



UEFA's Social Responsibility Strategy Review

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Executive summary

The world of sport is closely intertwined with the problems of society; it influences them and is influenced by them. Due to its popularity, sport – and football in particular – holds unique channels through which it can communicate to a broad spectrum of society. This prominent status has led to increased public scrutiny of sports organisations and their social responsibility.

As an internationally leading sports governing body, with a focus on the development of football in Europe, UEFA has identified its role in fighting racism and discrimination and in contributing to public health, inclusion, peace-building, reconciliation and solidarity. In 2007 the Fair Play and Social Responsibility Committee was established and the football and social responsibility (FSR) unit was formalised.

UEFA's FSR unit works with a **portfolio approach** and has established close partnerships with ten organisations to tackle strategic themes. It distinguishes between "core partners", which receive a minimum annual contribution of €200k, and so-called "ad hoc partners", which receive a maximum contribution of €150k.

Core partners	
Special Olympics, Europe Eurasia	SOEE
FARE Network	FARE
Cross Cultures Project Association	CCPA
Terre des hommes	Tdh
Education 4 Peace	E4P
World Heart Federation	WHF

Ad hoc partners	
Homeless World Cup	HWC
World Wildlife Fund	WWF
International Committee of the Red Cross	ICRC
Online platform: www.sportanddev.org managed by Swiss Academy for Development	SAD

In addition, UEFA supports member associations struck by humanitarian and natural **disasters** and presents the annual **Monaco Award** of €1 million (CHF 1 million before 2010) to deserving organisations. Since the 2010/11 season, UEFA's cooperation with fan organisations such as Football Supporters Europe and Supporters Direct has been maintained by the FSR unit. Other aspects of social responsibility such as grassroots, anti-doping and financial fair play are institutionalised and part of UEFA's main activities.

The objective of this evaluation was to conduct a critical analysis of UEFA's FSR strategy and to make strategic recommendations for the future. It took place between March and June 2011 and was conducted by Schwery Consulting, a Swiss-based social enterprise focused on social responsibility in sport. Interviews were carried out with all partner organisations, key UEFA staff and other experts. In addition, an online survey was sent to the project managers of partner organisations to collect additional data and feedback.

A benchmark was set by reviewing the prominent trends and topics in which a leading international sports organisation should engage. The evaluation showed that UEFA has gained an outstanding position in fighting **racism** and **discrimination** in sport. In close cooperation with FARE and other organisations, UEFA has become a frontrunner in tackling even the biggest taboos in football, such as homophobia. Today, the FARE network is part of the DNA of UEFA.

UEFA has strengthened its commitment to making football an **inclusive game**. Its willingness to ensure inclusion for athletes with disabilities and assist in the steady improvement of standards to provide access to people with disabilities has been commended and underlined by a bias towards giving the Monaco Award to organisations that promote football for all abilities.

UEFA's FSR portfolio covers all major topics that are currently identified for a modern sports organisation. However, in dealing with **environmental aspects**, UEFA is lagging behind the benchmark set by international organisations and risks damaging its reputation as a consequence. Its partnership with the WWF was perceived as rather superficial and the commitment to actively tackling issues is quite weak, despite the fact that UEFA has started offsetting its carbon footprint.

In recent years, UEFA has taken a very active approach in contributing to **health** and dealing with the obesity epidemic as a major risk factor in Europe. In partnership with the WHF and the European Commission, different initiatives, including the attractive publication **Eat for Goals!**, were developed to tackle childhood obesity. An ongoing concern, however, is that some of UEFA's sponsors sell products that have been deemed unhealthy when consumed in excessive amounts.

UEFA has also taken an active role in using football as a tool for **peace & reconciliation**. In its partnership with the CCPA's Open Fun Football Schools, UEFA supported 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. Since 2007, UEFA has also partnered with E4P in order to develop an innovative approach to managing emotions; through this partnership, UEFA supports an initiative that aims to prevent violence by managing emotions on and around the pitch, involving parents, players, coaches and referees at grassroots level.

The most well-known organisation within UEFA's portfolio is the ICRC. It is the longest partnership with the largest financial contribution of approximately €10 million from UEFA since 1998 to support humanitarian projects as an expression of **solidarity**. The evaluation has shown that, irrespective of the ICRC's involvement in previous EURO tournaments, greater efforts on both sides need to be made to exploit the full potential of this partnership.

The level of partnership between UEFA and its partner organisations was measured based both on perception, on a scale from 0 to 10, and on facts, by analysing four partnership components – history, knowledge, engagement and visibility – using a 100-point scale. The partnership with FARE ranked highest on both fronts. The results from the fact-based analysis showed that partner organisations could be clustered into three groups. The top cluster included FARE, the CCPA and SOEE; the middle cluster the HWC, the WHF, SAD and E4P; and the lower cluster Tdh and the WWF. The ICRC fell in between the top and middle clusters.

Based on the review of UEFA's FSR strategy, 15 recommendations have been put forward, focusing on three

main areas: overall strategy, organisation and communication strategy. They represent an external point of view that may disregard informal procedures, but offer an external perspective on the organisation and how it is seen by others.

A major part of UEFA's core business can be seen as evidence of its commitment to social responsibility. Anti-corruption, anti-doping, financial fair play, women's football and many other of UEFA's business functions have a positive impact on society. By integrating these elements into an overall football and social responsibility strategy and addressing the issues outlined in this report, UEFA can adopt a stronger position from which to assert its merits as the rightful guardian of football in Europe.

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1. Scope of the reports

1.1. Objective

The evaluation took place between March and June 2011 and was conducted by Schwery Consulting, a Swiss-based social enterprise focused on social responsibility (SR) in sport. The objective was to critically assess UEFA's current football and social responsibility (FSR) strategy and to make strategic recommendations for the future.

The evaluation included a critical review of the funding mechanisms for all UEFA's FSR activities; it examined the relevance and completeness of the existing strategic themes and, based on the findings of the strategy assessment, evaluated the selection of the partnership portfolio and the performance of the partnership.

1.2. Methodology

Through **desk research**, the issues of similar organisations were identified. Relevant sports and football-specific organisations' websites and partner websites were consulted, along with useful articles, blogs and other external sources of information and opinion.

Expert interviews were carried out with key UEFA employees¹ to gain a deeper understanding of each of the current issues and UEFA's involvement with them. An interview was also carried out with an external expert² to gain further insights into which issues UEFA should address. **Semi-structured interviews** were conducted with the people responsible from all ten partner organisations of UEFA's FSR portfolio. Informal interviews were also carried out with other people to gather further opinions on the merits of current and potential UEFA partners.

To complete the picture, an **online questionnaire** was sent to all partner organisations. The survey focused on the key objectives, financial flows, interaction with UEFA and other partners, and a subjective assessment of the partnership.

1.3. Limitations

This report was commissioned by UEFA to critically study its FSR strategy and make recommendations for the future. The evaluation focused on the activities coordinated by UEFA's FSR unit and its six "core" and four "ad hoc" partner organisations. Institutionalised



forms of UEFA's commitment to SR such as financial fair play, anti-doping, grassroots football, women's football, and the HatTrick programme were not of primary concern for this evaluation report.

In addition, it should be noted that the overall governance of the organisation, specifically where policies or statutes are concerned, was not considered in this report. Furthermore, UEFA's events and competitions, and the event partners, were not assessed individually. In these cases, we have had to refer to separate evaluation reports such as the **UEFA EURO 2008™ Sustainability Report**³ and the specific evaluation report of UEFA's FSR projects⁴.

1) Interviews with William Gaillard, Theodore Theodoridis and Patrick Gasser, 11 March 2011.

2) Interview with Professor Abby Ghobadian, Professor of Organisational Performance at Henley Management College – Henley Management College, 7 April 2011.

3) **UEFA EURO 2008™ Sustainability Report**. Governments of Austria and Switzerland, 2008.

4) **UEFA EURO 2008™ Football & Social Responsibility Evaluation Report**. Schwery Consulting, Biel/Bienne, 2008.

2. Social responsibility in context

2.1. A short history

The term **social responsibility** (SR) stands for an increasing awareness that every organisation, whether it is a global corporation, small business, government agency or non-governmental organisation, has an economic, social, and environmental impact which needs to be taken into consideration by executives, managers and employees.¹

The historical development of SR can be described in three phases. During the **first phase**, in the 1960s and 1970s, the spotlight was on environmental aspects. This was also the time when large civil society organisations such as the World Wildlife Fund, Amnesty International and Greenpeace were founded.

In the **second phase**, in the 1980s and 1990s, the focus shifted to the corporate world. Large organisations started to understand the importance of the customer and of pressure groups. The search for innovative business models began and concepts such as the **stakeholder approach**², the **triple bottom line**³ and **sustainable development**⁴ were introduced. The first voluntary environmental reports were published in response to large-scale environmental disasters and were soon replaced by larger sustainability or corporate social responsibility (CSR) reports that took social and economic aspects into consideration.⁵

At the end of the 1990s, the debate over the merits of CSR came to the fore, with many critics seeing it merely as **window-dressing or greenwashing**. The broad lack of clear reporting standards was criticised and prompted a **third phase**. At the turn of this century, the Global Reporting Initiative (GRI) was launched. Since then, it has become the world's most widely used reporting framework for SR. In 2010, more than 1,800 organisations worldwide published and registered their reports with the GRI, with some 45% coming from Europe.

The United Nations system has also taken an active stance in promoting SR. In 2002, the **Global Compact** was launched as a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. The International Standardization Organisation has developed a specific standard, **ISO 26000**, to provide guidance on the implementation of SR.

In some countries, such as Denmark, China and Indonesia, SR has become part of legislation. Pressure from governments, charities or lobby groups, and the need for a much sought-after competitive advantage, has led to rapid growth in the number of multinationals and now smaller companies reporting on SR and understanding that "**what cannot be measured cannot be managed**". The growth of reporting is well illustrated by the fact that each of UEFA's main or global Champions League, Europa League and EURO 2012 sponsors publishes a CSR report.

2.2. Social responsibility in sport

The development of SR in sport is not too dissimilar from that in other industries. Through issues such as fair play or healthy lifestyles, promoted by sports organisations and clubs, sport has also become a powerful social influencer. Therefore, the sports world has unique social channels and responsibilities incomparable with those of other businesses.

Widespread hooliganism and violence in and around English football stadiums during the 1980s led to a number of clubs setting up "football in the community" programmes with the government's backing. At the same time, many of the clubs were under pressure from football authorities to show that they were trying to heal the scars of the past by bringing up a generation of more responsible fans. In 1999, the FARE Network was established. Its partnership with UEFA demonstrated a sports organisation's obvious commitment to taking responsibility and tackling social issues such as racism and discrimination.

As early as the 1990s, the rapid growth of the Olympic Games created serious challenges regarding the management of transport, energy supply, emissions, noise, waste and many other issues related to SR. Although smaller in scope, the Winter Games, with its requirement of transportation to remote, often untouched areas, left behind a significant environmental footprint. After the 1992 Winter Olympics in Albertville, where the IOC was confronted by environmental protesters, the organisation began to place a much greater emphasis on environmental considerations.⁶

The Olympic Winter Games in Lillehammer in 1994 were presented as the first "Green" Games in Olympic history. They featured an "environmental showcase"

of 130 projects that were set to have a lasting effect beyond the 16 days of the Games. The Centennial Olympic Congress, the Congress of Unity, held in Paris in 1994, recognised the importance of the environment and sustainable development, which led to the inclusion of the environment as the third pillar of Olympism in the Olympic Movement, alongside sport and culture. In 1995, the IOC acknowledged its particular responsibility for promoting sustainable development and created an **IOC Sport and Environment Commission**, encouraging National Olympic Committees to do the same at the local level.

Although making a conscientious effort to improve environmental aspects, the IOC remains a focus of criticism for its narrow concept of social responsibility. The Olympic Summer Games in Beijing in 2008 were a milestone in measuring the total environmental impact (including visitors), but the IOC faced harsh criticism from pressure groups regarding human rights violations.⁷

During the 2006 FIFA World Cup in Germany, the Green Goal initiative was launched, comprising measures for the economical use of water, the reduction of waste, an increase in energy efficiency, sustainable transport and climate neutrality.⁸ The Green Goal initiative was adopted four years later for South Africa 2010. The Cape Town Action Plan involved 41 projects across nine target areas to “green the event” and was implemented in combination with the community initiative “20 Centres for 2010”.

The trend towards “greening” is also evident in American sports events and organisations. All major US sports leagues and teams have doubled their efforts on environmental issues in the past few years. In 2008, the American National Football League (NFL) began various environmental initiatives around the “Green” Super Bowl. This event attracts 100 million TV spectators in the US alone every year.⁹ In 2009, Brazilian football club SC Corinthians Paulista became the first ever football club to publish a CSR report according to the GRI framework.

Criticism of “greenwashing”, such as that directed towards Sochi 2014 by the WWF and Greenpeace, has led to a growing awareness among event organisers that “green” commitments need to be backed up by a general strategy to reduce the environmental footprint and complemented by social and economic impacts.¹⁰

UEFA EURO 2008 in Austria and Switzerland marked a new milestone in SR reporting. The year before the tournament, the environment ministries of both countries presented a ten-point **Charter for Sustainability** and a strategy based on the three pillars of economy, environment and society. The **UEFA EURO 2008™ Sustainability Report** outlined the achievements and the lessons learned from the event.¹¹ In addition, UEFA made a specific effort to evaluate externally all SR projects that it supported before and during the tournament.¹²

The Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) made significant headway by implementing a comprehensive SR strategy with an innovative carbon offset sponsorship programme and a comprehensive strategy to involve aborigines in the construction, delivery and legacy of the event. Also regarding reporting, VANOC set new industry standards by presenting five annual reports. The final report was published in December 2010, based on the GRI G3 framework (Level B).¹³

The London 2012 Local Organising Committee has already produced one of three planned sustainability reports. With the biggest urban industrial wasteland rehabilitation programme in Europe and an ambitious “Zero Waste” objective, London 2012 wants to set “A Blueprint for Change”.¹⁴ The SR report published in April 2011 summarised performance during the construction phase and used GRI (Level B) international standards. A sustainability strategy was a core part of the bid for UEFA EURO 2016 in France, with a clear commitment to using the GRI framework and its supplement for event organisers as a reporting framework.

The process of awarding the 2018 and 2022 World Cups led to Transparency International developing recommendations to improve FIFA’s integrity and the image of football in general. Recommendations included using the GRI framework and Event Organisers Sector Supplement to improve transparency.¹⁵

Another positive example is London’s 2018 World Cup bid. Although its bid was unsuccessful, the team used the GRI framework to present an SR report on social, environmental and economic impacts during the bidding period.¹⁶

See Appendix A for a list of **milestones for social responsibility in sport** over the years.

2.3. Outlook

The GRI is due to publish its **Event Organisers Sector Supplement** at the end of 2011. It will encourage sports organisations to measure and report on the challenges that spring up as a direct consequence of organising large events, such as controlling emissions, developing infrastructure which has an impact on biodiversity and the health and safety of workers, as well as the effect on local communities and neighbourhoods.

In parallel to this, ISO is also preparing an internationally recognised framework to implement sustainability in event management. The new ISO 20121 standard is being developed in the run-up to the London Olympic Games in 2012. It will take a management systems approach requiring identification of key sustainability issues like venue selection, operating procedures, supply chain management, procurement, communications and transport.

GRI and ISO standards go hand in hand. They provide a comprehensive framework for sports organisations, irrespective of their size and geographical span, to report on their social, economic and environmental impact. In 2012, a lack of widely recognised standards will no longer be an excuse for an organisation's lack of transparency.

- 1) **GRI Sustainability Reporting: A common language for a common future.** GRI Publications, 2008.
- 2) Freeman R., **Strategic Management: A Stakeholder Approach.** Pitman, 1984.
- 3) The Triple-Bottom-Line approach stands for people, profit, planet. See: Spreckley, F., **Social Audit – A Management Tool for Co-operative Working** (1981).
- 4) Sustainability was first defined by the Brundtland Commission of the United Nations in 1987.
- 5) Today, the terms "Sustainability Report" or "Social Responsibility Report" are used as synonyms, but with a clear trend towards the latter.
- 6) 2,000 French villagers were given gas masks because officials feared that ammonia from the cooling system at the bobsleigh track would leak. Organisers also ignored warnings about putting the ski jump in a geologically unstable area and left a trail of alpine deforestation and erosion. See: Hilde Elin Halland, **1994 Olympic Games Lillehammer.** American University – School of International Service, 1995
- 7) UNEP (2009). **Independent Environmental Assessment: Beijing 2008 Olympic Games.** UNEP, February 2009.
- 8) **Green Goal Legacy Report.** FIFA, 2006
<http://www.oeko.de/oekodoc/292/2006-011-en.pdf>
- 9) Babiak, K. & Trendafilova, S. **Corporate Social Responsibility in Professional Sport: Motives to be 'Green'** in Rodriguez, P, Kesenne, S & Dielt, H. (Editors) **Social Responsibility and Sustainability in Sports.** Universidad de Oviedo, 2009.
- 10) Moscow Times, Jan. 2011. UN Accused of Greenwashing Sochi.
- 11) **UEFA EURO 2008™ Sustainability Report.** Governments of Austria and Switzerland, 2008.
- 12) **UEFA EURO 2008™ Football & Social Responsibility. Evaluation Report.** Schwery Consulting, Biel/Bienne, 2008.
- 13) **Vancouver 2010 Sustainability Report 2009–2010.**
http://www.olympic.org/Documents/Games_Vancouver_2010/VANOC_Sustainability_Report-EN.pdf
- 14) **London 2012 Sustainability Report April 2011.**
<http://www.london2012.com/documents/sustainability/london-2012-sustainability-report-a-blueprint-for-change.pdf>
- 15) Transparency International. **Clean Hands. Building Integrity and Transparency at FIFA.** p.8.
- 16) **England 2018 World Cup Sustainability Report.** (2011)
<http://positiveimpacetevents.co.uk/reports/england-2018-world-cup-bid-sustainability-report/>

3. UEFA's social responsibility

3.1. Strategy

UEFA's primary role as European football's governing body is to "maintain and improve the well-being of the game".¹ Through its promotion of football, it contributes significantly to health and social cohesion in Europe. It builds upon this work by investing in society-focused strategic themes that concern its main stakeholders.

The Respect campaign was introduced in February 2008 in preparation for EURO 2008. It replaced the Fair Play campaign and has since developed into an umbrella theme for all social responsibility projects promoted by UEFA. It has been promoted during all major competitions through banners, bibs, flags, pitch-side advertising, TV spots, etc. Today, the Respect slogan is broadly recognised as a core value of UEFA.² It is also one of the 11 values presented by UEFA in March 2009.³

Currently, the 11 values are under review. **We recommend** focusing on a limited number of key organisational values (how UEFA wants to be seen) in line with the FSR strategy. UEFA should implement a bottom-up process to receive feedback from all departments and ensure organisation-wide relevance and adoption of these new values. As organisational values take time to be implemented internally and recognised externally (how UEFA is seen), they should be constantly communicated and maintained over several years.⁴

“ If you don't know where you are going, you will probably end up somewhere else. ”

Peter J. Lawrence

UEFA's FSR strategy is credible when it is based on a long-term strategy, defining ambitious, but realistic objectives in the three fields of economic, social and environmental performance for the coming years. The FSR strategy is the roadmap for the organisation and the FSR unit in particular. It underlines the seriousness of UEFA's commitment to FSR and distinguishes the organisation from others, which use SR as a pure communication tool.

The backbone of UEFA's FSR strategy is a partnership portfolio (the "Portfolio") approach. UEFA helps expert partner organisations to tackle key social development issues through football. The current FSR strategy deals with racism/discrimination; inclusion; environment; health; violence, peace and reconciliation; and solidarity/humanitarian action, in partnership with ten partners, six of which are classed as 'core', and four 'ad hoc':

Core partners	
Special Olympics, Europe Eurasia	SOEE
FARE Network	FARE
Cross Cultures Project Association	CCPA
Terre des hommes	Tdh
Education 4 Peace	E4P
World Heart Federation	WHF

Ad hoc partners	
Homeless World Cup	HWC
World Wildlife Fund ⁵	WWF
International Committee of the Red Cross	ICRC
Online platform: www.sportanddev.org managed by Swiss Academy for Development	SAD





The term “ad hoc” does not seem to be appropriate for a partnership and can be seen as an oxymoron, as ad hoc groups are usually established for a certain purpose, whereas partnerships signify a common commitment on an uncertain journey. If a partnership is formed on an ad hoc basis, it questions the seriousness of the commitment to work together as equal partners. In addition, the term sometimes has a negative connotation, suggesting a makeshift solution, inadequate planning or improvised events.⁶ Recommendations concerning the portfolio and the partnerships will be developed in subsequent sections.

3.2. Organisation

Much of the work that UEFA does would ordinarily be categorised as SR.⁷ Different departments and committees are connected to UEFA’s FSR strategy and have implemented FSR procedures and policies. Examples include the anti-doping unit, anti-corruption unit, grassroots, club licensing scheme, social dialogue initiative, financial fair play and HatTrick. An internal audit of the constituent parts of UEFA’s SR would help to create an overview and identify internal stakeholders to be involved in the future reporting process.⁸

The FSR unit was formalised in the UEFA organisational structure in 2007. It manages the SR work that is conducted for groups in society that are not reached by institutional activities. It consists of two staff members

to the director of the national association. The Fair Play and Social Responsibility Committee (known as the Fair Play tee until 2007) oversees the strategic made in this area. In comparison to organisations, UEFA is understaffed to the major issues and to implement a hensive FSR strategy.

mend a step-by-step increase in inter-resources to manage future reporting sibilities and to actively manage FSR and associates, and experts who might sulted on an ad hoc basis to cover cer-sues. Internships can be considered as term solution to fill the gap. In addition, status of the FSR unit in the UEFA orga-chart should be considered as a mid-term goal to acknowledge its wider role throughout the organisation.

Many organisations have adapted their organisational structure, ensuring that the SR department is represented at the highest level of decision-making. It is generally accepted as good practice for the head of CSR to report directly to the chief executive officer. Today, UEFA’s deputy general secretary and the president’s adviser represent the FSR unit informally at senior management level. **We recommend** making this representation at decision-making level more explicit and recognisable for stakeholders. This would add external credibility and consistency in the longer term.

UEFA invested €5 million in specific FSR projects concerning society at large in the most recent four-year cycle. This revenue is derived, in part or entirely, from fines handed out by UEFA’s disciplinary authorities. Taking into account the in-kind value of Champions League TV airtime offered to FSR initiatives, the total amount represents the 0.7% of revenue that UEFA promised to give to such projects.

We recommend maintaining the principle of using fines to fund development projects benefiting society at large. The revenue allocated from fines handed out by disciplinary authorities represents a useful message to be used in communications, which is best conveyed through the FSR partners and their networks.

We recommend that UEFA uses the 0.7% target for financial contributions to the FSR unit for internal purposes only, but not for external communication. The

social initiatives of the FSR unit are only one component of the overall FSR strategy and the 0.7% pledge does not do justice to the institutionalised SR work that UEFA performs.

UEFA has donated the Monaco Award on an annual basis since 1999. The annual cheque of €1 million (CHF 1 million until 2010) is awarded by the Fair Play and Social Responsibility Committee to deserving organisations in order to mobilise the power of sport to achieve positive change.

This practice of presenting awards for outstanding performance is common within the sports and SR industry. The main objective of an awards ceremony, apart from the financial benefits, is to provide visibility to an organisation; this naturally calls for higher standards regarding transparency in the selection and award process. UEFA has taken clear steps to align the award winners with the overall SR strategy and project cycle of the organisation. **We recommend** making the application and selection process transparent and publicising it through UEFA's communication channels.

3.3. Communication

UEFA reports on SR on a project-by-project basis. The SR projects launched during the UEFA EURO 2004 and 2008 tournaments were externally evaluated and the reports published on UEFA's website. In 2010, UEFA published a one-off brochure presenting its mission, and in particular its core values, the principle of solidarity and the selected institutionalised SR programmes as well as the SR partnerships. The report does not have an actual title and runs under the slogan **"We Care About Football"**.

One of the key communication channels for CSR is an annual social responsibility report. All major international companies, including UEFA sponsors, currently publish a social responsibility report according to international standards, such as the GRI or the UN Global Compact. **We recommend** UEFA begins preparations for an annual football and social responsibility report (FSR report), containing balanced information on its SR initiatives.

We recommend that UEFA (including UEFA Events SA) adopts GRI guidelines on sustainable event management for all major events, including the EURO, UEFA Champions League and UEFA Europa League, and

leverages this practice by creating incentives for its member associations and even clubs to report transparently on their social, environmental and economic impacts.

On its website (www.uefa.com), UEFA covers relevant FSR stories in the "Social" section; these may include articles about the projects it is involved in with partners or institutional-related SR stories in which it believes stakeholders may have an interest. The "Social" section comprises six main headers/tabs: Core partnerships, Ad hoc partnerships, Respect, Charity, Anti-racism, and Eat for Goals! There does not seem to be clear logic associated with these tabs. Respect is the overall umbrella slogan of the SR policy; Charity, Anti-racism and Eat for Goals! are projects that are highlighted but form part of the partnerships.

It can also be observed that the six tabs do not seem to be popular among social media users of Facebook and Twitter. **We recommend** restructuring the "Social" part of the website according to international guidelines on SR. GRI guidelines advocate the division of SR in an organisation into social, environmental and economic aspects.⁹ Additionally, a social media strategy for SR would strengthen UEFA's FSR profile.

- 1) Financial Report – **We Care About Football**. UEFA, 2010.
- 2) On Google, more than 8 million results are displayed when searching for UEFA+RESPECT.
- 3) **The Values of UEFA for European Football's Future**. <http://www.uefa.com/uefa/aboutuefa/organisation/congress/news/newsid=813447.html> [27 March 2009]
- 4) Hide, P.; Williamson, B. **The Importance of Organisational Values**. Focus on Change Management, Vol. 68. (Oct. 2000): 10-14.
- 5) The WWF is now known solely by its acronym.
- 6) Wikipedia, 2011. **Ad hoc** http://en.wikipedia.org/wiki/Ad_hoc
- 7) It shares this trait with other major sports governing bodies, such as the IOC, nine of whose 25 commissions could be said to involve CSR work of some description. These commissions are: Culture and Olympic Education, Olympic Solidarity, Sport and Environment, Sport for All, Women and Sport, Athletes, International Relations, IOC Representatives in WADA and Medical.
- 8) Global Reporting Initiative and International Organization for Standardization.
- 9) FIFA also has a structure, albeit with different pillars: "social", "political" and "cultural". <http://www.fifa.com/> [2011]

4. Strategic themes

In this section, we review the social issues that a major sports governing body in Europe should tackle. We discuss the context of these issues and their relevance to UEFA.

4.1. Diversity

The concept of diversity encompasses acceptance and respect. It calls for an **understanding that each individual is unique, recognising individual differences such as race, age, gender, religion, sexual orientation, culture, national origin, income and physical ability.** Racism and xenophobia continue to be a widespread phenomenon in Europe. According to the 2010 Amnesty International report on Human Rights, the economic downturn has led to a rise in discrimination, racism and xenophobia in the continent.¹



The unique way in which football brings people together can bring positive and negative outcomes, depending on a number of influencing factors. In regions where social unrest exists and far-right groups and political parties are powerful, this can manifest itself in demonstrations of racism in places where football fans meet and in stadiums.

For many years, football organisations have recognised the need to address racism. FIFA has clear provisions in place to deal with racism in football in its Statutes, Disciplinary Code and Code of Ethics. It also runs a 'Say No to Racism' campaign during high-profile tournaments.²

UEFA has been working with the FARE network since 1999, in a partnership to tackle racism strategically. In 2001, FARE received the UEFA Charity Cheque to support its activities, and a **Guide for Good Practice for national associations** was launched in 2003 after a first joint conference was held at Chelsea FC in London. In 2006, a **Guide for Good Practice for Clubs** was launched following a similar event in Barcelona. In view of EURO 2012, another pan-European conference was held in Warsaw in 2009. With a 10-point plan and a growing agenda against homophobia, UEFA has crossed new frontiers. Regular conferences under the slogan **Unite Against Racism** bring together the main stakeholders to discuss relevant issues and map out plans for the future.

Racism is perhaps still the most relevant issue for Eastern Europe. The analysis of the Unite Against Racism conference in Warsaw identified racism in Eastern Europe as a major social concern for football clubs and associations.³ This presents an important challenge for UEFA at EURO 2012 in Poland and Ukraine.

UEFA is a frontrunner among sports governing bodies in tackling racism and discrimination in football. **We recommend** that UEFA continues its work in tackling racism and looking at areas such as institutional discrimination, as at the Amsterdam seminar in 2011⁴, to address the very low numbers of women and ethnic minorities within leadership positions at all levels across European football.

As a role model, UEFA can set standards and guide member associations and clubs to fight all forms of discrimination within stadiums and far beyond. The drastic under-representation of openly homosexual players, referees, coaches and others in football reflects very poorly on the game and its culture. **We recommend** that UEFA continues to tackle homophobia, which is often referred to as "football's last taboo".

Main stakeholders: fans, players, clubs, FIFPro, ECA, EPFL, FARE, FSE, EU, human rights organisations

4.2. Inclusion

Inclusion can be defined as **fair treatment and meaningful involvement of all interested parties regardless of race, age, gender, religion, sexual orientation, culture, national origin, income or ability** (mental, intellectual, sensorial and physical).⁵ The issue of inclusion stands close to diversity and the two can be viewed as two sides of the same coin.⁶

According to official data, there are **80 million disabled people** living in the European Union. One in four Europeans has a family member with a disability.⁷ It is therefore an issue that is high on the agenda of the OECD⁸, European Commission, Council of Europe and numerous other international organisations. Sport can make a significant contribution in helping disabled people to participate fully in society, yet 50 % of disabled people have never participated in leisure or sport.⁹

Since the Olympic Summer Games in Seoul in 1988 and the Winter Games in Albertville in 1992, the **Paralympic Games** has taken place at the same venue three weeks after the Olympic Games. From 2012 onwards, the host cities for the Olympic Games will also be obliged to host the Paralympic Games.¹⁰ The IOC also has a Sport for All Commission, which was set up in 1983 to promote the Olympic ideal that sport is a human right for all individuals, regardless of race, social class and sex.

Similarly, UEFA has put the issue of access to sport for disabled people high on its agenda. Its first annual **Monaco Award** in 1998 was granted to Special Olympics, an NGO focused on promoting sport for people with learning disabilities. They have since developed a partnership with the overall objective of increasing playing opportunities in Europe and Eurasia.

Since 1998, UEFA has developed a tradition of granting the Monaco Award to innovative disability organisations: the International Sport Federation for Persons with Intellectual Disability (INAS-FID) won the award in 2004; the International Blind Sport Federation (IBSA) in 2006; the Cerebral Palsy International Sports and Recreation Association (CPISRA) in 2007; and the organisation promoting access for disabled football supporters, Centre for Access to Football in Europe (CAFE) in 2009.



UEFA also offered its UEFA EURO 2008 platform to promote **Football for all (abilities)**. Players from four disability groups were given the opportunity to play exhibition matches before the quarter-finals in order to showcase the players' abilities and break down attitudinal barriers. UEFA intends to offer the platform in 2012 as well.

UEFA's grassroots unit supports different activities for disabled sports on an ad hoc basis. To streamline these activities, **we recommend** institutionalising disabled football within UEFA and promoting "Football for all abilities" among UEFA member associations, with the objective of obtaining a better overall level of access to football for disabled players and fans.



Alongside the human rights of disabled people, social inclusion is a general concern in Europe and football is seen, due to its popularity and simplicity, as a major platform for social inclusion and a vehicle to transfer positive messages. All major sports organisations deal with various aspects of inclusion.

Many professional football clubs in Europe tackle exclusion through community initiatives. The Premier League, for instance, supports its clubs with the Kickz

programme, which is aimed at engaging with young people in some of the most disadvantaged areas of England and Wales.¹¹ The Australian Football League, through its player-led charity Ladder, which works to tackle youth homelessness by connecting disadvantaged youngsters with their communities, stabilising their health and well-being and helping them engage with education, employment and training.¹²

The estimated three million **homeless** people in Europe represent a general challenge for European governments and NGOs. The average life expectancy of a homeless person is 42 years. Figures suggest that the number of homeless people in Western Europe is at its highest level in 50 years, with homelessness at levels not seen since the end of World War II.¹³

Since 2003, UEFA has been partnering with the Homeless World Cup (HWC). UEFA has identified a relevant and very sensitive niche by using the potential of football to make a significant contribution to social inclusion. **We recommend** that UEFA continues with this good practice of identifying and tackling critical aspects of inclusion in Europe.

Main stakeholders: OECD, European Commission, Council of Europe, European governments, NGOs focused on social inclusion and disability rights

4.3. Environment

Concern for the environment first became an issue of global prominence in the early 1970s.¹⁴ In the years since, we have witnessed exponential growth in government policies and NGO activism, often in response to environmental disasters caused by irresponsible management. These actions have forced an increasing number of companies to place serious consideration on the environment and disclose their impacts.



The building blocks of sustainability were created in the late 1980s as environmental problems became more international in scale and fears over global warming and nuclear disasters were elevated. Today, this culmination of concern and raised awareness has contributed to the general consensus that environmental aspects are **the key component of any social responsibility strategy**.

The world of sport is no exception. On the one hand, sport depends on the environment as its playground and many activities can be affected by environmental conditions such as air and water quality. On the other hand, sport has an impact on the environment through the equipment, apparel or facilities that are used. The tremendous growth of **mega-events** during the last 30 years has produced serious challenges in the management of transportation, waste, pollution and energy, and leaves behind a considerable – and often criticised – ecological footprint.

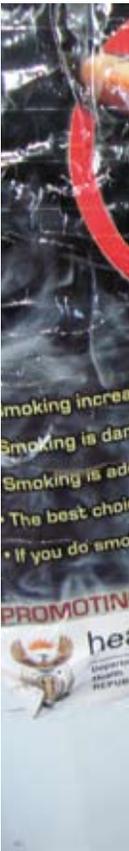
To manage these major environmental challenges, the IOC has added the environment as the **third dimension of Olympism** alongside sport and culture. Furthermore, "Sport and Environment" is one of the IOC's six Olympism in Action pillars. Considerable attention has been drawn towards sustainable construction, transport, energy use and reduction of waste, pollution, noise and other negative environmental impacts.

In 2011, FIFA presented an inaugural assessment of its annual carbon footprint (CFP). The report is based on a clear strategy to lower emissions and is reinforced with workshops to raise employee awareness.¹⁵ FIFA also presented a CFP report for its recent major event, the FIFA World Cup in South Africa. This development follows a general trend set by EURO 2008 and the 2008 Olympic Summer Games. However, the boundaries of the report were narrowly set and did not include the ecological footprint created by the LOC or the fans, contradicting good practice.¹⁶

UEFA has a partnership with the World Wide Fund for Nature (WWF) that began in 2007 and is focused on supporting the WWF's global advocacy work to limit negative aspects of global warming. Also in 2007, UEFA measured its CFP from flights and consequently, in the following years, has offset its emissions by purchasing renewable energy carbon credits and become the first major sports organisation to invest in climate-friendly certified compensation projects.¹⁷

Despite its efforts, UEFA is currently lagging behind international standards of environmental responsibility. The Green UEFA report described several aspects of waste, sourcing, transportation, event management and other areas where action is required.¹⁸ It also showed that two-thirds of UEFA staff support action to become more environmentally friendly. **We recommend** that UEFA addresses the gaps outlined in the Green report. To monitor progress and show transparency, **we also recommend** disclosing the CFP according to international standards. To underline UEFA's commitment to the environment, **we recommend** introducing policies and goals to protect the environment, as well as procedures to raise employee awareness of critical issues.

Main stakeholders: EU, governments, host cities of major events, WWF and other environmental organisations





4.4. Health

Cardiovascular diseases are the main cause of death in the EU, accounting for approximately 40% of deaths, or 2 million deaths per year.¹⁹ The financial burden on EU healthcare systems related to this group of diseases has been estimated at €110 billion.²⁰ Of considerable relevance to UEFA is that cardiovascular diseases are preventable and linked to behaviour and lifestyle choices involving tobacco and alcohol consumption as well as a lack of physical activity. 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.²¹

The IOC addresses health under the banner of Sport for All, which is intended to encourage and support efforts to raise awareness of the health and social benefits to be gained by all members of society through regular physical activity. FIFA promotes health through its

Football for Hope programme, launched in 2006, which supports programmes that use football to deliver health messages on issues such as HIV/AIDS, malaria and obesity.

UEFA has a partnership with the WHF, focusing on programmes whose main objective is tackling childhood obesity. The **Eat for Goals!** publication came out of a partnership between UEFA, the WHF and the European Commission. Another successful by-product of UEFA's cooperation with the European Commission was a 30-second "Get Active" video clip promoting an active lifestyle, which was shown at half-time during the Champions League games in the 2007/08 season.

One major concern that partially undermines the social work that UEFA does in this area is the products that are sold by its sponsors. Some of the sponsors sell products that have been deemed unhealthy when consumed in excessive amounts (soft drinks, beer, fast food, etc.).

UEFA's challenge is to bring together its social partners and sponsors to work on communicating moderate and healthy consumption of their products, following

published guidelines. A good example here is Heineken's "Drink Responsibly" campaign incorporated into the UEFA Champions League with the motto on perimeter boards around the pitch and as a five-second 'match bumper' broadcast several times during UEFA Champions League matches.²² This is a key issue that has so



far eluded other sports organisations and is a major area that UEFA can work on to improve its image and add value to the brand.

We recommend that UEFA's marketing department and FSR unit work closely with its partners regarding sponsorship agreements. Close cooperation between marketing and FSR does not need to limit or reduce revenue from sponsorship agreements, it can even increase them. UEFA's FSR programming can add value to the sponsorship agreements, especially for sponsors that have implemented a sound CSR strategy in their business operations (see sections 3.1 and 3.3).

Main stakeholders: WHO, European Commission, European governments, NGOs focused on health issues, sponsors, UEFA member associations



4.5. 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. The international platform www.sportanddev.org has become the leading website for information on sport for development and peace.

Due to sport's ability to bring people together, peace and reconciliation form one of the cornerstones of many international sports organisations' CSR programmes. They represent one of the five pillars of FIFA's Football for Hope movement. The IOC has a Culture and Olympic

Education Commission through which it promotes cultural exchange and diversity of cultures to "encourage a peaceful and better world".

Irrespective of how successfully sport can be used to promote peace and reconciliation, sport is intrinsically related to a mixture of positive and negative aspects. Since the beginning of civilisation, sports events have offered a platform for violent riots and conflicts. The riots following the match between GNK Dinamo Zagreb and Red Star Belgrade in 1992 are seen symbolically as the start of a war that hit Europe at the end of the 20th century, with consequences far beyond.

This war, and the critical role of football, was also the decisive event that led to the establishment of the Open Fun Football Schools (OFFS), which has the goal of promoting and stimulating the process of reconciliation through social contact and shared activities (football).

UEFA began a partnership with the OFFS in 2001 with a focus on Bosnia and Herzegovina. Since then, the programme has been extended to other countries such as Georgia, Azerbaijan, Armenia, Montenegro, Croatia, Serbia, Moldova and beyond. **We recommend** that UEFA continues to recognise the "hot spots" in Europe and to work with a strong partner to contribute to peaceful coexistence through football. As women and children are the most vulnerable targets of violence, they must continue to receive special attention in programmes.

Child protection is another issue of significant importance in relation to violence in football. A government-backed report in the UK revealed that the FA was investigating 250 cases of suspected child abuse in 2005.²³ The Council of Europe has drawn up a convention to underline the problem of sexual exploitation and abuse of children in Europe.²⁴ Apart from its institutional work to fight violence in football, UEFA has supported an innovative project called "Master Your Emotions" during the last four-year cycle, managed by the organisation Education 4 Peace (E4P). In parallel, UEFA started a partnership with Terre des hommes (Tdh), a well-recognised organisation in the field of child protection. This partnership is focused on the community at large and currently not working with European football associations.

As football often provides a platform for violence, especially in the form of hooliganism and child abuse,



we recommend that UEFA continues its efforts to tackle these issues through its institutional channels and with innovative partners that work closely with the football associations.

Main stakeholders: UN Office of Sport for Development and Peace, European Commission, Council of Europe, governments, NGOs focused on peace and reconciliation, UEFA member associations, clubs, fans

4.6. Solidarity

Humanitarian work has a long tradition. The International Committee of the Red Cross (ICRC) dates back to 1863, when the organisation was founded to support victims of violent conflicts. Solidarity towards vulnerable people in violent conflicts and natural disasters has not diminished over time. The UN System and all European governments have established structures to play an active role and help other countries in need. Most international organisations and companies demonstrate their commitment to solidarity through their social responsibility.

FIFA, for instance, supports the reconstruction of destroyed football infrastructure. By launching appeals for solidarity and staging benefit matches, it raises funds from the football family and implements its own emergency assistance projects in accordance with a set of regulations. Following the earthquake in Haiti in 2010, FIFA created a Special Fund for Haiti to finance

projects submitted by the Haitian football association.²⁵ FIFA has also run current and previous campaigns in collaboration with international NGOs and UN organisations such as SOS Children's Villages, UNICEF, the ILO and WHO. The IOC cooperates with numerous United Nations agencies, as well as other international governmental and non-governmental institutions, to develop and implement a range of projects using sport as a tool for development.

With the ICRC, UEFA is partnering with the most well-known institution in the field of humanitarian relief. The ICRC is UEFA's longest-standing FSR partner, benefiting from more than €10 million since 1998. The ICRC was also the official charity partner during EURO 2004 in Portugal and EURO 2008 in Switzerland and Austria.²⁶

As mentioned above, UEFA also partners with Tdh, supporting its objective of ensuring that children in situations of vulnerability have access to minimum standards of services. Football and other sports and games are an integral part of these activities.

Based on its solidarity principle, 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.

To deploy the full potential of a partnership with a prominent humanitarian organisation such as the ICRC, **we recommend** the initiation of a mutual process of learning and adequate staffing on both sides. The positive role that football can play in emergencies carries significant potential, yet still seems to be very much underestimated (see Section 6.2.1).

Main stakeholders: ICRC, UNOG, Council of Europe, European governments, NGOs focused on emergencies, UEFA member associations

4.7. Gender

Gender can be best described as a cross-cutting issue of UEFA's FSR strategic themes, addressed within the projects of the different portfolio partners. It is a form of discrimination and an important consideration when tackling violence and abuse to promote peace and reconciliation. Many women see homelessness as the only option following a traumatic experience involving

some form of abuse and benefit from empowerment projects.²⁷ Gender is relevant when tackling certain health issues, especially HIV/AIDS and other sexually transmitted diseases.

Gender equality and women's empowerment are human rights that lie at the heart of development and the achievement of the Millennium Development Goals.²⁸ It has been made a priority by many international organisations. The UNDP integrates this issue into its four main areas of work; the International Platform for Sport and Development categorises sport and gender as one of its seven main issues; and the IOC includes women and sport as one of its six fields of Olympism in Action activities.

Gender issues are addressed by UEFA at an institutional level. It organises five women's competitions within various categories at the elite level. It promotes the development of women's football through its grassroots unit and supports the efforts of its member associations in this field. It also recently announced its intention to "break the glass ceiling preventing women from reaching positions of responsibility within football organisations" by inviting a woman to participate in Executive Committee meetings.²⁹ **We recommend** that UEFA strengthens further the role of women in senior executive positions in the organisation and helps clubs and associations to follow this example.

Main stakeholders: European governments, NGOs focused on gender and sport, UEFA member associations, clubs, etc.

4.8. Overview

We have outlined six major themes and one cross-cutting issue that need to be taken into consideration for a comprehensive UEFA FSR strategy. They are relevant to various stakeholders within the context of today's European society and reflect the portfolio of other major sports organisations. UEFA covers all of these fields. In some – such as inclusion and diversity – UEFA is a frontrunner, while in others – such as the environment – it is lagging behind the benchmark set by other international sports organisations.

The six strategic FSR themes outlined below can be paired up into groups categorised by a close affiliation. Diversity and inclusion are often mentioned together



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UEFA's Strategic FSR Themes



Figure 1: UEFA's FSR strategic themes

and can be seen as two sides of the same coin. The close link between environment and health is obvious as the first has a huge bearing on the second. Also, peace and reconciliation have a close link with solidarity, with the former focusing on violent conflicts and the latter on natural disasters and actions to mitigate negative consequences.

For communication purposes, we suggest using positive terminology that is attributed to negative themes such as discrimination, racism and homophobia. This also makes it easier to link them with the overarching theme of respect. The first four themes have already been used in combination with the Respect slogan.³⁰

To validate and prioritise the strategic themes and to identify future trends, **we recommend** that UEFA initiates an annual FSR-focused stakeholder process (see Fig. 2). The present evaluation can compensate for this process to a limited extent only. ISO and GRI interna-

tional standards indicate how to organise the stakeholder process and collect structured feedback on an annual basis.

The strategic FSR themes provide the framework for the portfolio of partner organisations. Therefore, **we recommend** continuing or developing key partnerships with a small number of organisations that can bring in expertise related to these themes and are willing to share it. The number of FSR partners depends on the staffing of the FSR unit and the manageability of these organisations. Branding these partners as football and social responsibility partners or, in short, "FSR partners" would additionally strengthen the external communication for both parties. **We also recommend** continuing to invite FSR partners to meetings of the Fair Play and Social Responsibility Committee as their expertise is valuable and adds credibility to the committee.³¹

To cover all FSR strategic themes and additional issues that might arise from regular feedback from internal and external stakeholders, **we recommend** developing short- to mid-term cooperation with additional organisations, re-branded as “FSR associates” (Section 3.1) and/or experts. Depending on the importance of the issues and UEFA’s general strategy, some key issues, such as disabled sport, can be institutionalised to have a higher leverage with the associations and clubs. Of course, the opposite (outsourcing) is also a viable solution for issues that could be better addressed by an external organisation. This evaluation, however, did not identify such issues.

- 1) Amnesty International (2010). **The State of the World’s Human Rights**. Amnesty International Report (2010): 34.
- 2) FIFA. **FIFA Against Racism: A Decade of Milestones** <http://www.fifa.com/aboutfifa/socialresponsibility/news/newsid=1384919/index.html>
- 3) Schwery Consulting (2009). **Unite Against Racism Conference. Warsaw 3/4 March 2009. Evaluation Report**. Biel/Bienne: Schwery Consulting. July 2009.
- 4) UEFA. **Seminar Spotlights Institutional Discrimination** <http://www.uefa.com/uefa/socialresponsibility/antiracism/news/newsid=1586623.html>
- 5) **GRI guidelines – Sector Supplement for Event Organisers**. See: <http://www.globalreporting.org>

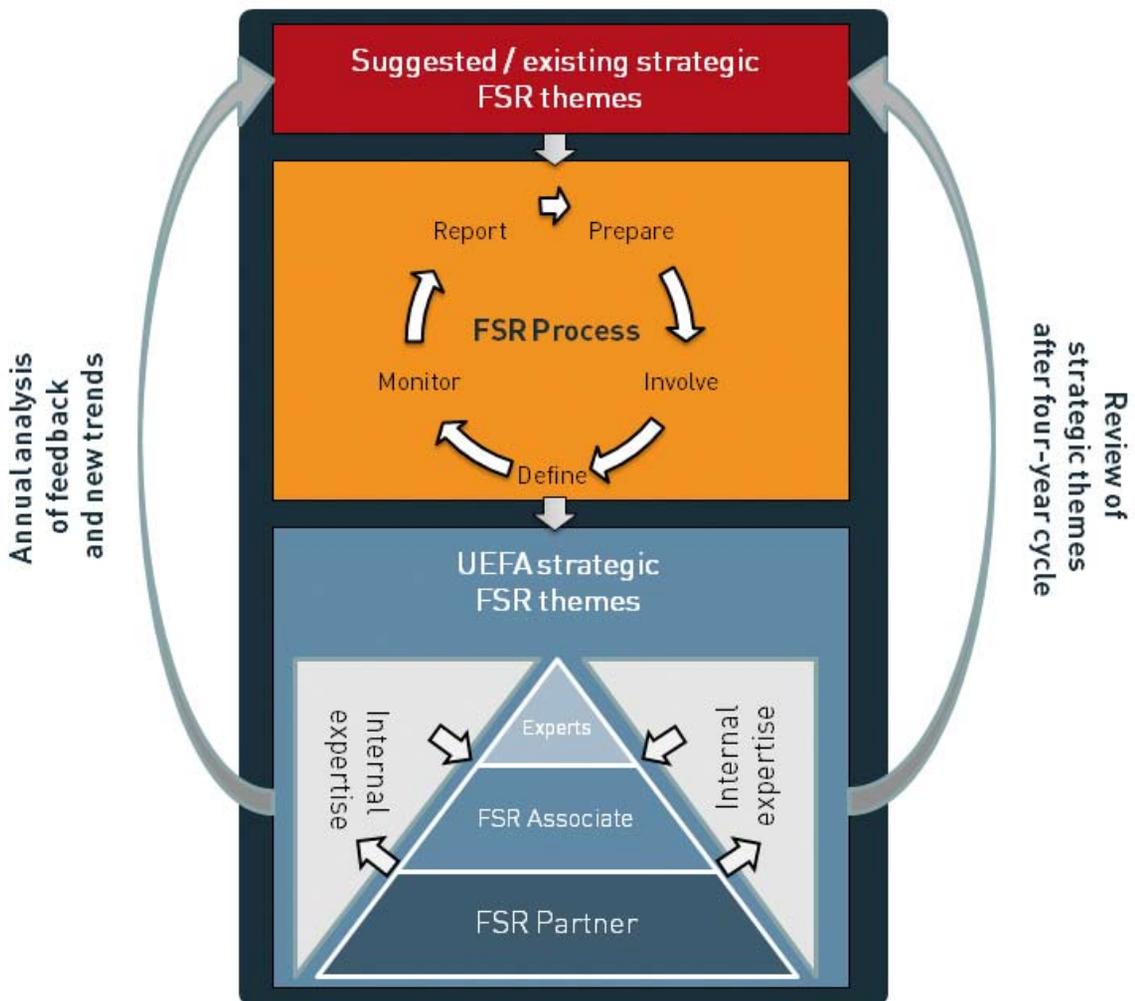


Figure 2: Prioritisation of themes and issues as a continuous process

- 6) "Inclusion" is rather focused on the victims of racism and other forms of discrimination (diversity issue). CSR strategies often combine "diversity and inclusion" (see London 2012 sustainability strategy). The FIFA Football for Hope programme focus area is "anti-discrimination and social inclusion".
- 7) European Disability Forum. **Campaign: We want free movement for all** http://www.edf-feph.org/Page_Generale.asp?DocID=12534
- 8) OECD. **Transforming Disability into Ability: Policies to Promote Work and Income Security for Disabled People**. OECD Publications, 2003.
- 9) CAFE. **Vision** <http://www.cafefootball.eu/Vision.aspx>
- 10) Paralympic Games. http://www.paralympic.org/Paralympic_Games/
- 11) Charlton Athletic Community Trust. **Charlton Host World Cup Homeless Trials** <http://www.cact.org.uk/newsitem.php?id=332>
- 12) Ladder. **Who we are** <http://ladder.org.au/index.php?id=17>
- 13) www.unhabitat.org/documents/media_centre/sowc/Featuresplint.pdf
- 14) In 1972, an international network of scientists (Club of Rome) published "The Limits to Growth", which shaped public opinion to seriously address environmental concerns. The United Nations Environment Programme (UNEP) was established in 1972.
- 15) FIFA's employee travel policy during the 2011 Women's World Cup ensured that all employees travelled to the host cities from Zurich by train and not by air.
- 16) The environmental footprint of an event is mainly created by the spectators. The forthcoming ISO and GRI international standards will provide clear guidance in measuring the CFP of an event.
- 17) 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. UEFA has yet to publish this information.
- 18) Clarence Chollet. **Green UEFA – du management environnemental pour la Maison du football européen**. Rapport de stage, 2010.
- 19) Health-EU The Public Health Portal of the EU. **Cardiovascular diseases** http://ec.europa.eu/health-eu/health_problems/cardiovascular_diseases/index_en.htm
- 20) Ibid 2006 Report
- 21) IYSPE – International Year of Sport and Physical Education publications, **Final Report, 2005**. <http://www.un.org/sport2005/>
- 22) Drinks International. **Heineken Launches UEFA Football Campaign** http://www.drinksint.com/news/fullstory.php/aid/1044/Heineken_launches_UEFA_football_campaign.html
- 23) **Top football clubs hit by child abuse allegations**, The Guardian. 18 September 2005 <http://www.guardian.co.uk/society/2005/sep/18/childrenservices.crime1>
- 24) Council of Europe. **Council of Europe Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse** <http://conventions.coe.int/Treaty/EN/Reports/Html/201.htm>
- 25) Other sports federations such as the International Table Tennis Federation and the NBA also raised funds for Haiti following the earthquake in 2010.
- 26) In 2004, the ICRC launched a campaign called "Protect Children in War". The campaign in 2008 was called "Score for the Red Cross". The latter campaign was accompanied by a very successful clip. For comment, see: **UEFA EURO 2008™ Football & Social Responsibility. Evaluation Report**. Schwery Consulting, Biel/Bienne, 2008.
- 27) Australian Government. Department of Families, Housing, Community Services and Indigenous Affairs. **Home Safe Home: The link between domestic and family violence and women's homelessness**. http://www.fahcsia.gov.au/sa/housing/pubs/women/home_safe_home/Pages/default.aspx
- 28) UNDP. **Women's Empowerment** <http://www.undp.org/women/>
- 29) UEFA. **Michel Platini re-elected President by acclamation** <http://www.uefa.com/uefa/aboutuefa/organisation/congress/news/newsid=1610949.html>
- 30) The "Respect the environment" slogan was previously used together with "Respect diversity" and "Respect the game" and later replaced by "Respect the opponent".
- 31) While this process is already in place, to date it has only included one representative from FARE.

5. Portfolio analysis

This section looks at the FSR partner organisation (PO) portfolio to examine the strength of the partnerships between POs and UEFA. To conduct this analysis, the portfolio was examined at two levels:

- **PERCEPTION:** Each of the ten partners and UEFA were asked to rate their partnership on a scale from 0 to 10. The findings reveal subjective data to evaluate each party's perception of their partnership. In its role as an external observer, the evaluation team also assessed the partnership based on their perception from the qualitative data obtained during interviews, discussions and primary and secondary research data.
- **FACT-BASED:** A 100-point scale was developed by the evaluation team to rate the partnership objectively. The scale was subdivided by relevant areas of partnership: history, knowledge, engagement and visibility. Quantitative data for this scale was gathered through individual interviews and the online survey.

5.1. Perceived partnership

In the survey, all POs were requested to rate the level of partnership on a scale of 0 (no partnership) to 10 (very close partnership). The table below shows the ratings received and compares them with UEFA's overall perception of the partnership on the same scale.

The following conclusions can be drawn:

- Neither UEFA nor the POs rated the partnership below five. In fact, a high average can be observed from UEFA (7.4) and the POs (8.1), demonstrating that both partners, in general, have a very high perception of the partnership.
- The ratings given by UEFA and POs were the same in the case of five POs: WWF, HWC, WHF, CCPA and FARE. The average rating difference between UEFA and all of the POs is only 0.7, demonstrating that both sides have a very similar perception of the partnership.

Perception	WWF	HWC	SOEE	WHF	Tdh	E4P	CCPA	ICRC	FARE	SAD
UEFA	7	9	6	7	6	5	10	6	10	8
POs	7	9	8	7	7	8	10	5	10	10
Difference	0	0	-2	0	-1	-3	0	+1	0	-2

	Max	Min	Average
UEFA	10	5	7.4
POs	10	5	8.1

Figure 3: Perception – partnership ratings by UEFA and partner organisations¹

Perception	WWF	HWC	SOEE	WHF	Tdh	E4P	CCPA	ICRC	FARE	SAD
UEFA	7	9	6	7	6	5	10	6	10	8
POs	7	9	8	7	7	8	10	5	10	10
Average	7	9	7	7	6.5	6.5	10	5.5	10	9
Evaluation Team	2	7	6	5	3	3	7	4	8	4
Difference	5	2	1	2	3.5	3.5	3	1.5	2	5
Difference Corr.	2.15	-0.85	-1.85	-0.85	0.65	0.65	0.15	-1.35	-0.85	2.15

Figure 4: Perception of parties and external evaluation team

POs	Average rank	UEFA's rank	ET's rank	Difference
FARE	1	1	1	0
CCPA	2	1	2	-1
HWC	3	3	2	+1
SAD	4	4	6	-2
WHF	4	5	5	0
SOEE	6	7	4	+3
ICRC	7	7	7	0
Tdh	8	7	8	-1
WWF	8	5	10	-5
E4P	10	10	8	-2



Figure 5: Perception – partnership ratings

- The ICRC is the only organisation that rates the partnership lower than UEFA. Factors influencing this result could include the large size of the organisation with UEFA as one of many donors, and changing responsibilities and roles for ICRC staff.
- The differences of perception regarding the level of the partnership are larger for SOEE and SAD, both of which rated the partnership more highly than UEFA. Tdh rates the partnership only slightly more highly than UEFA, whereas E4P is the PO with the largest difference in rating compared to UEFA. A possible explanation for the results is that these are four of the top five organisations that rely on the largest proportion of UEFA funding for their projects.
- Although FARE relies on UEFA for all of its funding, its partnership perception is the same as UEFA's. A clear sign that the relationship between the two organisations is strong is that each side perceives the partnership to be of the highest level.

For an external perspective, the evaluation team (ET) also rated the partnership on the same scale based on their perception of the partnerships following the evaluation.

Figure 5 compares the averages of UEFA and the POs with the ratings of the evaluation team:

- The ET's ratings are lower overall, with an average of 4.9 compared to 7.75 from the partners; a difference of 2.85. Furthermore, each individual result is lower than the average for each partner. The difference can be explained by the nature of the ET's mandate to analyse the partnerships from a neutral perspective. The average score of the ET is close to the middle of the ten-point scale.
- With a maximum of eight and a minimum of two, no partnerships were given the highest rating by the ET. This underlines the ET's view that there is still some potential for improving all partnerships.

When calculating the deviation from the mean, there still remain some significant differences that require explanation:

- The largest differences concern the perception of the partnerships with the WWF and SAD, where the average rating of the partners was five points higher than the rating of the ET. After the correction of the averages, there still remains a difference of more than two points.
- After the correction of the averages, the ICRC and SOEE received a higher rating from the ET than from UEFA and the POs.

Figure 5 illustrates the perceived partnership ratings of UEFA and the ET, in descending order of rank, with the highest rating at the top. The second column, average rank, indicates the overall ranking of the POs based on the average of UEFA's and ET's rankings. The final column indicates the difference between UEFA's and ET's rankings, in red where UEFA has given the PO a higher ranking, in green where the ET has given it a higher ranking, and in black where the ranking is the same.

The table shows that the largest differences are with SOEE, which was ranked fourth by the ET and seventh by UEFA, and the WWF, ranked tenth by the ET and fifth by UEFA.

To answer outstanding questions, such as the differences between ET and UEFA rankings observed above, and add greater weight to earlier assumptions, the partnerships were analysed in more detail based on quantitative data that was collected using existing data and an online survey.

5.2. Fact-based partnership

In this analysis, the POs were evaluated using quantitative data that was collected during the interviews with partners, primary research, including documents belonging to the POs and UEFA, and an online survey of POs. A 100-point scale was used, whereby the maximum that UEFA and each PO could contribute was 50 points each, for each of the following partnership constituents:

- Visibility
- Engagement
- Knowledge
- History

The following chart illustrates the results for each PO and for each topic.

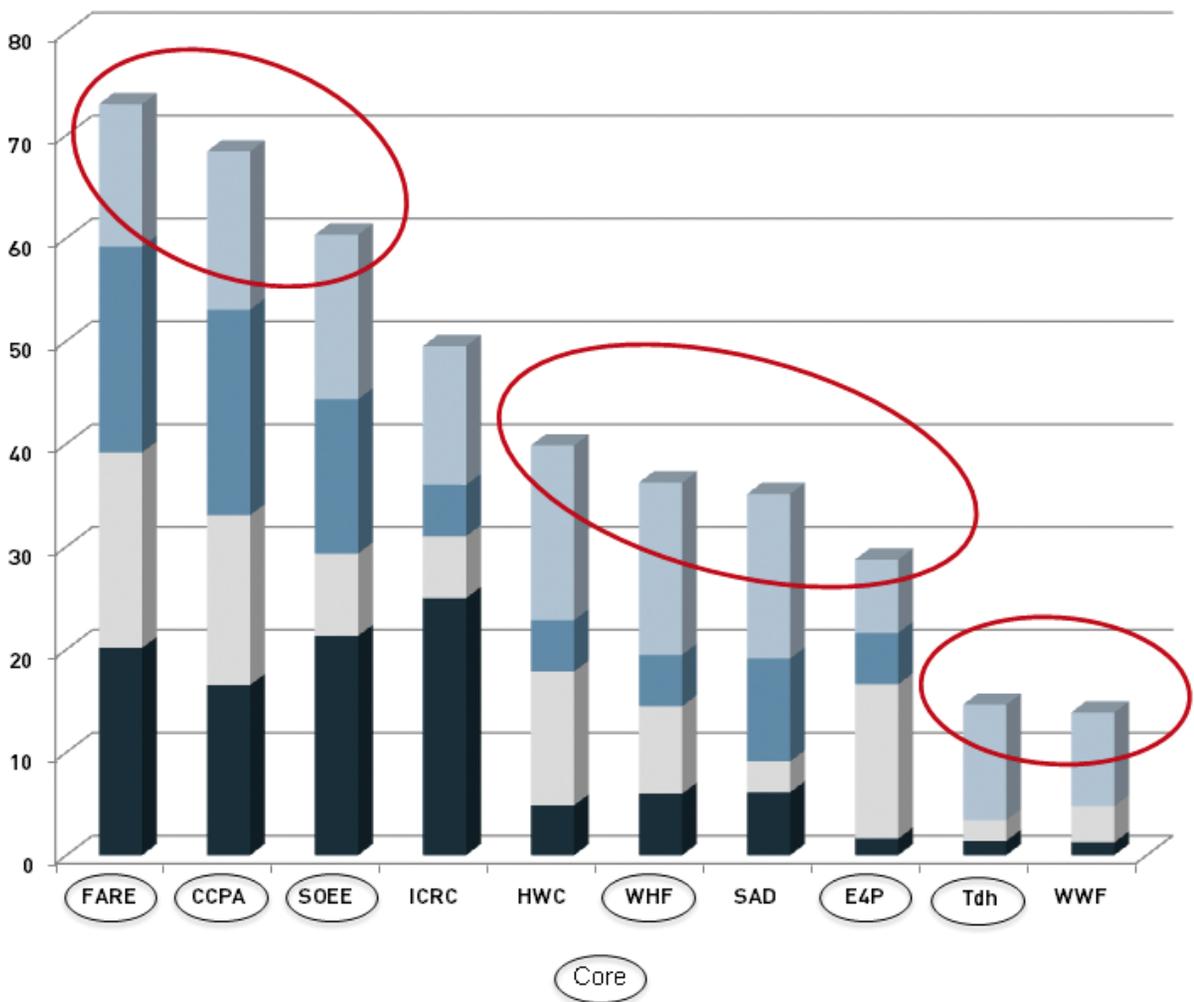


Figure 6: Overview of fact-based analysis

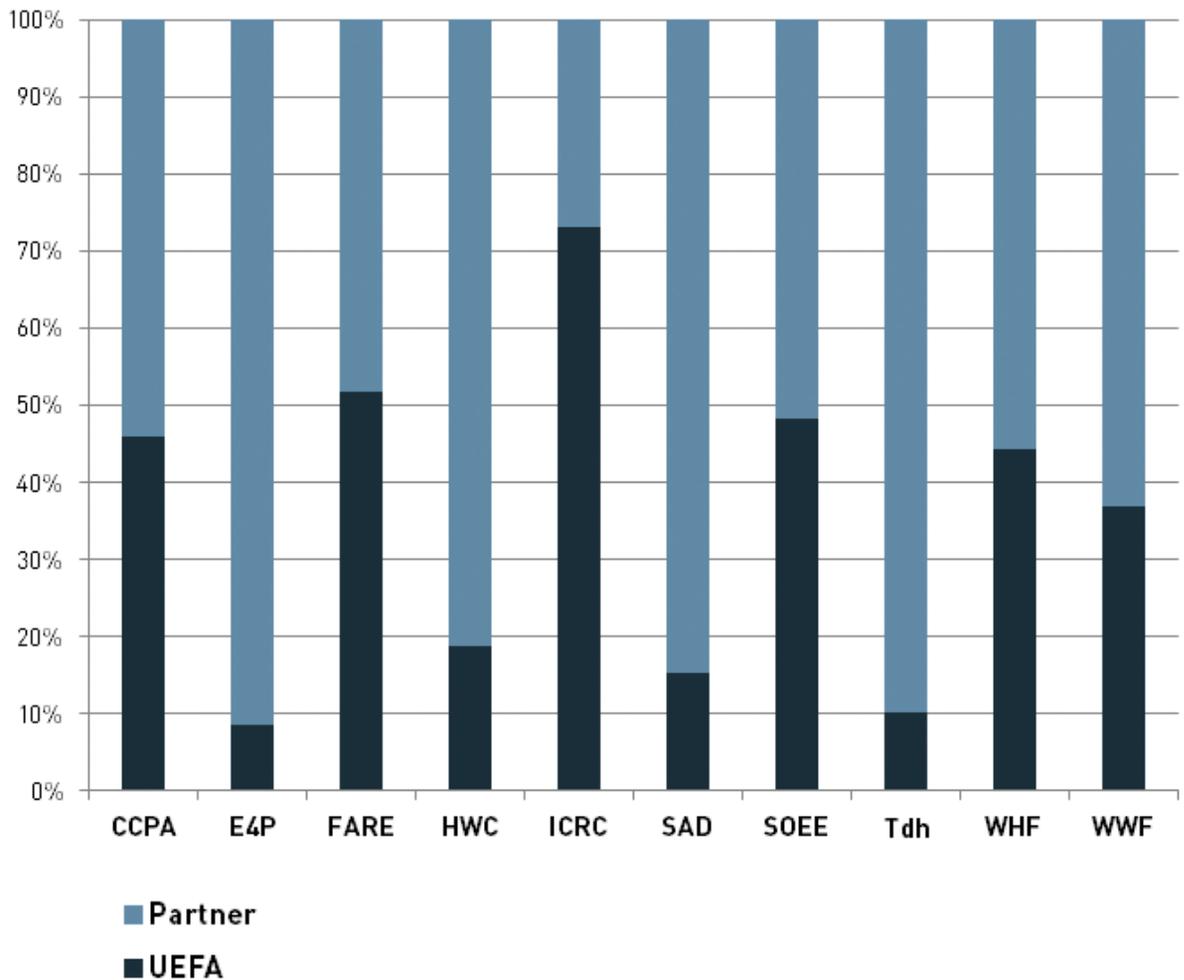


Figure 7: Proportionality of partnership

Figure 6 shows that the ten partnerships can be divided into three clusters: there is a top level of partnership (above 50 points) with FARE, the CCPA and SOEE; a middle cluster consisting of the HWC, the WHF, SAD and E4P with between 25 and 50 points; and a lower cluster with less than 25 points, which comprises Tdh and WWF. The ICRC falls in between the top and middle clusters.

To analyse the basic gaps in greater detail, the scale can be split into the points that are mainly attributed by UEFA (e.g. UEFA’s financial contribution to the organisation) and by the POs (e.g. PO’s knowledge of UEFA’s SR strategy).

Figure 7 depicts the percentage of the totals used for the 100-point scale (i.e. for each concept) that is represented by UEFA (in blue) and each PO (in red).

The following conclusions can be drawn:

- The scores of most of the partnerships (CCPA, FARE, SOEE, WHF and WWF) are quite balanced, with both PO and UEFA contributing equally to the partnership.
- Only the ICRC was awarded the majority of its partnership points by UEFA (73%), indicating a low PO involvement in the relationship. As the largest and most prominent PO, the ICRC is not as reliant on

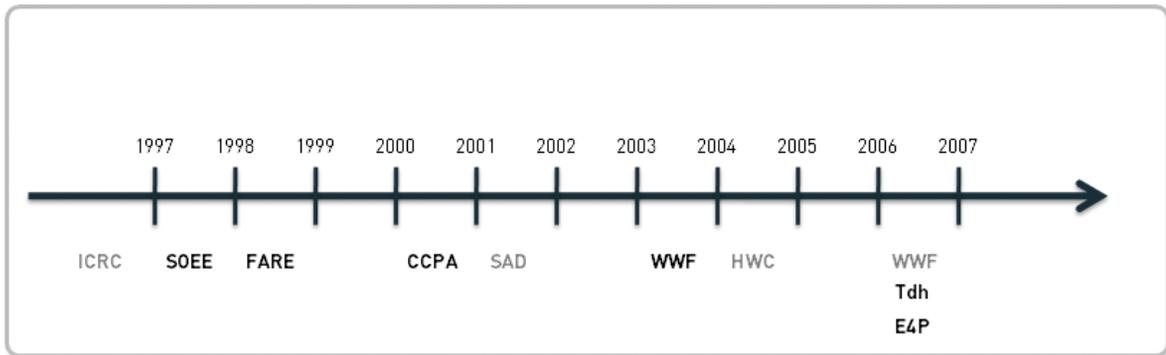


Figure 8: Partnership timeline

the UEFA partnership, which is handled through the fundraising department rather than treated as a key account. In addition, fluctuations in ICRC staffing seemed to have a negative impact on the partnership.

- On the other hand, E4P and Tdh are contributing the vast majority to the partnership. This can be interpreted as relatively new partners, including two fairly small organisations, taking special care of UEFA as their main sponsor.
- On average, 60% of the partnership points are contributed by the POs. This indicates that the capacity of UEFA's FSR unit to manage these partnerships has reached its limit.

Note: Low scores on behalf of the partner do not mean that an improvement can only be achieved by them. For instance, if the PO's knowledge of UEFA's strategy is low, UEFA can actively contribute to it by undertaking initiatives to inform the partners about their strategy and policies.

To analyse partnerships more closely and to discover the potential for improvement, we review the four constituents of the partnership in detail.

5.2.1. History

Common history is the basic element of a strong partnership. Partnership is based on trust and takes time to be established and to be recognised by others.

Three POs began their partnership with UEFA at the beginning of the most recent four-year cycle in 2007: WWF, Tdh and E4P. Partnerships with other organisations in the most recent portfolio have an earlier origin, the oldest being with the ICRC, which began in 1997.

The partnership timeline (Figure 8) illustrates the years in which the ten current partners began their partnership with UEFA, with core partners represented in black, and ad hoc partners in grey. We would expect a positive correlation between the common history and the partnership level.

Figure 7, however, shows that there is no visible correlation. The longest-standing partner, the ICRC, is an ad hoc partner. It is important to note that the ICRC was a 'core' partner and had been awarded the Monaco Award twice before its status was downgraded from "core" to "ad hoc" in 2007. Figure 9 shows the total financial contribution (in 000's) since the beginning of the partnership. This chart shows a visible correlation with the historical dimension: despite receiving decreasing amounts, especially in the last four-year cycle, the ICRC remains by far the largest beneficiary of UEFA funding, receiving close to €10 million since 1997.²

A core partnership with the ICRC holds great potential, with significant international reach and high added value for the brand. But this potential can only be exploited if the ICRC makes concerted efforts to uncover it by managing UEFA as a key account and educating its staff about the role of sport and play in emergencies. UEFA can also contribute to this by investing focused human resources to revitalise this historically built partnership.

The right-hand side of the timeline reveals relatively new partnerships with Tdh and E4P, both of which are core partners. It is not clear why these organisations reached the highest status of UEFA partnership. A closer look at the overview ranking (Figure 6) reveals that Tdh is in the lowest cluster within the partnership analysis and E4P reaches the middle cluster only due to its excellent knowledge of UEFA.

5.2.2. Knowledge

Linked to common history, knowledge was taken as a second indicator of the partnerships. A good partnership depends on mutual understanding. A PO can be used as a multiplier for the communication strategy at low or no cost.

The evaluation showed that the POs do not have a very clear picture of UEFA's SR strategy. Only four POs were fully aware of the strategic elements of UEFA's FSR: HWC, E4P, CCPA and FARE. Three of them were not informed at all of this mechanism: SAD, WWF and Tdh. The latter two thought that UEFA was financed by contributions from its member associations.

The evaluation shows that the partnerships are bilateral rather than multilateral. The maximum number of POs identified by any PO was four (by FARE). The average number of POs identified was 2.70. However, all POs expressed a desire to come together on a regular basis to generate ideas and exchange experiences.

UEFA has already acknowledged the need to bring all partner organisations together in the past, although this

has not yet happened. **We recommend** organising regular meetings (at least once a year) to bring together all POs to identify and use synergies between them. By involving them in the FSR strategy, they can be used as a low-cost channel to communicate with the public.

5.2.3. Engagement

Knowledge of each other does not imply engagement. To measure the level of partnership, the ET analysed existing cooperation among the POs and between UEFA and the POs.³

The interviews revealed that there was little cooperation between POs during the last four-year cycle:

- The CCPA involved E4P in organising two seminars: one regional seminar for 100 Balkan instructors in Vukovar, Croatia, in 2009 and one tailor-made programme for 20 Croatian instructors in 2010. The CCPA and E4P have met to discuss possible further cooperation but the partnership was not continued because of the different approaches of both organisations.

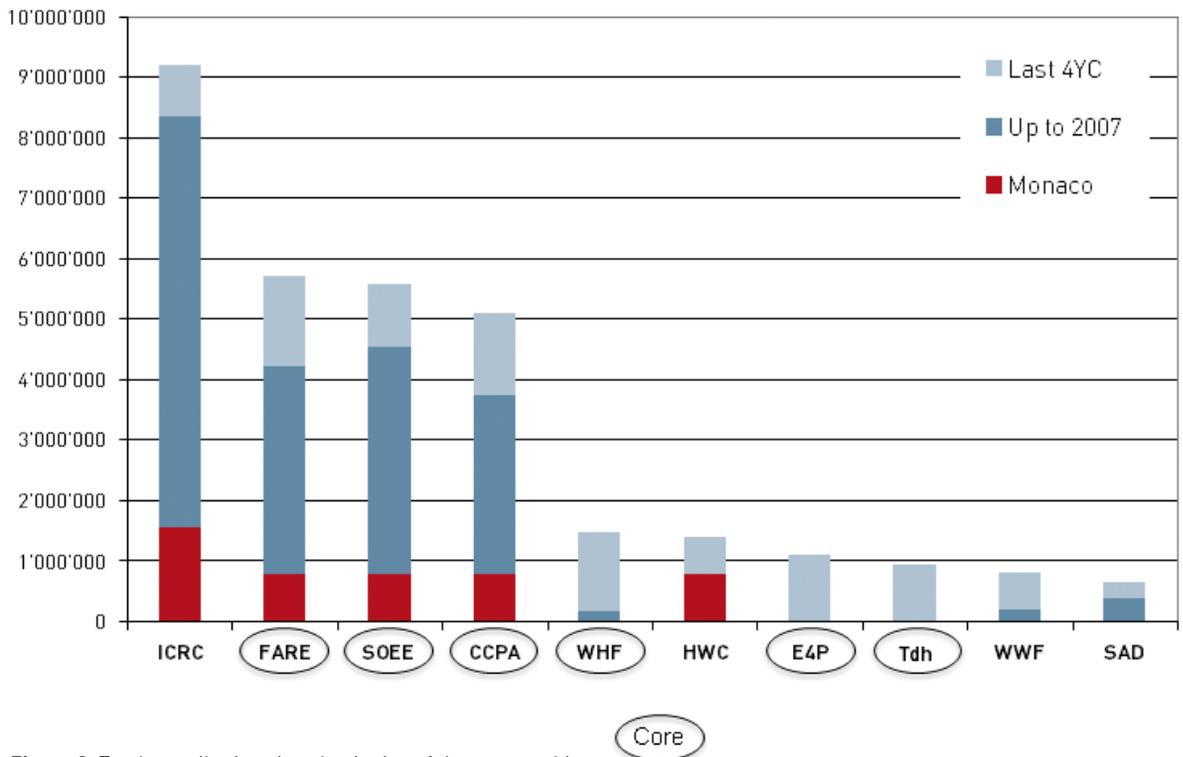


Figure 9: Total contribution since beginning of the partnership



- FARE collaborates with SOEE, the CCPA and SAD through the international "Unite against Racism" conferences.
- The CCPA attended and provided input at FARE's conferences in Bosnia-Herzegovina, Serbia and FYR of Macedonia in 2008, 2009 and 2010.
- With the exception of the WWF and the ICRC, all organisations are registered on the sportanddev.org platform managed by SAD.

Most of the partners expressed their wish to intensify cooperation with other UEFA partners during the interviews, but they have not done it because of the lack of time and opportunities to meet.

The most interlinked organisation within UEFA is FARE. It works with different departments (communication, disciplinary, marketing, etc.), is invited as a guest to meetings of the Fair Play and Social Responsibility Committee, and was neatly integrated into the European Championships with anti-racism campaigns. It does not come as a surprise that the partnership is ranked highest by UEFA and the evaluation team and achieved the top score in the fact-based relationship assessment.

Apart from FARE, SOEE and the CCPA have established cooperation with UEFA that goes further than the FSR unit. The CCPA has established a very good working relationship with the grassroots and women's football departments, and SOEE works with the communication department.

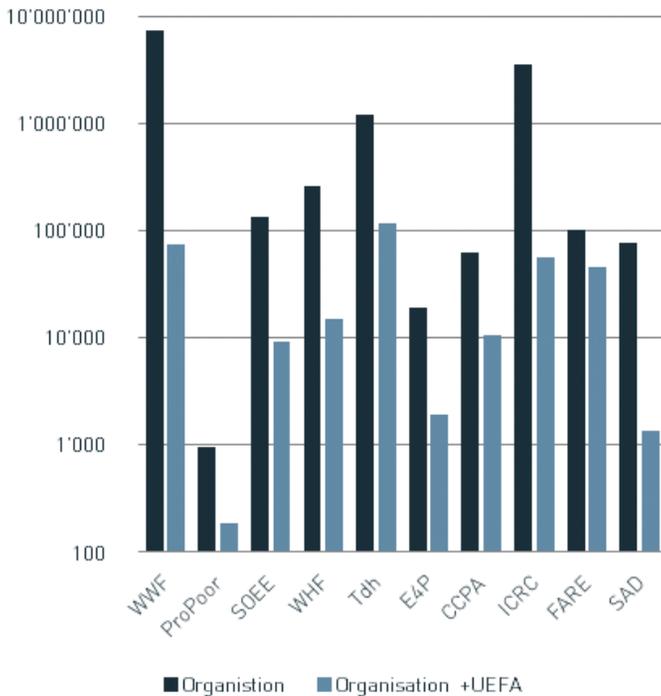
We recommend strengthening the efforts to strategically integrate the partners, particularly the core partners, into UEFA's day-to-day working processes and to give them a voice in committees and meetings, where agenda items would merit their presence and input.

5.2.4. Visibility

Last but not least, the evaluation team looked at visibility as an indicator to assess the level of partnership. Visibility on each PO's website and communication materials underlines the seriousness of the partnership and acts as an indicator of the organisations' transparency.

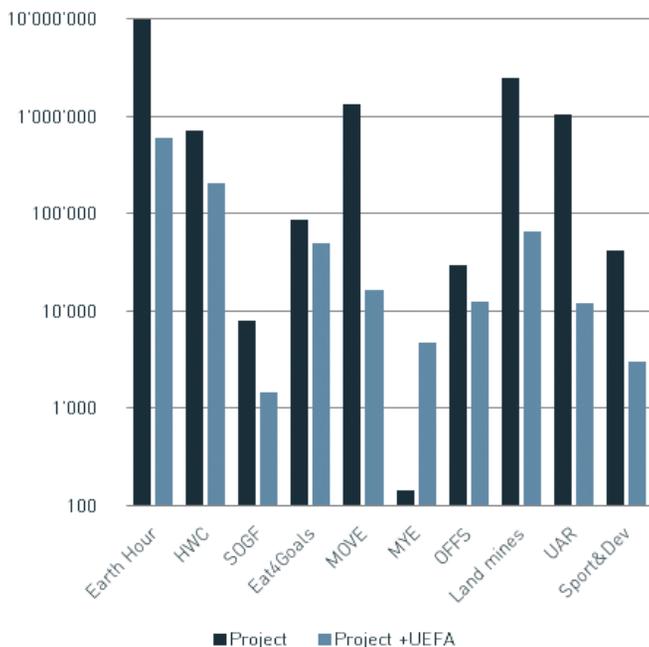
Internet research has provided the following insights:

- Most of the POs have a clear link to the UEFA-supported project on their websites. The two largest POs, the ICRC and the WWF, are the exceptions.



- The WWF is the organisation with the highest online visibility: ten times more than Tdh and 100 times more than FARE or SAD. Regarding the online visibility of their partnerships with UEFA, however, Tdh leads the way and the ICRC and FARE are nearly at the same level as the WWF (see Figure 10).
- The WWF’s Earth Hour project has the largest number of results in a Google search, followed by the ICRC’s anti-landmine campaign, Tdh’s MOVE project, FARE’s Unite against Racism campaign and the Homeless World Cup.

Social media offers a new cost-effective way of communicating with a target audience. Most of the POs already use social media successfully, the only exception being E4P.



- 1) UEFA ratings were provided by the FSR senior manager. PO ratings were provided through individual surveys. Evaluation team ratings (relevant to Figure 4) were provided through a consensus of three evaluators.
- 2) Figures include Monaco Award, where relevant.
- 3) Before 2007, when the core portfolio was composed of four organisations, ICRC anti-landmine activities, Special Olympics players and FARE anti-racism activities were all integrated during one season in Open Fun Football Schools across Bosnia-Herzegovina.

Figure 10: Online visibility of POs and projects

Source: Google Research by Schwery Consulting, 27/09/2011, all languages; logarithmic scale (Log10)

6. Partnership organisation analysis

6.1. FARE Network (FARE)

core partner



www.farenet.org
fare

FOOTBALL AGAINST RACISM IN EUROPE

OVERVIEW

The organisation was founded in 1999 as Football Against Racism in Europe (FARE) – a network of organisations from several European countries. It has dedicated itself to fighting racism and xenophobia in football across Europe. Today, the network has active partners in more than 37 countries and is working across the game with fans, players, migrant and ethnic minority organisations, and governing bodies, including UEFA and FIFA.

FARE began its partnership with UEFA in 1999 with the FARE Action Week, which included conferences, grassroots events, match monitoring and promotion at football matches. FARE was 100% financed by UEFA to the tune of €1,500,000 in the most recent four-year cycle.

The main goals of the partnership are to coordinate actions and common efforts at local and national level, to tackle discrimination by combining the resources of organisations throughout Europe and to allow fans, particularly young ones, to enjoy a discrimination-free football setting.

Objectives and Achievements

- The objective during the most recent four-year cycle was to increase the level of recognition of the network within each of the 37 network countries, to run the Action Week and to support fan activities.
- Upon establishing the network, FARE's initial focus was on ethnic minorities, education and monitoring, and administration and relationship issues, but today it has evolved and broadened its spectrum. It now also advises and coaches governing bodies and contributed to other projects such as fan embassies at UEFA EURO 2008.

Legacy and Future Developments

FARE's legacy is a network of like-minded organisations in 37 countries, which share knowledge and experience and work together in campaigns. It has helped to bring the issue of racism in football, and in society, to the fore.

FARE's partnership with UEFA has helped it to promote ethnic minorities and to bring homophobia under the microscope. However, the partnership has led to FARE questioning the way that UEFA has dealt with incidents within the disciplinary department in the past.

Partnership with UEFA

The partnership attribute that FARE most appreciates about UEFA is its trust and honesty regarding the project. Nevertheless, FARE believes that there could be a better understanding of SR issues such as equality and social inclusion in the organisation as a whole.

FARE recommends that portfolio partner meetings will be very beneficial to develop further UEFA SR activities. FARE also recommends implementing internal coaching sessions at UEFA on relevant anti-discrimination issues, seeing as it has the experience and expertise to coach staff in this field.



OVERVIEW

The organisation was founded in 1999 to run the Open Fun Football Schools (OFFS) programme as a peace-building initiative in Bosnia-Herzegovina. Since then, the CCPA has been requested by its bilateral donor organisations to expand the programme and today regional platforms can be found in the Balkans, Trans-Caucasus, Moldova and the Middle East.

The CCPA began its partnership with UEFA in 2001, with the OFFS project. This project was 13% financed by UEFA to the tune of €1,350,000 in the last four-year cycle, with UEFA playing an active role in attracting sponsorship from other sources. The partnership's main goal is to use children's grassroots football as a tool to stimulate peaceful co-existence, gender equality, tolerance and social cohesion between people living in divided communities.

Objectives and Achievements

- The original objective of the partnership in the most recent four-year cycle was to provide access to football for children in post-conflict areas, with the goal of promoting peace and stimulating the process of reconciliation through social contact and shared activities.
- In 2010, the CCPA reached over 33,426 boys and girls in 168 schools during a five-day programme. All OFFS activities were organised by 4,906 volunteers. During this time, the CCPA also hosted one-day Fun Football Festivals for a total of 128,390 children; in 2010 alone, 41,490 children participated in a Fun Football Festival, representing an increase of 70% since 2007. Overall, in 2010, the Open Fun Football Schools programme actively involved children and volunteers from 328 municipalities, 380 local football clubs and 642 primary schools.
- The CCPA also organises seminars and workshops aimed at instructors, coaches and parents. From 2007 to 2011, a total of 9,260 individuals were trained at volunteer seminars lasting between 60 and 80 hours. In total, the CCPA has organised 1,025 workshops for a total of 24,590 parents.

Legacy and Future Developments

The project's legacy is an established platform in divided post-conflict communities where children and adults can meet and bond while discussing important issues, and where football associations and clubs play a principal role. The CCPA believes that women's football today is where grassroots football was when OFFS began. It hopes to develop a reconciliation programme tailored for women in the near future.

The CCPA has stated that the number of NGOs working in post-conflict areas has increased beyond the necessary level and it feels that there is a danger of funding being given to projects and activities that do not work with enough consistency and quality in the field.

Partnership with UEFA

The CCPA most appreciates UEFA's strategic understanding and moral support regarding grassroots development.

The CCPA recommends that greater coordination and synergies between partners are implemented and used to reinforce each of their current social activities, especially between core partners.



OVERVIEW

E4P is a Swiss non-profit foundation dedicated to supporting emotional health programmes in schools and sports clubs and was founded in 2002. At the core of this work is the concept of self-knowledge with the Active Listening approach, which E4P began promoting in various environments through training sessions, conferences, congresses and publications.

Since 2007, awareness of the significance of emotional health – understanding and managing one’s own emotions, so as to better communicate with others – has been growing. The European Commission and EU countries signed the “European Pact of Mental Health and Wellbeing” and the WHO launched the “Mental Health Gap Action Programme”. Both include emotional health as an important factor in mental health and well-being and have marked it as a priority for the next decade.

E4P began its partnership with UEFA in 2007 with the Master Your Emotions (MYE) project. This project was 100% financed by UEFA to the tune of €1,100,000 in the most recent four-year cycle. Its main goal is to diminish violence in football by integrating behaviour awareness and well-being education into all grassroots football training programmes. One of the objectives of the partnership is to have clubs become centres of excellence in teaching emotional well-being as well as physical and technical skills.

Objectives and Achievements

- Thanks to the MYE programme, more than 1,000 individuals have received Active Listening training, with many more made aware through press coverage and promotion by football associations.
- E4P wrote a book on emotional health and football aimed at children, teenagers, their coaches and parents, which can be adapted for each country.
- In 2007, E4P and UEFA both supported the first International Congress on Emotional Health, with the backing of the World Health Organisation (WHO).
- In July 2010, E4P and UEFA also supported the IFOTES Congress, “Exploring alternatives to violence”, at which they presented the MYE programme.
- E4P is currently in talks with five national football federations – Belgium, England, France, Italy and the Netherlands – which are considering implementing the MYE programme.

Legacy and Future Developments

The project’s legacy is the implementation of behaviour awareness teaching through football, reducing violent behaviour and increasing self-control in moments of stress and anxiety. The MYE book is designed to be a working tool of reference for the future, with e-learning integrated into the electronic version, in which children, parents and coaches can carry out exercises. The book is currently available in French, and will soon be available in English and German; Dutch, Spanish and Italian are planned in the short term.

Partnership with UEFA

According to E4P, financial support from UEFA has been vital in developing this project, which would clearly not have been possible without it. Nevertheless, it would also appreciate greater awareness among senior staff at UEFA.

E4P recommends implementing quarterly meetings with intermediate milestones as guidelines and fostering meetings with other UEFA social responsibility partners in order to identify potential synergies.



OVERVIEW

The Special Olympics movement was founded in 1968 and today accounts for more than 3.7 million athletes, 300,000 coaches and 750,000 volunteers worldwide. Approximately 30,000 competitions take place globally each year with the objective to transform the lives of people with intellectual disabilities, providing life-changing benefits that transcend the playing field. Special Olympics differs from Paralympic, as Special Olympics is for all ability levels not just the elite level.

SOEE began its partnership with UEFA in 1998, after receiving the first Monaco Award for the Europe Eurasia-UEFA Football Development project, and has evolved by organising activities during the annual European Football Week. This project is currently 50% financed by UEFA to the tune of €1,050,000 in the most recent four-year cycle. Its main goal is to include more players with intellectual disabilities in football in Europe and Eurasia.

Objectives and Achievements

- There were 124,000 participants from 58 national football programmes and 13 European football competitions during the most recent four-year cycle. New football programmes were started in eight eastern European countries.
- The Special Olympics European Football Week has been supported by UEFA for nine years. Today, it is a well-established network with 50,000 athletes in 48 countries. It allows members to showcase the skills of athletes with intellectual disabilities while raising awareness and tolerance on and off the playing field.
- In 2007, in association with UEFA and FIFA, Special Olympics Global Football (SOGF) was launched with the aim to use the visibility and reach of football to generate greater public awareness, acceptance and respect for people with intellectual disabilities, and to raise the necessary funds to significantly expand Special Olympics football participation on every continent, with UEFA funding earmarked specifically for Europe.

Legacy and Future Developments

The project's legacy is to set a high standard for the development of competitions for people with intellectual disabilities. Having built the awareness and infrastructure, and developed the materials for coaches, volunteers and the inclusion of people with intellectual disabilities, the next step for SOEE is to ensure the quality of the competitions and the development of grassroots at regional, national and continental levels.

Partnership with UEFA

UEFA's financial support and access to national football associations is very much appreciated by SOEE.

SOEE recommends that meetings and conferences are held between all UEFA social responsibility partners in order to achieve potential synergies. It also recommends that a senior UEFA representative should support the project by attending major events to help raise awareness of the issue.



OVERVIEW

The organisation was founded in 1978 and is composed of heart foundations around the world, with the purpose of supporting international research, professional and public education, as well as community programmes.

The WHF began its collaboration with UEFA in 2004 with World Heart Day sponsorship. This collaboration was formalised with a partnership agreement starting in June 2007, which was 19% financed by UEFA to the tune of €1,305,000.

The objective of the partnership was to inform children and parents about how to tackle childhood obesity and lead healthier lifestyles; this was carried out through various activities.

Objectives and Achievements

- An Eat for Goals! cookery book was launched in September 2008 to help convey the message that a healthy lifestyle requires nutritious food. The book has been promoted among key nutrition and health experts and key decision-makers at the main heart health congresses.
- The Kids on the Move project to promote healthy lifestyles has been implemented through the WHF's 200 member organisations.
- World Heart Day is an initiative created to inform people around the globe that heart disease and strokes are the world's leading cause of death, claiming 17.1 million lives each year. More than 350 activities in 85 countries have been organised to support this campaign.
- Collaboration between the WHF and the European Healthy Stadia Network has been organised to increase the number of sports stadiums involved in promoting healthy lifestyles and, by doing so, helping to reduce the incidence of heart disease and stroke amongst fans, stadium staff and local communities. The Healthy Stadia Network reaches and supports 143 stadiums in 13 countries and 181 member organisations.
- Micro-grants to other eligible and worthy causes were made possible during the most recent four-year cycle as a direct result of UEFA support.

Legacy and Future Developments

The project's legacy is contributing to a healthier lifestyle for the children of today by delivering messages that can be taken into adulthood. Looking forward, a more flexible format and use of the Eat for Goals! book is being sought. Transforming it into a text book or e-learning tool are possibilities being studied at the moment and already being tested in certain countries where key pages of the Eat for Goals! book are made available to children through the electronic "Muuvit" schools adventure platform.

Partnership with UEFA

The WHF is most appreciative of its partnership with UEFA for enabling it to accentuate its role as a health, rather than disease, organisation, a point that is essential to its work and identity.

The WHF recommends working with six social responsibility partners, since this might be more manageable. It also recommends having a bi-annual face-to-face meeting with UEFA and an annual round-table with the other social responsibility partners to help strengthen and build on the future relationship. The WHF also recommends making use of its scientific expertise by providing credibility and data to underpin UEFA's health and educational messages.



childrelief - www.tdh.ch

OVERVIEW

The organisation was founded in 1960 and has been present in South-Eastern Europe since 1991. It conducts operations in four countries: Albania, Kosovo, Romania and Moldova. The overarching aim is that children in situations of vulnerability have access to minimum standards of services at national and trans-national level, with a special focus on children at risk of exploitation and trafficking.

Tdh began its partnership with UEFA in 2007 with the MOVE project. This project was 100% financed by UEFA to the tune of €950'000 in the most recent four-year cycle. Its main objective is to enhance children's well-being, self-confidence and solidarity, as well as to promote less violent behaviors through the implementation of the Movement, Games and Sport (MGS) methodology in Eastern Europe.

Terre des hommes's intervention through the MOVE project aims for the social inclusion of children from minority populations, mainly the Roma (60% of its beneficiaries), Ashkali and Egyptian populations in Eastern Europe.

The objective of the most recent four-year cycle was to train over 800 new MOVE coaches by 2011 and help around 20,000 children to benefit from the project.

Objectives and Achievements

- By the end of 2010, Tdh had managed to reach over 5,100 children and trained 710 coaches in the different activities.
- By reinforcing the psychosocial and methodological skills of the instructors working with the children, and thanks to smaller coaching groups of ten children per coach, individual follow-ups have been possible and significantly less violent behaviour has been detected.
- Political constellations (Serbia-Kosovo case) were the cause of difficulties encountered in the organisation's attempt to develop the project in Kosovo. The project struggled to maintain a volunteer network throughout the year in the absence of financial compensation.

Legacy and Future Developments

The project's legacy is its MGS methodology, which is now fully integrated by local stakeholders. This methodology will soon be accredited for continuing training by different institutions. In 2012, Tdh will have created three different Child Protection Nets (CPSN) in Albania, Moldova and Romania, with the MOVE project at the core. UEFA has provided one-third of the funding for these CPSNs.

Looking forward to 2014, the aim of MOVE is to focus on the development of three different axes: more psychosocial activities with the most vulnerable children; further training of trainers and coaches; and intercommunity Fair Play football events to spread the MGS methodology across each country, thus improving vulnerable children's well-being.

Partnership with UEFA

The partnership attribute that Tdh most appreciates about UEFA is its flexibility, which gives it the potential to adapt the implementation of the project to different countries.

Tdh recommends seeking more regular and direct feedback from the FSR unit at UEFA, especially on reports, which would certainly have helped to improve some aspects of the project.



HOMELESS WORLD CUP

OVERVIEW

The HWC was founded in 2003 and is based at the Easter Road stadium in Edinburgh. It is responsible for developing the internationally recognised football tournament, the HWC, and partnering with, and in some cases triggering, national grassroots projects that work with people who are homeless all year round.

The organisation develops the HWC global brand and works with the media to raise awareness of key issues and challenge attitudes, while fundraising for development and organising research to demonstrate the power of sport in changing lives.

The HWC began its partnership with UEFA in 2005, having received the Monaco Award. In the most recent four-year cycle, the HWC project was 25% financed by UEFA to the tune of €600,000. The main goal was to implement better opportunities for people who are currently homeless and excluded from society.

The original objectives of the partnership in the most recent four-year cycle were to continue reducing the level of homelessness, to raise the quality of the competition and to develop new grassroots football programmes.

Objectives and Achievements

- During the last four years, the HWC has managed to: increase the number of participants from 25,000 to 50,000, change the life of 77% of the participants and establish an official 64-team format of the competition in Rio in 2010. Copenhagen '07, Melbourne '08 and Milan '09 each had an average of 400 players.
- Positive unintended results include the involvement of media and governments regarding this issue and the successful active response of direct beneficiaries helping out with future tournaments.
- The HWC feels that it has unintentionally raised the bar in terms of quality and growth and may need to re-evaluate the structure and size of its organisation accordingly.

Legacy and Future Developments

The HWC's legacy is the 70 sustainable projects in 70 countries that tackle homelessness as a network. The tournament has also managed to bring important changes in people's minds regarding awareness and understanding of the homelessness issue.

Future plans include a deeper relationship with the national partners to achieve more specific work on regional hubs for regional tournaments and qualification systems. The competition format of 64 teams will be kept in Paris in 2011, but options for an increase will be evaluated for Mexico 2012 and beyond.

Partnership with UEFA

The partnership aspect that the HWC most appreciates about UEFA is its communication of the HWC through conferences, press releases and UEFA.com. It also appreciates its availability to discuss any critical issues and to propose suggestions.

The HWC recommends holding creative discussions between both partners to see how, together, they can create a stronger message which adds value to each organisation. The HWC also recommends that SR activities within UEFA should be publicised more, and on a grander scale.



CICR

OVERVIEW

The ICRC was founded in 1863 and works globally to provide humanitarian help for those affected by conflict and armed violence, and to promote the laws that protect victims of war. Based in Geneva, Switzerland, the ICRC employs some 12,000 people in 80 countries. The ICRC is funded by voluntary contributions from the states party to the Geneva Conventions (governments), national Red Cross and Red Crescent societies, supranational organisations (such as the European Commission) and public and private sources.

The partnership between the ICRC and UEFA began in 1997. During the last four-year cycle, the main focus was on the Afghanistan landmine victims project from 2007 to 2009 and the Georgia economic security project from 2009 to 2011. The latter project was 4% financed by UEFA with €850,000 in the most recent four-year cycle.

Objectives and Achievements

- Overall, UEFA has donated more than CHF 8 million to the ICRC since the beginning of the partnership in 1997. Some of the activities have included:
- UEFA "Team of The Year" 2008, 2009 and 2010: Xavi Hernández (2008), Lionel Messi (2009) and Carles Pujol (2010) donated the awarded cheque of €100,000 to the ICRC's efforts to help hundreds of mine victims and other disabled people in Afghanistan.
- UEFA EURO 2008™ – "Score for the Red Cross": UEFA donated over €300,000 to the Afghanistan project thanks to internet users purchasing goals during the tournament.

Legacy and Future Developments

The funds donated to the Afghanistan project, an organisation called Rehab Afghanistan, were successfully used to run six physical rehabilitation centres serving up to 86,500 people, provide workshops to assist 2,500 amputees, visit patients in remote areas and provide home care for up to 1,300 paraplegics, among other projects.

In Georgia, 25,000 people benefited directly through assistance activities such as food and hygiene kits, the reintroduction of agricultural activities and the coverage of their immediate survival costs.

The Score for the Red Cross project during UEFA EURO 2008 was assisted considerably by the fact that the tournament was part hosted in Switzerland. Despite the late decision on partnership, the end result was satisfactory. The lack of partnership at EURO 2012 is due to the review of the UEFA partnership agreement in 2007/08.

Partnership with UEFA

The ICRC feels that it would add value to the partnership to run sports-related activities. Working with mine victims, despite being a deserving cause, does not make it easy to explain the connection with sport, except for the mobility aspect. However, due to the fact that it mainly focuses its activities on emergencies – providing support with health care, food, water and other essential survival requirements – the second phase of rehabilitation, reconstruction and development is not under the ICRC's remit.

One area of potential to incorporate football-related activities under ICRC programmes is camps for internally displaced persons, as it is important to have some social activities to ease stress and anxiety. However, in Georgia, the target beneficiaries are older individuals, so game-based programmes are not an option.

The partnership attribute that the ICRC most appreciates about UEFA is long-term programme support together with the visibility given to the ICRC on UEFA's website and additional communications.

The ICRC recommends finding a more appropriate programme objective in Georgia (as with Afghanistan) to maintain the link between physical recovery and sports.



OVERVIEW

WWF was founded in 1961 and has since been working to stop the degradation of the planet's natural environment and build a future in which humans live in harmony with nature. WWF is the world's leading conservation organisation, working in 100 countries and supported by 1.2 million members in the United States and close to 5 million globally.

UEFA began its collaboration with WWF in 2007, sponsoring the Panda Ball dinner in Monaco. Since then, the partnership has developed and funded activities such as policy work and research papers to help support the lobbying process in international UN climate negotiations.

The original objective in the most recent four-year cycle was to achieve a science-based and fair global climate deal in Copenhagen in 2010. Although this was not possible, the commitment of the main governments was guaranteed. This project was 8% financed by UEFA to the tune of €600,000 in the last four-year cycle.

Objectives and Achievements

- A Panda Ball gala dinner in Monaco in 2008 saw around 400 guests from 20 different countries help to raise a net total of CHF 406,000, including CHF 250,000 from UEFA.
- For the past three years, UEFA has backed and actively participated in WWF's Earth Hour campaign, which involved over 4,000 cities in 88 countries in 2009 each 'switching off' to pledge their support for the planet. Earth Hour has quickly become the biggest environmental awareness campaign ever and, in 2011, reached 1.3 billion people in 134 countries.
- UEFA's major source of greenhouse gas emissions is air travel – its carbon footprint from flights in 2007 was 20,617,811 tonnes of carbon dioxide equivalent (CO₂-e). This is comparable to approximately 2.85 billion footballs filled with carbon dioxide. On 1 July 2009, UEFA began a one-year emissions reduction trial, consisting primarily of purchasing internationally recognised renewable energy carbon credits. The principle has since been institutionalised and UEFA compensates for its air travel carbon footprint in cooperation with Climate Friendly.

Legacy and Future Developments

The project's legacy will be a legally binding global climate agreement to limit the world's collective carbon emissions, which will only be possible through continued engagement at the highest levels with governments, businesses and individuals.

Partnership with UEFA

WWF believes that both organisations are significant enough to send out a consistent environmental message and raise awareness.

WWF believes there are several opportunities for a joint initiative with UEFA to communicate sustainability not only in Europe but also around the world, influencing environmental and social behaviours. Deeper cooperation could include a number of possibilities.

As a possible extension to the partnership, WWF recommends working with UEFA to help them adopt best practices on event management and within their own operations and to promote sustainability messages delivered by well-known players as ambassadors.

WWF believe UEFA could become a leader in this field and looks forward to identifying opportunities to make this happen.



OVERVIEW

The organisation was founded in 1991 and is a practice-oriented research institute that promotes development opportunities for children and young people who experience rapid and often continual processes of change, and encourages their participation in society.

SAD and UEFA began their partnership in 2003, since when it has developed into focused support for the International Platform on Sport and Development. This project was financed by UEFA to the tune of €250,000 in the most recent four-year cycle. The main goal is to be the number one web platform in the field of sport for development. It implements tools that can reach individual, community, national and international development objectives of various interested stakeholders (private sector, governmental, sports agencies, etc.)

Objectives and Achievements

- In the most recent four-year cycle, visits to the website increased from 54,405 in 2008 to 217,145 in 2010 and today the platform has more than 1,500 team players (registered users).
- The questions addressed on the website include the focal points of UEFA's SR programme: combating racism, xenophobia, homophobia and violence; promoting reconciliation, peace and football for people with disabilities; and addressing health issues and humanitarian aid.
- In addition to being a reference tool for these issues, the platform has progressed to cover conferences and events to enable members of the sport and development community to participate even if they are not present.

Legacy and Future Developments

The project's legacy is a communication and exchange platform. Future developments include a French language version of sportanddev.org – the first alternative language version to sportanddev.org since its inception in 2003. Engagement with the sport & development community through sportanddev.org and its social media are key areas of focus for the initiative in the future.

Partnership with UEFA

The UEFA FSR unit contributes regularly to the content of the platform by pointing to important information and commenting on issues covered on the platform. Reliability and open communication are key characteristics of the relationship between UEFA and the platform's operating team.

SAD recommends that UEFA staff become active members of the platform in order to be more involved, since the nature of the project is to serve a community that will benefit from the comments made by the European governing body of the most prominent sport in the field of development.

7. Recommendations to UEFA

There is a growing consensus that corporate social responsibility (CSR) should not be reserved for large international businesses. Also small- and medium-sized enterprises, state agencies, as well as non-governmental organisations are required to manage their businesses in a socially responsible and transparent way. The world of sport is no exception; by nature, a sports organisation has to meet even higher expectations due to its direct connection to fair play, healthy lifestyles, community involvement and environmental dependency.

This evaluation report has critically analysed UEFA's current football and social responsibility (FSR) strategy. In acknowledgement of the work achieved by UEFA, we outline below some key issues that were identified and provide recommendations for the development of an FSR strategy.

“ **Monitoring and influencing the social impact of football is, therefore, not a sideline but a pillar of UEFA's work.** ”

Excerpt from internal FSR strategy document 2007-2011

Recommendations are made in three areas: strategy, organisation and communication. The following diagram provides an overview of the issues raised.

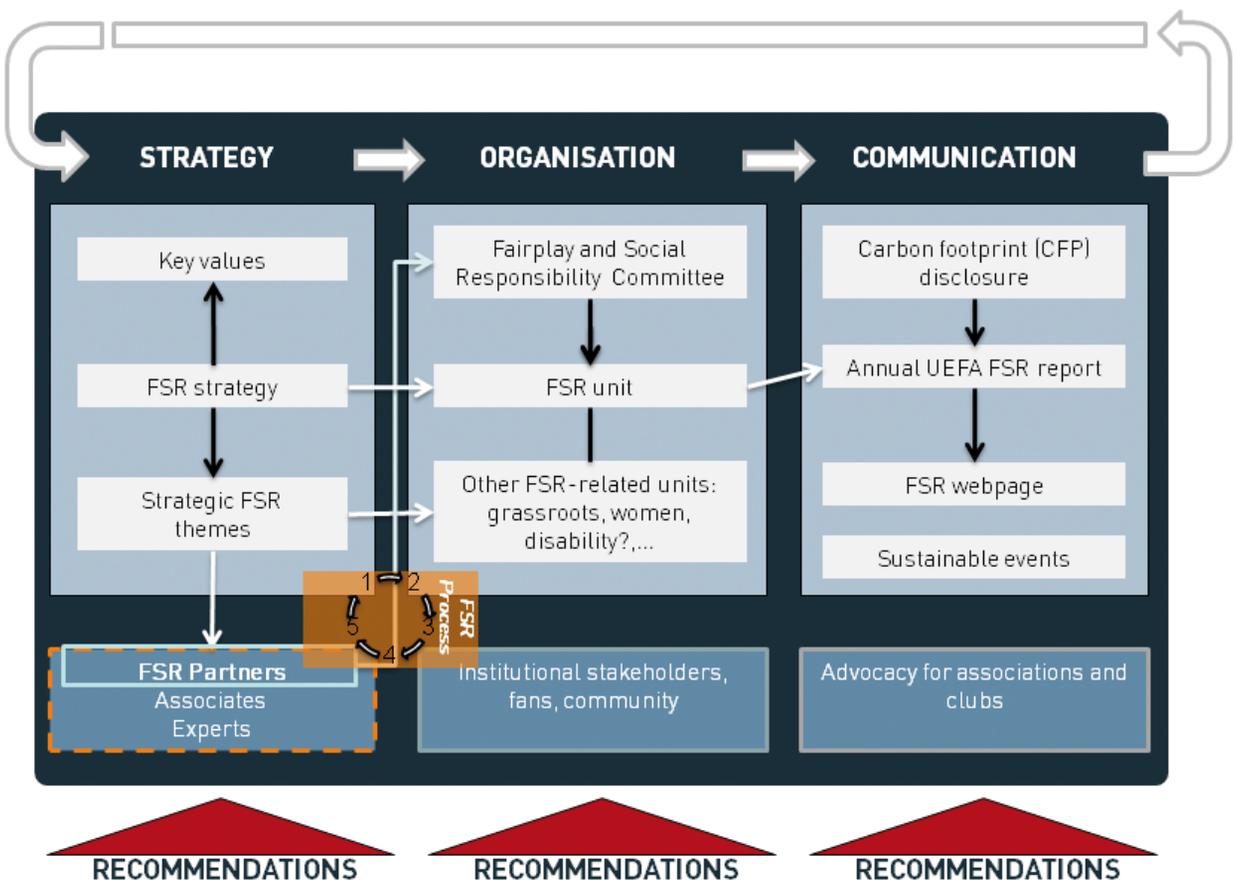


Figure 11: UEFA's FSR: strategy – organisation – communication

7.1. Strategy

7.1.1. Develop FSR strategy with clear values and objectives for 2020

UEFA's FSR policy is credible when it is based on a clear long-term strategy beyond the four-year cycle. This will guide the FSR unit and enable internal and external stakeholders to understand UEFA's aspirations and direction. A long-term strategy also underlines the seriousness of UEFA's commitment to SR. The strategy review contributes to the development of a comprehensive FSR strategy, which should be built on a general UEFA strategy and convincing organisational values. In recent years, the values that UEFA stands for have changed several times. We recommend focusing on a limited number of organisational values, which are sought through a bottom-up approach. [\[Section 3.1\]](#)

7.1.2. Continue to develop partnerships with a small number of organisations that work on strategic themes and brand them as FSR partners

The FSR unit should develop or continue a partnership with a small number of organisations tackling strategic themes. Branding them as "football and social responsibility partners" (in short "FSR partners") can create additional value. The number of FSR partners depends on the staffing of the FSR unit and the manageability of these organisations. Partnership with larger organisations such as the ICRC seems to require more human resources to exploit the full potential of the partnership than with smaller organisations. [\[Sections 4.8 and 5.2\]](#)

7.1.3. Include FSR partners in ordinary business processes

Close integration of the FSR partners into the core business of UEFA creates some mutual benefits. In addition, the leverage through UEFA's 53 member associations and the clubs is greater when these partnerships are strengthened. The FSR partner's expertise is valuable and adds credibility to the committee. It represents good practice to invite one or more FSR partners to meetings of the Fair Play and Social Responsibility Committee, depending on the agenda and strategic themes to be discussed. [\[Sections 4.8 and 5.2.3\]](#)

7.1.4. Continue working with a broader group of FSR organisations but replace "ad hoc" partnership with "FSR associate".

Cooperation with other organisations and experts will be required to cover all strategic FSR themes and additional issues that might be raised by stakeholders. We recommend continuing with an additional network of organisations, but not branding them as "partnerships". In addition, the wording "ad hoc" suggests a lack of strategic thinking and holds a negative connotation. We recommend avoiding the term and replacing it, for example, with "associates". [\[Sections 3.1 and 4.8\]](#)

7.1.5. Arrange annual meetings with all FSR partners and associates to share and exchange knowledge

The evaluation has shown that the partner organisations do not have sufficient information about each other's activities. UEFA should carry out its previous plan to bring together all partner organisations by organising an annual meeting of all FSR partners and associates. [\[Section 5.2.2\]](#).

7.2. Organisation

7.2.1. Expand human resources of FSR unit and formalise FSR representation at highest decision-making level

UEFA is insufficiently staffed to manage the major issues and to implement a comprehensive FSR strategy in comparison to similar organisations. A step-by-step increase in internal human resources is recommended to manage future reporting responsibilities and to actively manage FSR partners and associates, and experts that might be consulted on certain issues on an ad hoc basis. Internships can be considered as a short-term solution to fill the gap.

Currently, the deputy general secretary and the president's adviser represent the FSR unit informally at senior management level. We recommend making this representation at decision-making level more explicit and recognisable for stakeholders. This would add external credibility and consistency in the longer term. [\[Sections 3.2 and 5.2.1\]](#)

7.2.2. Create a “disability football” unit

UEFA has undertaken specific efforts through the Monaco Award and other initiatives to support and increase playing opportunities for different groups of disabled people. To strengthen this commitment in strategic terms and to put it on a solid financial base, we recommend creating an institutional unit with the objective of developing disability football on a Europe-wide basis, via the 53 member associations. [\[Section 4.2\]](#)

7.2.3. Initiate an FSR-focused stakeholder process

Stakeholder involvement is a core element of CSR. The material aspects need to be identified by involving internal and external stakeholders influencing or influenced by the economic, social and environmental performance of UEFA. International standards, such as ISO 26000 or the Global Reporting Initiative (GRI), indicate how to report on social responsibility activities. The experience of many organisations has shown that, through the reporting process, a proper stakeholder process can absorb a lot of critical feedback and be used as a cost-efficient tool to communicate with society at large. [\[Section 4.8\]](#)

7.2.4. Keep funding from fines for projects benefiting society at large, but discontinue external communication of 0.7% target

Sports governing bodies have unique social responsibilities through their natural link to fair play, healthy lifestyles and the environment. Using the 0.7% pledge as a communication tool devalues the institutionalised FSR of UEFA. It is recommended that the full spectrum of institutional and non-institutional social responsibility should be communicated and that the 0.7% benchmark be kept for budgeting financial contributions to the FSR unit. It makes sense to reinvest the revenue generated from unethical behaviour in targeted social initiatives. This is a strong message that can be spread through the FSR partners, associates and their networks. The evaluation has shown that this communication channel is underused due to the portfolio organisations' lack of knowledge about UEFA's FSR strategy. [\[Section 3.2\]](#)

7.2.5. Raise awareness of environmental concerns within the organisation

Most European governments have put climate change high on their political agenda, irrespective of the current critical debate. Fans and sponsors are becoming increasingly aware of environmental issues. UEFA measures its carbon footprint (CFP) from flights and offsets its emissions. The Green UEFA report has outlined various environmental issues requiring action. To increase its engagement in this field further, UEFA should introduce policies and goals to protect the environment, and train staff on critical issues. [\[Section 4.3\]](#)

7.2.6. Encourage marketing and FSR units to work closely together on sponsorship agreements

There can sometimes be a conflict of interest between marketing and SR. Some of UEFA's sponsors sell products that are deemed unhealthy when consumed in excessive amounts, which can undermine UEFA's FSR strategy and its health initiatives in particular. By contrast, UEFA's FSR programming can add value to sponsorship agreements with current sponsors, which are used to sustainability reporting and advertising responsibly, or attract additional sponsors. [\[Section 4.4\]](#)

7.3. Communication

7.3.1. Prepare annual football and social responsibility report and make sustainability reporting mandatory for all major UEFA events

One of the key communication channels of CSR is an annual social responsibility report. All major international companies, including UEFA sponsors, disclose non-financial data in accordance with international standards, such as the GRI and the UN Global Compact. A report can absorb a lot of negative press and present the relationship with the economy, society and the environment in a balanced way. We recommend initiating preparations for a “football and social responsibility report” according to GRI 3.1 guidelines.

At the end of 2011, a specific supplement for sustainable event management will be published by the GRI. This trend is being driven by the IOC and its Olympic Games local organising committees, the Swiss and Austrian

governments and UEFA. It was taken up for UEFA EURO 2008 and is part of the French SR concept for UEFA EURO 2016. We recommend adopting GRI guidelines on sustainable event management for all major events including the EURO, UEFA Champions League and UEFA Europa League. [\[Sections 2.3 and 3.3\]](#)

7.3.2. Advocate social responsibility good practice for smaller events and among member associations and football clubs

UEFA can play an active role and leverage this practice by advocating social responsibility reporting among its 53 member associations and clubs, and create incentives to report transparently on their social, environmental and economic impacts. [\[Section 3.3\]](#)

7.3.3. Restructure “social” part of website according to international SR guidelines

International guidelines advocate the division of CSR in an organisation into social, environmental and economic aspects. The partners should be integrated where the strategic theme which they address falls under one of the three aspects. In this way, social projects are neatly integrated in the ordinary business process and the strategic themes of the organisation. A social media strategy for SR would strengthen UEFA’s FSR profile and complement its existing and recommended online presence. [\[Section 3.3\]](#)

7.3.4. Show transparency on the objectives and process of the Monaco award

The practice of giving awards for outstanding performance is common within the sports and SR industry. UEFA has undertaken clear steps to align the award winners with the project cycle of the organisation. However, the objectives and the procedure should be openly and transparently communicated through UEFA’s communication channels. [\[Section 3.2\]](#)

Appendix A: Milestones of social responsibility in sport

- 1980s Encouraged by the English government, football clubs develop Football in the Community initiatives to promote community development through sports participation.
- 1994 Widely embraced environmental strategy during 1994 Olympic Winter Games, Lillehammer.
- 1994 IOC cooperation agreement with United Nations Environment Programme (UNEP) signed, leading to formalised environment policy, development of evaluation criteria, guidelines and other joint activities.
- 1995 IOC Sport and Environment Commission established.
- 1999 UEFA partnership with the FARE network.
- 1999 Agenda 21 developed by the IOC in cooperation with UNEP to be implemented by members of the Olympic family and other sports organisations.
- 2000 2000 Olympic Summer Games in Sydney organised in partnership with Greenpeace, which assessed the games as “environmentally sound”.
- 2003 The Philadelphia Eagles, an NFL franchise, become the first professional sports organisation to implement an environmental strategy.
- 2004 The ICRC is offered the platform of UEFA EURO 2004 in Portugal to promote the humanitarian campaign Protect Children in War.
- 2005 FIFA creates a CSR department reporting directly to the General Secretary.
- 2005 The Green Goal Initiative launched by the German government, FIFA and the United Nations Environment Programme (UNEP) in the run-up to the 2006 FIFA World Cup in Germany.
- 2005 UN International Year of Sport and Physical Education (IYSPE 2005).
- 2006 FIFA establishes Football for Hope movement in alliance with streetfootballworld, supporting a network of NGOs that use football as a tool for development and peace.
- 2007 UEFA’s Fair Play Committee renamed as the “Fair Play and Social Responsibility Committee” and UEFA’s social responsibility unit created.
- 2007 Presentation of Sustainability Charter for UEFA EURO 2008™ by the governments of Switzerland and Austria.
- 2008 Presentation of first sustainability report for a major international sports event, UEFA EURO 2008™ in Switzerland and Austria, covering all three sectors (economy, environment, society). External evaluation of all SR projects supported by UEFA before and during UEFA EURO 2008™ in Switzerland and Austria.
- 2008 The NFL Super Bowl – the USA’s most watched sports event – goes “green”.
- 2009 UEFA evaluates host country bids for EURO 2016 based on pre-defined SR criteria.
- 2009 UEFA begins a one-year emissions compensation trial during the 2009/10 season by purchasing renewable energy carbon credits and investing in climate-friendly certified compensation projects.
- 2009 Brazilian football club SC Corinthians Paulista becomes first ever football club to publish a CSR report according to GRI (Level B).
- 2010 Vancouver Winter Olympics 2010: first sustainability report for a large-scale sports event according to international standard of the Global Reporting Initiative (GRI Level B). Innovative carbon offset sponsorship programme presented by Vancouver Olympic Committee (VANOC).
- 2010 Preliminary carbon footprint report for FIFA World Cup in South Africa presented.
- 2011 First SR report on the bid presented by England 2018 for the 2018 FIFA World Cup.
- 2011 The Organising Committee for London 2012 presents ambitious “Zero Waste” programme. First comprehensive SR report on the construction phase of the Olympic Summer Games, based and checked by the GRI (Level B).
- 2011 FIFA presents annual carbon footprint report for 2010.
- End of 2011 Supplement on sustainable event management to be presented by the GRI – setting the international business standard for all event organisers and involved organisations.



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