



Football  
and Social  
Responsibility  
Report 2012/13

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## Message from Peter Gilliéron



**It is my great pleasure to present the first UEFA Football and Social Responsibility (FSR) report, covering the activities of the FSR unit during the 2012/13 season.**

At UEFA, our core mission is to promote, protect and develop European football at every level of the game; to promote the principles of unity and solidarity; and to deal with all questions relating to European football.

The FSR unit is part of a complete set of integrated functions that UEFA operates on a daily basis, which together help us to strive towards fulfilling that mission: from organising elite-level competitions to providing technical assistance to youth and amateur football, and from enhancing stadium security policy to supporting cutting-edge medical innovation.

The goal of the FSR unit is to expand UEFA's capacity to use football to contribute to sustainable development in European society, focusing primarily on children. The unit develops activities in partnership with a selected number of specialised organisations targeting diversity and inclusion, the environment, health, peace and reconciliation, and solidarity. In practical terms, this means making UEFA competitions non-smoking, more accessible for disabled fans and more environmentally friendly, and ensuring that football is used as a force for integration that does not divide ethnic or religious groups.

No single organisation or sector has the capacity to solve all of society's ills and UEFA has picked its battles, so to speak, by adopting a strategic approach to FSR and selecting key issues that are particularly relevant to European society and football. In doing so, we endeavour to expand UEFA's capacity to make football contribute to sustainable development in society.

This report presents the details of all FSR initiatives undertaken by UEFA during the 2012/13 season. These range from small-scale activities, such as providing an unforgettable experience for children from disadvantaged families at the UEFA Europa League final in Amsterdam, to ongoing work through long-term partners, such as the FARE network and Cross Cultures' Open Fun Football Schools. Whether large or small, all these projects contribute to UEFA's commitment to promote football in a socially responsible way.

UEFA does not claim to be a global leader in the field of social responsibility reporting. However, as the governing body of European football, we do aim to lead by example. It is our ambition to develop a concise reporting format that will not only form the basis of communication with our stakeholders but will also help to measure and improve progress year on year.

This report represents an important milestone on a long journey and I do hope that, even at this stage, a strong desire to combine our core business with a positive impact on society shines through in the pages that follow.

To all of our stakeholders, both internal and external – thank you for joining us on this journey.

**Peter Gilliéron, chairman of the Fair Play and Social Responsibility Committee**



# Introduction

The Union des Associations Européennes de Football (UEFA) was founded in Basel, Switzerland, on 15 June 1954, and is one of the six continental confederations of world football's governing body, FIFA. As an association under the terms of the Swiss Civil Code, UEFA generates income to work with and act on behalf of Europe's 54 national football associations and other stakeholders in the game to promote football and strengthen its position as arguably the most popular sport in the world.

The guiding principle of the founders in the early 1950s was the fostering and development of unity and solidarity among the European football community. Now, over 50 years later, UEFA's mission remains very much the same. It has also become the "guardian" of football in Europe, protecting and nurturing the well-being of the sport at all levels, from the elite and its stars to the thousands who play the game as a hobby.

UEFA's objectives, enshrined in Article 2 of the UEFA Statutes, are to:

- a. deal with all questions relating to European football;
- b. promote football in Europe in a spirit of peace, understanding and fair play, without any discrimination on account of politics, gender, religion, race, or any other reason;
- c. monitor and control the development of every type of football in Europe;
- d. organise and conduct international football competitions and tournaments at European level for every type of football whilst respecting the players' health;
- e. prevent all methods or practices which might jeopardise the regularity of matches or competitions or give rise to the abuse of football;

The administrative organisation of UEFA



President Michel Platini



General Secretary Gianni Infantino

- f. ensure that sporting values always prevail over commercial interests;
- g. redistribute revenue generated by football in accordance with the principle of solidarity and to support reinvestment in favour of all levels and areas of football, especially the grassroots of the game;
- h. promote unity among member associations in matters relating to European and world football;
- i. safeguard the overall interests of member associations;
- j. ensure that the needs of the different stakeholders in European football (leagues, clubs, players, supporters) are properly taken into account;
- k. act as a representative voice for the European football family as a whole;

- l. maintain good relations with and cooperate with FIFA and the other Confederations recognised by FIFA;
- m. ensure that its representatives within FIFA loyally represent the views of UEFA and act in the spirit of European solidarity;
- n. respect the interests of member associations, settle disputes between member associations and assist them in any matter upon request.

It is fair to say that by the very nature of its legal personality and objectives, social responsibility is part of UEFA's DNA. Anti-corruption, anti-doping, financial fair play, women's football and many more of UEFA's core business functions can be considered as having a positive impact on society.

Members of the Fair Play and Social Responsibility Committee

**Chairman**  
Peter Gilliéron (SWI)

**Deputy Chairman**  
Allan Hansen (DEN)

**Vice-Chairmen**  
Domenti Sichinava (GEO)  
Norman Darmanin Demajo (MAL)  
Elkhan Mammadov (AZE)

**Members**  
Duro Bukvić (CRO)  
David Griffiths (WAL)  
Ekaterina Fedyshina (RUS)  
Phivos Vakis (CYP)  
Charles Schaack (LUX)  
Bert van Oostveen (NED)  
Dragan Djordjevic (SER)  
Eduard Prodani (ALB)  
Michel Dumoulin (BEL)  
Position on hold (ENG)

The Fair Play and Social Responsibility Committee joined by the UEFA President, Michel Platini, the UEFA General Secretary, Gianni Infantino, and senior advisor to the UEFA President, William Gaillard.



Competitions  
Giorgio Marchetti



National Associations  
Theodore Theodoridis, Deputy GS



Legal Affairs  
Alasdair Bell



Finance  
Josef Koller



Services & Management  
Stéphane Igolen

- Club competitions
- National team competitions
- Women's
- Futsal
- Beach soccer
- Match operations
- Anti-doping
- Youth & amateur competitions
- Referees
- Medical matters

- Relations with NAs
- HatTrick
- TEP
- Education programmes
- Stadia & security
- Club licensing & financial fair play
- Social responsibility
- Technical education
- Grassroots

- Marketing legal
- Event & corporate legal
- Sports legal
- Disciplinary
- EU matters
- Player's status

- Accounting
- Asset management
- Controlling

- Human resources
- Language services
- Travel and conferences
- Facilities
- Information & communication technology
- Colovray Sports Centre

• Direct link to social responsibility at UEFA





“Respect epitomises all our social responsibility work: respect in the stands, on the pitch, and among supporters throughout Europe.”



Michel Platini, UEFA President

## About the report

The scope of this report is limited to activities that have been conducted as a direct result of the FSR unit’s involvement during the reporting year, which dates from 1 July 2012 until 30 June 2013.

The decision to present information solely within this boundary reflects the primary goal of this report, which is to engage with stakeholders on the role that FSR plays at UEFA.

There is a wider scope for reporting on additional business functions, such as club licensing, financial fair play and anti-doping, and others, such as those that extend from UEFA’s competitions, which together correspond to the organisation’s full impact on society.

To mitigate the effects of this approach, direct links have been provided to relevant reports that, to varying extents, cover the impact of other business functions.

A stakeholder engagement process was conducted in order to: identify expectations as regards the content of the FSR report; better understand how cooperation with UEFA has been viewed during the reporting period; gather accurate information on various projects and initiatives; and record future challenges and opportunities.

A total of 21 face-to-face and telephone interviews were conducted with stakeholders who had been involved with UEFA’s FSR unit over the past 12 months to varying degrees. In addition, a questionnaire was completed by a further four stakeholders and evaluation/impact reports, articles, budgets and development plans were examined by researchers to extract relevant information for the report.

**UEFA’s Social Responsibility Strategy Review (2011)**  
An external review of UEFA’s FSR strategy, including an assessment of its portfolio partners.



**UEFA EURO 2012 Social Responsibility Report (2013)**  
A report detailing the social, environmental and economic impacts of the UEFA EURO 2012 tournament, written in accordance with international sustainability guidelines.



**UEFA Financial Report (2012/13)**



# Football and social responsibility at UEFA

## FSR unit

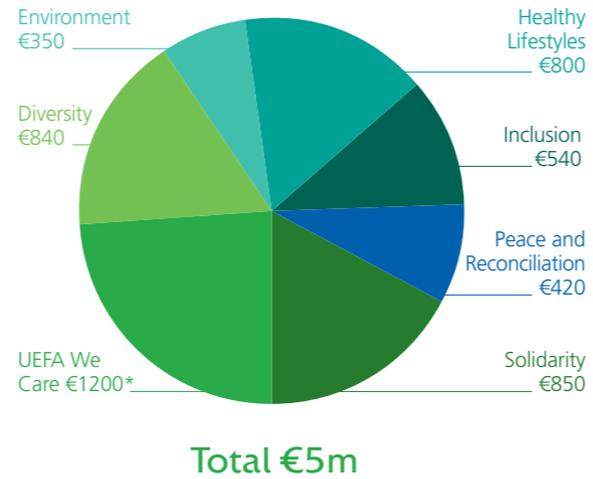
The FSR unit was formalised in the UEFA organisational structure in 2007. Its goal is to expand UEFA's capacity to use football to contribute to sustainable development in European society, focusing primarily on children. The unit has two staff members who report to the director of the national associations division. Strategic decisions on the work undertaken by the FSR unit are made by the Fair Play and Social Responsibility Committee (known as the Fair Play Committee until 2007).

## FSR portfolio

A UEFA budget of €5m was invested in specific FSR projects during the 2012/13 reporting year. In line with the "vice to virtue" concept, the budget for this investment derived from fines imposed by UEFA's disciplinary body during the 2011/12 football season. Taking into account the in-kind value of a 30-second Champions League TV airtime slot offered to FSR initiatives throughout the season, the total amount invested for social responsibility exceeded the UEFA pledge of 0.7% of its revenue.

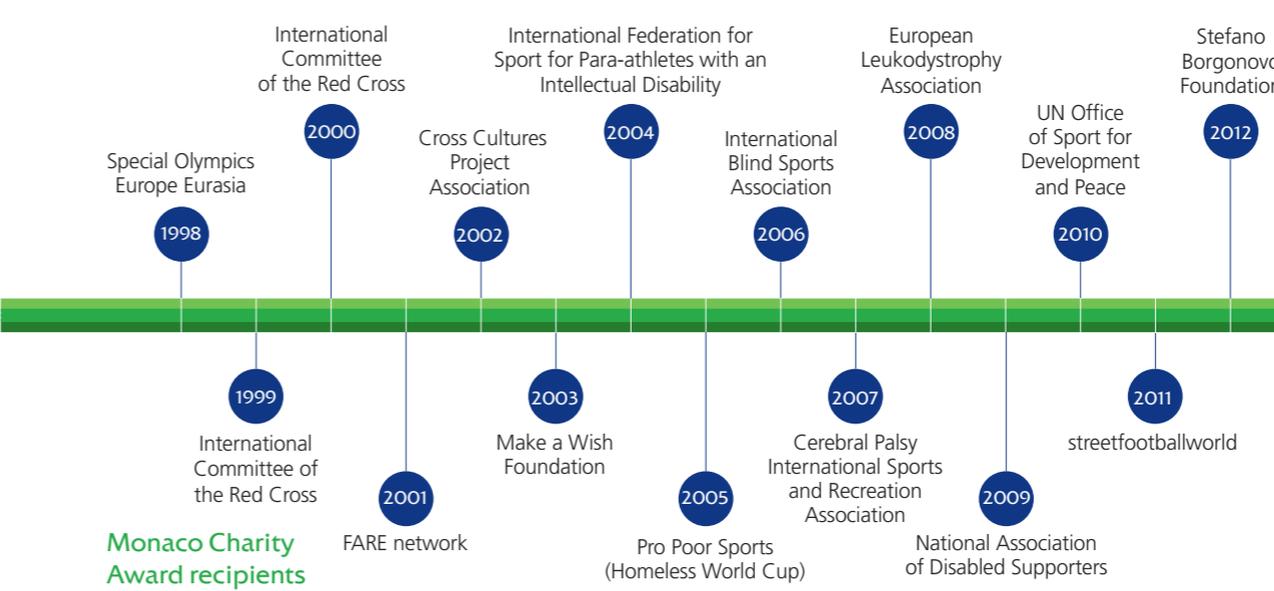
The FSR unit maintains close partnerships with expert organisations to address key social development issues through football during the current five-year cycle (2012/13–2016/17). It distinguishes between core partners, which receive a minimum annual contribution of €200,000, and associate partners, which receive a maximum contribution of €150,000 per year. There are currently four associate partners and five core partners – of which two represent sub-groups of organisations. One sub-group comprises five organisations promoting the development of different forms of disability football (Football for All Abilities) and the other comprises five organisations founded or supported by members of the football family such as players, coaches, referees or administrators. The FSR unit also works with a number of additional organisations to supplement the work carried out under various "portfolio themes" (see illustration on page 13).

## FSR budgets by issue (2012/13)



\*Includes €1m Monaco Charity Award

## FSR partnership portfolio



## Monaco Charity Award

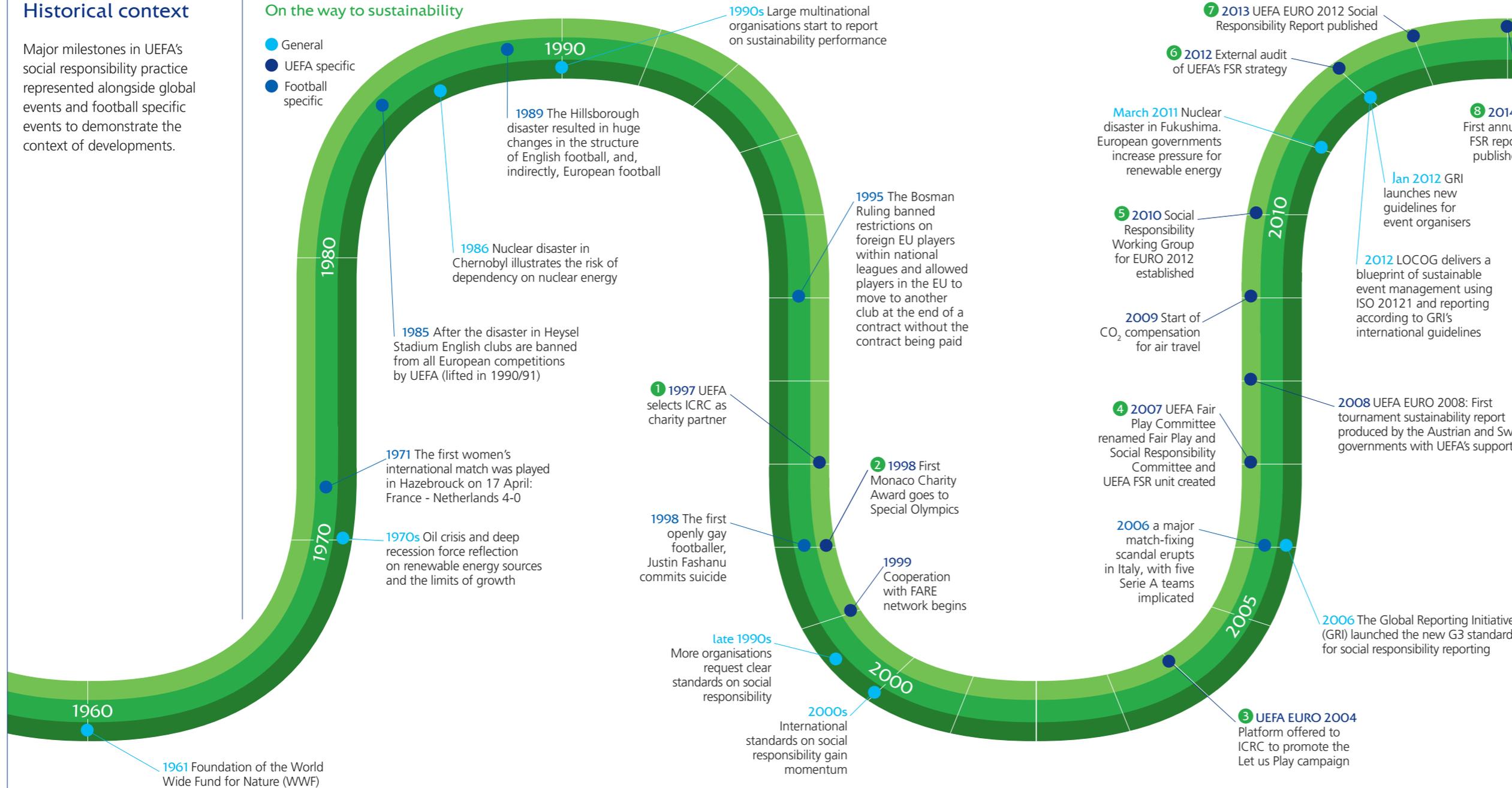
At the start of every European club competition season since 1998, the UEFA Fair Play and Social Responsibility Committee has awarded a charity cheque of €1m (CHF 1m before 2010) to a deserving organisation in order to mobilise the power of sport for positive change.

### Historical context

Major milestones in UEFA's social responsibility practice represented alongside global events and football specific events to demonstrate the context of developments.

#### On the way to sustainability

- General
- UEFA specific
- Football specific



- 1 ICRC is a world-renowned humanitarian organisation. To date, the ICRC has received close to €10 million through its partnership with UEFA, including two Monaco Charity Awards in 1999 and 2000.
- 2 Every year since 1998, for the kick-off of the European club competition season, UEFA has awarded a deserving organisation with its annual charity cheque as a sign of appreciation.
- 3 UEFA first experimented with a more coordinated and meaningful approach to working with vits charity partner. The Let us Play campaign was selected; this campaign focused on raising public awareness of the needs of the most vulnerable group of victims of war: the children.
- 4 The new term, Football and Social Responsibility, stood for the provision of the UEFA communication channel to promote activities with social value that were more closely intertwined with its core business. UEFA began to place a greater emphasis on developing its portfolio of partnerships.
- 5 The working group met on nine separate occasions between 2010 and 2012 to ensure key stakeholder issues were covered by local organisations and delivered according to expectations.
- 6 The aim was to analyse the FSR partners or "partnership portfolio" and re-evaluate the social issues that it was addressing in order to continue to support communities and its organisational goals.
- 7 Use of the GRI G4 sustainability reporting guidelines to report on the material non-financial data and present benchmarks for the tournament in 2016.
- 8 Establishment of a reporting format that forms the basis of communication with stakeholders and helps to measure and improve progress year on year.

# Strategy

Businesses use social responsibility (SR) strategies to achieve sustainable development. In football, UEFA takes a systems approach approach\* that strives to increase social responsibility in all aspects of the game. FSR activities work with and through key economic, social, financial and environmental stakeholders of the game.

This strategy strives to integrate SR into other UEFA functions in order to realise the dual benefits of providing social value whilst meeting UEFA's organisational objectives. UEFA embraces the notion that SR need not come at the expense of profits; it is simply about how profits are made in football.

UEFA aims to ensure that SR and its FSR programme partners are integrated across the organisation. Here is a selection of practical examples:

The FARE network is invited by the FSR unit to send an observer to the Fair Play and Social Responsibility Committee meetings. FARE's match monitoring reports also feed into UEFA's Control and Disciplinary proceedings.

streetfootballworld, recipient of the Monaco Charity Award in 2011 and a UEFA EURO 2008 and 2012 FSR programme

partner, promotes good practice to member associations, in this way standing alongside and supporting the UEFA Grassroots unit at various conferences.

Climate Friendly works in cooperation with UEFA's in-house travel agency, Carson Wagonlit, assisting UEFA to offset the CO<sub>2</sub> emissions that its staff produces each year through work-related flights. This takes the form of advice on how to invest in European UEFA-relevant offset projects and presentations to staff on CO<sub>2</sub> compensation.

When UEFA organised a SR development workshop for its member associations in Sarajevo in October 2012, five representatives of UEFA FSR programme partner organisations brought their SR expertise to the table by moderating the various sessions.

A number of FSR programme partners consulted UEFA on the requirements imposed on cities bidding for the UEFA EURO 2016 and 2020 tournaments.

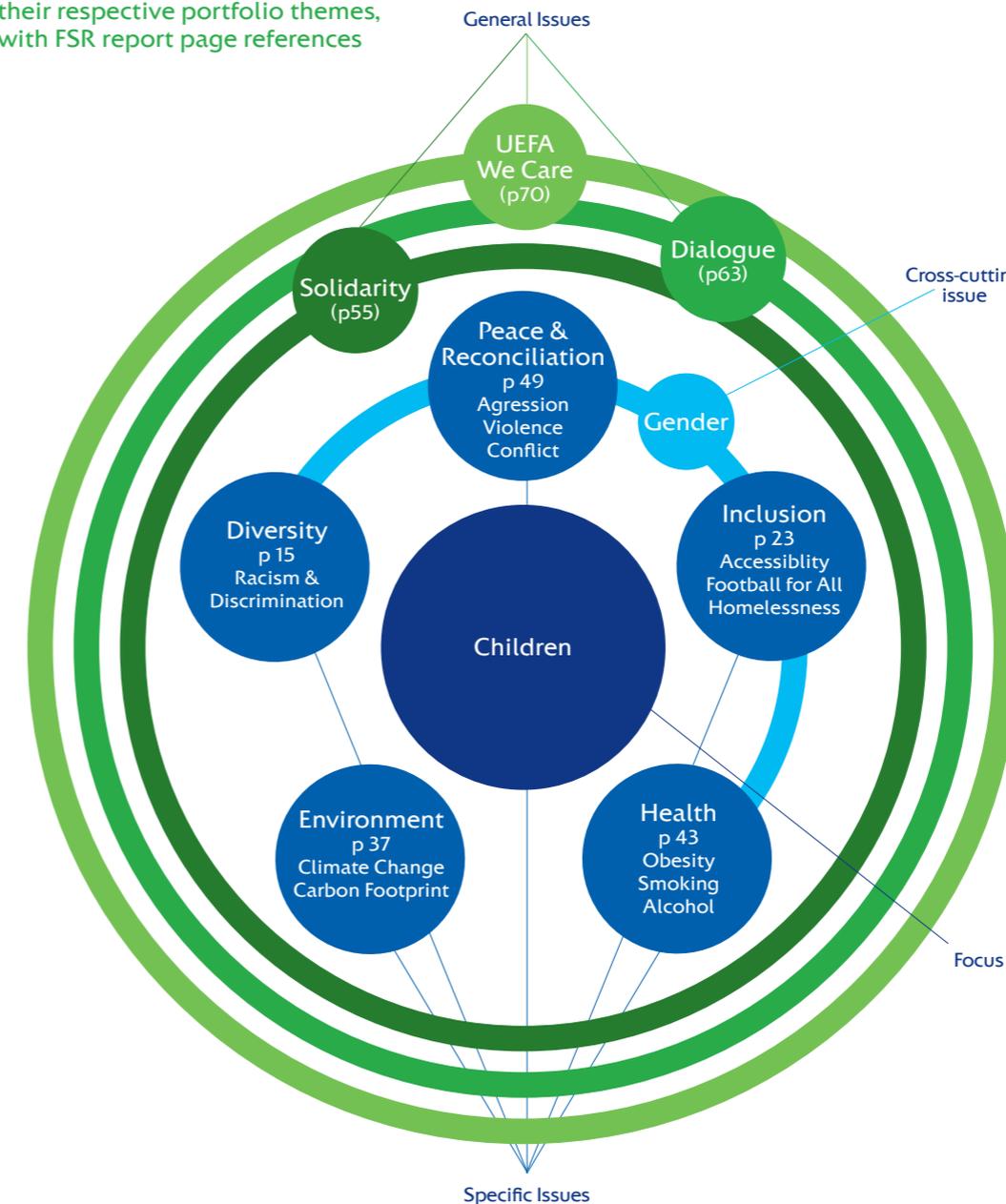
UEFA supports the work of its FSR programme partners at European level to help them develop their partnerships with European institutions and often guarantees co-funding in a funding application process.

The backbone of UEFA's current FSR strategy involves working with a few key partners during the present five-year UEFA cycle (2012/13–2016/17 football seasons). The objective is to tackle specific critical issues, identified with the aid of a thorough external FSR review.

UEFA recognises its role in promoting diversity and inclusion, contributing to public health, encouraging peace and reconciliation, and caring for the environment. It also extends its support to more general issues, which are categorised under the headings of Football First – UEFA We Care, FSR Dialogue and Solidarity. The main beneficiaries of all UEFA's FSR activities are children.

\* A systems approach focuses on the interdependency of distinct parts, which together make a complex whole.

Illustration of FSR activities under their respective portfolio themes, with FSR report page references



“No business or organisation can solve all of society’s problems or bear the cost of doing so. And this is why, over the years at UEFA, we have selected issues that intersect with our core business.”

Peter Gilliéron, Chairman, UEFA Fair Play and Social Responsibility Committee

The chapters of this report that follow are structured in a similar way to the figure above. This outlines the issues that UEFA has tackled, under the relevant portfolio themes, during the 2012/13 season.



# Diversity

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The concept of diversity encompasses acceptance and respect; it calls for an understanding that each individual is unique. Racism and xenophobia, however, continue to be widespread in Europe. A recent survey conducted among young people in Europe showed that 16% feel discriminated against because of their skin colour or religion and 10% have been victims of racist incidents. These figures double for young people from a migrant background<sup>1</sup>. UEFA works together with member associations and expert NGOs to raise awareness of discrimination and promote diversity.

<sup>1</sup> Schwery Consulting. Discrimination in Sport. Comparative Study on Young People in Europe. King Baudouin Foundation Publication, 2013

## A long-term commitment

The **FARE network** has been UEFA's reliable, long-term partner since 1999. FARE's involvement with UEFA spans much of the diversity spectrum and is of great significance to both organisations.

UEFA, in partnership with the FARE network, seeks to fight discrimination at all levels of professional and amateur football across Europe – in stadiums, on the pitch, in administration, in coaching and sport education and through the media. Further major objectives of the partnership are to raise awareness among the football family of the sport's potential to promote integration and also to encourage players, clubs, associations, supporters, coaches, administrators, referees, journalists and policy-makers to take action against discrimination.

The current five-year partnership between UEFA and the FARE network focuses on three main areas:

1. Supporting governance activities
2. Education
3. Work with grassroots groups

The UEFA EURO 2012 tournament was the first major football championships in eastern Europe in the modern era. The FARE network has been heavily involved in ensuring that the legacy of this tournament, and specifically that of the UEFA

Respect Inclusion campaign, has been pursued with ongoing activities in Poland, Ukraine and other eastern European countries during the year.

Partnerships from UEFA EURO 2012 have been maintained and developed with the active involvement of many groups in the region in the Action Weeks initiative with targeted events in October 2012.

The FARE network also continued to use the incident reporting mechanism (match monitoring) – that was put in place at UEFA EURO 2012 – for matches from the group stages of the UEFA Europa League and UEFA Champions League. FARE network expert observers were sent to matches that were identified as games where acts of overt racism might be publicly staged.

FARE's action weeks were held under the "Football People" campaign banner and took place in October 2012\*.

**8**  
European FAs actively supported the initiative

**13**  
professional leagues participated

**40+**  
UEFA Europa League and Champions League matches took part in Action Weeks on matchday 3

**44**  
countries involved

**500+**  
activities carried out as part of the initiative



The FARE network pursued its programme of activities this year in several other areas:

Supporting the governance activities of football stakeholders in order to overcome social exclusion in and through football.

A FARE network membership scheme, launched during the year. Particular emphasis was placed on increasing membership in the five major leagues as well as including as many UEFA countries as possible.

Preparation of a European-level good practice guide for self-regulation by supporters that was widely distributed in 2013.

The capacity building of ethnic minority groups through small grants and developing activities related to social inclusion through football.

Continued lobbying of the European Commission and

other EU-level groups on the issue of sport and inclusion.

Increased partnerships with LGBT bodies, in particular through involvement in developing a new media app with EGLSF (European Gay & Lesbian Sport Federation) and working with the Football v Homophobia campaign.

Continuing a research project that looks into the progress of ethnic minorities and women in administrative positions in football and the role and numbers of black and minority coaches in football.

In 2012/13 the FARE network's members included supporter groups, community organisations, ethnic minority groups and NGOs from all parts of Europe.

**33**  
countries

**125**  
members



The FARE network will concentrate on certain specific issues during the 2013/14 season:

Improved sharing of good practice through a new website (farenet.org) and other communication channels.

Developing further actions to empower ethnic minorities in football through an expanded grants programme.

Developing knowledge and understanding about the far-right presence in eastern Europe.

Disseminating the findings of research on women and ethnic minorities in football.

Increasing the visibility of LGBT groups through the support of networking.

Partnership with UEFA to develop a European conference on anti-discrimination.

\* An overview of the initiative has been produced as a booklet and can be viewed here: [http://issuu.com/farenetwork/docs/action\\_weeks\\_2013-\\_call\\_for\\_action\\_?e=7127467/4259177](http://issuu.com/farenetwork/docs/action_weeks_2013-_call_for_action_?e=7127467/4259177)

# FAs tackling discrimination

UEFA supports the efforts of its member associations to promote the diversity agenda in their own countries.

## Irish Football Association – Northern Ireland

An ambitious initiative, which began in June 2013 and is planned to roll out over the next year, is the Irish FA's association-wide Respect Campaign. The Irish FA has embarked on this programme, in support of UEFA's own Respect campaign, to promote a fun, safe and inclusive culture throughout all levels of the game.

Activities will include targeted training and education programmes for players, coaches, officials and leagues at all levels. Respect materials including video resources, a Respect Code of Conduct and Respect guides will be developed and rolled out with leagues and clubs as part of a pilot Respect campaign. This follows on from an earlier Sea of Green campaign: a fan-driven initiative at international matches to promote the message of Respect.

## Israel Football Association

As part of the UEFA European Under-21 Championships, held in Israel, the Israel Football Association hosted a special event in Netanya, showcasing the positive steps it is taking, supported by UEFA with the help of the English Football Association and the New Israel Fund (NIF), to foster and encourage social responsibility and tolerance through football.

The Football for All event, a joint venture between the Israel Football Association and NIF, marked the ten-year anniversary of the Kick It Out (KIO) initiative, which supports programmes promoting tolerance and opposing racism. The event was held on the Maccabi Netanya FC training pitch that England's footballers used as their base for the UEFA European Under-21 Championship. Youngsters from a cluster of KIO programmes enjoyed the opportunity to play football with players from the England and Israel national teams.

Football for All organises an annual Fairness Index, which involves over 40 volunteers who monitor more than 200 matches and report back on incidents of racism and violence.



**25%** increase from 2011/12 to 2012/13 of fans condemning incidents of violence and incitement

**“It is not only goals and results that count, but also victories off the field.”**



Avraham Luzon, President, Israel Football Association

KIO's impact was perhaps most prominent this year in its reaction to the anti-Muslim fans of Beitar Jerusalem who, in protest at the club signing two Muslim players unfurled a banner reading "Beitar Pure Forever" and indulged in anti-Muslim chants. KIO, in partnership with the Light Tag coalition, reacted quickly to organise an anti-racism demonstration in solidarity with the vast majority of Beitar fans who want to see the extremists rooted out of the club. Under the banner of "Jerusalem Tolerant

Forever", around 200 people gathered to hear speeches supporting the club's and the municipality's efforts to combat racism, and to proclaim that Beitar Jerusalem belongs to its tolerant majority.

**“Violence-wise in the stadiums we saw a massive reduction. Most of the phenomena we were familiar with these last years are disappearing from the stadiums.”**



Ori Shilo, CEO, Israel Football Association

## Football Association of Ireland – Republic of Ireland

The FAI's Intercultural Football Programme was launched in 2007. The main objectives of the programme in the context of a more culturally diverse Ireland are to increase ethnic minority participation, use football to contribute to the process of integration and challenge racism. The latter objective recognises that it is not possible to have successful integration if racism remains unchallenged.

The FAI, under the auspices of its Intercultural Football Programme, held a series of anti-racism education training sessions for grassroots football, in partnership with the education charity Show Racism the Red Card, for leagues, clubs and affiliates across the country. Next season, the training will be split into two elements, with an online anti-racism education

module being introduced as a follow up to face-to-face anti-racism awareness workshops.

**Achieved this year** The main outcomes of the initiative are summarised below:

**More clubs, leagues and personnel have a greater understanding of racism and are much better equipped to respond.**

**A national register of trained individuals (referees, coaches, officials) has been drawn up.**

**An accurate evidence base has been established that further helps the FAI understand and support its members in terms of their knowledge and competence in the area of managing racism within the game.**

**In order to promote the content of upcoming programme developments, the FAI conducted a small-scale survey\* on racism in football in Ireland.**

**54%** indicated that they were involved in grassroots youth football

**58%** have dealt with, experienced or witnessed a racist incident

\*The FAI conducted a study among 108 people as part of research to promote the content of the online course introduced in the 2013/14 season.

## Balkan associations

UEFA and the football associations of Serbia, Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia and Montenegro together support the international “Football Unites the Alps, Adriatic and the Balkans” project. The project is coordinated by FairPlay-VIDC, a member of the FARE network, and the Balkan Alpe Adria Project (BAAP). The main objective is to promote a broad commitment to intercultural dialogue and social inclusion and fight nationalism and racism across the Balkans in youth football, in the stadiums, in coaching and sport education and also in the media.

Nationalism and the discrimination and exclusion of ethnic minorities are among the major socio-political problems in the western Balkan region at present. To address issues of football-related nationalism and discrimination, project coordinators at FairPlay-VIDC and BAAP exploit the unique inclusive potential of football, using it as a medium to communicate a message of integration among young people, minorities and the wider football community in the region. The overall objective of the project is to promote intercultural dialogue, anti-discrimination and social inclusion in the western Balkans in and through football.

Highlights of the project are the intercultural youth football tournament “Vienna meets Balkan”\*, which has been held annually for the past 11 years, and the Balkaniade, held for the fourth time from 30 June to 1 July 2012 in Mostar, Bosnia and Herzegovina, and again on 29 June 2013 in Ohrid in the Former Yugoslav Republic of Macedonia. The latter tournament brings together youth players from Bosnia and Herzegovina, Serbia, Montenegro, Croatia and the Former Yugoslav Republic of Macedonia each year to play football, have fun and exchange ideas and cultural insights.



During the year, and often alongside these tournaments, the project works on a number of other initiatives to support its main objective:

**Seminars and workshops to promote the fight against nationalism and extremism in sports in the region.** For example, the eighth Football Unites workshop on the topic of education through sport was held during the Balkaniade, bringing together international experts and stakeholders to exchange opinions and know-how on how sports can be implemented in formal and non-formal education in the western Balkans.

**Anti-racism activities with national football associations and clubs.**

**FARE Action Weeks: various initiatives in the countries of supporting member associations to raise awareness of the cause.**

\* See diversity highlight for more information about this project.



The project has the following specific aims over the course of the five-year partnership with UEFA:

**To raise awareness of the need for proactive measures against racism and nationalism in football stadiums across the Balkans.**

**To raise awareness and educate football stakeholders, youth organisations, NGOs and public bodies on how to disseminate an inclusive message and address issues of nationalism and other related forms of discrimination.**

**To develop and strengthen sustainable structures, networks and partnerships to enable local partner organisations and grassroots groups to organise their own initiatives which challenge nationalism, discrimination and exclusion (capacity building).**

**To raise awareness of gender equality and encourage the active participation of women and girls in all levels of the game.**

**To contribute to the active inclusion of minorities through engagement with, and the active participation of, minority organisations in the design and implementation of initiatives and events.**

Many challenges still exist for the project team. War is still not too distant a memory for people in these communities. As a result the organisers continue to work with the different national football associations in order to promote a transnational spirit and forge alliances using a shared passion for football and the values of the sport.



### Diversity highlight International Fair Play Youth Tournament – “Vienna meets Balkan”

Vienna was the venue of the intercultural youth football tournament “Vienna meets Balkan” for the 11th time. The tournament brings together children from Viennese youth teams, migrant groups living in Vienna and teams from non-EU countries in the western Balkans such as Bosnia and Herzegovina, Serbia, the Former Yugoslav Republic of Macedonia and Montenegro, as well as neighbouring countries including Hungary, the Czech Republic and Slovakia. The objective is to foster intercultural exchanges and dialogue and take a common stand against nationalism and racism in football.

The tournament was hosted by the Viennese clubs SC Süssenbrunn and FAC-Team für Wien from 18–20 May 2013. Besides the football, there was also a fringe programme of events for players

## Football Association of Albania

UEFA pledged financial support to the Football Association of Albania to construct a mini-pitch with artificial turf. The Football Association of Albania had requested this funding to support underprivileged children and also to provide an additional mini-pitch to meet the Association’s coaching needs.

and coaches. Participants received a programme brochure published in German, English and Bosnian/Croatian/Serbian during the tournament.

Coaches were invited to a workshop on the project’s specific aims before the tournament. The children had the opportunity to use the inflatable Streetkick court and join in a creative painting workshop to produce their own banners. A special highlight was the joint celebration at the Vienna Ost Club for players and coaches. This event, held on the evening of 19 May 2013, invited the children to attend a workshop on intercultural dialogue and discrimination, learn to break dance and rap, take part in a raffle and dance to a live DJ.

Supported by UEFA and the national football associations of Serbia, Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia and Montenegro as part of the “Football Unites the Alps, Adriatic and the Balkans” project, the tournament is also co-funded by the City of Vienna and backed by the Austrian FA and the Austrian Ministry of Sport.



# Inclusion

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Inclusion can be defined as the fair treatment and meaningful involvement of all interested parties regardless of race, age, gender, religion, sexual orientation, culture, national origin, income or disability (including disabled people with intellectual, sensory or physical impairments and those with mental health issues). UEFA places much emphasis on this wide-ranging social issue. Providing individuals with opportunities to play the game has been shown to increase self-esteem and empower commonly excluded minority groups within society.

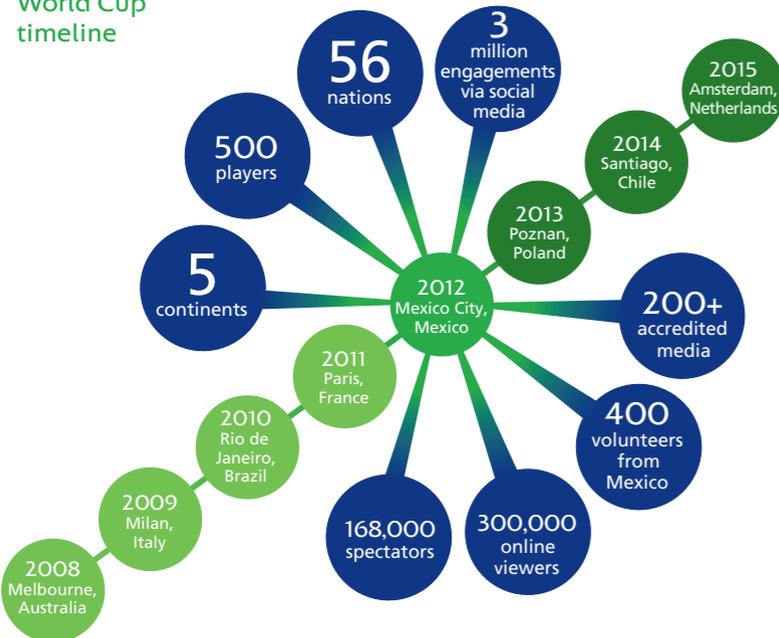
# Homeless World Cup

An estimated three million people in Europe are homeless. This issue represents a major challenge to European governments and NGOs. The average life expectancy of a homeless person is just 42 years<sup>2</sup>. Figures suggest that the number of homeless people in western Europe is at its highest in 50 years, a level not seen since the end of World War II.

UEFA has partnered with the **Homeless World Cup Foundation** (HWCF) since 2003. HWCF promotes street soccer as a tool for reducing the social marginalisation of the homeless. A consistently high percentage of players have significantly changed their lives following participation in the Homeless World Cup\*. The tournament is held each year with the intention of introducing the cultural enthusiasm associated with football to homeless people.

<sup>2</sup> [www.unhabitat.org/documents/media\\_centre/sowc/Featuresplint.pdf](http://www.unhabitat.org/documents/media_centre/sowc/Featuresplint.pdf)  
 \*Impact surveys conducted by HWCF in 2008 demonstrated that 92% had a new motivation for life, with record numbers coming off drugs, going into education, entering employment or finding housing (Melbourne 2008 Impact Report). Studies in 2005 and 2007 also demonstrated high percentages of players significantly changing their lifestyles as a result of participation.

### Homeless World Cup timeline



The 2012 Homeless World Cup took place on Zócalo square in Mexico City from 6 to 14 October 2012.

5 continents

56 nations

500 players

168,000 spectators at the matches

300,000 viewers online

The 2012 Homeless World Cup took place in Mexico City. The final matches certainly did not let the audience down: Chile beat Mexico 8-5 in a thrilling men's final while Mexico defeated Brazil 6-2 in the women's final. The matches were broadcast live on Mexican television with news, video and pictures published by major networks, such as CNN, Huffington Post and the BBC World Service.

The potential to try out for your country and ultimately play at the Homeless World Cup is an experience that will never be forgotten by those who participate. However, the lasting impact comes from the number and scope of programmes run by NGOs and other organisations that represent HWCF's international partners. Homeless football activities take place every day of the year, all around the world. It is these programmes that offer the potential for change on a significant scale.

Regular attendance at football activities allows homeless people to become fitter and more confident. They build trust in others and those taking the sessions; this deepens the potential for change. Initial, regular attendance at football games or training is used to reach out to the person in other ways. This could be through advice on health, employment, addiction, housing, family planning, abuse, mental health and many other issues.

The growing importance of the relationships between national football associations and HWCF national partners has been underlined by recent developments. For example, as a result of the credibility afforded by their recent partnership with the Dutch FA (KNVB), the Dutch branch of HWCF will host the HWC tournament in 2015 and already 60 different organisations want to be involved. The partnership with the Dutch FA has helped to bring on board new partners and potential new ambassadors.

The details of progress like this need to be shared. For this reason, HWCF introduced iPass this year, a learning programme that enables larger international partners to connect with smaller ones, with a focus on the discussion of good practice. The network had its first ever European conference in Amsterdam in March 2013. More regional get-togethers are planned (for example in Santiago, Chile, at the venue for the 2014 tournament).

“Close collaboration with the national football associations is critical to the long-term success of our national partner organisations.”



Craig Campbell, CEO, HWCF



HWC Foundation global benchmarks for 2012

69 nations represented

103,873 players involved in 2012

53% of international partners have an active relationship with their FA

77% organise a national street soccer league or cup



## Football for All Abilities

Sport can make a significant contribution in helping disabled people fully participate in society, yet 50% of disabled people have never participated in leisure activities or sport<sup>3</sup>. UEFA has put the issue of disabled access to football (playing or attending) high on its agenda by granting the annual Monaco Charity Award to no less than five different disability football development projects\*.

The objective is to help increase playing opportunities for disabled people and improve the potential for disabled supporters to enjoy a full match experience when attending a game.

UEFA also offered its UEFA EURO 2008 and 2012 platforms to promote the cause. At both tournaments, players from four different disability groups were given the opportunity to play exhibition matches before the quarter-finals, showcasing their abilities and breaking down attitudinal barriers.

### Football for blind and partially sighted athletes

A number of countries have long-running, well-established blind football programmes in place. Unfortunately, however, this does not include the full complement of European countries. The **International Blind Sports Federation's** (IBSA) main objective over the course of its five-year partnership with UEFA is to provide assistance with the development of blind football in countries where the desire is there but the infrastructure may be lacking.



<sup>3</sup> CAFE Vision: <http://www.cafefootball.eu/en/our-vision-total-football-total-access>

\* UEFA has granted the Monaco Award to the following disability organisations: the International Sport Federation for Persons with Intellectual Disability (2004); the International Blind Sport Federation (2006); the Cerebral Palsy International Sports and Recreation Association (2007) and the Centre for Access to Football in Europe (2009).

**To be achieved next year**  
 IBSA has set itself three main goals, launched late this year after an internal structural review. These goals will be monitored annually to measure progress against objectives.

**Goal 1**

**Purchase and distribute blind football equipment**

**Achieved last year**

**85** sets of eyeshades sent to 5 countries

**273** footballs sent to 12 countries

**Goal 2**

**Set up a grant fund for IBSA members in Europe**

One of the major obstacles to the successful development of a domestic blind football programme is the cost of the boards which run along the sides of the pitch in compliance with IBSA rules. These boards currently cost between €12,000 -15,000.

IBSA is focusing primarily on “emerging countries”: nations which already have a national programme but may require further assistance to obtain boards or sufficient sets of boards for their domestic activities. The key countries identified to date are Romania and the Czech Republic, while Poland may also require more boards as their programme develops and expands.

**Goal 3**

**Develop country-specific training camps in fast-track development countries**

The aim to organise at least two training camps in emerging countries with internationally-recognised coaches could not be met due to the recent departure of the chairman of the IBSA Futsal Subcommittee. The camps were postponed until a new subcommittee chairman was appointed in October 2013. The goal is now to hold camps in six fast-track nations in year two of the project.

### Football for athletes with cerebral palsy

The first international football 7-a-side competition was held in Edinburgh, Scotland, in 1978 at the **Cerebral Palsy International Games (CPISRA)**. It was following these games that the decision was made to form the Cerebral Palsy International Sports and Recreation Association and also to establish a football 7-a-side competition.

Further development work and support is now needed to iron out the considerable disparities among CPISRA nations. These differences range from on-field performances to the existence of the infrastructure required to allow attendance at official regional or world events.

At the moment there are 35 countries around the world that play football 7-a-side. Twelve of these countries are in Europe.

**“Our main goal is to bring in more countries and increase membership over the 50 mark.”** Tom Langen, Chairman, CPISRA Football 7-a-side Committee



**Achieved last year**  
 In attempting to reach its participation goal with the support of UEFA funding, a large part of CPISRA's work this year has centred on clarifying the classification system of players, which is central to ensuring a fair and enjoyable match between opposing teams. Initiatives have included the following:

**Creation of a new promotional DVD, sent to various emerging countries.**

**Holding two coach education workshops in Europe, one in Austria and one in Germany, which focused on coaching players with cerebral palsy and clarifying the classification process.**

**Appointment of a project manager to spend one day per week developing a video-based software system for classification to ensure that all registered players are classified according to the CPISRA manual. Such software would also hold match data such as results, players, playing times, goals and scorers.**

**Scientific research** on classification.

**Support of development tournaments in several regions.**

Football 7-a-side is currently administered under the umbrella of the CPISRA – a multi-sports organisation. However, preparations will be made to launch an independent organisation in January 2015, in response to encouragement by the International Paralympic Committee.

### Football for intellectually disabled athletes

UEFA's long-term relationship with **Special Olympics Europe Eurasia (SOEE)**, dating back to 1998, continues in its current form with the overall objective of increasing training and competition opportunities for intellectually disabled people in 58 Special Olympics programmes in countries across Europe and Eurasia. Football is the most popular SOEE sport, with over 130,857 registered participants in 2012.

**Achieved last year**  
 SOEE organised three major international football tournaments in the 2012/13 season, involving 580 players:

**The “Kim Källström Trophy 2012” in Gothenburg (14-18 July 2012), held as part of the World Youth Cup or “Gothia Cup”.** Twenty-seven Special Olympics teams attended from 12 different nations in the second edition of this annual football 7-a-side tournament.

**Special Olympics European Unified Football Tournament in Warsaw, Poland (6–8 June 2013)\*:** 200 young footballers with and without intellectual disabilities from 12 different countries battled in European qualifiers to secure a place in the 2014 Special Olympics Unified Cup.

**Special Olympics Invitational 7-a-side Unified Football Tournament and seminar in Borisov, Belarus (16–20 May 2013):** 10 unified male teams from five eastern European countries.

SOEE also pursued projects under its five-year partnership with UEFA in other areas. In line with its main objective of increasing participation, SOEE continued to work

with a group of focus countries, most of which were involved in hosting tournaments. SOEE also provided training and development opportunities for Special Olympics coaches, including the production of DVD coaching materials and courses in collaboration with FAs, and assisted the development of Unified Football across Europe and Eurasia.

**Another major initiative on the SOEE calendar last season was the 13th Annual Special Olympics European Football Week that took place from 18–26 May.**

**35** football associations involved

**50** nations represented

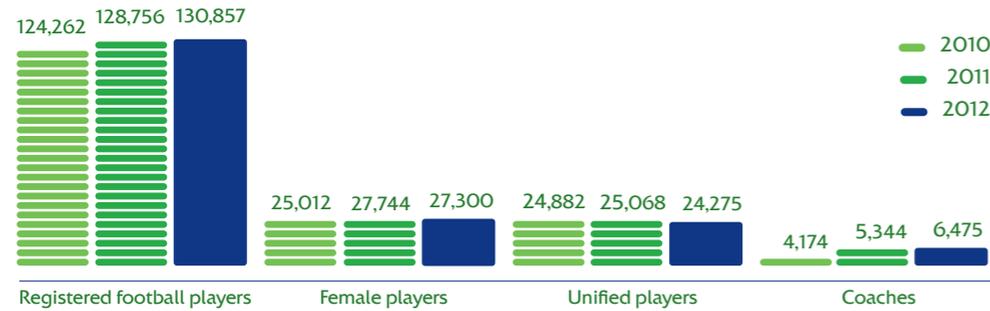
**60** professional clubs involved

**400** local one-day tournaments to large national events held

**50,000** participants

\*See inclusion highlight for more information about this project.

Continued growth in participation. Overall, there has been an increase of 6,595 players and 2,301 coaches over a period of two years.



### Football for hearing-impaired and deaf players

UEFA has an agreement with the **European Deaf Sport Organisation (EDSO)** to provide funding for a series of men's and women's competitions over the next four years in order to promote the sport across Europe. This project is scheduled to start next season.

#### Number of teams in European Deaf Football Championships



#### The number of teams in European Deaf Futsal Championships



\* Expected numbers based on qualification

While all EDSO personnel currently provide their administrative services on a voluntary basis, the funding covers the technical costs of organising preliminary and final competitions. It will also meet the costs of appointing trained observers to attend matches and provide services such as pitch inspection and reports.

EDSO also plans to use UEFA's investment to set up an independent body to allocate referees to competitions for the deaf. This body would also be responsible for providing continuing training and development for referees and explore opportunities for referees to achieve UEFA status by overcoming current communication barriers.

Closely related to this, EDSO is also very keen to strengthen relationships between national deaf sports organisations and national football associations. The former have extensive experience in providing technical expertise to deaf and hearing impaired people. This could offer large numbers of individuals the opportunity to participate in football across Europe if a close collaboration with the FAs can be achieved.

**45%** of EDSO members have a relationship with their national football association.\*\*

\*\* EDSO survey conducted in November 2012

### Powerchair football

The **European Powerchair Football Association (EPFA)** entered into a partnership with UEFA at the end of June 2013. A programme constructed around EPFA's objective of providing training, development, coordination and support for Powerchair Football throughout Europe will commence in May 2014. The programme will focus on six development themes:

- Attracting new countries.
- Developing competitions.
- Improving communications.
- Organising youth camps three or four times a year in different countries.
- Providing training: developing a training programme for referees, classifiers and coaches.
- Creating a Powerchair foundation: Powerchairs currently cost around €10,000. The foundation would make Powerchair purchases more feasible for emerging European Powerchair countries, such as Portugal and Finland.

Since the partnership began, the EPFA has already been approached by a UEFA member association to help develop a national programme.



**“For us, the partnership with UEFA is much more valuable than the financial investment. It's a question of recognition.”** Nicolas Dubes, President, EPFA



**22** member countries worldwide

**12** members countries in Europe

**6,000** registered players worldwide

**4,000** registered players in Europe

**10** the number of additional European countries that EPFA wants to attract during the next 5 years

## Barrier-free access

At least 10% of the population of Europe is disabled. Half of all disabled people have never participated in leisure or sport activities and a third have never travelled abroad or even participated in day trips because of inaccessible venues and services.



The **Centre for Access to Football in Europe (CAFE)** was launched via UEFA's CHF 1m Monaco Charity Award in 2009 to promote and ensure equal access throughout the territory of UEFA's 54 member associations. It provides backing, guidance and advice to partners and stakeholders, including UEFA, national associations, leagues, clubs, disabled fans and disabled supporter groups.

To build on the success of the UEFA EURO 2012 Respect Inclusion – Football with No Limits project, CAFE is currently delivering a three-year legacy initiative in Poland and Ukraine. As a part of this initiative, CAFE hosted its first ever Week of Action – Total Football – Total Access, which ran from 13-21 April.

**Achieved this year** The campaign had the following main outputs:

**All Ukrainian Premier League matches over the weekend of 20/21 April** were preceded by a pre-match ceremony where all players, accompanying mascots and matchday officials wore CAFE-branded T-shirts as they entered the pitch.

**The Polish Football Association provided all of their clubs with information** about the campaign. Furthermore, the national stadium in Warsaw – Stadion Narodowy – implemented an audio-descriptive commentary service, with equipment donated by CAFE as a legacy of UEFA EURO 2012, for partially sighted and blind supporters attending all future matches at the stadium.

CAFE provides advice on accessible stadiums and guidance to UEFA, national associations, leagues and clubs to help ensure an inclusive match day service for all fans. CAFE has been working very closely with the UEFA FSR, Stadium and Security, Events and Club Licensing units during the 2012/13 season to ensure more accessible tournaments. Host stadiums now consider their disabled fans' facilities and services more closely ahead of each match, and especially so before finals.

**Achieved this year** CAFE has embarked on a number of additional activities this year:

**Disability awareness and access and inclusion training for football clubs** and stadium staff as part of its UEFA EURO 2012 legacy work in Poland and Ukraine.

**Establishing a Europe-wide advisory group of specialists** to provide cultural and local guidance and support to CAFE.

**Publishing the joint UEFA and CAFE publication 'Good Practice Guide - Access for All'** in Croatian and Romanian (13 languages in total).

**Promotion of the good practice guide** in Romania, Croatia, Poland and Ukraine.

**Promotion of the use of audio-descriptive commentary equipment** and the training of commentators.

**Facilitating dialogue in Ukraine between disabled fans and their clubs**, leading to the development of a network of disabled fans groups.

CAFE is now planning next year's Week of Action in Poland and Ukraine and is considering extending the Total Football – Total Access campaign to other countries in Europe. The proposal to hold a similar Week of Action in Croatia is currently being negotiated with the Croatian Football Association.



**“Without good access, disabled people are quite simply excluded from social events such as football.”**

Joyce Cook OBE,  
Managing Director, CAFE



Additional activities planned for next season:

**Distribution of a CAFE pocket guide to all staff taking part in CAFE disability awareness training sessions.** This would provide basic information for easy day-to-day reference.

**Taking CAFE's access awareness exhibition, Total Football – Total Access, to stadiums across Ukraine and Poland.**

**Additional support at local level in eastern European countries, in particular Croatia and Romania.**

**Distribution of translated copies of Access for All, the joint UEFA and CAFE good practice guide, to every club and key stakeholder in Poland and Ukraine.**

**Setting up local advisory groups in every region to raise access and disability awareness and empower local disabled fans, individuals and groups to work alongside their clubs, supporting meaningful change.**

**Providing a matchday audio-description service for football clubs across Poland and Ukraine.**

**Facilitating the formation of three new Disabled Supporter Associations in the 2013/14 season.**

**Hosting the second CAFE Conference in Kiev, Ukraine, inviting international partners and stakeholders to share good practice solutions for creating accessible and inclusive stadiums and matchdays.**



### Inclusion highlight Play Unified to Live Unified!

Europe's most inclusive football event brings 200 young people, with and without intellectual disabilities, to compete together in the same teams.

The concept behind Special Olympics Unified Sports is that by training and competing on the same team, intellectually disabled athletes and non-disabled teammates can develop their skills while establishing friendships. This will break down the barriers to exclusion, promote equal

opportunities and raise public awareness of intellectually disabled people.

The Play Unified to Live Unified tournament took place on pitches provided by Legia Warszawa and featured 12 teams from Austria, France, Germany, Hungary, Latvia, Lithuania, Poland, Romania, Russia, Serbia, Slovakia and Turkey.

What set this tournament apart from other similar competitions is that goals on the scoreboard were not the only qualifying factor. Teams were also judged on their ability to demonstrate a unified team spirit on and off the pitch as well as follow

UEFA's fair play ethos. And much energy was needed as the European tournament had a full programme of activities.

On the first day of the tournament, athletes, teammates and supporters were invited to take part in a Unified Sports workshop, which allowed players and coaches to talk about their experiences and learn more about how to diversify their training sessions and involve players in leadership activities.

On day two, Special Olympics athletes were encouraged to showcase their skills and abilities in front of football heroes, namely Legia Warsaw

defender Michał Żewłakow and French international star Christian Karembeu at an Athlete Leadership Conference.

Away from the tournament, SOEE continued to assist with the development of unified football last season by supporting no less than eight national programmes with development grants of €3,000 each. Thanks to the financial support, these programmes were able to organise separate Unified Football events and/or support traditional football tournaments by bringing Unified teams into the fold.



# Environment

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The world of sport is not exempt from a responsibility to care for the environment. As the European governing body of football, UEFA aims to render its business practices and events more sustainable.

# Carbon footprint

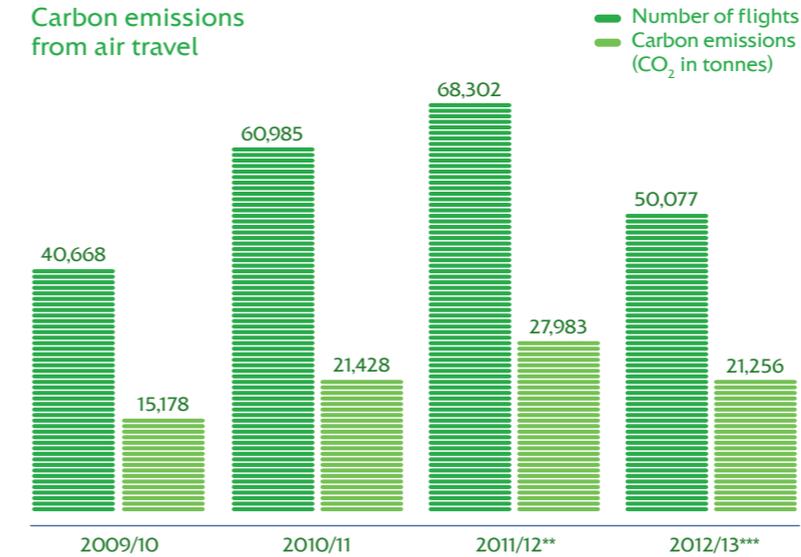
In 2007, UEFA took steps to measure its carbon footprint from flights. Consequently, in 2009, it struck up a partnership with **Climate Friendly** to begin offsetting its emissions by purchasing renewable energy carbon credits. In so doing, UEFA became the first major sports organisation to invest in climate-friendly certified compensation projects.\*



It was through another FSR Associate Partner, WWF, that Climate Friendly and UEFA were initially introduced. Climate Friendly works with UEFA's dedicated travel agency, Carson Wagonlit, to collate relevant information that enables it to provide monthly reports on flight emissions.

Climate Friendly then gives UEFA the opportunity to offset carbon emissions through projects that have been handpicked for UEFA with a European focus. Climate Friendly implements screening criteria for each project as well as audit requirements; these must meet specific international standards. It then goes beyond these international standards to ask what additional benefits the projects present before they are added to the portfolio.

Projects in which UEFA has invested include: Gold Standard verified wind farms in Turkey; a project



**“The objective of our partnership is to encourage reduction and to ensure that where offsetting is unavoidable, we can provide relevant projects to support.”** James Lewis, Sales Director, Climate Friendly

in southern Cyprus to capture and burn biogas from livestock manure to generate electricity and heat<sup>4</sup>; a hydroelectricity project located on the banks of the Euphrates River in Turkey which supplies renewable energy in an efficient, clean and

reliable way with a strong focus on social and environmental outcomes<sup>5</sup>.

A date has been set for staff to meet Climate Friendly and develop the internal scope of the relationship between the partners.



<sup>4</sup> Armenis Farm Biogas Project, Limassol Province, Cyprus.

<sup>5</sup> Keban Small Hydro Project, Elâzığ Province, Turkey.

# Climate change

UEFA has had a partnership with **WWF**, the global conservation organisation, since 2007. The partnership focuses on supporting WWF's global policy and advocacy work\* to limit the negative aspects of global warming and promote WWF's Seize Your Power campaign on renewable energy.

As WWF outlined in its Energy Report in 2010, we can meet the world's energy needs with 100% renewable energy by 2050. But achieving this vision is highly dependent on strong leadership by decision-makers in the public and private sectors. After months of preparation, WWF launched a global campaign called Seize Your Power, on 5 June 2013. The aim is to convince people, governments and investors to switch investment from fossil fuels to renewable energy, thus de-investing in coal, gas and oil.

\*UEFA has supported WWF's advocacy work at the Global Climate Conferences in Copenhagen (2009), Cancún (2010), Durban (2011) and Doha (2012).

\*The trial during the 2009/10 season was deemed to be successful and a carbon compensation scheme for all institutional flights was introduced at the beginning of the 2010/11 season.  
 \*\* Figures for 2011/12 are higher due to additional staff flights related to the UEFA EURO 2012 tournament in Poland and Ukraine.  
 \*\*\* Figures for 2012/13 include VIP flights made during the UEFA EURO 2012 tournament, which were included in this year's offset figures.



The major efforts made by WWF and its partners in the run-up to the campaign resulted in very good initial progress:

**World Bank president Jim Yong Kim announced** that the Bank would cut coal from its portfolio of investment projects, except in rare situations where there is no feasible alternative.

**The European Investment Bank (EIB),** the world's largest public financial institution, announced that it will phase out funding for coal-fired power plants.

UEFA's commitment to its partner WWF goes beyond support for the Seize Your Power campaign.

**WWF Earth Hour:** as a symbol of its commitment to safeguarding the planet, UEFA has participated in Earth Hour every year since 2009 by switching off the lights at UEFA's headquarters for one hour.

**Raising the local population's environmental awareness** by undertaking various activities around the Champions League Final Festival in London.

**TEDxWWF Abu Dhabi:** William Gaillard, senior advisor to the UEFA President, expressed UEFA's commitment to using its platform to mobilise its audience by means of messages aimed at reversing current environmental trends.\*

The two announcements above are the result of intensive pressure by civil society, to which WWF is contributing.

**\$40bn**

the additional amount of renewable energy (and not fossil fuels) that WWF is challenging investors to commit to by 21014

**2017**

the year WWF aims to have encouraged a minimum of 30 governments and iconic cities to publicly commit to new or increased financial incentives for renewable energy

**50%**

the minimum percentage it expects to have implemented the above incentives by 2017



## Environment highlight TEDxWWF

On 21 May 2013, William Gaillard, senior adviser to the UEFA President, shared his experiences of using football as a platform for change during TEDxWWF, held in Sofitel, Abu Dhabi. TEDxWWF is an annual event that brings together forward-thinking speakers from around the world, who share their endeavours and insights (scientific, adventurous, artistic or otherwise). The objective is to question and change the way we think, live and work in order to meet the challenges of living on our solitary planet. The following is an excerpt from Mr Gaillard's speech.\*\*

“Football has the power to touch a young, diverse, urban audience, but in some European countries half of that audience is unemployed and a further quarter are precariously employed. The environmental message in such a context is not always meaningful or relevant to their daily concerns, although it may be the key to their professional future.

“But football proves every day that it can reach that audience and that that audience is receptive to football's message, especially when you consider the example of how our sport has helped football to tackle discrimination in a number of ways.

“The content of that message has to be tailored to address that young audience. Its fears, hopes, frustrations and anxieties. It is still, today, remarkably difficult for European football to articulate such a message for a core audience of tens of millions of fans worldwide.



“(...) How do you mobilise precariously employed youth (...) about climate change and the lives of their children's generation if we don't succeed in reversing the current environmental trends? We haven't succeeded in doing that yet. But we have gotten involved in doing something about the future of our planet so that we can simply stop kicking the globe around.

“Football (...) is uniquely placed to kick out many social and environmental evils and to hold these initiatives out of their intellectual ghettos and to throw them wide open for society to deal with them.”

\* See environment highlight for an excerpt of Mr Gaillard's speech.

\*\* The full presentation can be viewed at <http://tedxtalks.ted.com/video/Sport-an-arena-for-social-change>



# Health

As a species, humans are getting fatter. There are 400 million adults worldwide who are obese and one billion who are overweight. Children are getting fatter too. Worldwide, 17.6 million children under five are estimated to be overweight. Overweight individuals may develop hypertension, diabetes and atherosclerosis, all of which are strongly linked to cardiovascular disease (CVD).

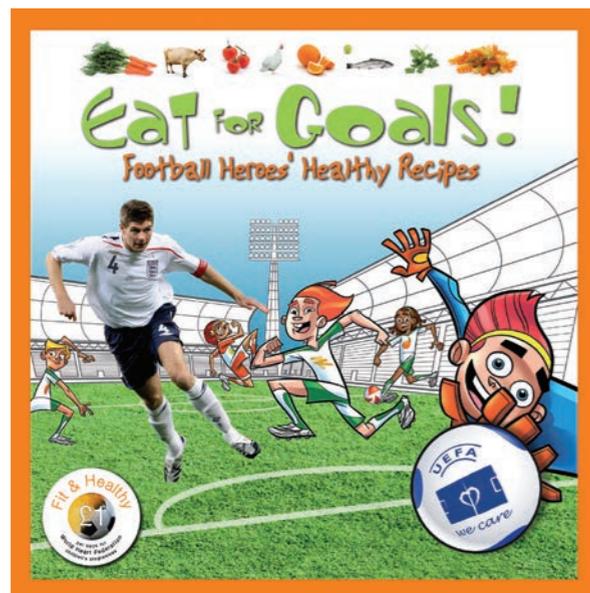
CVD is the main cause of death in the EU, accounting for approximately 40% of fatalities, or 2 million deaths per year<sup>6</sup>. The financial burden on EU healthcare systems related to this group of diseases has been estimated at €110 billion<sup>7</sup>. The World Health Organisation (WHO) recognises the positive values of sport and physical education and the important role that sports organisations can play in public health<sup>8</sup>. Of considerable relevance to UEFA is that CVD is preventable and linked to behaviour and lifestyle choices, especially among children, and involves tobacco and alcohol consumption as well as a lack of physical activity.

<sup>6</sup> Health-EU The Public Health Portal of the EU. Cardiovascular diseases [http://ec.europa.eu/health-eu/health\\_problems/cardiovascular\\_diseases/index\\_en.htm](http://ec.europa.eu/health-eu/health_problems/cardiovascular_diseases/index_en.htm)

<sup>7</sup> Ibid 2006 Report

<sup>8</sup> IYSPE – International Year of Sport and Physical Education publications, Final Report, 2005. <http://www.un.org/sport2005/>

## Healthy lifestyles



UEFA is committed to using its platform to promote football and other measures to prevent CVD and fight childhood obesity by raising awareness of the dangers of unhealthy lifestyle choices. The ethos of UEFA and its partner in the area of healthy lifestyles, the [World Heart Federation \(WHF\)](#), can be concisely summarised:



**“Physical activity is the magic pill.”**

Johanna Ralston, CEO, World Heart Federation

WHF is an NGO, with member heart foundations active in over 100 countries around the world, which is concerned with the prevention and control of CVD. The WHF mission is to help people achieve a longer, better life through the prevention and control of heart disease and stroke, with a focus on low and middle-income populations.

UEFA and WHF have developed a five-year plan which focuses on three strands of health: men’s, women’s and children’s, against the background of the common themes of physical activity, balanced diet and tobacco control.



In addition to the UEFA Women’s EURO 2013, described on the right, the 2012/13 programme of activities enabled key performance indicators set for the first year of the partnership to be met:

The [World Heart Federation addressed heart health in sports stadiums](#) through advocacy in partnership with the [European Healthy Stadia Network \(EHSN\)](#). After successfully working with UEFA to achieve the goal of a smoke-free UEFA EURO 2012, the EHSN also engaged football clubs and football associations to participate in [World Heart Day 2012](#) in the EURO 2012 region and beyond.

A [revamp of the Healthy Diet and Physical Activity section](#) of the WHF website improved the sharing of resources and activities with health professionals and members.

[Resources were created to raise awareness of the benefits of physical activity and a balanced diet amongst children and parents.](#)

The [successful partnership with EHSN](#) last year also involved the commissioning of audits; the creation of guidance documents on physical activity, health and nutrition and tobacco control; and the [European Healthy Stadia conference](#).

## Make a healthy heart your goal

CVD is the number one killer of women in Europe and around the world. It is the cause of one in three female deaths every year. Football is the number one team sport for girls and women.

The WHF campaign was launched for the UEFA Women’s EURO 2013 in July\* to encourage women and girls to lead an active, healthy lifestyle and practice sports such as football to help reduce their risk of heart disease and stroke.

The campaign was organised by UEFA and WHF together with the Swedish Football Association and the Swedish Heart and Lung Foundation. This approach ensured not only an international perspective to the campaign, but also a local, national and Swedish touch.



\*Preparatory work was conducted during the 2012/13 reporting year.





**Achieved this year**  
 In order to achieve the campaign objectives, a number of accompanying activities were promoted throughout the period leading up to the tournament, as well as during the competition itself.

Twelve players, one from each of the competing teams, joined the Heart Team in support of the campaign and acted as heart health ambassadors throughout the tournament.



All the competition's volunteers were taught cardiopulmonary resuscitation (CPR) and CPR classes were offered to football supporters in the fan zones during the competition.

Twenty-two defibrillators were donated to the host stadiums to ensure that the UEFA Women's EURO 2013 was "heart safe" for both players and fans. Six additional defibrillators were located in the VIP hospitality suites for the duration of the tournament and were then donated to local clubs and stadiums.

The Muuvit Adventure programme was introduced to Sweden, challenging children to be more active, in particular by playing football.

Postcards were produced and sent to the coaches of girls' clubs in the seven host cities. These included key information on the campaign, the Trophy Tour and the tournament and encouraged the clubs to sell Go Red pins.

A direct mailshot targeted approximately 20,000 mothers in the host cities. This package featured red and yellow cards giving information about the campaign, CVD in women and the tournament, and included an impassioned plea for women and girls to play football.

Four host stadiums were assessed by the European Healthy Stadia Network and will receive advice on how to develop healthier policies and practices ([www.healthystadia.eu](http://www.healthystadia.eu)).

This campaign has the potential for future expansion and is an effective new means of strengthening the links between women's football and heart health.



## Health highlight Stadium audits

The European Healthy Stadia Network (EHSN) conducted assessments of four host stadiums of the UEFA Women's EURO 2013 tournament in Sweden: (Gothenburg), Öljans vall Stadium (Halmstad), Friends Arena (Solna) and Nya Parken Stadium (Norrköping).

These assessments involved an audit questionnaire for each stadium as well as face-

to-face meetings with stadium management and stakeholders from 11–20 June 2013. The resulting reports on each stadium provided a benchmark of current policies and practices in relation to healthy lifestyle topics.

The stadium reports, an overview of the key findings and recommendations from the assessment process were circulated to the participating stadiums, UEFA, the Swedish Football Association and the Swedish Heart and Lung

Foundation in July 2013 and will be published on the WHF website in the near future.

It is hoped that the assessment reports will stimulate further interest in developing sports stadiums as health promotion venues and will act as a positive legacy of the UEFA Women's EURO 2013. WHF and EHSN will continue working closely with participating stadiums on a 12-month action plan of policies and interventions in support of their chosen goals.



# Peace and reconciliation

By appointing a Special Adviser on Sport, Development and Peace in 2001, the United Nations clearly communicated sport's potential to play an important role in promoting peace and reconciliation. Having already established its partnership with CCPA's Open Fun Football Schools by then, UEFA has continued to take an active role in supporting pioneering work after the conflict in the former Yugoslavia. The power of football was used to bring communities together and to establish programmes that go hand in hand with activities of the football associations.

# Open Fun Football Schools

UEFA's partnership with the **Cross Cultures Project Association (CCPA)** has gone from strength to strength since it was established in 2001. Initially the partnership focused on war-torn Bosnia and Herzegovina, but now it has been extended to other so-called "hot-spots" in Europe such as Serbia, Montenegro, the Former Yugoslav Republic Macedonia, Croatia, Azerbaijan, Armenia, Georgia, Moldova and Ukraine/Crimea.

CCPA is a humanitarian organisation that specialises in using children's football as a tool to foster:

**Reconciliation and coexistence by stimulating friendship and cooperation** through joyful games and sport between children and adults that are living in communities affected by war and conflicts;

**Active citizenship and club formation** by stimulating the formation of community sport clubs in compliance with Scandinavian sports culture, which is characterised by voluntarism, equality, parental involvement, and the principle of 'Sport-for-All';

**Cross sector crime prevention** by facilitating cooperation between sport, schools and police in local communities in accordance with Scandinavian patterns.

The following figures are testament to the impact that CCPA has had over the years (1998–2012):



**1,568**

Open Fun Football Schools organised, each five days in duration

**312,552**

boys and girls participating from the ages of 7-12 years old

**500,000**

boys and girls aged 7-12 years old participating in Fun Festivals, each one day in duration

**2,000**

new community football clubs formed, organising children's football on a daily basis in accordance with CCPA principles

**28,000**

workshops for parents, municipal authorities and others

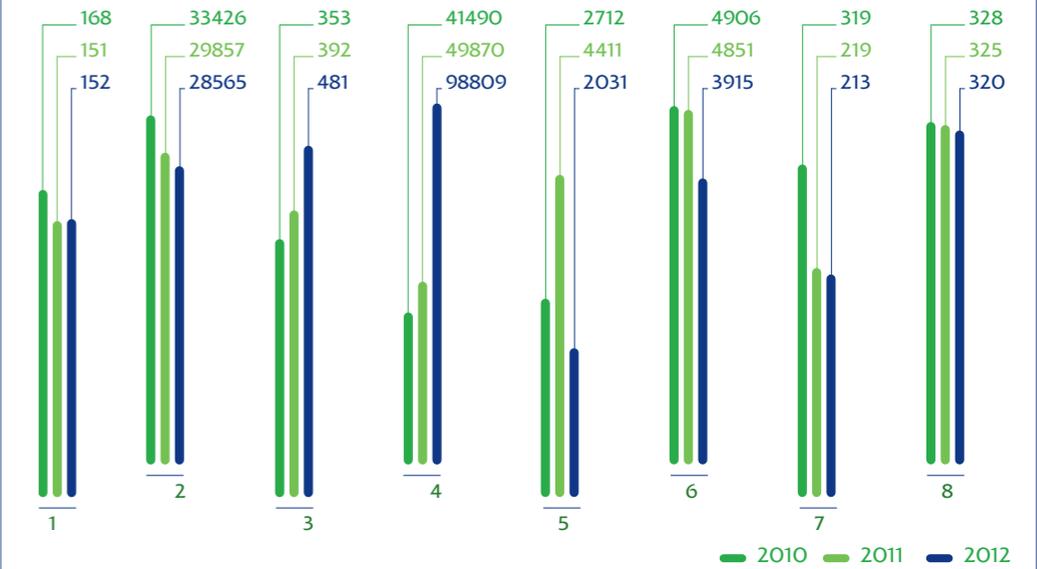
**30,000**

voluntary leaders and coaches trained at regional seminars of 3-5 days in duration

**50,000**

voluntary leaders, coaches, coach assistants, club official and parents recruited to organise and run the activities

The figures over the past three years show a significant increase in the number of one-day Fun Festivals and corresponding participation numbers last year, while, in general, other figures dropped slightly.



- 1 OFFS (5-day)
- 2 Children (OFFS)
- 3 Fun Festivals (1-day)
- 4 Children (FF)
- 5 School leaders and grassroots coaches trained (60-80 hours duration)
- 6 Volunteers
- 7 Parents at workshops
- 8 Municipalities and football clubs involved in Open Fun Football Schools

CCPA's main objectives of contributing to "greater social cohesion, stronger civil society and higher tolerance" are being achieved through its Open Fun Football Schools (OFFS) programme. OFFS takes into account how war and ethnic conflicts affect people and their ability to return to daily life in post-conflict areas. The programmes are used as a means to bring together children and adults from different social and ethnic groups through a shared passion – children and children's football – reinforced by the fun aspect of the OFFS.

In OFFS, a minimum of 25% of all the participants in the programme – players, coaches, leaders, instructors and staff – must be female. CCPA also aims to strengthen girls' football by organising customised regional and national network seminars for relevant stakeholders.

As is the case with many other UEFA FSR partners, a good working relationship with national football associations is key to the long term success of the programme. The CCPA has built a structure that enables it to work with football associations whilst at the same time maintaining its independence and ensuring a sustainable future. It intends to put this structure into place in the coming years.

One of the spin-offs of the OFFS programme this year was the creation of the sustainable crime prevention governance structure "Cross-sector Crime Prevention" (CCP). CCP is inspired by the Danish SSP-Network and seeks to develop a governance system in local communities where key personnel from schools, sports organisations, the social sector and the police all work together to prevent children and young people becoming delinquents or the victims of crime. In early 2013 the Cross Cultures Project Association completed two successful CCP pilot projects in Serbia and Bosnia and Herzegovina. The results of these projects, together with generally engaging the police in the OFFS programme in the countries in which the CCPA operates, form the basis of a new CCP introductory handbook, which CCPA intends to distribute and put into use next year.



Always looking to extend its influence, the CCPA has set itself concrete targets for next year for its main beneficiary groups.

#### Children

To involve a minimum of **20,000 girls and boys** in the Open Fun Football Schools each year.

To ensure that a minimum of **50% of all children** at Open Fun Football Schools are children who are not yet members of a local football club but who would love to play football.

To involve a minimum of **33% girls** at each Open Fun Football School.

#### Coaches

To develop and implement a comprehensive training programme for leaders and coaches at Open Fun Football Schools in cooperation with national FAs.

To train approximately **1,300 grassroots leaders and coaches** annually at seminars of 60–80 hours duration.

To ensure that a minimum of **50% of all Open Fun Football School coaches** do not yet coach at a local football club but would love to do so.

#### Parents

To implement parents' workshops (three hours in duration) at each Open Fun Football School, providing access to a total of approximately 3,500 parents.

#### Football clubs

To involve a minimum of **250 community football clubs** in Open Fun Football Schools.

To introduce children to football clubs.

To introduce trained coaches to football clubs.

To distribute approximately **15,000 footballs** and other equipment to participating football clubs.

Municipalities, schools and other local partners

To sign partnership agreements with a minimum of **200 municipalities** and other partners, in which they agree to cover the cost of the coaches' education.

"Sustainability is everything."



Anders Levinson, Director, CCPA



**5** cities across Bosnia and Herzegovina were represented

**30** children's clubs and institutions were involved

**98** leaders and coaches worked with the children

**407** children aged 7-12 participated



## Peace and reconciliation highlight Mini Champions League

The idea to organise a Mini Champions League in Bosnia and Herzegovina was born in 2011. The basic concept was to gather boys and girls together on 15 mini-pitches on the same day as the UEFA Champions League final, kit them out in the finalist teams' colours and ensure that they enjoy the football and being together.

The event brings together children from different ethnic backgrounds in Bosnia and Herzegovina to contribute to the country's reconciliation process. The importance of this event is underlined by the fact that children in the country are less likely to have the opportunity to travel and interact with those from other towns and ethnic groups.

In line with CCPA's ambitions to grow the tournament in its third year, and reach more children with a greater impact, UEFA and its Champions League sponsors UniCredit, Ford, and Master Card came on board to support the

event, in cooperation with the FA of Bosnia and Herzegovina and the entity FA of Republic Srpska, the City of Banja Luka, the local ministry of internal affairs, as well as the health service and citizens of Banja Luka.

A main street in the centre of Banja Luka was closed for the day as 15 "fun football stations" were lined along its length. Starting at 10.30, children rotated from one station to the next until the lunch break at 12.30. After lunch, the children continued the football, music, dancing and much more until the celebrations came to a close at 15.30.

The message to participants on the day was simple:

**YES to socialising**

**YES to differences**

**YES to tolerance**

**YES to the game!**



# Solidarity

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One of UEFA's objectives is to “redistribute revenue generated by football in accordance with the principle of solidarity and to support reinvestment in favour of all levels and areas of football, especially the grassroots of the game”. Under the remit of the FSR unit, this task is carried out in the form of support of the broader Sport for Development movement and support for member associations following natural disasters.

# Sport for development

Sport for development refers to the use of sport as a tool for development and peace. UEFA supports this approach in order to promote knowledge sharing and learning. This in turn, it believes, will indirectly assist the various initiatives of UEFA's other FSR partners.

## International platform on sport and development

UEFA's longest standing partner in this field is the Swiss Academy of Development which manages the International Platform on Sport and Development [www.sportanddev.org](http://www.sportanddev.org).

The Platform is a comprehensive online resource on sustainable development through sport. It is used by the sport sector, sport and development practitioners, researchers, young people and volunteers to access and exchange high-quality information on the use of sport as a tool for sustainable social development. Its mission is to be a hub for sharing knowledge, building good practice, facilitating coordination and fostering partnerships between and within the different stakeholders in Sport and Development.

This year was the tenth anniversary of the Platform; UEFA has been a partner for eight of those years. To commemorate this ten-year milestone, an independent assessment was conducted, providing fresh perspective on how the Platform has developed and possible ways forward for the next ten years. This assessment was complemented by several promotional activities to raise awareness of the Platform's ten-year anniversary.

Additionally, there was emphasis on raising the profile of the Sport and Development sector by providing commentaries on current affairs issues, such as the post-2015 Millennium Development goals, as well as by creating synergies with UN-observed thematic days, such as International Women's Day and World Health Day. A popular series of articles on fundraising in the Sport and Development sector was developed out of the realisation that this was a topic that many Platform users wanted to learn more about.

Further series of articles are planned for next year and may focus on popular topics, such as how to start up and sustain a Sport and Development initiative and monitoring and evaluation in Sport and Development.

**“We’re seen as a magnifying glass as to what is going on in the sport and development sector. Other UEFA FSR partners are using the platform now to ensure that their deserving work is also highlighted.”**



Jutta Engelhardt, Executive Secretary, Sportanddev.org

## Exhibitions on football and society

With UEFA's support, **Inside Album** and **Sport and Citizenship** organised an exhibition called The Football We Love<sup>9</sup>. Held in Belgium in May 2013, this exhibition was devoted to the social role of football. It aimed to connect local organisations in Belgium with international organisations, and generally incorporated other UEFA FSR partners' social interests.

The Football We Love followed a series of exhibitions which toured major European cities. These exhibitions were given the name: Only A Game?, with the most recent being held in Wrocław, Poland, from May to July, 2012<sup>10</sup>. The exhibitions began in Brussels to coincide with the 50th anniversary of the European Union (EU). The purpose of the project is to reflect on the impact of football on society in Europe and the impact of society at large on football.

<sup>9</sup> <https://www.facebook.com/TheFootballWeLove>

<sup>10</sup> <http://www.uefa.com/uefa/footballfirst/newsid=1794324.html>

## UNOSDP – Achieving the millennium development goals through football

The **United Nations Office on Sport for Development and Peace** (UNOSDP) was honoured by the UEFA Monaco Charity Award on 26 August 2010. Among the excitement and buzz surrounding the UEFA Champions League draw and the Super Cup match, the UN Special Adviser on Sport for Development and Peace, Wilfried Lemke, was on hand in Monaco to receive the award from the UEFA President, Michel Platini.

UNOSDP subsequently launched a programme to support five

grassroots projects (one on each continent) with UN involvement over a four-year engagement. Keeping the award in line with the priorities of the UN Special Adviser and the eight UN Millennium Development Goals, the decision was made to select the projects within five themes: health, peace and reconciliation, gender equality, persons with a disability, and education.

A thorough selection process was carried out at the beginning of 2011 involving over 30 organisations. From the large number of applications received, the top five projects were then chosen as UNOSDP's recommendation to UEFA to each receive a €174,000 share of the award. The projects are ongoing and the various partners are providing regular reports.

**“This new (four-year) partnership allows the UN to solidify our cooperation with one of the premier sports organisations in the world and together to promote sport, in particular football, as an efficient and recognised tool for positive social change.”**



Wilfried Lemke, UN Special Adviser on Sport for Development and Peace

### Project overview

**Burundi** Strengthening Cross-Border Stability

A joint venture in Burundi between the United Nations Development Programme (UNDP), the Government of Burundi, the International Olympic Committee (IOC) and the National Olympic Committee of Burundi, addressing the needs of social cohesion and peace consolidation

**Gaza** Kicking the Ball and Taking Care

A project initiated in the Gaza strip and the West Bank by the Free University of Berlin and supported by the German Government to train coaches and peer leaders to implement programmes aimed at strengthening mental health

**Haiti** Inclusive Disability Sport

A project coordinated by the NGO BlazeSports aimed at increasing and enhancing inclusive disability sport

**Ukraine** Youth Football Volunteers

A programme led by United Nations Volunteers (UNV) in Ukraine, using the social and educational potential of football to empower disadvantaged youth in the country's most affected regions

**Tajikistan** Improving Girls' Capacity

A project by the Tajikistan National Taekwondo Federation, with support from UN Women, aiming to strengthen the access for girls to sport

**4** year engagement

**5** grassroots projects launched

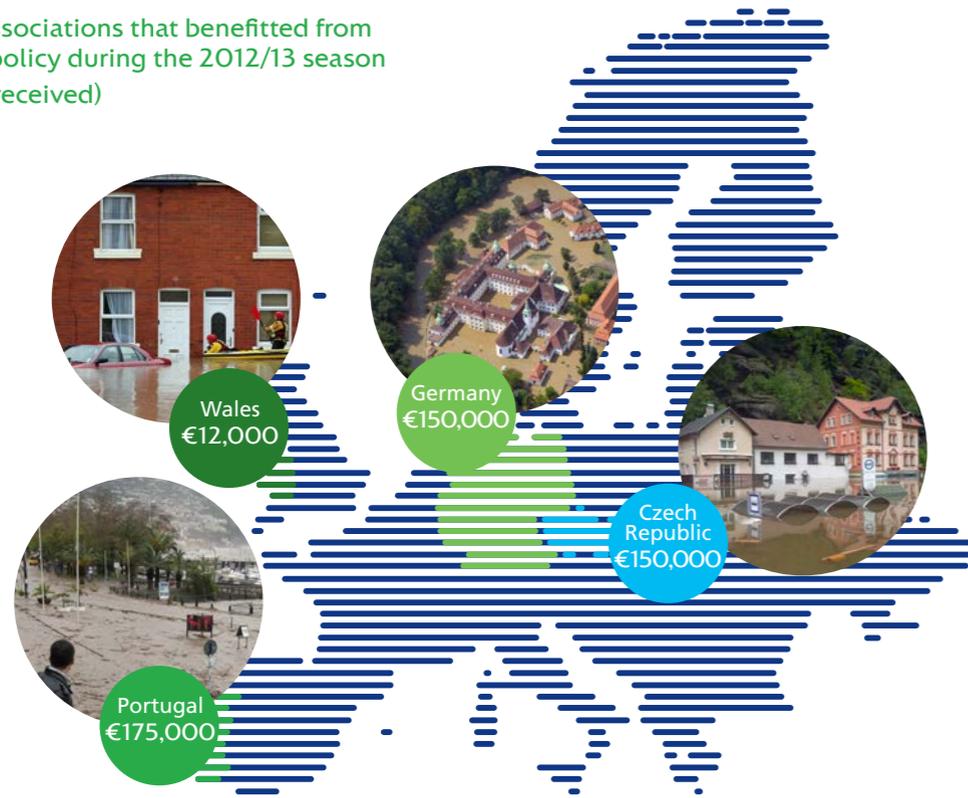
**5** continents

**5** thematic development areas

## Natural disaster relief

UEFA has a long-standing tradition of supporting member associations in distress following a natural disaster. Due to an increasing number of applications, in 2010 UEFA set up guidelines for the provision of financial support to rebuild or replace sport and football infrastructure destroyed by a natural disaster.

Member associations that benefitted from this UEFA policy during the 2012/13 season (Amounts received)



## Charity

UEFA FSR has lent its support in the form of charitable donations to several projects in the past year.

### Physical rehabilitation activities in Afghanistan

As part of its continuing support of the **International Committee of the Red Cross (ICRC)**, one of its longest-standing partners, in 2012, for the fourth year in a row, UEFA set aside €100,000 for a player from the UEFA.com users' Team of the Year poll to present to the ICRC. The 2012 cheque was presented by Cristiano Ronaldo in recognition of the fact that he had been voted onto more UEFA.com users' Teams of the Year (seven) than any other player.

The donation will support the ICRC's physical rehabilitation programme for disabled people in Afghanistan. The ICRC has been involved in artificial limb fitting, rehabilitation and the social reintegration of disabled people in Afghanistan since 1988, helping landmine victims, people with motor impairments and others. The ICRC also offers medical, economic and social support to people with spinal injuries and their families. Vocational training and microcredit loans make it possible for patients to start small business ventures. Disabled children are offered educational opportunities.

The managers of the seven ICRC centres are all former patients who have received professional training as physiotherapists or prosthetic/orthotic technicians. In accordance with positive discrimination policies, 90% of the employees are personally impacted and hold positions at all levels, including management.

“Afghans have a passion for football. The ball plays a key role not only in football, but also in the rehabilitation process of landmine victims. We thank Cristiano Ronaldo for passing on the ‘ball’, and scoring for the Red Cross.”

 Peter Gilliéron, Chairman, UEFA Fair Play and Social Responsibility Committee



Prosthetic/orthotic production and repair reached the following levels last year:

**1,300**  
new wheelchairs

**10,000**  
new orthoses

**5,000**  
new prostheses

**8,000**  
new crutches

**8,500**  
repairs of prostheses

**10,000**  
repairs of orthoses

**220,000**  
physiotherapy sessions carried out

The financial contribution will assist the ICRC in helping people who have lost limbs to landmines in Afghanistan. Every month, over 60 people in the country are killed or injured by landmines.

### Cancer sufferers in the UK



At the UEFA Champions Festival before the UEFA Champions League final at Wembley Stadium on 25 May 2012, UEFA made a one-off £50,000 donation to the **Teenage Cancer Trust** – the official charity of the English Football Association’s 150th anniversary celebrations. The organisation focuses on the needs of teenagers and young adults with cancer.

The Teenage Cancer Trust is the only charity in the UK dedicated to giving 13 to 24-year-olds with cancer the best possible quality of life and chances of survival.

**“We hope to do great things – achieving greater awareness of young people’s cancer and raising vital funds through the power of football.”**



Jenny Bull, Corporate Account Manager, Teenage Cancer Trust

### Children from disadvantaged families

Nine youngsters experienced the thrill of a lifetime when they attended UEFA’s Europa League final in Amsterdam – thanks to a joint initiative by UEFA, the **Royal Netherlands Football Association (KNVB)** and **Jeugdportfonds** (Youth Sport Fund).

The Youth Sport Fund in the Netherlands offers children up to the age of 18, whose own families do not have the financial means, the chance to join a sports club. These children can make their dreams come true thanks to the Youth Sport Fund, as it covers the cost of both subscription fees and the necessary sports equipment.

UEFA and the KNVB invited nine children to attend the 2013 UEFA Europa League final between Chelsea FC and SL Benfica on 15 May. All of the children, aged between 13 and 16, were from disadvantaged families and play football. They came from local youth sport foundations in the cities of Haarlem, Alkmaar and Zaanstad, and were chosen by their coaches.



### L’Association Ligne de Vie

UEFA supports L’Association Ligne de Vie (the Life Line Association), which works with the addictions department of the Central Hospital of Saint Anne in Paris. The association’s goal is to facilitate the reintegration of those experiencing insecurity and exclusion, especially those affected by substance abuse, addiction and HIV. L’Association Ligne de Vie seeks to give these groups better access to cultural, artistic and sporting pursuits.



### Solidarity highlight Eurocamp 2012

This multi-stakeholder project teamed up non-profit organisers **streetfootballworld** from Germany and Volunteers for Sport from Poland with sponsors, namely the European Commission, UEFA – including representatives from both the FSR and Grassroots units – and the municipality of Wrocław. The result was a week-long youth festival of football, education and cultural integration.

Eurocamp 2012 was the highlight of the Respect Your Health – Euroschools 2012 campaign at the UEFA EURO

2012 tournament in Poland and Ukraine. The campaign focused on promoting a healthy lifestyle and community development and reached over 25,000 young people in Poland and Ukraine.

UEFA FSR programme partner streetfootballworld was tasked with coordinating Eurocamp 2012 through the investment of funds provided by the 2011 Monaco Charity Award. Thanks in no small part to its efforts in coordinating this campaign, streetfootballworld has since been awarded the European Parliament’s European Citizen’s Prize for 2013 for activities that facilitate cross-border cooperation within the EU or

promote mutual understanding and integration between citizens and member states.

Eurocamp 2012 took place in August, after the UEFA EURO 2012 tournament, in Wrocław, Poland, with participants from as far afield as Portugal, Belarus and Israel as well as smaller nations such as Malta. Eurocamp 2012 demonstrated that football is a viable tool for uniting people from different backgrounds, providing a common base for learning and strengthening social inclusion, youth development and education in communities across Europe. Workshops focused on youth empowerment with topics

such as youth leadership, the European Union and community engagement. On the pitch, “football3” methodology<sup>11</sup> was implemented, which involves adaptations of the game to incorporate three “halves”: a pre-game discussion, a football match and a post-game discussion in order to ensure a focus on dialogue and peaceful conflict resolution.

**32**  
countries represented

**400**  
participants

<sup>11</sup> <http://www.streetfootballworld.org/resources/football3-basics>



# Dialogue

UEFA takes a proactive stance towards maintaining dialogue with its stakeholders. Stakeholder engagement is a core element of social responsibility and has helped UEFA to gather feedback to make mindful decisions and communicate important messages to key groups in society. The FSR unit manages stakeholder relations with the supporter groups and also maintains dialogue with relevant departments at the European institutions.

# Fan engagement

UEFA is committed to ensuring that the needs and viewpoints of supporters are taken into account.

“The supporters are the lifeblood of professional football – they are the identity of the clubs. Owners, coaches and players change but supporters always remain.”



Michel Platini, UEFA President



## Football Supporters Europe

UEFA officially backed the formation of Football Supporters Europe (FSE) in 2008, an independent, representative and democratically organised European association of football supporters. Since 2009, FSE has been recognised as the official interlocutor on fans’ issues and as a key UEFA stakeholder.

FSE’s fifth European Football Fans’ Congress, held in Istanbul, was a clear highlight of 2012.\* It was the first time that fan groups from Fenerbahçe, Galatasaray and Beşiktaş had worked together at a national fans’ network meeting and panel discussion on the issue of the dialogue between fans and institutions in Turkey.

The three-day programme consisted of workshops on topical issues such as ticket pricing and allocation, scales of penalties, offensive behaviour, the future of the ultra culture and developments on safe standing in Europe.

FSE was able to encourage fans from the three biggest teams in Istanbul to launch an initiative to unite fans from all over Turkey, putting club rivalries to one side, in order to make their voices heard on how the game is run. This positive commitment was met with support from key institutions in Turkey.

The intention is that the European Football Fans’ Congress should kick-start a national fans’ movement in Turkey to allow a fruitful dialogue between fans and institutions with a view to overcoming existing problems.

**400**  
participants

**32**  
countries represented

\* The sixth congress was held in Amsterdam in July 2013, although this falls outside of the scope of the reporting.



“Fans should be seen as the most powerful part of the solution, and not just as a problem.”

Daniela Wurbs, CEO, Football Supporters Europe



Away from the annual congress, FSE is very active on a number of fan issues:

**Pro Supporters Project:** FSE was a main project partner with the objective of fostering fan empowerment and dialogue and allowing the exchange of expert opinions in order to contribute to the prevention of violence and discrimination. As part of this project, FSE developed a handbook on supporters’ charters in Europe in five languages, in consultation with football governing bodies from all over Europe. The UEFA President, Michel Platini, and EU Commissioner Androulla Vassiliou both personally endorsed the work carried out in drafting the handbook.

**Fan Lawyer Network:** with the advice of a European network of lawyers, FSE produced a guidebook of legal advice for football supporters travelling abroad covering ten countries.

**European Fan Researcher Network:** FSE established an EU network of fan researchers who conduct research in the fan environment.

**Smartphone App:** a beta version of a smartphone app was launched to provide information by fans for fans on clubs and cities across Europe.



Highlights of FSE's planned activities for the 2013/14 season include:

Implementation of pilot projects as a direct result of the handbook on supporters' charters.

Expansion of European Fans' Guide app, including the integration of match rating tools.

Initiation of networking activities and joint campaigns of the newly founded FSE anti-discrimination division.

Provision of increased visibility and structural support for local and national member activities.

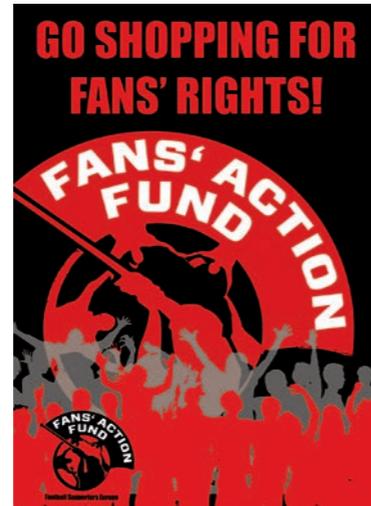
Support of pan-European police training.

Expansion of the successful consultation with UEFA on ticketing and fan activity arrangements for the UEFA Europa League and UEFA Champions League finals.

Continuation of work in the Council of Europe Committee on the Prevention of Spectator Violence in Sport (T-RV) and on an EU Expert Group on Good Governance in Football.

Preparation of information and support services for travelling supporters via fans' embassies for the FIFA World Cup in Brazil and initiating cooperation for the provision of fans' embassy services at the UEFA EURO 2016.

Successfully applying for EU funding to foster cross-border exchanges and networking among supporters in different focus areas.



“Cooperation with UEFA is an important part of our day-to-day business.”



Daniela Wurbs, CEO, Football Supporters Europe

## Supporters Direct Europe

UEFA also backs the work of Supporters Direct Europe (SD Europe), the organisation that advises fan groups on how to become involved in the ownership and running of their football clubs.

With support from both UEFA and the European Commission, last season SD Europe helped to build capacity on a national level through the Preparatory Action project “Improving Football Governance through Supporter Involvement and Community Ownership”\*. The project broke new ground: as part of the work undertaken, SD Europe helped establish two new umbrella organisations for supporters' trusts in Italy and Ireland; enabled and empowered existing organisations in Sweden, Spain and Germany; and provided support for initiatives aimed at establishing national supporters' organisations in Portugal and France.

As a result of the project, eight project partners have produced handbooks in their native languages which provide guidance and recommendations for supporters interested in establishing democratic, organised groups as well as on the ownership structures of clubs and key recommendations for the future. The handbooks should serve as a reference not only for supporters, but also institutions and governing bodies. Talks with the football authorities and governments about future projects, including funding, have already taken place.



Additional innovative activities of the project include:

**Inaugural round-table discussions** between supporters, football stakeholders and politicians in partner countries.

**Largest-ever survey of supporters** in Europe on issues of governance, involving nearly 12,000 fans, highlighting dissatisfaction with the running of football at club and national level.

**Successful coordination of supporter-owned clubs** in Sweden to retain the 50+1 rule that enshrines supporter ownership.

SD Europe is also working with UEFA to bring in supporter liaison officers (SLO) at clubs across Europe as part of the UEFA Club Licensing and Financial Fair Play Regulations. The introduction of this requirement represents a new milestone in club-supporter relations and emphasises the importance UEFA attaches to dialogue and communication between clubs and fans.



SD Europe's main goals for the next season are to:

**Facilitate and support the growth of SD-like representative bodies** across Europe.

**Help at least three clubs in Europe** take meaningful steps towards ownership.

**Provide match funding to three successful applicant groups** and continue to support these initiatives operationally.

**Deepen relationships with key stakeholders** and help members improve structural relationships with national institutions and football governing bodies.

**Better service the demand for training/education** from national associations and other key stakeholders in the SLO project.

**Determine an improved legal structure** for SD Europe.

**Successfully apply for Erasmus+.**

**Continue the successful cooperation** with UEFA.

\* See dialogue highlight for more information.

## European dialogue

In its dialogue with European Union (EU) officials, UEFA aims to strengthen the notion of the specificity of sport and build on the structures of the European sports model, underpinned by the sports federations. The protection of minors, financial fair play, sports betting and broadcasting are among some of the most pressing issues facing football governance and are matters currently being discussed at EU level.

### Council of Europe

The progress in the fight against match-fixing was a highlight of the cooperation between the Council of Europe and UEFA last year. Areas such as this – which involve putting forward the idea of drafting a new convention – often involve a complicated process, which many countries consider as an issue that should be addressed within the sports movement, in line with the principle of the autonomy of sport.

However, due to the involvement of organised crime and the threat to the inherent values of sport, UEFA has called for the European authorities to be involved.

UEFA and the EU institutions have often worked together to raise awareness and improve the reach of campaigns and projects being implemented by FSR partners. One such project, which is in the preparatory stage, is the Proof of Disability Research Project, for which UEFA FSR partner CAFE is reviewing the existing ticketing management systems and associated “proof of disability” for disabled sports fans who

**“This represents the third time that a convention on sport has been prepared by the Council of Europe and I’m sure that UEFA has played a key role in this process.”**

Stanislas Frossard, Executive Secretary, Enlarged Partial Agreement on Sport

require special seating and/or complimentary companion tickets for large sporting events. The aim of the project, which is being funded by the Council of Europe’s Enlarged Partial Agreement on Sport, is to find a sustainable solution which ensures the dignity and respect of disabled people whilst ensuring that tickets are best allocated to genuine disabled spectators by large sporting event owners/LOCs.

The nature of the European Council’s role in such partnerships with UEFA is to provide their expertise in specific areas.

Stanislas Frossard outlined some possibilities of future cooperation between UEFA and the Council of Europe:

**Cooperation in the framework of EURO 2020, which will involve working with 13 governments and will seek the involvement of multinational organisations.**

**Promotion of gender equality, which could build on the conference on institutional discrimination held in Amsterdam in 2011.**

**Protection of minors and migrant players and preventative programmes on match-fixing.**

**Education – where relevant, raising awareness and cooperating with public bodies such as schools and the authorities in charge of sport.**

### Sport and Citizenship

UEFA has supported the think tank, Sport and Citizenship, ever since its creation in 2007 as an independent platform for new thinking and operational recommendations on European public policy in the field of sport.

With the help of UEFA, Sport and Citizenship created five European thematic networks that it has animated and monitored ever since. The networks have been crucial in the development of new ideas that have contributed to the growing interest of the European Union and its institutions in sports matters. A workshop was organised in each network in 2012.

Sport and Citizenship’s thematic networks are:

**Sport and volunteering**

**Sport and health**

**Women and sport**

**Sport and education**

**Sport and disabilities**

In addition, UEFA’s support has allowed Sport and Citizenship to build strong partnerships in the framework of European-wide projects and to liaise with high-level representatives and organisations.

### Dialogue highlight

## Improving Football Governance through Supporter Involvement and Community Ownership

SD Europe’s Preparatory Action, funded by the European Commission and supported by UEFA, represents the first coordinated approach to the development of democratic supporter organisations across Europe. The objective is to increase the involvement of football supporters in the governance of clubs, leagues and national associations.

The project has delivered workshops and events in the participating countries, which have brought together supporters, clubs, national associations and government officials, in many cases for the first time. It also delivered new publications for each of the eight project countries, namely toolkits in the local language that will be used by supporters’ groups in the coming months and years. These toolkits set out the very serious issues faced by those working to improve governance and financial stability in football and what organised supporters can do to assist.

Although the project showed what can be achieved with limited investment, supporter organisations lack the resources and capacity to take the necessary steps. Nevertheless, more supporters than ever are moving to form such organisations. There is an ongoing need to offer financial assistance to the development of supporter organisations at a national level as well as for research to support this development and coordinate activities across Europe.

The following endorsement from Senior Advisor to the President, William Gaillard, summarises the importance that UEFA places on the work of SD Europe:



**“The bulk of European clubs are facing a receding future, many leagues are struggling to make ends meet. SD Europe patiently canvassed our continent offering advice, hope and practical solutions.**

**“Supporters trusts or their equivalent in each national context provide a true alternative to the precarious nature of the current models of ownership and above all afford the kind of grassroots control that most football fans have always dreamt. The project has fulfilled its promises and has mobilised fans all over Europe, it could offer the only viable, realistic option for long-term survival for tens of historical football clubs that are being financially choked by the current crisis.”**



**“What’s interesting for us is not to substitute expert NGOs but to complement projects where there is the need for governmental policies and where the network may bring added value to what UEFA is working on.”** Stanislas Frossard, Executive Secretary, Enlarged Partial Agreement on Sport

# Football First – UEFA We Care

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Each season, UEFA supports the development objectives of five or six foundations and causes established or supported by members of the football family, such as players, coaches, referees or administrators. UEFA aims to further its contribution to these various causes and foundations as an expression of solidarity with players who have served, or are currently serving, the professional game.



## Craig Bellamy Foundation

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The Craig Bellamy Foundation was created in 2008 to offer Sierra Leone's underprivileged children the chance to reach their true potential.

The foundation runs a non-profit professional football academy and also a national youth league that uses football to tackle the country's key development priorities – education, health, youth exclusion and gender inequality.

## John Giles Foundation

In Ireland today there is a recognised and ever-widening social gap which is putting increased pressure on already strained resources. For this reason the John Giles Foundation has been set up to help tackle some of the most significant social challenges facing the country's communities.

The objective is to use the power of football to improve quality of life, build community spirit and create lasting opportunities for all involved. The foundation is doing this by supporting sustainable community projects that would not otherwise be realised.

The focus of the foundation is the individual and their environment, and using football to create better quality of life, higher self-esteem and greater opportunities.



## Mihai Neșu Foundation

In 2011, Mihai Neșu's career as an international football player ended prematurely at the age of 28 after he suffered an accident during a training session at his then club FC Utrecht, which subsequently led to permanent paralysis from the shoulders down. In spite of this tragedy, Mihai went on to see one of his life goals achieved by setting up an organisation to help disabled children in his home country of Romania.

This goal was achieved through his charitable foundation, the Mihai Neșu Foundation. Established in the Netherlands, the foundation has two elements: charity works for disabled children in Romania and football projects for talented young football players from Romania and the Netherlands. The foundation's activities will be supported by UEFA for five years with joint activities beginning next year.

## Sir Trevor Brooking CBE

Sir Trevor Brooking CBE is the patron of the International Blind Soccer Association's 2015 European Blind Football Championship. Organisers of the tournament have developed a legacy programme that will contribute to creating player opportunities for blind and disabled players in England as well as training and supporting more coaches, referees and volunteers in disability football.

This legacy plan for the IBSA European Blind Football Championship sets out guidelines for the work that needs to be undertaken in order to create a sustainable, sound and progressive programme of football development across the Midlands.



## Stefano Borgonovo Foundation

**“Those of us who are able to play football may take the ability to move for granted.”**

Michel Platini,  
UEFA President



The UEFA Monaco Charity Award for 2012 reflected UEFA's commitment to improving health across Europe. A cheque for €1m was presented to the Stefano Borgonovo Foundation in support of research into amyotrophic lateral sclerosis (ALS, also known as motor neurone disease).

Stefano Borgonovo, the former AC Milan and ACF Fiorentina striker of the late 1980s and early 1990s, was diagnosed with ALS at the age of 42. This severe neurological condition causes the progressive loss of all muscle function. The Stefano Borgonovo Foundation was set up by the former Italian international, his wife Chantal and eldest daughter Alessandra on 13 December 2008 with the goal of helping the 350,000 ALS sufferers worldwide.

The €1m award is contributing to the funding of pioneering stem-cell research led by Professor Angelo Vescovi, one of the discoverers of brain stem cells. A clinical trial of stem-cell transplantation started when a 31-year-old patient with ALS received injections of stem cells into his spinal cord in June 2013 in the hope they will slow down the progression of the disease.

The foundation provides services to help families of ALS sufferers and will launch Hospital At Home, a pilot programme for the care of patients in their homes. The foundation also aims to develop a comprehensive service to assist ALS sufferers at all stages of the disease through a mobile laboratory fitted with all the necessary diagnostic equipment and software.

# Stakeholder feedback

There follows a selection of quotes from interviews with key personnel at the organisations that UEFA supports through its FSR unit. The quotes represent a mixture of positive and negative feedback relating to the decision to produce a report, expectations regarding the content of the report and remarks on the general performance of the FSR unit. Where relevant, we have taken these comments on board and have tried to incorporate them in the report, and/or will look to accommodate them in the future.

## Opinions on the decision to report



Johanna Ralston,  
CEO, World Heart  
Federation

"I'm not sure why [UEFA has] been so low key in the past. What they're doing in terms of social responsibility (SR) is really important as it helps to improve the visibility of the causes that it supports.

"UEFA has a great role to play in reaching this generation of children growing up in a new technological age. I hope that it realises the opportunity and responsibility to use its platform to its full potential."



Jutta Engelhardt,  
Executive Secretary  
to the Steering Board,  
sportanddev.org

"There is a growing understanding of what UEFA is actually trying to achieve. It reflects the work that they have put in over many years, because you wouldn't publish a report if you didn't have anything to say.

"UEFA has shown that it has this strategy in place that is linked clearly to UEFA policy.

In the end it's organisations like UEFA that can draw a lot of attention to organisations that might have not yet tackled the issue as well as they have."



James Lewis,  
Sales Director,  
Climate Friendly

"It represents a huge opportunity to educate a large audience.

"I'm not a big fan of purely positive stories in SR reports, so I'd like to see that they've looked at the challenges over the past year and how they have been overcome."



Craig Campbell,  
CEO,  
HWC

"There is very little knowledge amongst the broader public about UEFA's SR commitments. I know that UEFA's objective with this is not appeasement but to make a genuine positive impact – but this needs to be communicated."



Piara Powar,  
Executive Director,  
FARE network

"It's useful for people to see that UEFA is an organisation that is thinking quite intelligently about what they're doing in terms of football and society.

"Anything that increases the understanding of how football governance works and how a body like UEFA works is very important."

## Expectations of the report



**Michael Boyd,**  
Head of Community Relations,  
Irish FA

"It would be great if the report could highlight models of best practice for governing bodies and clubs. Having a case study example in every report would be useful."



**Paolo Revellino,**  
Corporate Relations,  
WWF International

"It's a good first step, but I would encourage UEFA to report on the overall role that the football tournaments play when it comes to sustainability issues.

"It would be really nice to understand what the universe of the activities under UEFA's direct and indirect control are, [i.e.] what the footprint of the European football tournaments under the UEFA umbrella is – its 'universal' footprint. In this first report, it would be good to say – for the sake of transparency – 'this is not everything, but this is our initial effort to disclose what our overall impacts are, so this report will focus on xyz, which is a sub-set of our universal footprint."



**Markus Pinter,**  
Project Coordinator,  
FairPlay-VIDC

"It could also be interesting to report on diversity policy."



**Johanna Ralston,**  
CEO,  
World Heart Federation

"UEFA has a conscious and thoughtful approach to SR that does not just cave in to external pressure but identifies the causes for which their support would be most beneficial. For example, it chose to support cardiovascular disease rather than breast cancer (which is a very 'fashionable' cause to support at the moment) because CVD kills more women than breast cancer.

"The message should come through that, often SR is the box you tick, but, in fact, it should be a core value that lies at the heart of what UEFA does."



**Jutta Engelhardt,**  
Executive Secretary to the Steering Board,  
sportanddev.org

"A historical explanation of how they got to this point with SR; a clear outline of how projects are chosen, and how they are linked to football; it would be very helpful if the report can highlight why FSR partners are supported.

"I'd also like to see an organogram. Who sits where and where does SR fit into the organisation – if only purely for people's titles."



**Joyce Cook OBE,**  
Managing Director,  
CAFE

"I'd like to know more about the number of people employed by UEFA from various diversity strands: how many disabled people, percentage-wise, are employed? How many women there are in senior positions? And how can we further develop these aspects to ensure that the football industry is both diverse and representative at all levels across the game?"



**Johannes Axster,**  
Director,  
streetfootballworld

"I'd like to find out how UEFA came to the decision to pick out one asset but not the other. By this I mean, UEFA's SR comes to a peak during the male EURO tournaments. And there's the day-to-day SR activity, what kind of impact is expected here and what are the targets that are set in negotiations with partners? And what about the Champions League? It would be good to see that officially stated.

"It would be good to understand the logic of FSR within the aspect of sustainability. I.e. how does UEFA see things being more sustainable at their one-off events? This clearly affects the implementation of our European programmes also."



**Piara Powar,**  
Executive Director,  
FARE network

"It should be a means by which the expectation of the work that both we and UEFA do in the area of racism and discrimination in general, as well as the softer calls for social inclusion, can be managed. To give people a better understanding of what CSR means for UEFA. "I'm particularly interested in getting to know more about the partners that run projects that are the core of UEFA's work."



**Miriam Malone,**  
Business Partnerships Manager, Football Association of Ireland

"We would hope the content covers thematic areas of CSR work: e.g. range and types of programmes, range of societal and other challenges impacted by CSR work, as well as models of strategic partnerships – types of partnerships involved in supporting CSR work (e.g. commercial, EU, other stakeholders etc.)... connection to wider EU strategic policies."

## General performance



**Antonia Hagemann,**  
Head of European  
Development,  
SD Europe

"UEFA must serve as a role model for national associations, which would hopefully trickle down to clubs.

"The relationship (with SD Europe) in general is very good. But UEFA could promote their CSR projects more, especially internally. There are people internally that have never heard of Supporters Direct. They could do this through internal newsletters, internal departmental meetings twice annually. It's vital to know because this is what the organisation does."



**Daniela Wurbs,**  
CEO,  
Football Supporters Europe

"A lot of what UEFA is doing through consultation with and in support of FSE is very much appreciated. It's really great that we're consulted on club competition finals and EURO 2020, and things have improved but, for many of our members, we're still at the beginning.

"To build upon UEFA's credibility in this area – at both a national and local level – there needs to be more proactive consultation

and consideration of supporters' views on a wider level of topics relevant to fans. Greater visibility of results in this regard could illustrate that football supporters are the main stakeholders.

"The consideration towards fan dialogue in this FSR report represents another positive step in this direction."



**Johannes Axster,**  
Director,  
streetfootballworld

"How does UEFA ensure that it is tackling relevant topics within Europe? What about youth employment for instance? UEFA could be more strategic about it. To have a session on an institutional level where UEFA talks with its partners about how we can jointly move forward – collaborating with other FSR partners or EU or commercial partners. The question should be asked once a year: what is on everyone's agenda and where do we fit?"



**Joyce Cook OBE,**  
Managing Director,  
CAFE

"I am always mindful of the great works we are doing together to promote access and inclusion for disabled people. UEFA's support has been amazing and brought much needed attention and validity to this topic but we still have much more to do. I'd like to see our successes shared more widely."



**Sylvain Landa,**  
Sport and Citizenship

"The credibility that we have through working with UEFA has enhanced our opportunities to gain funding from other sources, such as the European Commission.

"The Respect campaign could be improved by demonstrating partners' specific work."



**Markus Pinter,**  
Project Coordinator,  
FairPlay-VIDC

"Generally, this area [FSR] is becoming more important – governing bodies like UEFA are getting more income through licencing and TV revenue and somehow they have to give it back to member associations, but also other grassroots organisations, which on first glance don't have too much to do with the core area of football."



**Anders Levinsen,**  
Director,  
CCPA

"UEFA keeps long-term partnerships! They are among a dying breed of donors that supports the smaller sport and development organisations – unlike others. We can show with this report how much a long-term partnership is worth."



**Mirek Krogulec,**  
Senior Sports Manager,  
Special Olympics  
Europe Eurasia

"The long-term partnership with UEFA FSR has been crucial to taking Special Olympics football to an unprecedented level. It continues to stimulate stable growth and quality in our organisation."

# UEFA Football and Social Responsibility Report

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**Publisher:** Union of European Football Associations (UEFA), Route de Genève 46, 1260 Nyon, Switzerland

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For more information about UEFA's football and social responsibility commitments, visit: [www.uefa.org/socialresponsibility/index.html](http://www.uefa.org/socialresponsibility/index.html)

**Layout:** Designwerk

**Photo credits:** Getty Images (front cover, pages 2, 5, 6, 9, 14, 16, 18, 22, 27, 38, 42, 44, 46, 47, 58, 59, 60, 62 and 64)

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**Printing:** Artgrafic Cavin SA

**Management/concept/editing:**

Schwery Consulting, Güterstrasse 13, 2502 Biel/Bienne, Switzerland

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Nyon, April 2014

This report is printed on 100% FSC controlled and recycled paper.





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WE CARE ABOUT FOOTBALL

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