	Financial implications due to climate change	Environment	External	66 (Climate Friendly)	1
"NGO7"***	Breakdown of financial investments/funding by type	About the report	Internal	8 (FSR budget allocation by theme 2014/15)	2
"NGO8"***	Breakdown of financial resources by source	About the organisation* Football and social responsibility at UEFA* Strategy*		FSR12/13 (6) FSR12/13 (10) FSR12/13 (14)	2
<b>Environmental</b>					
<b>Energy</b>					
14					
G4-EN3	Energy consumption within the organisation	Inside UEFA – Energy and water consumption	Inside	14 (Energy and water consumption)	1
<b>Water</b>					
G4-EN8	Withdrawal of water	Plan to include in next season's report	Inside	14 (Energy and water consumption – footnote)	2
<b>Waste</b>					
G4-EN23	Total weight of waste	Plan to include in next season's report			2
<b>Transport</b>					
G4-EN30	Significant environmental impacts of transport	Environment	Inside	66 (Climate Friendly)	1
<b>Society</b>					
<b>Anti-corruption</b>					
14					
G4-SO4	Training on anti-corruption policies and procedures	Inside UEFA	External	14 (Integrity)	1
G4-SO5	Confirmed incidences of corruption and action taken	Inside UEFA	External	14 (Integrity)	1
<b>Labour practices and decent work</b>					
<b>Employment</b>					
14					
G4-LA1	New employee hires and employee turnover by age group, gender and region	Inside UEFA	Inside	14 (Human resources)	1
G4-LA9	Hours of training	Plan to include in next season's report			2
G4-LA10	After-placement programme	Inside UEFA	Inside	14 (Human resources)	1
G4-LA11	Performance and career development reviews	Inside UEFA	Inside	14 (Human resources)	1

<sup>57</sup> Aspects have been identified based on the strategic priorities defined by UEFA together with key stakeholders. This is not in full accordance with GRI's Materiality Principle.

G4-LA12	Breakdown of employees by employee category and other indicators of diversity	Inside UEFA	Inside	14 (Human resources)	1
<b>Product Responsibility</b>					
<b>Product and service labelling</b>					
112					
G4-PR5	Customer satisfaction	FSR partner feedback	Internal and external	112	1
<b>Affected stakeholder engagement</b>					
"NGO1"***	Number and type of stakeholder groups involved in project design and input	FSR partner feedback About the report*	Outside	112 (UEFA workshops) FSR12/13 (9)	2
<b>Feedback, complaints and action</b>					
"NGO2"***	Opportunities to provide feedback and complaints and action taken	FSR partner feedback	Internal	112	2
<b>Monitoring, evaluation and learning</b>					
"NGO3"***	a) Number of projects with KPIs, and b) Number and percentage of projects that are externally evaluated	All theme sections apart from 'Football First: UEFA We Care'	Internal	a) All KPI tables in report b) 80% of core and associate FSR partners externally evaluated (not known: Climate Friendly and UEFA We Care organisations)	2
<b>Gender and diversity</b>					
"NGO4"***	Diversity and participation based on gender, age, minority group, or other relevant type	Diversity Inclusion Health Peace and reconciliation Solidarity Football First: UEFA We Care	External	All sections All sections All sections All sections All sections except Euro-Sporting	2
<b>Public awareness and advocacy</b>					
"NGO5"***	Number, type and impact of public awareness and advocacy campaign	Diversity Inclusion Environment Health Solidarity Fan dialogue	External	34 (Fare network) 38 (NEVER AGAIN association) 54 (Special Olympics Europe/Eurasia) 58 (Homeless World Cup Foundation), 60 (Centre for Access to Football in Europe) 64 (World Wide Fund for Nature) 70 (World Heart Federation and Healthy Stadia) 80 (International Committee of the Red Cross), 82 (sportanddev.org: the international platform on sport and development), 88 (Sport and Citizenship think tank) 94 (Football Supporters Europe) 97 (Supporters Direct Europe)	2
<b>Coordination</b>					
"NGO6"***	Number and outcome of initiatives to coordinate activities and identify synergies	Concluding remarks FSR partner feedback	Internal and external	106 112 (UEFA workshops)	2

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

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

# UEFA Football and Social Responsibility Report

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

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