

UEFA EURO2016 FRANCE

SOCIAL RESPONSIBILITY & SUSTAINABILITY

Post-event report, 2016


TM
UEFA
EURO2016
FRANCE

About this report

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

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

The two reports reflect the general organisational model adopted for UEFA EURO 2016, as well as the social responsibility and sustainability[1] projects implemented. They have both been developed in accordance with the 'core' level of the guidelines for sustainability reporting (Global Reporting Initiative (GRI) **G4 supplement for event organisers**; see **6.4. GRI correspondence table** for details) and are in line with the guidance provided on '**communications on progress**' under the United Nations Global Compact initiative (which EURO 2016 SAS has signed up to). Following an introduction to the reporting strategy, material issues and priorities for UEFA EURO 2016, the major environmental, economic and social impacts and their related action plans are presented in four main sections:

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

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

1 For readability reasons, the terms *social responsibility* and *sustainability* are used interchangeably in this report.

A message from the President of EURO 2016 SAS



With millions of fans coming to the stadium to watch matches, UEFA EURO 2016 represented a celebration of cultures, values and passion for football. This was the best possible opportunity to innovate in the interests of sustainability and empower the football family. This vision was anchored in our statement of purpose and values and formalised in EURO 2016 SAS signing up to the UN Global Compact initiative.

As testimony to our strong commitment to social responsibility and our desire for its in-depth implementation within event operations, the tournament was awarded ISO 20121 certification. This involved every operational project, in cooperation with stakeholders, identifying what could be done to measure and optimise the tournament's environmental and social impact.

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

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

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



Jacques Lambert
EURO 2016 SAS President

A message from the CEO of UEFA Events SA



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

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



Martin Kallen
UEFA Events SA CEO

UEFA EURO 2016
Sustainability at a glance

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

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

RESPECT YOUR HEALTH
2. Tobacco-free tournament

RESPECT DIVERSITY
3. Anti-discrimination match monitoring

RESPECT FAN CULTURE
4. Fan embassies

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

ISO 20121: audit and certification
GRI G4: reporting
Life-cycle assessment: reporting and data analysis

24 teams and **51** matches

10 host cities

2.5m spectators watch matches in stadiums

€484m* in sponsorship revenue

€424m* from ticketing and hospitality

€1,024m* from TV rights

111m TV viewers per match

230 global broadcast zones

250,000 hotel nights for footballers, officials, UEFA partners, media representatives, suppliers and staff

* Final figures available in 2015/16 UEFA Financial Report

Infrastructure and services



Main achievements since June 2015

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

Training of EURO 2016 SAS teams and volunteers on sustainability

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

Reuse of material in partnership with specialist NGOs

Working group involving various stakeholders created to enhance accessibility

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

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

Partners

CAFE · fare · FSE Football Supporters Europe · Healthy Stadia

Eight social, economic and environmental priorities

Key performance indicators

RESPECT ACCESS FOR ALL

TOTAL FOOTBALL, TOTAL ACCESS!

1,685 wheelchair user places and
1,111 easy-access seats close to amenities
916 additional wheelchair spaces were constructed thanks to UEFA EURO 2016 and a further 32 were renovated (legacies of tournament)

RESPECT YOUR HEALTH

TOBACCO-FREE TOURNAMENT

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

RESPECT DIVERSITY

ANTI-DISCRIMINATION MATCH MONITORING

8 suspected incidents of racism/discrimination or misconduct reported
2 national associations sanctioned

RESPECT FAN CULTURE

FAN EMBASSIES

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

RESPECT ENVIRONMENT

PUBLIC TRANSPORT AND MOBILITY

517,000 tonnes of CO_2 equivalent due to transport of teams and spectators
150,000 additional seats on public transport for journeys to stadiums

WASTE MANAGEMENT

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

ENERGY AND WATER OPTIMISATION

30,000 litres of fuel saved in generators by improving the service level for domestic power
3 stadiums purchased certified renewable electricity

RESPONSIBLE SOURCING OF PRODUCTS AND SERVICES

100% of contracts and licensing agreements include mandatory compliance with ten UN Global Compact principlesl and ILO declaration
71% of items produced in Europe;
51% of sourcing budget spent on items produced in Europe

A three-fold approach to sustainability management and stakeholders engagement

INTEGRATION OF SUSTAINABILITY

6 stadiums audited internally; **4** stadiums undergoISO 20121 audits conducted by SGS
500+ sustainability initiatives developed in cooperation with
50+ UEFA EURO 2016 sustainability champions and
9 host city contact persons
Data on **500+** KPIs and indicators collected, analysed and reported

EMPOWERMENT AND TRAINING

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

COMMUNICATION AND AWARENESS

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



Contents

1 Social responsibility and sustainability framework

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

2 Governance

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

3 Setting the stage

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

4 The Tournament

4.1. Public transport and mobility 48
4.2. Respect Fan Culture: fan embassies 52
4.3. Respect Diversity: anti-discrimination match monitoring 54
4.4. Creating a safe tournament 56
4.5. Host cities 57

5 Behind the scenes

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

6 Experts' corner

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



1 Social responsibility and sustainability framework

1.1. Approach

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

From dialogue to action

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

- First, they identified key stakeholders and their commitment to environmental, social and economic issues through meetings, email exchanges, internet monitoring, reviews of standards, and assessment of experience acquired at the last two UEFA EUROs and best practices (2012 Olympic Games, French Open tennis tournament, etc.). The identification of key stakeholders and effective methods of cooperation was a positive factor in the success achieved see chart on right for different levels of engagement.)
- Then, they prioritised issues on the basis of risk (probability and impact), stakeholders' expectations, standards (e.g. ISO 20121), GRI's G4 guidelines, benchmarking, external expertise, examples of best practice and the feasibility of corrective action plans.
- Finally, they validated material issues and incorporated them in tangible social responsibility projects.

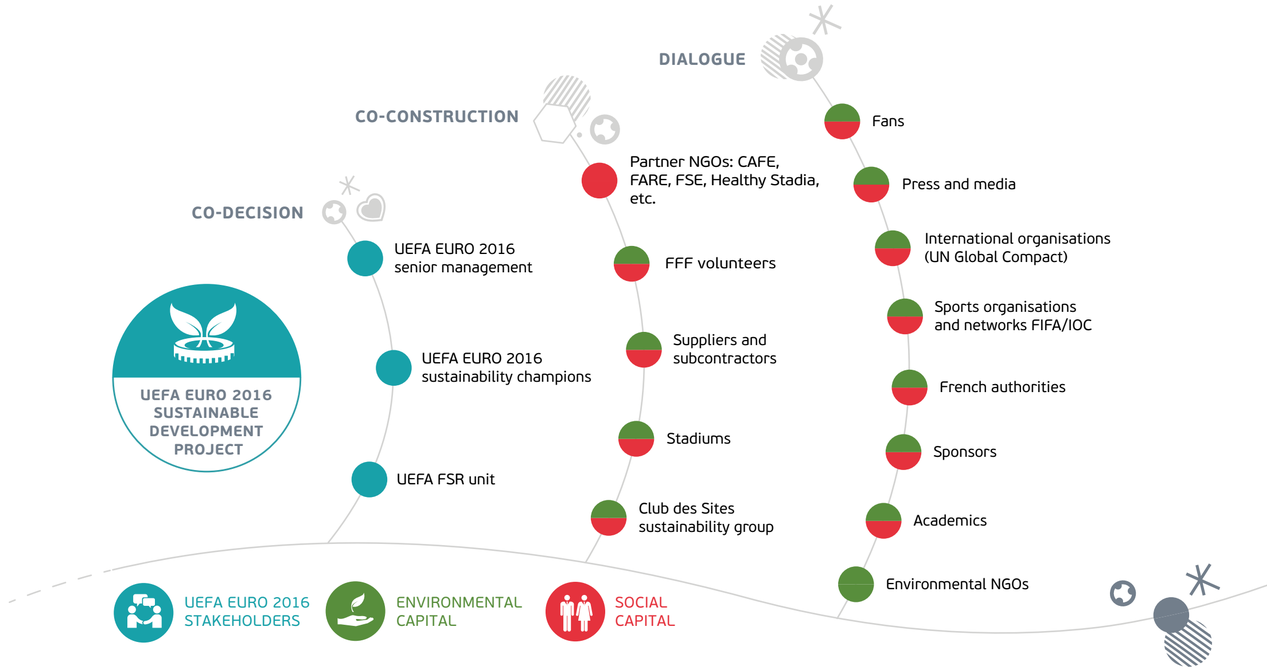
Engaging with expert stakeholders

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

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

- **'Club des Sites' Sustainability Group**, comprising sustainability representatives from each host city, which sought to ensure continuity and consistency as regards social responsibility and sustainability initiatives within stadiums and fan zones.
- **French Sport and Sustainable Development Network**, which shared best practices and sought to ensure a positive legacy for future sports events, by developing a set of environmental and sustainability recommendations for sporting events in France, preparing a national strategy for sustainable development in sport developing a tool called Optimouv, which assists with the selection of venues for sporting events with a view to reducing their environmental impact.
- **'Access for All Advisory Group' (AVG)**, a panel made up of representatives of different disability NGOs and host cities, plus government officials.

Social responsibility framework

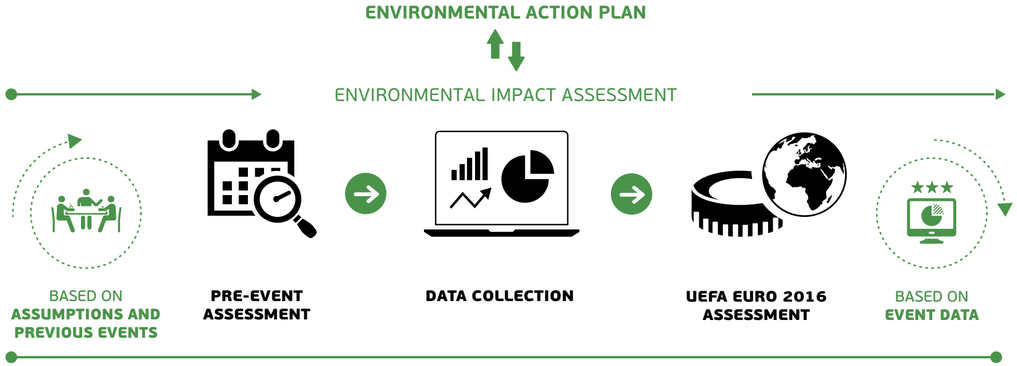


1.2. Environmental impact assessment

The one-year-to-go report pledged to use scientific assessment methodology in order to measure and report transparently on the environmental impact of UEFA EURO 2016, and that commitment has been upheld.

Purpose and methodology

The key principles of the methodology adopted – relevance, completeness, consistency, accuracy and transparency – are in line with those of similar projects at the Rio 2016 Olympics and the London 2012 Olympics. However, this is the first time that a large-scale event has gone beyond a simple carbon footprint. UEFA chose to also measure impact relating to air pollution and the effect on human health, as well as the impact on biodiversity. This multi-indicator approach provides a more complete understanding of the environmental footprint of an event. For example, on the basis of carbon footprint results, some events have favoured the use of biofuels produced from rapeseed or sugar cane for vehicles and generators. However, a complete environmental footprint assessment would have revealed that biofuels do not have less environmental impact than fossil fuels in terms of pollutant emissions into the air. Furthermore, when considering indicators such as land use and biodiversity, biofuels fare even worse. Nevertheless, UEFA did, for example, investigate using synthetic fuel for generators, but importing it from abroad would have caused transport-related effects. Ultimately, a decision was made to switch to the national grid whenever possible and use the most efficient type of generator when needed.



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

Results and benchmarks

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

Four new stadiums were built for UEFA EURO 2016, and five existing stadiums were renovated, with a total budget of €1.7bn. These projects represent by far the largest source of environmental impact, particularly in terms of greenhouse gas emissions (2.2m tonnes of CO_2 equivalent); this is consistent with similar projects elsewhere.

New stadiums offer greater comfort and more services, including advantages in terms of sustainability. It should be noted that some sustainability improvements increase venues' carbon and energy impact during the construction phase, but will repay that investment within a few years. For example, photovoltaic panels on stadium roofs have a primary energy payback period of two to three years. Additional examples are detailed in **3.1. Sustainability in stadium design**.

Note: UEFA has limited influence over decisions to build or renovate stadiums, as these decisions are often made before a country has been awarded the right to host a UEFA EURO. However, UEFA's selection process takes account of plans for the use of stadiums after the event. There is a positive trend in this regard: 60% of the stadiums used for UEFA EURO 2012 were built specifically for the event; that figure dropped to 40% for UEFA EURO 2016; and only 15% of the stadiums used for UEFA EURO 2020 are expected to be new. And this is despite the number of matches increasing from 31 in 2012 to 51 in 2016 and 2020.

The actions of the 2.5 million spectators represent the second largest source of environmental impact. These mainly include transport to/from and within France, accommodation, food, beverages and merchandising purchased at official sales points. (Note that items purchased elsewhere have not been included in the model.)

Transport to/from and within France represents 96% of spectators' carbon footprint (517,000 tonnes of CO_2 equivalent). Most long-distance spectators (70%) travelled to France by plane or car. Despite having limited influence on spectators' decisions, the organisers of UEFA EURO 2016 took steps to limit the footprint resulting from spectators' transport (for example, by working with SNCF to develop the public transport options available during the event). More information about the transport action plan is available in **4.1. Public transport and mobility**.

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

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

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

The last category, tournament operations (26,000 tonnes of CO_2 equivalent), is the only one that was largely under the control of the organisers of UEFA EURO 2016. Results shows that energy use and the purchase of specific equipment are the main sources of greenhouse gas emissions in this area. However, in terms of land use and biodiversity, catering services for staff and teams had the largest impact owing to intensive use of agriculture.

Several steps were taken to reduce the footprint of tournament operations. For example, thousands of litres of fuel were saved by optimising use of the national grid. In addition, a waste management policy focusing on the '3Rs' – reducing, reusing and recycling – promoted the renting (rather than purchasing) of equipment, limiting environmental effects resulting from the production and disposal of thousands of items.

Please refer to **3.2. Waste management and energy/water optimisation** for more information about energy efficiency and the policy on the reuse of equipment.

1,000 tonnes CO_2-eq?

Equivalent to the annual carbon footprint of 100 European inhabitants

Equivalent to the carbon footprint of 950 passengers from Paris to New York (round trip)

1% OPERATIONS

19% SPECTATORS, FANS AND GUESTS

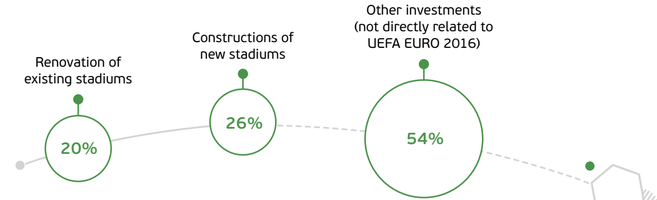
80% STADIUMS

Total UEFA EURO 2016: **2,825,000** tonnes CO_2-eq

Carbon footprint of UEFA EURO 2016

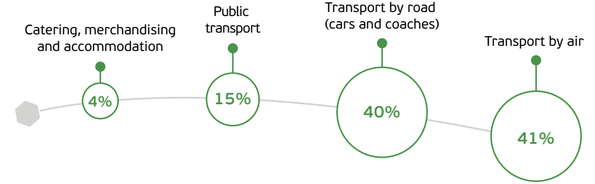
STADIUMS

2,258,000 tonnes CO_2-eq



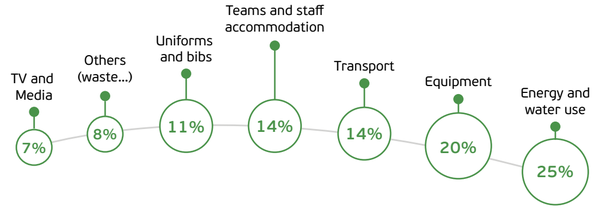
SPECTATORS, FANS AND GUESTS

539,000 tonnes CO_2-eq



OPERATIONS

28,000 tonnes CO_2-eq



1.3. Priorities and objectives

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

Vision in terms of sustainability

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

A credible sustainability approach would have been impossible without full accountability regarding the impact of UEFA EURO 2016. The sector supplement for event organisers in the GRI's G4 guidelines helped to provide comparable indicators covering the most significant externalities. **6.4. GRI correspondence table** for more details.

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

The statement of purpose and values is also available online. It states: "In line with growing awareness of the sports event industry, a pragmatic strategy has been established [...]. This includes the establishment of a sustainable event management system consistent with international standard ISO 20121 in order to put in place efficient and structured internal business processes and manage the impact of sustainability in areas such as access for all, health, diversity, fan culture and the environment. The organisers are committed to complying with the four principles governing sustainability: integrity, inclusivity, stewardship and transparency. These principles are aligned with UEFA's 11 key values, which include good governance and autonomy (no. 4), sporting integrity and betting (no. 7), and respect (no. 10)."



Eight priorities

In addition to anticipating impact, determining material issues and setting priorities, it is also important to establish key performance indicators based on specific, measurable objectives set by project leaders and monitor the extent to which these objectives are met.

Priorities	Objectives	Main outcomes and performance	Lessons learned
 **Total football, total access!**	• Coordinate and monitor the operational implementation of Access for All in partnership with CAFE and the stadiums • Create accessible stadiums at UEFA EURO 2016 to ensure an inclusive welcome and match experience for disabled fans	• 16,328 tickets for wheelchair users (including companions) and 6,423 tickets for easy-access seats. This accounts for about 0.9% of spectators, whereas people with such mobility problems account for about 3.8% of the population in the EU. • 50% of venues met minimum European standards for wheelchair user numbers (UEFA/CAFE standard)	• For 2020, UEFA is to consider removing rows or building platforms to improve sightlines • Access assessments should also be undertaken much earlier in the process at future final rounds, with advice given on navigation and signage ahead of the tournament
 **Tobacco-free tournament**	• Make all stadiums tobacco-free for UEFA EURO 2016 matches (with the support of Healthy Stadia)	• The smoking of tobacco products was prohibited in all indoor and outdoor areas within the stadium perimeter, but fans did not always respect this policy	• The stadium perimeter was too ambitious; the policy should have been limited to the stadium bowl. More preventive action is also needed to facilitate communication with fans • Communication was enhanced by enthusiastic volunteers and the use of all possible channels (the media, half-time announcements, the big screen, tickets, signage, etc.). Stewards did not cooperate effectively, which needs to be improved for future events
 **Anti-racism and anti-discrimination**	• Enforce a zero-tolerance approach, educate people and ensure that discrimination inside stadiums is reported, investigated and sanctioned	• Eight instances of racism/discrimination or misconduct were reported • Two national associations were sanctioned following incidents	• Expanding the scope of anti-discrimination measures to protect and train stewards could be a good idea

Priorities	Objectives	Main outcomes and performance	Lessons learned
 **Fan embassies**	• Create a fan-friendly, safe and secure environment in the host cities • Provide the best possible welcome, advice and support to fans, in cooperation with Football Supporters Europe (FSE) • Liaise between national team supporters' organisations and host cities	• 19 of the 24 teams had fan embassies, which was proportionally lower than in 2012 (when 14 of the 16 teams had fan embassies). This is because seven teams were appearing at a UEFA EURO for the first time • A fan guide app and a 24-hour helpline were made available to fans. • 80,000 individual fans visited fan embassies, using their services a total of 202,500 times between them	• Communication for UEFA EURO 2020 will be more digital • FSE to obtain recognition as the voice of the fans • Support in communicating social responsibility activities such as the no-smoking policy to be enhanced
 **Public transport and mobility**	• Minimise the environmental impact of transport • Ensure good mobility to, between and within the host cities for spectators, visitors and residents • Encourage public transport and walking	• 150,000 additional seats in public transport in France during event • Internal public transport policy • 35,000 tonnes of CO_2 equivalent offset by UEFA and national associations	• City combi-tickets to be ensured • Shared mobility app to be improved • Offsetting of fans' travel to be included in tickets prices • Hybrid/electric vehicles in car fleet
Waste management	• Implement a 3R policy (reduce, reuse, recycle) to achieve • 50% recycling rate • zero waste to landfill • improved awareness among the general public	• Overall reduction in volume of waste • Recycling rate of 38 % within stadiums • Creative solutions adopted in cooperation with NGOs to find second lives for items	• Dual-bin system for public areas in different cities/countries must be coordinated well in advance • 3R policy must be set out more clearly in contracts with partners and suppliers
Energy and water optimisation	• Reduce the environmental impact of energy use • Minimise the need for water	• Implementation of energy-efficient devices and technologies • Use of water-saving solutions	• Organisers required to purchase certified renewable electricity
Sourcing of products and services	• Promote responsible sourcing of products and services • Help buyers to consider environmental and social issues within the supply chain and encourage suppliers and licensees to follow social responsibility and sustainability guidelines	• 71% of items produced in Europe; 51% of sourcing budget spent on items produced in Europe • Sourcing guide developed for buyers • Large sustainability projects in partnership with major suppliers	• Stronger due diligence could have been done on CSR as regards suppliers of sensitive branded goods and merchandising (children's toys and textiles). • Certification should be part of the selection process for suppliers (e.g. ISO 20121)

2 Governance



2.1. Governance of UEFA EURO 2016 and incorporation of sustainability management through ISO 20121

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

Governance of sustainability initiative

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

Top-down and bottom-up approach

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

Senior management set the tone by endorsing an ambitious policy and the statement of purpose and values (see previous section).

Project leaders and/or sustainability champions were tasked with designing and implementing specific sustainability activities in cooperation with the sustainability manager. Guides and toolkits were created to facilitate their involvement, and they also underwent training.

Host cities appointed specific individuals to coordinate actions in stadiums and fan zones.

Internal and external auditors challenged the robustness of sustainability integration, pointing out areas to develop and gaps to fill.

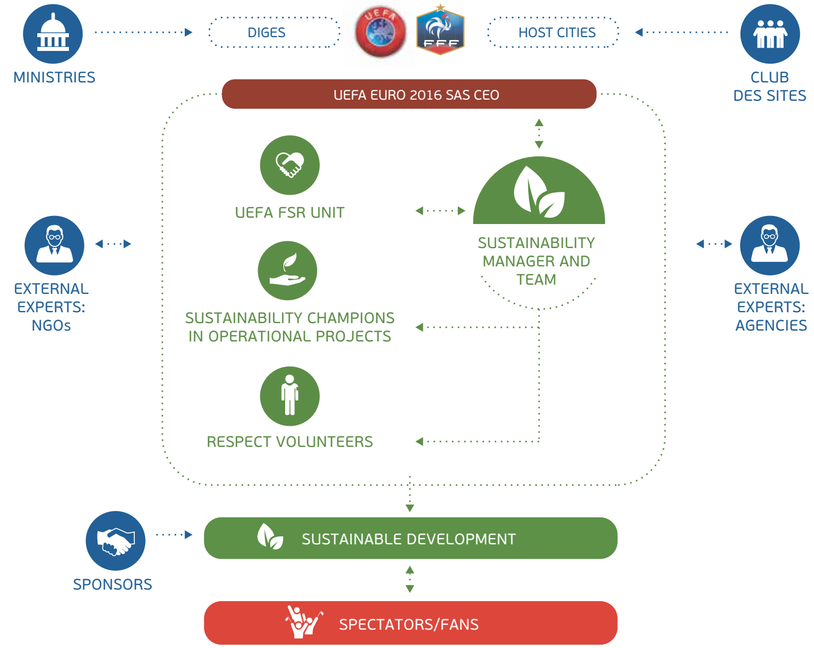
On site, volunteers were given training on sustainability priorities (recycling, smoking ban, action to tackle discrimination, etc.) and trained to engage with fans if need be (in the event of non-compliance, for instance).

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

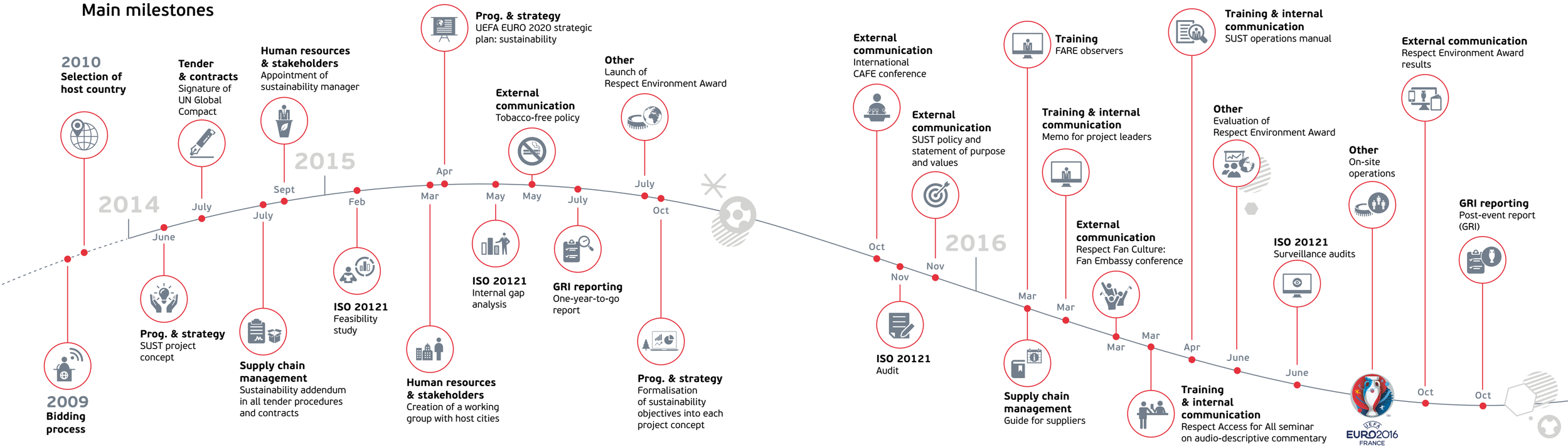
"We are encouraged to see EURO 2016 certified with international standard ISO 20121, in recognition of UEFA's social responsibility and sustainability approach for this tournament. This is an important milestone in UEFA's commitment to enhancing the sustainability of its operations. We hope UEFA will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

Natacha Mirimanoff
Head of Development, WWF International

Organisational structure



Main milestones



From concept to operations

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

Operational level	Objectives	Outcomes and performance	Lessons learned
Integration of sustainability	• Embed sustainability thinking and initiatives in all functional areas and build relevant capacities • Improve project management and reporting processes by including sustainability • Systematically measure impact and performance • Analyse performance to gain insight for future events	• ISO 20121 certification: every functional area and process (such as risk management) incorporated sustainability issues • Sustainability clauses included in all tender procedures, contracts with suppliers and agreements, in line with the principles in the sustainable sourcing guide • Data on 500+ KPIs collected, analysed and reported on the basis of GRI's G4 guidelines • Life-cycle assessment	• Engage more deeply with sponsors and licensees • Identify quantitative objectives related to KPIs in cooperation with project leaders and ensure that they are then cascaded down to venue level
Empowerment and training	• Build relevant tools and competencies to facilitate staff and stakeholders' involvement in sustainability	• 71,000+ people use the eco-calculator • Sharing of findings and methodologies with stakeholders (see **1.1. Approach**) • 83% of UEFA EURO 2016 staff (935 staff members) trained on sustainability as part of project training • 250 volunteers implement Respect projects on the ground • Respect the Environment Award	• E-learning to be streamlined and made mandatory to all • Sustainability KPI dashboard to be more intuitive and live to facilitate monitoring
Communication and awareness	• Raise fans' awareness regarding sustainability • Build external credibility and comply with GRI's G4 EOSS guidelines at 'core' level • Share best practices with stakeholders to contribute to pool of knowledge • Manage risks • Communicate transparently to all stakeholders on objectives, targets and performance	• 'Sustainability Tips and Tricks' publication to build awareness among employees and fans • Fan guide application allowing fans to understand their environmental impact • Numerous articles in the press about sustainability initiatives, which reached at least 1 million people in France between July 2015 and January 2016 according to Kantar Media • Very positive feedback from 49 stakeholders on one-year-to-go report (with 96% saying they would read the post-event report and 84% agreeing that the report focused on the most significant environmental, social and economic impacts of UEFA EURO 2016) • Post-event report in accordance with GRI's G4 EOSS guidelines at 'core' level	• A fully online report (rather than a hybrid solution) in order to facilitate links with stakeholders' initiatives, engage with readers, track precise points of interest for visitors and update content on a monthly basis • Enhance digital content

2.2. Integrity enforcement

Integrity was an inherent part of UEFA EURO 2016;
no incidents of doping, match-fixing or corruption were identified during the tournament.

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

Commitments in this area and long-standing systems and procedures are described on pages 22 and 23 of the one-year-to-go report, as well as a dedicated page on UEFA's website.

Integrity was embedded in UEFA EURO 2016's DNA. 'Integrity and honesty' was a core value for the event; 'integrity' was one of its sustainability and ethical management principles; and 'anti-corruption' is the tenth principle in the United Nations Global Compact. EURO 2016 SAS's signing of the Global Compact involved not only enforcing this principle, but also preparing a 'communication on progress' – a public report describing the actions put in place and the results achieved. Via the implementation of an ISO 20121 management system, integrity considerations were integrated into the event's risk management approach, thereby raising staff awareness and strengthening related operational processes.

As part of UEFA's anti-doping programme, all players involved in UEFA EURO 2016 were included in a comprehensive pre- and in-tournament testing programme based on intelligence and knowledge-sharing. At least two players per team were selected at every match to provide blood and urine samples. Players and teams were also targeted between games. The successful introduction of steroid and blood profiling complemented the traditional testing for substances such as EPO, anabolic steroids and human growth hormone. All samples were analysed at a laboratory accredited by the World Anti-Doping Agency (WADA), and results were evaluated by an independent expert.

Meanwhile, combating match-fixing requires full cooperation between football authorities, state authorities and law enforcement agencies. UEFA has established a network of integrity officers, and its betting fraud detection system is used to monitor over 30,000 matches each year. All 51 UEFA EURO 2016 matches were monitored to track illegal betting activities and prevent match-fixing.

442	Number of UEFA EURO 2016 in-competition doping control samples collected by UEFA
1,461	Number of UEFA EURO 2016 out-of-competition doping control samples collected by UEFA
0%	Percentage of positive anti-doping controls
100%	Percentage of matches monitored for betting irregularities

2.3. Sourcing of products and services

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



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

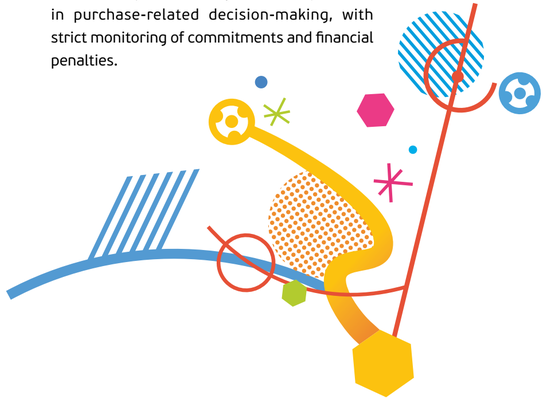
A number of policies were implemented to address risks and sustainability concerns related to sourcing:

- A wide variety of branded goods and merchandise were produced by UEFA EURO 2016 licensees. Questionable practices and controversies surrounding working conditions and alleged human rights abuses in the manufacturing industry represented a risk which could undermine the tournament's image.
- All UEFA EURO 2016 invitations to tender and requests for proposals included generic sustainability requirements.
- Sourcing guidelines encouraged buyers to inquire about the traceability of their suppliers' production processes.
- An internal sourcing guide was developed, explaining risks, key considerations (origin, producer name, composition, packaging and end-of-life) and tips for every major product and service category.

UEFA EURO 2016 organisers also focused on developing a local sourcing strategy. All suppliers used for the event were based in Europe, 71% of items were produced in Europe, and 51% of the sourcing budget was spent on items produced in Europe.

By way of example, all tickets were produced using paper certified by the Forest Stewardship Council (FSC) to minimise environmental impact while maintaining the integrity of tickets' security features. The aim was to use only responsibly sourced paper during the tournament, so FSC-certified paper was also used in UEFA EURO 2016 offices, at match venues and for all accreditations.

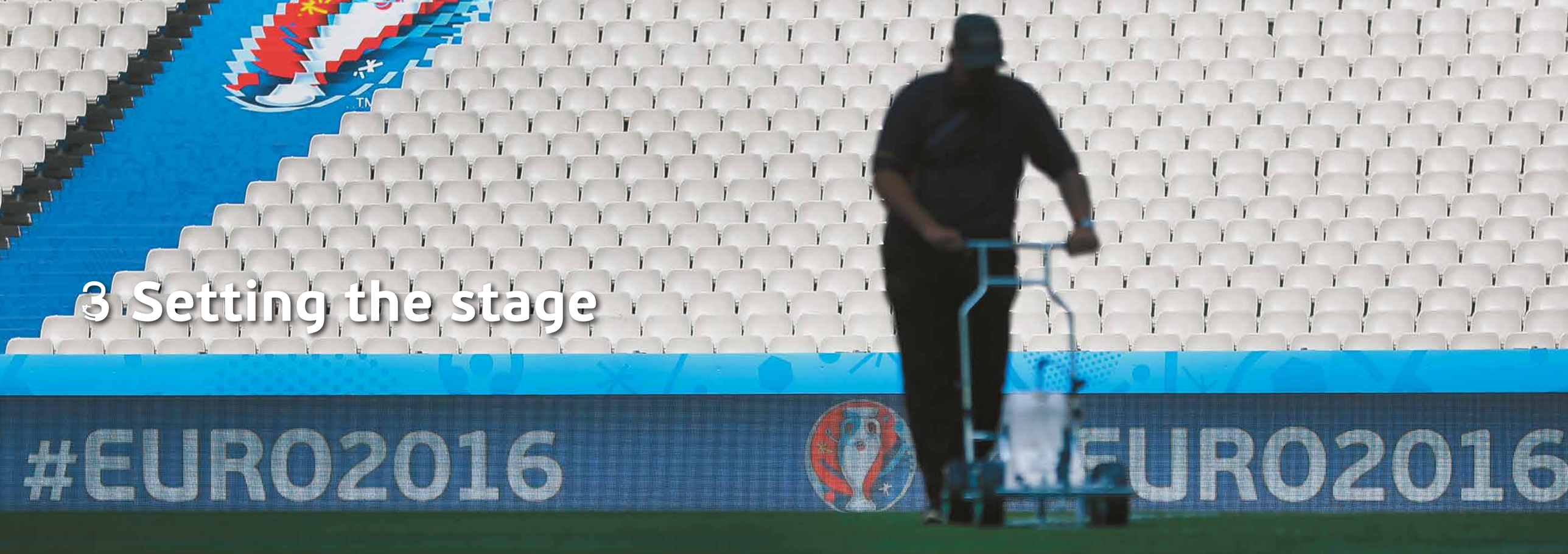
The responsible sourcing policy applied at UEFA EURO 2016 increased suppliers' awareness of sustainability challenges. For UEFA EURO 2020, responsible sourcing should be extended to include commercial deals, and a central purchasing centre should be created. Generic sustainability clauses could be enhanced,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



Partnerships with suppliers in the area of responsible sourcing

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

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



3 Setting the stage

3.1. Sustainability in stadium design

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

Investment

The only stadium where no major work was conducted prior to UEFA EURO 2016 was the Stade de France in Saint-Denis, which had been built in 1998. Four cities (Bordeaux, Lille, Lyon and Nice) embarked on or accelerated the construction of new stadiums on account of the tournament, increasing capacity.

According to a study by the Centre for the Law and Economics of Sport (CDES), a total of €1.7bn was invested in stadiums, with 62% coming from private investors. Approximately 20,000 jobs were created by those construction and renovation projects, including 5,000 long-term positions.

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

More sustainable stadiums

As the one-year-to-go report showed, the construction and renovation of stadiums led to significant improvements in terms of sustainability, owing to recent French regulations and additional initiatives by owners and architects. For example, many building projects were based on the French high environmental quality (HQE) standard.

Some of these projects were improved following requests by UEFA and its partners. For instance, the number of wheelchair spaces demanded by UEFA was higher than that required by French regulations.

Almost all of these initiatives will have long-term effects, creating a positive legacy for France and for football. The know-how developed by architects, urban planners, engineers and builders is expected to benefit sporting and non-sporting projects alike.

ISO 20121

The international standard ISO 20121 defines the requirements for a sustainable event management system. As stadium owners are key actors with respect to events taking place in their facilities, this standard can easily be adopted by them in order to ensure a sustainable approach to the management and operation of stadiums.

During working visits, UEFA held discussions with stadium managers with a view to having their stadiums certified. Two stadiums responded positively and will probably engage in an ISO 20121 certification process in the months following UEFA EURO 2016.

Notable initiatives



Stade de Lyon
Professional integration

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



Stade de Nice
Eco-design

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



Stade de Bordeaux
Solar pergola

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



Stade Geoffroy Guichard (Saint-Etienne)
Circular economy

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

UEFA EURO 2016 configuration



	Bordeaux	Lens	Lille	Lyon	Marseille
ACCESSIBILITY					
Approximate UEFA capacity	42,000	35,000	50,000	58,000	67,000
Wheelchair spaces	120	120	230	246	255
Easy-access seats close to amenities	100	100	115	123	128
TRANSPORT					
Public transport accessibility	✓	✓	✓	✓	✓
ENERGY					
Renewable energy generation in situ	✓		✓ ✓	✓	✓ ✓
Renewable energy purchase	✓				
WATER					
Rainwater collection system	✓	✓	✓	✓	✓
Optimisation of water consumption			✓	Motion detectors	✓
WASTE					
Selective sorting in non-public areas	✓	✓	✓	✓	✓
Selective sourcing in public areas		✓	✓		
Waste minimisation	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓

NEW New stadium · Solar panels · Micro wind turbines · Energy recovery in waste water treatment · Geothermal energy · Energy recovery in generators · Reusable cups · Food donation · Signage reuse · Composting



	Nice	Paris	Saint-Denis	Saint-Étienne	Toulouse
ACCESSIBILITY					
Approximate UEFA capacity	36,000	48,000	80,000	42,000	33,000
Wheelchair spaces	120	120	290	104	80
Easy-access seats close to amenities	100	100	145	100	100
TRANSPORT					
Public transport accessibility	✓	✓	✓	✓	✓
ENERGY					
Renewable energy generation in situ	✓			✓	✓ ✓
Renewable energy purchase				✓	✓
WATER					
Rainwater collection system	✓			✓	
Optimisation of water consumption	Intelligent sprinklers	Motion detectors	✓		Intelligent sprinklers
WASTE					
Selective sorting in non-public areas	✓	✓	✓	✓	✓
Selective sourcing in public areas	✓		✓	✓	✓
Waste minimisation	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓

NEW New stadium · Solar panels · Micro wind turbines · Energy recovery in waste water treatment · Geothermal energy · Energy recovery in generators · Reusable cups · Food donation · Signage reuse · Composting

3.2. Waste management and energy/water optimisation

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



Waste

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

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

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

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

- The 'Foot for Food' initiative, organised in partnership with the FondaCtion du Football and French food bank network Banques Alimentaires, redistributed ten tonnes of surplus food.
- Reusable cups were provided in stadiums and fan zones.
- Digital publications were produced where possible (as in the case of media guides, team manuals and team base camp catalogues, for example), saving 300,000 pages of paper.

UEFA EURO	2016	2012	2008
Total waste managed in venues (tonnes)	1,542	1,360	895
Waste per spectator (kg)	0.64	0.94	0.81
Percentage of waste separated	38%	18%	41%

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

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

	Donation of food	**Recycling** (plastics, paper and glass)	**Composting** (organic waste)	**Energy recovery*** (mixed waste)
Weight (tonnes)	10 (1%)	513 (33%)	65 (4%)	954 (62%)
Food sales points	✓	✓	✓	✓
Hospitality and VIP kitchens	✓ (central kitchen)	✓	✓	✓
Staff and volunteer areas		✓	✓	✓
Staff, TV and suppliers' offices		✓		✓
Media areas		✓		✓
Public areas		✓		✓
Logistics areas		✓		✓

*In waste treatment plants

Energy

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

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

8,500 Quantity of power from grid (MWh)

3,500 Quantity of natural gas (MWh)

3,000 Quantity of fuel in generators (equivalent of 300,000 litres of fuel in MWh)

For example:

- In partnership with stadiums, the amount of power taken from the national grid was improved in order to reduce the number of generators. A total of 31,000 litres of fuel was saved thanks to this measure (saving €18,000).
- Reducing media centres' opening hours allowed 4,000 kWh of electricity to be saved.
- Non-electric chafing dishes were used in hospitality and catering areas.
- Energy-efficient LED board systems were put in place
- GL Events set up an efficient temperature control system, allowing massive improvements to the efficiency of air conditioning in temporary infrastructure.

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

Water

At UEFA EURO 2016, water was used for several purposes – particularly for watering the pitch, but also for kitchens, toilet facilities and cleaning.

Efficient use of freshwater in stadiums is usually a result of sensible infrastructure choices during construction and good maintenance of water systems. The four new stadiums all adopted this approach. In the other stadiums, water systems were improved where possible. Solutions such as rainwater collection systems, motion detectors, intelligent sprinklers and monitoring resulted in a decline in water use.

Large amounts of water were also needed on a temporary basis. MTD Pure Water was chosen as a supplier and tasked with proposing and implementing efficient water management solutions in these areas. The company proposed solutions aimed at monitoring and minimising water use, such as timed flow valves for drinking water taps. More than 14km of water pipes were installed, delivering a peak flow of drinking water of 3,000 m^3/h.



3.3. Respect Access for All: total football, total access!

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

Policy and partnership with CAFE

UEFA and the Centre for Access to Football in Europe, which supports disabled fans across Europe, joined forces in 2009 to ensure that UEFA EURO 2016 would be accessible to everyone. CAFE and UEFA developed the Respect Access for All initiative and published a Good Practice Guide to Creating an Accessible Stadium and Matchday Experience, which was distributed to all stadium managers.

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

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

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

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

50%	Percentage of stadiums where commitments in terms of number of wheelchair places and easy-access seats close to amenities were met
1,685	Number of wheelchair spaces
1,111	Number of easy access seats close to amenties
916	Total number of additional wheelchair spaces
16,328	Total number of tickets sold for wheelchair spaces (including companions)
6,423	Total number of tickets sold for easy-access seats close to amenities

This involved the provision of specialist training to 30 volunteers, mostly media students, in partnership with the French Federation for Blind People (FAF). The service proved to be highly popular among French-speaking fans and garnered a good deal of media interest. The broadcasting equipment was subsequently donated to each host stadium after the tournament to enable this specialist service to continue for local partially sighted and blind fans. Local broadcasting and media students are motivated to continue providing this service, and their participation during the tournament has raised their awareness of issues relating to disability and accessibility.

In addition, 14 disabled spectators in each host city were recruited as match monitors ('mystery shoppers').

A number of key issues were identified. There were poor sightlines at many venues, as persistent standing by other fans obstructed disabled fans' view. Supposedly easy-access seats (for fans with limited mobility) were not always easy to reach, with steep steps often being reported. Accessible toilets were frequently misused, and some stadiums only had disabled toilets located within male and female blocks (which is a problem for disabled people travelling with a companion of the opposite sex). Navigational signage for disabled fans was reported to be missing or too small at some venues, and some disabled fans reported receiving only limited information from their national associations regarding parking permits and tickets for the knockout stage.

CAFE and the UEFA communications team cooperated on a video demonstrating a disabled spectator's UEFA EURO 2016 matchday experience in order to increase awareness of such issues and highlight the importance of access and inclusion, as well as showing the benefits of providing an audio-descriptive commentary service for partially sighted and blind fans.

Action plans and city-specific initiatives

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

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

The UEFA EURO 2016 Respect Access for All project allowed us to introduce audio-descriptive commentary to French football (for partially sighted and blind fans), to challenge existing access standards, and to raise awareness still further. We hope to have left behind an appetite amongst local disabled sports fans and their clubs for even more inclusive sporting venues and live events in the future."

Joyce Cook
Managing Director, CAFE



4 The Tournament

4.1. Public transport and mobility

The tournament's mobility concept encouraged staff and spectators to use public transport, helped fans to share cars and taxis, and facilitated the offsetting of CO_2 emissions resulting from air travel.



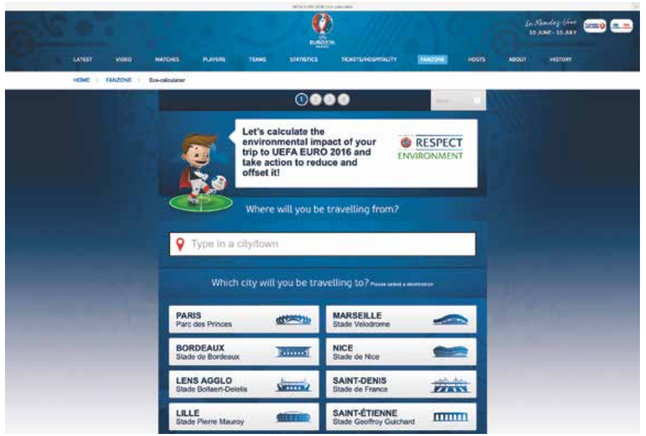
Spectators

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

Four integrated operational levels for management of spectators' travel

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

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



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

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

Transportation used to come to France

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

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

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

Transportation used to reach the stadium

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

Transport operations were almost incident-free, in spite of some difficulties due to strikes in the transport sector before and at the beginning of the tournament.

Staff, officials and national associations

The action plan aimed at reducing the environmental impact of staff transport during the tournament and in the build-up to the event was based on several measures.

During the preparatory phase, a state-of-the-art video conferencing system linking UEFA headquarters and EURO 2016 SAS's offices was used on a daily basis, minimising transport needs. In addition, an internal transport policy encouraged the use of eco-friendly transport solutions and discouraged the use of air travel for all journeys that would take less than 4.5 hours by train. EURO 2016 SAS also paid a mileage allowance to all employees commuting by bike.

During the tournament, UEFA arranged for all volunteers and staff to use public transport free of charge (at a cost of €500,000). Transport services were limited to specific target groups (such as teams, officials and VIPs), with more than 400 volunteers and 300 professional drivers operating a large fleet of vehicles (comprising cars, minivans and coaches). UEFA provided theoretical and practical training to volunteers on safety and environmentally friendly driving, with a view to limiting accidents and helping drivers to reduce fuel consumption. Professional drivers were also invited to participate in the e-learning section of the training module. Unfortunately, the vehicle supplier was not able to provide eco-friendly vehicles such as electric cars. This objective will be addressed at a very early stage for future events.

Carbon offsetting

UEFA organised a carbon-offsetting scheme for air travel in cooperation with Climate Friendly and encouraged all spectators and the 24 national associations to participate. The initiative they were invited to contribute to (the Prony and Kafeate wind farm project, which is certified by Gold Standard) will bring renewable electricity to remote villages in New Caledonia. Before the launch of this project, around 80% of New Caledonia's electricity came from fossil fuels. Moreover, low-lying island nations such as New Caledonia are of course particularly vulnerable to climate change.

All of the national associations agreed to participate in this project, adding €36,000 to the €200,000 contributed by UEFA. In spite of the incentives of offer (namely, the chance to win ten tickets to the final), participation by fans was limited, probably as a result of a lack of visibility. In the future, such initiatives should be integrated into the ticketing process. Nevertheless, the combined efforts of UEFA, the fans and the teams still resulted in the offsetting of 35,000 tonnes of CO_2 equivalent.

Combi-tickets

At UEFA EURO 2008, the transport community and the Austrian and Swiss governments arranged for holders of match tickets to use public transport free of charge nationwide on the day of the match and until noon the following day. This offer was extremely successful, and the results exceeded expectations: in Switzerland, more than 90% of short journeys were made using public transport, by bicycle or on foot. This was unprecedented at a major sporting event.

UEFA attempted to organise something similar in France, but it was unable to reach an agreement with the transport community. However, several cities provided their own solutions with a view to simplifying access to the public transport system. In Lyon, for example, the underground and trams were free of charge on matchdays; and in Bordeaux, a daily pass was available for €2 for the duration of the tournament. In spite of these positive examples, the lack of harmonisation was difficult to understand for fans who had purchased tickets for matches in a number of cities.



4.2. Respect Fan Culture: fan embassies

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

Approach

The organisers of UEFA EURO 2016 wanted to give fans travelling to France the best possible welcome. Some 2.5 million spectators attended the tournament, including an estimated 1.5 million foreign fans, requiring support throughout the event. With this in mind, FSE and UEFA cooperated closely on the establishment of fan embassies as part of the Respect Fan Culture programme.

Fan embassies served 19 of the 24 teams at UEFA EURO 2016, compared with 14 out of 16 in 2012. In 2012, there were 8 stationary and 12 mobile fan embassies. At UEFA EURO 2016, there were a total of 10 fan embassies, one in each host city; all fan embassies were mobile, operating from information points provided by the host cities.

Fan embassies supported fans throughout UEFA EURO 2016, particularly in relation to accommodation and transport to/from stadiums and other cities. Fan embassies were also available to provide help and assistance in the event of an emergency or a violent situation.

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

Concordia, an association that focuses on fostering peace and tolerance through international volunteering projects, provided 18 full-time volunteers for the fan embassies, with the support of France's Civic Service Agency. The Daniel Nivel Foundation sponsored the Respect Fan Culture project with a view to curbing football violence. A total of 186 volunteers and FSE staff members participated in the running of fan embassies.

UEFA EURO 2016 Fan App

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

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

Results

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

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

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

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

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

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

80,000	Number of people using fan embassies (more than 202,500 times between them)
19	Number of national associations with fan embassies
186	Number of volunteers working at fan embassies

4.3. Respect Diversity: anti-discrimination match monitoring

The Respect Diversity programme involved a zero-tolerance approach to all forms of discrimination, preserving and protecting the values of European football and society.



Europe has unparalleled social and cultural diversity, and nowhere is that diversity more apparent than in its football culture.

The Respect Diversity programme was led by the FARE network, a UEFA partner whose core mission is to tackle discrimination and encourage social integration.

The FARE network's Respect Diversity activities focused on monitoring UEFA EURO 2016 qualifiers that were assessed as being high-risk, plus all 51 final tournament matches. FARE's data and reports fed into UEFA's disciplinary system, security planning and official match reports. FARE recruited and trained volunteers from its network of match observers to participate in UEFA EURO 2016, as well as working to ensure that those volunteers were adequately protected while conducting their activities.

Background information on teams, rivalries and social history was used to conduct a risk analysis of every qualifying match, in order to anticipate incidents. During the qualification stage, 51 matches were considered to be high-risk, with another 21 judged to be a potential risk, and those matches were monitored by 24 observers. A total of 27 reports about discriminatory incidents during qualifying matches were filed by FARE. Such reports were based on reports by observers, FARE's own research and media coverage. Eleven of those reports led to punishments being imposed by UEFA's Control, Ethics and Disciplinary Body.

In advance of the tournament, FARE updated its guide entitled Monitoring discriminatory signs and symbols at UEFA EURO 2016, which served as a basis for observers, supporters, security officers and the general public to identify and report discriminatory incidents. FARE also developed a specific guide for observers working at UEFA EURO 2016, which explained their role and provided instructions and examples.

UEFA EURO 2016 staff were given training on preventing racism and discrimination. Training was also provided by the French Football Federation (FFF).

51 Number of match monitors

8 Number of racist and discriminatory incidents reported

2 Number of sanctions imposed

All 51 final tournament matches were observed. At least two monitors worked on each match, with four monitors present where matches were considered to be high-risk. A total of 51 observers were recruited and trained for the final tournament.

A total of eight incidents of racism or discrimination were reported by FARE. Of the eight reports submitted by FARE, one case was not investigated by UEFA, in five cases it was felt that not enough evidence existed, and the remaining two led to action as a result of overt acts of discrimination or discriminatory political symbols. The two cases related to overt acts of discrimination led to sanctions for two national associations.

Overall, the observer system at UEFA EURO 2016 met with good cooperation from key contact persons. There were few logistical and communication issues, and any problems were dealt with quickly.

More broadly, UEFA EURO 2016 was organised against a social backdrop which included threats and conflicts dividing the continent on the basis of diversity. During the previous football season, at both international and domestic level, club football had been marked by a series of Islamophobic and anti-refugee campaigns, a resurgence of far-right activity inside stadiums and the participation of fans in wider populist discriminatory movements.

Although some of these background developments were reflected in the crowds of travelling fans in France, the number of major discriminatory incidents recorded inside stadiums was not as high as at other international tournaments. Most of the people supporting the 24 national teams in France were good-natured and interested in sharing experiences with fans of other countries. Only a small number of supporters of some teams sought to use this event to promote their exclusionary agendas or display symbols of hate.

The stricter disciplinary action taken by UEFA within stadiums in recent seasons seems to have had an impact on fans' behaviour. It is clear that many supporters knew that certain banners and chants had to be confined to matches at national level to avoid the risk of sanctions imposed by UEFA's independent Control, Ethics and Disciplinary Body.

"An event such as UEFA EURO 2016 has the potential to bring people together across Europe whatever their background or beliefs. It provides us with an opportunity to underline the diversity amongst us and to celebrate it as a positive thing.

As part of that process, we also need to look at the challenges that are posed – to understand them, in order to ensure that preventive action can be taken where possible and that regulation intervenes where required. The protection of that diversity on the field, in the stands and in everyday interactions at UEFA EURO 2016 was, in our experience, a positive aspect of the event."

Piara Powar
Executive Director, FARE network

4.4. Creating a safe tournament

With the exception of events in Marseille, no major security incidents occurred during UEFA EURO 2016, as a result of reinforced security measures introduced by UEFA in cooperation with French authorities.



494 Number of safety and security incidents

1,657 Number of people given first aid on site

91 Number of people sent to hospital

While UEFA had already identified terrorism as a potential security risk well in advance of the event, the security approach was adapted in light of the November 2015 attacks in Paris and the March 2016 attacks in Brussels, as well as the ongoing national state of emergency in France. The total security budget for UEFA EURO 2016 came to €33m. Numbers of security personnel were increased, with an average of 900 security officials per stadium, representing an increase of 30% relative to UEFA EURO 2012. A double security perimeter was introduced around stadiums, with both ticket checks and pat-downs. Fan zones were maintained, but pat-downs were introduced at entrances. Security was reinforced at hotels and team base camps. The coordination between UEFA and the French government is described in section 4.4 of the one-year-to-go report.

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

EURO 2016 SAS was responsible for security inside the stadium, as far as the outer security perimeter, which was defined in consultation with the state and local authorities.

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

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

4.5. Host cities

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

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

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

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

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

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

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

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



5 Behind the scenes

5.1. Respect Your Health: tobacco-free tournament

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

Tobacco-free stadium policy

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

The no-smoking policy comprised five key elements:

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

Communicating the policy to fans attending matches was a key element from the start. The no-smoking pictogram used for UEFA EURO 2016 showed both traditional and e-cigarettes and was included on the back of all tickets and accompanying communication material. In addition, the pictogram featured prominently in information on stadium regulations at all host venues. It was also incorporated in bilingual





no-smoking signage, which was displayed across all key areas in stadiums. No-smoking announcements were also made before matches and at half-time using big screens and public address systems.

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

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

Monitoring

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

managers on the placement of signage and the organisation of volunteers before, during and after matches, and supplementing the Respect Your Health volunteer workforce by enforcing the policy and collecting data.

Results

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

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

100% Percentage of venues declared tobacco-free

12,805 Number of yellow cards issued for initial non-compliance

1,159 Number of red cards issued for persistent non-compliance (requiring intervention by stewards)

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

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

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

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

Matthew Philpott
Executive Director,
European Healthy Stadia Network



5.2. Human resources

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



UEFA EURO 2016 workforce

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

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

Training and onboarding

To make sure staff were operational and efficient from the outset, tailored training activities and tools were developed, with in-situ training (workshops and simulations), online training (e-learning) and table-top exercises/role plays complementing more formal HR courses.

UEFA built on past experiences and tools developed for previous tournaments, constantly updating its training content on the basis of identified needs. Training was designed to ensure consistency and best practices across all functional areas, while giving staff the opportunity to test plans and procedures for normal and contingency situations and ensure that everyone understood the on-site operations and their roles and responsibilities in this regard.

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

834 Number of staff working on the tournament (EURO 2016 SAS staff + UEFA staff dedicated to the event)

83% Percentage of staff working for EURO 2016 SAS who were of French nationality

38% Women as percentage of total staff working on the tournament

46,428 Number of applications for jobs at UEFA EURO 2016

Afterplacement programme

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

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

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

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



Volunteers ensure a friendly atmosphere

96 Number of countries represented

40% Percentage of female volunteers

52% Percentage of volunteers who had already volunteered at another sporting event

36% Percentage of volunteers who played football

43% Percentage of volunteers between 18 and 24 years of age

5.3. Integration through football

Football generates social bonds and can be a powerful driver of integration, especially for children, 20,000 of whom benefited directly from social programmes at UEFA EURO 2016.

Social partnerships with NGOs

Some 20,000 local children were invited to participate in UEFA EURO 2016 – ten times the number involved in UEFA EURO 2012. Partnerships were established with local organisations working with vulnerable children, who were invited to attend a total of 43 matches at the group stage (not including the opening match) and in the round of 16. These organisations were responsible for supervising and taking care of the children. An average of 450 children were invited to each match. The total cost of this initiative was €500,000 (€25 tickets). The UEFA Foundation for Children and the ten host cities helped to implement the programme and provided services and logistical support.

On the basis that integration through football is best achieved by organisations that promote sport for children, the organisers of UEFA EURO 2016 also supported multiple independent initiatives which were organised to coincide with the tournament in France:

European school football tournament
Young people from each of the 30 European nations that did not qualify for the final tournament were invited to take part in this event the week before UEFA EURO 2016. The symbolic objective of this event, which was organised by France's National Union of School Sport (UNSS), which is responsible for sport at middle and high schools in France, was to gather all European nations together in France to celebrate the tournament and football in general. At the same time, an international forum was held on educational and sporting activities in Europe. The team that won the tournament was invited to attend the opening match of UEFA EURO 2016.

International solidarity tournament
This tournament during UEFA EURO 2016 was organised in Lyon by 'Sport dans la Ville' (Sport in the City), a member of the international streetfootballworld network, which promotes integration and education for children through sport. It brought together 600 children from all five continents.

'Horizon Bleu 2016'
This project, which was organised by the FFF and financed by the Amateur Football Aid Fund (FAFA), disbursed funds to support projects relating to amateur football. It covered three thematic areas: (i) infrastructure and equipment, (ii) training and (iii) activities relating to UEFA EURO 2016. A total of €37m was disbursed across two seasons (2014/15 and 2015/16).

Second Life Project
This involved collecting up UEFA EURO 2016-branded materials which could be reused (tarpaulins, stationery, clothing, etc.) and donating it to various associations.

Exhibition on Just Play programme
The Just Play programme operates on Pacific islands, using football to communicate values to children aged between 6 and 12, teaching them about things like healthy living, nutritional choices and the inclusion of disabled people. An exhibition showcasing the programme was displayed in the Luxembourg Gardens in Paris during UEFA EURO 2016, as well as a number of other venues in France (including venues in Lille and Lyon).

Initiatives led by FondaCtion du Football

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

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

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

An eco-action guide
This guide was published featuring examples of best practices identified via the 'Trophées Philippe Séguin'. It covered a number of issues, including the reduction of the environmental impact of transport, approaches to saving energy, and the organisation of a green tournament. It was published in partnership with the French environmental agency ADEME and the FFF.

5.4. Economic impact

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

Overall economic footprint

In order to estimate the economic footprint of the tournament in France, UEFA commissioned a study by the CDES, a French research institute that specialises in quantifying legal and economic issues in sport, which was carried out in advance of the tournament. The CDES estimated the total economic impact of the event at about €1.266bn, including €593m from spectator spending at stadiums, €195m from the fan zones and €478m as a result of spending by the organisers. It also estimated the economic impact on each individual host city at local level, which varied between €66m and €221m.

This overall estimate is based on spending by foreign economic stakeholders – i.e. it represents money that would never have been spent in France if the event had not occurred. Thus, €1.266bn is the estimated minimum economic footprint. This does not take into account the multiplier effect (i.e. leakages resulting from intermediate purchases by foreign companies) or the crowding-out effect (i.e. tourists deciding not to visit France during the tournament to avoid the crowds).

Employment and local taxes

The CDES estimated that 26,000 full-time equivalent jobs would be created by the needs of the tournament in the space of a year, creating work for 94,000 people. In addition, around 6,500 volunteers were expected to participate, in addition to the 20,000 jobs created as a result of the construction and renovation of stadiums (5,000 of which were long-term jobs). The CDES estimated that spending linked to UEFA EURO 2016 would produce €180m in tax revenue for France. This figure does not take into account other fiscal and social taxes related to the event, nor does it include value-added tax paid by French spectators (except on tickets).

It should be noted that the French government decided to exempt companies set up to organise UEFA EURO 2016 and other international sporting events taking place in France before the end of 2017 from all taxes. This exemption formed part of the French bid for the tournament.

An updated calculation of the overall economic footprint of the event and jobs created will be produced in late 2016 on the basis of actual figures available for the tournament.

5.5. Lessons learned for UEFA EURO 2020

The aim of formalising sustainability management in compliance with ISO 20121 was to build on this legacy at future events and use performance analytics to set ambitious targets.

Social responsibility and sustainability have become key concerns for organisers of large-scale sporting events. The strategy for UEFA EURO 2020 is in line with today's approach to event management, business and social matters, which means being economically viable, but also demonstrating a strong commitment to social and environmental issues.

UEFA EURO 2020 will be a 'EURO for Europe', celebrating 60 years of the UEFA European Football Championship and bringing the UEFA EURO to the fans. It will empower host associations, use local resources, optimise costs, and seek to include and engage with fans throughout Europe.

A number of objectives and requirements have been established for UEFA EURO 2020. The tables below highlight lessons learned and potential ways of meeting these objectives and requirements. Where relevant, specific requirements for UEFA EURO 2020 are indicated.

Areas needing improvement at UEFA EURO 2016	Potential actions for UEFA EURO 2020
Integration of sustainability	
Staff's understanding and application of ISO 20121	Identify objectives related to KPIs in cooperation with project leaders and ensure they are cascaded at venue level Ensure sustainability manager at national, local and stadium level
Ensuring effective integration	Engage more deeply with sponsors and licensees Use certification as a criterion when choosing suppliers
Empowerment and training	
E-learning	Make e-learning more streamlined and mandatory Extend to main suppliers on top of their own sustainability trainings
Monitoring and reporting	Ensure projects set quantitative objectives Make sustainability dashboard more intuitive to facilitate monitoring
Communication and awareness	
Ensuring communication on sustainability	Identify innovative communication and fan engagement projects to reach out to fans and volunteers
External reporting	Ensure alignment with GRI's EOSS guidelines; consider using an external party to check this and ensure reliability of data Produce a fully online report (rather than a hybrid report) to facilitate links with initiatives by stakeholders, engage with readers, track the precise points that visitors are interested in and update content on a monthly basis

Areas needing improvement at UEFA EURO 2016	Potential actions for UEFA EURO 2020
Respect Access for All: total football, total access!	
Stadium design and sightlines	Ensure good sightlines for wheelchair spaces and easy-access seating
Sufficiently visible stadium signage	Provide more and larger directional signage at each venue Well ahead of the tournament, provide a signage mapping followed by a stadiums tour Conduct accessibility assessments much earlier in the process and advise on navigation and signage ahead of the tournament
Identification of Respect Access for All volunteers	Ensure that Respect Access for All volunteers can be easily identified
Proof of disability and ticketing procedure	Ensure improved (and earlier) communication between UEFA, national associations and disabled fans, including as regards guide for disabled fans, acceptable proof of disability, access to tickets for disabled fans and distribution of parking permits Ensure that online ticketing portals and websites are fully accessible
Accessibility of parking and transport	Enhance accessibility of parking and increase communication and signage
Introduction of audio-descriptive commentary service at each host stadium	Ensure audio-descriptive commentary service is available in languages of participating teams and international radio commentaries in other languages can be accessed
Respect Your Health – tobacco-free tournament	
No-smoking zones in stadiums	Limit the policy to the stadium bowl
Ensuring effective implementation	Develop preventive measures and communication with fans Improve cooperation between security agents, staff and stewards
Smoking in fan zones	Consider implementing no-smoking policy in fan zones
Respect Diversity – anti-discrimination match monitoring	
Anti-discrimination training and measures	Include anti-discrimination measures in the training given to stewards Implement measures to protect staff and stewards from racist or disrespectful behaviour
Respect Fan Culture – fan embassies	
Representative role of FSE as the voice of fans	Continue to consult with FSE on questions relating to fans, as well as feedback and satisfaction surveys Move away from mobile and fixed fan embassies concept
Communication with fans	Increase the use of digital channels for providing information
Respect the Environment – public transport and mobility	
Lack of combi-ticket	Implement combi-ticket (local public transport and regional trains) at host city level and explore solution for rail journeys between capital cities

Areas needing improvement at UEFA EURO 2016	Potential actions for UEFA EURO 2020
Communication regarding eco-calculator	Improve communication regarding eco-calculator and integrate it directly into the ticketing process
Availability of transport	Ensure more trains at night after matches
Hybrid/electric vehicles	Ensure a fleet of hybrid/electric vehicles is available
Respect the Environment – waste management	
Sorting of waste	Implement dual-bin system in all stadiums as a minimum Ensure standardised infrastructure and appropriate, easy-to-read pictogram signage for sorting of waste
Selection and management of waste management suppliers	Look to establish standardised approach across all venues Ensure suppliers are selected on the basis of the possibilities offered by their recycling plants Integrate expected results and penalties for non-compliance into contracts Cooperate and communicate with waste management suppliers (e.g. by organising a debrief after each match)
Reusable cups	Provide consigned reusable cups Explore possibility of using water fountains, instead of PET bottles
Redistribution of surplus food	Extend initiative to all catering areas
Reusable equipment and focus on recycling	Integrate question of reuse into material and equipment choices Ensure that 3R policy is included in contracts with sponsors, partners and suppliers
Respect the Environment – energy and water optimisation	
Use of renewable energy (for additional electricity needs) not consistent across stadiums	Require stadiums to purchase certified renewable electricity in the bidding process to ensure that 50% of energy used comes from renewable resources
High energy demands	Carry out stricter monitoring of energy demands, with central monitoring on a daily basis by a project manager Investigate eco-friendly air conditioning
Respect the Environment – responsible sourcing of products and services	
Lack of centralised purchasing centre	Establish a purchasing centre to ensure a standardised, sustainable approach to purchasing
Responsible sourcing and engagement with suppliers, licensees and sponsors	Include a standardised responsible sourcing clause in all contracts with suppliers, licensees and sponsors Automatically include sustainability in decision-making process Ensure that certification forms part of selection process for suppliers, as recommended by ISO 20121 Improve due diligence on CSR as regards suppliers of sensitive branded goods and merchandise (children's toys and textiles)
Difficulty ensuring that suppliers' sustainability commitments were implemented on the ground	Ensure strict on-site follow-up on sustainability clauses and consider introducing financial incentives or penalties for non-compliance

6 Experts' corner



6.1. Detailed interaction with stakeholders

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

The table below details objectives, engagement methods and outcomes for all relationships with key stakeholders, as required by criteria G4-24 to 27 in the GRI guidelines. Consequently, it does not seek to provide a comprehensive picture of interactions with stakeholders. Key stakeholders have been identified on the basis of the stakeholder mapping in **1.1. Approach**.

Key stakeholders	Target	Engagement method	Outcome
EURO 2016 SAS and UEFA	• Promote opportunities for staff to get involved in the sustainability programme • Inspire the development of innovative sustainable business solutions in all operational projects • Ensure all staff are confident in explaining what sustainability means for their project and for UEFA EURO 2016	• Presentations on newcomer days • Appointment of one sustainability champion per project • Human resources sustainability objective for the period from July 2015 to July 2016 for each staff member • Meetings with all operational projects • Emails and phone calls • E-learning modules • Website and intranet • Topic-based working groups (e.g. on waste and access for all) • Publications (in particular, operational guides and the **Sustainability Tips and Tricks** guide)	• Sustainability initiatives implemented within and by each project • Sustainability champions progressively become a source of proposals
FFF volunteers	• Promote opportunities for volunteers to get involved in the sustainability programme • Ensure all volunteers are confident in explaining what sustainability means for their project and for UEFA EURO 2016	• E-learning modules • Face-to-face training • Publications • Volunteer website • Targeted recruitment	• Strong motivation shown by volunteers • Positive feedback after training
French authorities and host cities	• Develop and deliver joint approaches aimed at achieving innovative, sustainable business solutions • Engage with and communicate legacy opportunities	• Presentations/conferences • Workshops • One-to-one meetings • Emails/phone calls • Publications • FAME platform • Topic-based working groups • Club des Sites Sustainability Group • Respect the Environment Award	• Host cities implement sustainability initiatives • French authorities relay sustainability messages
Stadiums	• Communicate with stadiums and involve them in best practices in terms of social responsibility and sustainability • Assess stadiums in terms of social responsibility and sustainability	• Working visits • Assessment • Newsletter • Respect the Environment Award	• Sustainability initiatives implemented in stadiums • Sustainability best practices employed
Football family	• Improve understanding of the social responsibility and sustainability strategy for UEFA EURO 2016 • Communicate opportunities for the football family to get involved in the sustainability programme • Inspire the football family to adopt more innovative and sustainable practices	• Presentations/conferences • Workshops • One-to-one meetings • Emails and phone calls • Publications (e.g. team manual) • Website	• Cooperation regarding educational module on sustainability
Partners	• Establish an ongoing dialogue in order to express ideas and cooperate on joint initiatives • Communicate the sustainable sourcing principles for UEFA EURO 2016 • Inspire commercial partners to adopt more innovative and sustainable business practices	• Workshops • One-to-one meetings • Emails and phone calls • Publications • Website • Topic-based working groups (e.g. with Do&Co)	• Cooperation with Coca-Cola on waste management (implementation of reusable cups)
Suppliers	• Communicate the sustainable sourcing principles for UEFA EURO 2016 • Improve sustainability performance across the supply chain	• Emails and phone calls • Publications • Website • Topic-based working groups (e.g. with GL Events)	• GL Events, Do&Co and Kuoni devised a sustainability policy for UEFA EURO 2016 • Sustainability addenda in all tender procedures and contracts

Key stakeholders	Target	Engagement method	Outcome
NGOs	• Establish an ongoing dialogue to understand their needs and expectations • Cooperate with interested parties in developing topic-based initiatives	• Workshops • One-to-one meetings • Emails and phone calls • Publications • Website • Topic-based working groups (e.g. the Access for All Advisory Group (AVG))	• CAFE, the FARE network, Healthy Stadia and FSE co-created the four social priorities • Eco-calculator developed in partnership with Climate Friendly, which was recommended by the WWF
Academics	• Build and maintain relationships with key academics on a topic-by-topic basis	• One-to-one meetings • Emails and phone calls • Publications • Website	• Economic impact assessment • Proposals by Glion Hotel School students regarding e-communication strategies
Press and media	• Provide regular topic-based stories • Use smart communication to ensure that the media are aware of concrete sustainable development priorities, objectives and measures	• Publications: broadcasters' manual and media guide • Websites: UEFA.com and UEFA.org • Media information system • Media and launch events and press conferences • Partner association conferences • Sustainability ambassadors	• Media articles • Risk management
General public	• Raise awareness among ticket holders and other target groups • Inspire people to take action on sustainability during and after the tournament (i.e. influence long-term behaviours) • Provide information on the social responsibility and sustainability strategy for UEFA EURO 2016	• Emails and phone calls • Publications: pre- and post-event reports • Websites: UEFA.org and UEFA.com • Communication via partners • **Eco-calculator** • Sustainability ambassadors • Sustainable development volunteers	• Carbon offsetting included in ticket pricing

6.2. ISO 20121 certification

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

A powerful lever effect

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

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

Observations after SGS's audits

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

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



Certificat / Certificate FR16/81842301

Le système de management de / The management system

UEFA EURO 2016

UEFA Head Quarters
Route de Genève 46
CH-1260 NYON 2
Switzerland

a été audité et certifié selon les exigences de
has been assessed and certified as meeting the requirements of

ISO 20121:2012

Pour les activités suivantes / For the following activities

The Operations that are material to delivering UEFA EURO 2016.

Ce certificat est valable du 27 juin 2016 au 26 juin 2019
Et reste valide jusqu'à décision satisfaisante à l'issue des audits de suivi
Version 1. Date de première certification juin 2016
This certificate is valid from 27 June 2016 until 26 June 2019 and remains
valid subject to satisfactory surveillance audits.
Issue 1. First Certification date 27 June 2016

Authorised by

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Page 1 of 1

6.3. UEFA EURO 2016 stadium rules



Non-exhaustive list of prohibited items

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

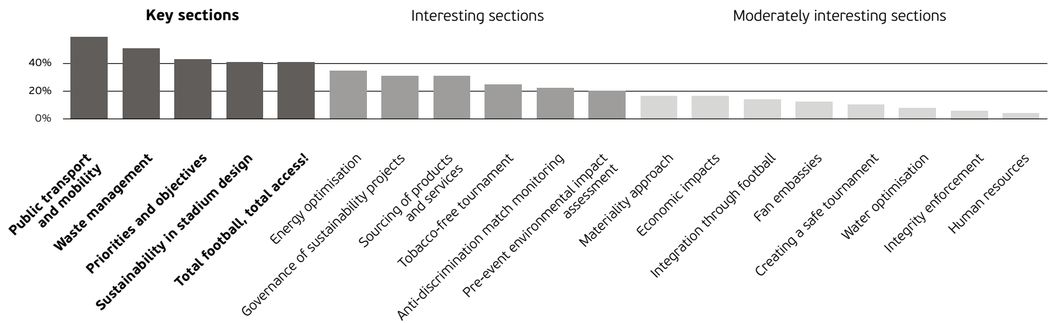
6.4. GRI correspondence table

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

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

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

Source: Post-publication survey on one-year-to-go report. The 49 respondents were asked to list the five most interesting sections of the one-year-to-go report. Most of the respondents were either UEFA staff or stakeholders involved in sustainability initiatives. Although this panel is not highly significant from a statistical perspective, it is representative of the people who are most interested in sustainability initiatives at UEFA EURO 2016.



GRI correspondence table (click on a section to access it)

GENERAL STANDARD DISCLOSURES

G4	G4 guidelines	Sections
Strategy and analysis		
G4-1	Provide a statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	A message from the President of EURO 2016 SAS, 1.1, 2.1
Organisational profile		
G4-3	Report the name of the organisation.	UEFA presentation and UEFA EURO 2016 press kit
G4-4	Report the primary brands, products, and services.	
G4-5	Report the location of the organisation's headquarters.	
G4-6	Report the number of countries where the organisation operates.	
G4-7	Report the nature of ownership and legal form.	
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	
G4-9	Report the scale of the organisation, including total number of employees and operations.	5.2
G4-10	Report the total number of employees by employment contract and gender.	5.2
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	5.2
G4-12	Describe the organisation's supply chain.	2.1
G4-13	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain.	N/A

G4	G4 guidelines	Sections
Commitments to external initiatives		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	1.1
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	1.3
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organisations.	UEFA presentation
Identified material aspects and boundaries		
G4-17	List all entities included in the organisation's consolidated financial statements or equivalent documents.	About this report
G4-18	Explain the process for defining the report content and the Aspect Boundaries.	1.1, 1.2, 1.3
G4-19	List all the material Aspects identified in the process for defining report content.	1.1
G4-20	For each material Aspect, report the Aspect Boundary within the organisation.	1.1, Appendix 2 of one-year-to-go report
G4-21	For each material Aspect, report the Aspect Boundary outside the organisation.	1.1, Appendix 2 of one-year-to-go report
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	N/A
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	N/A
Stakeholder engagement		
G4-24	Provide a list of stakeholder groups engaged by the organisation.	1.1
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	1.1
G4-26	Report the organisation's approach to stakeholder engagement, including frequency of engagement.	1.1
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded.	1.1, Appendix 2 of one-year-to-go report

G4	G4 guidelines	Sections
Report profile		
G4-28	Reporting period (such as fiscal or calendar year) for information provided	2014–16
G4-29	Date of most recent previous report (if any)	2012, 2008
G4-30	Reporting cycle (such as annual, biennial)	Every four years
G4-31	Provide the contact point for questions regarding the report or its contents.	media@uefa.ch
GRI content index		
G4-32	Report the 'in accordance' option the organisation has chosen (the GRI Content Index or the reference to the External Assurance Report).	About this report
Assurance		
G4-33	Report the organisation's policy and current practice with regard to seeking external assurance for the report.	No audit; SGS verified implementation of solid reporting processes as part of ISO 20121 certification
Governance		
Governance structure and composition		
G4-34	Report the governance structure of the organisation.	2.1 and UEFA EURO 2016 press kit
Ethics and integrity		
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	UEFA's 11 key values, Statement of Purpose and Values

SPECIFIC STANDARD DISCLOSURES – PERFORMANCE INDICATORS

G4	G4 guidelines	Sections
Economic (ec)		
Economic performance		
G4-EC1	Report the direct economic value generated and distributed (EVG&D).	5.4 and CDES presentation
Indirect economic impacts		
G4-EC7	Report the extent of development of significant infrastructure investments and services supported.	5.4 and CDES presentation
G4-EC8	Report examples of the significant identified positive and negative indirect economic impacts the organisation has.	5.4 and CDES presentation
Procurement/sourcing practices		
G4-EC9	Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation.	2.3
G4-EO9	Type and sustainability performance of sourcing initiatives	2.3
Overall		
G4-EO1	Direct economic impacts and value creation as a result of sustainability initiatives	3.2
Environmental (en)		
Energy		
G4-EN3	Report total fuel consumption from non-renewable sources in joules or multiples, including fuel types used.	3.2
G4-EN4	Report energy consumed outside of the organisation, in joules or multiples.	1.2
G4-EN5	Report the energy intensity ratio and the organisation-specific metric (the ratio denominator) chosen to calculate the ratio and the types of energy.	1.2, 3.2
G4-EN6	Report the amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.	3.2
Water		
G4-EN8	Report the total volume of water withdrawn from different sources.	3.2
G4-EN10	Report the total volume of water recycled and reused by the organisation.	3.2

G4	G4 guidelines	Sections
Emissions		
G4-EN15	Report gross direct (Scope 1) GHG emissions in metric tonnes of CO2 equivalent.	1.2, 4.1
G4-EN16	Report gross energy indirect (Scope 2) GHG emissions in metric tonnes of CO2 equivalent.	1.2, 4.1
G4-EN17	Report gross other indirect (Scope 3) GHG emissions in metric tonnes of CO2 equivalent.	1.2, 4.1
G4-EN18	Report the GHG emissions intensity ratio, the organisation-specific metric and the types of GHG emissions included in the intensity ratio.	1.2, 4.1
G4-EN19	Report the amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in metric tonnes of CO2 equivalent.	4.1
Effluents and waste		
G4-EN23	Report the total weight of hazardous and non-hazardous waste by disposal method.	3.2
G4-EN25	Report the total weight for each type of waste.	3.2
Transport		
G4-EN30	Report the significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce. Where quantitative data is not provided, report the reason.	4.1
G4-EO2	Modes of transport taken by attendees as a percentage of total transportation, and initiatives to encourage the use of sustainable transport options	4.1
G4-EO3	Significant environmental and socio-economic impacts of transporting attendees to and from the event, and initiatives taken to address the impacts	4.1
Labour practices and decent work (la)		
Employment		
G4-LA1	Report the total number and rate of new employee hires during the reporting period, by age group, gender and region.	5.2
Human rights		
Non-discrimination		
G4-HR3	Report the total number of incidents of discrimination during the reporting period.	4.3

G4	G4 guidelines	Sections
Society (so)		
Local communities		
G4-SO2	Report operations with significant actual and potential negative impacts on local communities.	4.1, 4.5
Anti-corruption		
G4-SO4	Report the total number and percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to, broken down by region.	2.2
G4-SO5	Report the total number and nature of confirmed incidents of corruption.	2.2
Inclusivity		
G4-EO5	Type and impacts of initiatives to create a socially inclusive event	3.3, 5.3
G4-EO6	Type and impacts of initiatives to create an accessible environment	3.3
Product responsibility (pr)		
Customer health and safety		
G4-PR1	Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	4.4
G4-EO7	Number and type of injuries, fatalities and notifiable incidents among attendees and other relevant stakeholders	4.4
Product and service labelling		
G4-PR5	Report the results or key conclusions of customer satisfaction surveys (based on statistically relevant sample sizes) conducted in the reporting period.	4.2
Food and beverage		
G4-EO8	Percentage of and access to food and beverage that meets the organiser's policies or local, national or international standards	2.3
Soft and hard legacies		
G4-EO11	Number, type and impact of sustainability initiatives designed to raise awareness, share knowledge and impact behaviour change, and results achieved	A message from the CEO of UEFA Events SA, 1.3, 5.5
G4-EO12	Nature and extent of knowledge transfer of best practice, and lessons learned	5.5, and all sections
G4-EO13	Number, type and impact of physical and technological legacies	5.5, and all sections

6.5. Detailed milestones

Date	Type	Action
2009		Bidding process
2010		Selection of host country
Dec. 2013	Prog. and strategy	Sustainability project charter
Mar. 2014	Other	Proof of disability process
June	Prog. and strategy	Project concept
	External communication	Initial public communication
	Other	Stadiums' sustainability benchmarks
	GRI reporting	GRI and LCA tender
July	Tender procedures and contracts	UN Global Compact signed by EURO 2016 SAS
	Supply chain management	Sustainability addendum in all tender procedures and contracts
Sep.	Human resources and stakeholders	Appointment of sustainability manager
Oct.	Other	Reusable cup concept
Nov.	Other	Respect volunteers concept
Jan. 2015	Human resources and stakeholders	Recruitment of sustainability intern
Feb.	ISO 20121	Feasibility study
	Training and internal communication	Guide to sustainable sourcing
Mar.	Training and internal communication	Waste management vision
	Human resources and stakeholders	Creation of a working group involving host cities
Apr.	Prog. and strategy	UEFA EURO 2020 strategic plan: sustainability
	ISO 20121	ISO 20121: internal decision to apply
May	ISO 20121	ISO 20121: internal gap analysis
May 2015	Supply chain management	Kuoni code of conduct
	External communication	Tobacco-free policy
June	Supply chain management	Do&Co/Hédiard sustainability policy
	Tender procedures and contracts	Choice of SGS as external auditor
	Other	Access for All concept
	Other	Eco-calculator
	Other	Life-cycle assessment
July	External communication	Press conference one year before the event
	GRI reporting	One-year-to-go report
	External communication	Sustainability Tips and Tricks guide
	Other	Respect the Environment Award launched
	Human resources and stakeholders	Nomination of sustainability champions and kick-off meetings
Oct.	External communication	International CAFE conference
	Prog. and strategy	Formalisation of sustainability objectives for each project
Nov.	ISO 20121	First ISO 20121 internal audit and gap analysis
	External communication	Statement of purpose and values
	External communication	Sustainability policy
	Training and internal communication	Presentation at workshop for finalists
Dec.	Training and internal communication	Generic e-learning module
	External communication	Presentations at COP21
	ISO 20121	ISO 20121 management review
	Tender procedures and contracts	Letter of intent for food redistribution
	Tender procedures and contracts	Letter of intent for mobility app
	Prog. and strategy	Risk template updated to include ethical management

Date	Type	Action
Jan. 2016	Supply chain management	Kuoni survey on hotels' sustainability practices
Feb.	Other	Stadiums' accessible entry procedures for disabled guests
	Other	Applications received for Respect the Environment Award
	ISO 20121	Second ISO 20121 internal audit
Mar.	Supply chain management	Guide for suppliers
	Training and internal communication	Memo for project leaders
	Training and internal communication	Presentations at workshop for finalists
	Training and internal communication	Volunteer programme kick-off events
	External conference	FSE conference
	External training	FARE observers
	Training and internal communication	Specific e-learning modules
	GRI reporting	Validation of all KPIs and assumptions
	ISO 20121	Stage 1 of ISO 20121
	External communication	Launch of 'Foot for Food'
	External communication	Fan embassy conference
	External training	Respect Access for All seminar on audio-descriptive commentary
Apr.	Other	Launch of fan guide
	Training and internal communication	Table-top training for core venue team
	Supply chain management	GL Events sustainability policy
	Training and internal communication	Sustainability operations manual
	Other	24 participating national associations join carbon offsetting initiative
May	Training and internal communication	Simulations
	ISO 20121	ISO 26000
	Supply chain management	Kuoni brochure on hotels' sustainability practices

Date	Type	Action
June 2016	Other	Evaluation of Respect the Environment Award
	ISO 20121	Third ISO 20121 internal audit, and SGS stage 2 audit and surveillance audit
	Other	On-site operations
Aug.	Other	Debriefing
	GRI reporting	Reporting of data
Oct.	External communication	Respect the Environment Award ceremony
	External communication	CAFE conference on Respect Access for All
	GRI reporting	Post-event report

UEFA EURO 2016 Social Responsibility and Sustainability
Post-event report

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