



UEFA  
**EURO2016**  
FRANCE

# **SOCIAL RESPONSIBILITY & SUSTAINABILITY**

\* One-year-to-go report, 2015





UEFA  
**EURO2016**  
FRANCE



## About this report

UEFA EURO 2016 is a global celebration of European national team football, played out in 51 matches in 10 French host cities from 10 June to 10 July 2016. With one year to go before the event, UEFA has launched a thorough analysis of the tournament's positive and negative environmental, economic and social impacts.

This report is structured to reflect the UEFA EURO 2016 organisational model, especially with regard to the tournament's social responsibility and sustainability strategy. After an [introduction to the social responsibility framework](#), material issues and priorities for UEFA EURO 2016 and the major environmental, economic and social impacts of the tournament are presented in four main sections:

- the [Governance](#) section focuses on social responsibility and sustainability projects and governance, integrity enforcement and the sourcing of products and services;
- the [Setting the Stage](#) section details what has been done for UEFA EURO 2016, in terms of stadium construction and renovation, accessibility, waste management and water and energy consumption;
- the [Tournament](#) section relates to public transport and mobility, fan engagement and the general atmosphere during the event, which will be bolstered by fan embassies, match monitoring and a clear safety and security strategy inside and outside the stadiums;
- the [Behind the scenes](#) section presents the human resources needed to make the whole event possible and the social and economic impacts it will leave behind, not least in terms of social diversity and integration.

This one-year-to-go report will be followed by a post-event report in Autumn 2016. The latter will be compliant with the Global Reporting Initiative (GRI) and will present the performance indicators, achievements and limitations of the UEFA EURO 2016 sustainability and social responsibility strategy<sup>1</sup>.

More details about this report are available in [Appendix 1](#). Feedback and questions are welcome and can be sent to [media@uefa.ch](mailto:media@uefa.ch).

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

## Foreword by the UEFA President



One year to go is a landmark for any event. It is a time that sets your heart beating faster, when the sense of anticipation becomes palpable and the countdown is on!

UEFA EURO 2016 is a huge event for France and its ten host cities, as well as for UEFA and our 54 member associations. It is an event that goes far beyond football and even sport itself.

We have a great responsibility to meet the expectations of our hosts and guests, and to leave a positive legacy for the future. The whole world will be watching when the ball starts rolling on 10 June 2016 and the environmental, economic and social stakes are high. Internal and external initiatives are already under way to ensure that UEFA EURO 2016 has as positive an impact as possible, in itself, but also in terms of setting standards and learning lessons for future tournaments.

As a testimony to the strong commitment inside and outside UEFA and our desire to involve the fans in a meaningful way, 250 dedicated volunteers will team up with the event staff to implement sustainability initiatives in France, where we are also contributing to economic growth and helping to achieve more environmentally friendly stadiums.

With this report we wish to share the UEFA EURO 2016 legacy plans with our stakeholders and explain how we are addressing the areas for which we are responsible.

The bar has been set high for UEFA EURO 2016 but we are definitely on the right track and I am personally convinced that expectations will be fully met.

A handwritten signature in black ink, which appears to read 'M. Platini'. The signature is stylized and fluid, with a large loop at the end.

**Michel Platini**  
UEFA President

## Foreword by the President of EURO 2016 SAS



One year before the tournament, I am delighted to report on the steps taken and progress made in managing the key social, economic and environmental impacts of UEFA's flagship national team competition. Our objective is simple: to take every opportunity to optimise the sustainability of UEFA EURO 2016 and to address all aspects that we and our stakeholders can control. To this end, sustainability objectives are being incorporated into every unit and project and will be monitored by dedicated coordinators.

Within this holistic approach, we have defined eight social, economic and environmental priorities for UEFA EURO 2016:

- Respect Your Health – Tobacco-free tournament campaign: to ensure smoke-free stadiums;
- Respect Diversity – Anti-discrimination match monitoring: to eliminate racism and other forms of discrimination from the tournament and qualifiers;
- Respect Access for All – Total football, total access!: to make the stadiums fully accessible, especially to disabled spectators;

- Respect Fan Culture – Fan embassies: to welcome, advise and support fans in the best possible way;
- Respect the Environment:
  - to optimise tournament transport and mobility to reduce carbon emissions;
  - to optimise waste management at the stadiums;
  - to optimise energy and water consumption at the stadiums, while promoting the use of renewable energy;
  - to promote responsible sourcing of products and services.

This report presents the various projects and activities being organised to address each of those eight priorities as coherently, systematically and effectively as possible.

Let's ensure UEFA EURO 2016 leaves a positive legacy of sustainability for the host cities, French football, and UEFA.

A handwritten signature in black ink, which appears to read 'Jacques Lambert'. The signature is written in a cursive style and is positioned above a horizontal line.

**Jacques Lambert**  
EURO 2016 SAS President

# UEFA EURO 2016

## Sustainability at a glance

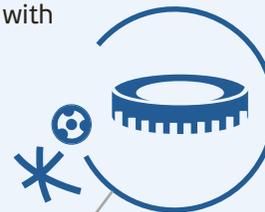
### SOCIAL RESPONSIBILITY AND SUSTAINABILITY STRATEGY

The report is structured to reflect the UEFA EURO 2016 organisational model with regard to the tournament sustainability strategy.



#### Governance

Focusing on social responsibility projects and governance, sourcing of products and services and integrity enforcement.



#### Setting the Stage

Focusing on tournament preparations in terms of stadium construction and renovation, accessibility, waste management and water and energy consumption.



#### The Tournament

Focusing on public transport and mobility, fan engagement, event atmosphere and safety and security.



#### Behind the Scenes

Focusing on human resources, social and economic impact, social diversity and integration.



# EIGHT SOCIAL, ECONOMIC AND ENVIRONMENTAL PRIORITIES

This one-year-to-go report contains objectives and action plans for each of the eight priorities defined for UEFA EURO 2016. How well these objectives are met and what the action plans achieve will be presented in the post-event report in application of GRI methodology.

- 
**RESPECT ACCESS FOR ALL**  
**1. Total football, total access!**
- 
**RESPECT YOUR HEALTH**  
**2. Tobacco-free tournament**
- 
**RESPECT DIVERSITY**  
**3. Anti-discrimination match monitoring**
- 
**RESPECT FAN CULTURE**  
**4. Fan embassies**
- 
**RESPECT ENVIRONMENT**  
**5. Public transport and mobility**  
**6. Waste management**  
**7. Energy and water optimisation**  
**8. Sourcing of products and services**

- 
**24** teams **51** matches
- 
**10** host cities
- 
**2.5m** spectators expected in the stadiums
- 
**€400m** in sponsorship revenue
- 
**€500m** from ticketing and hospitality
- 
**€1bn** from TV rights
- 
**150m** TV viewers per match
- 
**230** global broadcast zones
- 
**250,000** hotel nights for footballers, officials, UEFA partners, media representatives, suppliers and staff









# ↑ Social Responsibility Framework



## 1.1. Materiality approach

Robust interaction with internal and external stakeholders and a thorough analysis of the material issues at stake provide solid foundations on which to report on the environmental, economic and social impacts of UEFA EURO 2016.



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

- Identify key stakeholders and their commitment to environmental, social and economic issues, through meetings, e-mail exchanges, web monitoring, reviews of standards and best practices (from the London 2012 Olympic and Paralympic Games, for instance), and experiences from the last two UEFA EUROs;
- Prioritise issues according to risks (likelihood and impact), stakeholder expectations, GRI's G4 guidelines, benchmarking, external expertise, examples of best practice and feasibility of corrective action plans;
- Validate material issues and incorporate them into tangible sustainability projects.

### Material issues

In cooperation with key stakeholders and in line with GRI's G4 guidelines for event organisers, UEFA has identified 14 material issues in terms of UEFA EURO 2016 social responsibility and sustainability. These are presented in [Appendix 2](#), with direct reference to GRI's G4 Event Organizers Sector Disclosures and the tournament stakeholders concerned. Key performance indicators have been defined on the basis of the eight main social, economic and environmental priorities for UEFA EURO 2016 and are presented in [Appendix 3](#).

## Key sustainability stakeholders



### Football family

- Participating teams, players, non-competing associations, FIFA, sister confederations, referees, doping control officers, the French Football Federation (FFF), the Ligue de Football Professionnel (LFP), Fondation du Football, etc.
- Individual fans, VIP guests, corporate hospitality guests and other public stakeholders



### Partners and suppliers

- Sponsors, broadcasters, media, licensees and other partners
- Suppliers, subcontractors and other service and product providers



### Workforce and volunteers

- UEFA and EURO 2016 SAS staff
- FFF volunteers and volunteers from host cities and partner associations



### French authorities and host cities

- French local and regional authorities, French government, interministerial delegation for major sports events (DIGES), ministry of sports' sustainability mission, ministry of sustainable development (MEDDE) and other public bodies
- Host city institutions and representatives, local transport operators, stadium operators, etc.



### Associations

- UEFA partners: CAFE, FARE, Football Supporters Europe (FSE), World Heart Federation (WHF) and Healthy Stadia
- Other associations: WWF, Climate Friendly, streetfootballworld, the Association des Paralysés de France (APF), Handisport, other disability groups, fan groups, consumer and data protection organisations, charities, environmental organisations, etc.
- Other major sports organisations: Green Sports Alliance, the International Olympic Committee, Roland-Garros, the London 2012 Olympic and Paralympic Games sustainability team, etc.



### Academics

- The International Academy of Sports Science and Technology (AISTS), the Centre for the Law and Economics of Sport (CDES) and other academic stakeholders

## 1.2. Initial environmental impact assessment

UEFA EURO 2016's environmental footprint provides a good indication of the tournament's biggest impacts and how these can be most effectively reduced.

A global event such as UEFA EURO 2016 incorporates a great many activities and domains, including transport, logistics, lighting, catering, merchandising and broadcasting. Each has a range of direct and indirect environmental impacts, not least in terms of air pollution, consumption of natural resources and contribution to climate change.

The organisers of UEFA EURO 2016 have commissioned independent consultants Quantis International to produce the most comprehensive assessment possible of the tournament's environmental footprint. As for the London 2012 and Rio 2016 Olympic and Paralympic Games, the principles of relevance, completeness, consistency, accuracy and transparency are key elements. However, instead of simply evaluating the tournament's carbon footprint, the organisers of UEFA EURO 2016 are applying more comprehensive life-cycle assessment methodology in compliance with the ISO 14040 and 14044 environmental management standards. Not only are the effects on climate change included; so too are other environmental impacts such as the consumption of natural resources.

In the spirit of completeness, the calculation of UEFA EURO 2016's environmental footprint takes into account not only activities under the control of the organisers, but all activities related to the tournament. This means that the impact of spectators and the media, for example, are also reflected.

With one year to go, an initial assessment has been conducted with two objectives in mind. First, the estimated results provide an indication of the magnitude of UEFA EURO 2016 in terms of its impact on the environment and help to identify which activities contribute the most so that the organisers can work with stakeholders to define and implement concrete action plans to mitigate the effects. The second objective is to ensure reliable data for the final assessment by defining data collection procedures with the different stakeholders, understanding the relative importance of each type of data and establishing priorities. Data on most activities was already available for the initial one-year-go assessment and efforts are now under way to ensure all missing information can be incorporated into the final assessment.

## PARTICIPANTS



Athletes



Spectators, VIPs



Organisers



Media



Volunteers



Security

## INFRASTRUCTURE AND SERVICES



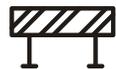
Infrastructure



Accommodation



Transport



Overlay



Food and drink



Merchandising



Services



Carbon footprint



Ecosystems



Natural resources



Human health

## The main conclusions of the one-year-to-go environmental assessment

- The overall environmental footprint of UEFA EURO 2016 is primarily caused by activities not under the direct control of the organisers.
- The overall environmental footprint of UEFA EURO 2016 is dominated by long-term investments in infrastructure (in particular the renovation and construction of stadiums), for which responsibility is shared among several stakeholders over a long period of time.
- After investments in infrastructure, the next biggest contributors to the overall environmental footprint of UEFA EURO 2016 are emissions from spectator travel and the purchasing of merchandising and food and drink at venues, both of which are being addressed through concrete action plans that are presented later in this report.

# 1.3. Priorities and objectives

Having anticipated impacts, defined material issues and set priorities, it is equally important to define key performance indicators based on specific, measurable objectives set by the project leaders and to monitor the extent to which these objectives are met.

Priorities	Objectives	Achievements to date	Improvements to make
 <p><b>Total football, total access!</b></p>	<ul style="list-style-type: none"> <li>To coordinate and monitor the operational implementation of Access for All measures in partnership with CAFE and the stadiums</li> </ul>	<ul style="list-style-type: none"> <li>Two CAFE representatives appointed in France</li> <li>Stadiums visited to collect data, give advice and present best practices</li> <li>Four stadiums already in line with CAFE's minimum standards for wheelchair user places</li> <li>60 volunteers recruited</li> </ul>	<ul style="list-style-type: none"> <li>Minimum CAFE standards for wheelchair user places (remaining six stadiums)</li> <li>Better signage, exhaustive data compilation and enhanced data reliability</li> <li>More easy-access/amenity seats and companion seats for wheelchair users</li> </ul>
 <p><b>Tobacco-free tournament</b></p>	<ul style="list-style-type: none"> <li>To make all stadiums tobacco-free for UEFA EURO 2016 matches (with the support of Healthy Stadia)</li> </ul>	<ul style="list-style-type: none"> <li>Smoking prohibited within stadium perimeters (e-cigarettes included)</li> <li>No designated smoking areas</li> <li>Sale, advertising and promotion of tobacco and e-cigarette products prohibited</li> <li>E-learning for stewards and volunteers to implement and monitor smoking ban</li> <li>110 volunteers recruited</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced communication</li> <li>Monitoring of fan compliance (e.g. no smoking in toilets)</li> <li>Commitment by stadiums to extend tobacco-free policy after the tournament</li> <li>Additional action in support of healthier lifestyles, in particular healthier catering options</li> </ul>
 <p><b>Anti-racism and anti-discrimination</b></p>	<ul style="list-style-type: none"> <li>To enforce a zero tolerance approach, educate people and ensure that discrimination inside stadiums is reported and cracked down on</li> </ul>	<ul style="list-style-type: none"> <li>Zero tolerance approach approved</li> <li>Two FARE match monitors appointed per match</li> <li>26 qualifying matches monitored and 15 incidents reported</li> </ul>	<ul style="list-style-type: none"> <li>Further monitoring of high-risk qualifying matches</li> </ul>
 <p><b>Fan embassies</b></p>	<ul style="list-style-type: none"> <li>To create a fan friendly, safe and secure environment in the host cities</li> <li>To provide fans with the best possible welcome, advice and support in cooperation with Football Supporters Europe (FSE)</li> <li>To liaise between national team supporters' organisations and the host cities</li> </ul>	<ul style="list-style-type: none"> <li>FSE embassy locations identified and confirmed by the host cities</li> <li>FSE tests conducted at the France-Denmark friendly match in March and France-Belgium in June</li> <li>Fan zone initiatives under discussion: dry toilets, communication surrounding the waste bin system specific to each city, and alcohol awareness campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Full backing of FSE's role by all national associations and fan groups</li> </ul>

Priorities	Objectives	Achievements to date	Improvements to make
 <p><b>Public transport and mobility*</b></p>	<ul style="list-style-type: none"> <li>To minimise the environmental impacts of transport</li> <li>To ensure good mobility to, between and within the host cities for spectators, visitors and residents</li> <li>To encourage public transport and walking</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with SNCF</li> <li>Increased rail capacity for matchdays</li> <li>No spectator parking at stadiums</li> <li>Action plan defined to increase awareness and use of soft mobility</li> </ul>	<ul style="list-style-type: none"> <li>Nation- and citywide combined public transport and match tickets</li> <li>Eco-friendly vehicle fleet for UEFA officials and staff</li> </ul>
<p><b>Waste management*</b></p>	<p>To implement a 3Rs policy (reduce, reuse, recycle) to achieve:</p> <ul style="list-style-type: none"> <li>50% recycling rate</li> <li>Zero waste to landfill</li> <li>Improved awareness among the general public</li> </ul>	<ul style="list-style-type: none"> <li>Waste management guide distributed internally</li> <li>Stadium-by-stadium overview of sustainability initiatives compiled</li> <li>Dual and multi-bin solutions under discussion with suppliers</li> <li>Use of reusable cups under discussion with suppliers</li> <li>Plans to donate surpluses</li> <li>Workshop organised with caterers Do&amp;Co/ Hédiard</li> </ul>	<ul style="list-style-type: none"> <li>Confirmation of reusable cups solution</li> <li>Standard to be set in terms of waste management at stadiums and fan zones</li> </ul>
<p><b>Energy and water optimisation*</b></p>	<ul style="list-style-type: none"> <li>To reduce the environmental impacts of energy use</li> <li>To minimise the need for water</li> </ul>	<ul style="list-style-type: none"> <li>Stadiums powered by the grid</li> <li>Back-up generators equipped with the latest, optimised solutions</li> <li>Stadium water management policy defined</li> </ul>	<ul style="list-style-type: none"> <li>New renewable energy capacities at the stadiums</li> </ul>
<p><b>Sourcing of products and services*</b></p>	<ul style="list-style-type: none"> <li>To promote responsible sourcing of products and services</li> <li>To help buyers to consider environmental and social issues within the supply chain and encourage suppliers and licensees to follow social responsibility and sustainability guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Guide to sustainable sourcing distributed internally</li> <li>Social responsibility and sustainability guidelines drafted for products and services</li> <li>Contracts and licensee agreements to comply with either UNGC (United Nations Global Compact) or ILO (International Labour Organization) principles</li> <li>Dedicated action plan drawn up with caterers</li> </ul>	<ul style="list-style-type: none"> <li>Improved traceability of products</li> <li>Data collection on audits and certification of licensees</li> </ul>

\* A total of 80 volunteers will be recruited to assist on Respect the Environment initiatives.



## 2 Governance



## 2.1. Governance of sustainability projects

Close collaboration between internal teams is encouraged to address the environmental and social impacts of UEFA EURO 2016, as well as to promote economic gains and efficient use of resources.

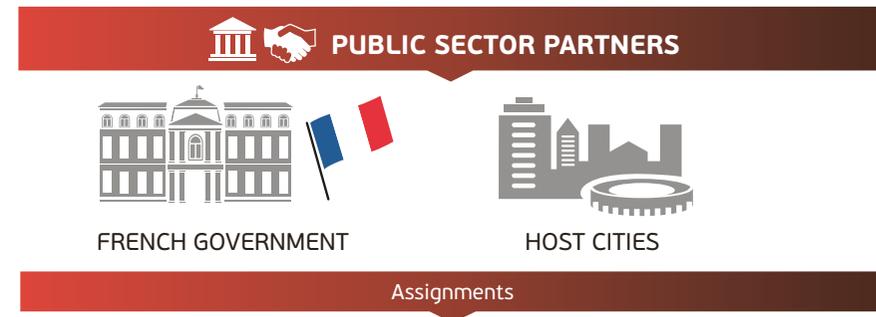
Chaired by Jacques Lambert, former chief executive of the 1998 FIFA World Cup organising committee and director general at the French Football Federation (FFF) from 2005 to 2010, **EURO 2016 SAS** is a joint venture that was created by UEFA and the FFF under French law in January 2011. The company is registered in

Paris and owned by UEFA (95%) and the FFF (5%). An eight-member steering group meets several times a year, bringing together the key stakeholders in the planning of the tournament – UEFA, the FFF, the French government and the host cities – to deal with strategic and sensitive issues relating to event preparations.

Close cooperation between EURO 2016 SAS, UEFA, the FFF, the French government and the host cities is crucial to the success of UEFA EURO 2016. For this reason each partner has been assigned clear roles and responsibilities.



- Overall management of UEFA EURO 2016
- Organisation of the tournament and related events (e.g. draws)
- Management of private security
- Marketing/management of rights (marketing, TV, tickets, hospitality)
- Promotion of the event
- Management of target population
- Technical and logistical organisation
- Volunteer programme



- Provision of stadiums and other infrastructure
- Management of public security
- Promotion of the host country and host cities
- Welcoming of visitors and supporters
- Transport and public services
- Possible adaptation of the legal framework
- General organisational support

## Social responsibility and sustainability projects

When it comes to sustainability projects for UEFA EURO 2016, the organisational model is tripartite, the three active participants being the interministerial delegation for major sports events (DIGES), the Club des Sites (an association representing the ten host cities), and EURO 2016 SAS (representing the organisers). The DIGES has issued guidelines on the environmental and social aspects of UEFA EURO 2016

and coordinates working groups with the ministries, while the Club des Sites has appointed a sustainability projects coordinator and invited each host city to follow suit. It is also devising innovative events and activities that incorporate sustainability. In terms of the event organisers, they have proposed and are facilitating the integration of sustainability objectives within every unit and project and are giving progress reports to the UEFA EURO 2016 steering group. To help ensure these ambitious objectives are met, every

project team will have a dedicated coordinator monitoring their sustainability achievements.

Given the importance of communication in promoting the internal and external adoption of UEFA EURO 2016's social responsibility and sustainability values, dedicated pages have been created on the intranet and the UEFA websites, and specially designed logos will be used to enhance the coherence and impact of communication.



## 2.2. Integrity enforcement

All sports governing bodies, not least UEFA and its member associations, are facing new challenges in terms of integrity and must remain vigilant and proactive on a number of fronts to manage corruption, match-fixing, financial instability, doping, violence, racism and threats to public safety and security.

Sport as a whole, and football in particular, embodies strong values of integrity and fairness. Controversies surrounding bidding processes, doping allegations and suspicions of match-fixing hinder fair competition and tarnish the image of sport. UEFA is particularly active in the fight against match-fixing and doping, generally and in relation to UEFA EURO 2016.

Two key integrity commitments have been made in relation to UEFA EURO 2016:

- EURO 2016 SAS endorsed the United Nations Global Compact (UNGC) in September 2014 and as such is committed to working against corruption of all forms, including extortion and bribery;
- UEFA and the European Commission signed an [arrangement for cooperation](#) in October 2014 promoting football ethics, good governance, respect of the rules and a positive future for sport.

These commitments build on long-standing systems and procedures, including:

- UEFA's legal framework, which includes two independent disciplinary bodies – the [Control, Ethics and Disciplinary Body](#) and the [Appeals Body](#) – together ensuring that UEFA's rules and regulations are respected;
- the fight against counterfeiting, a serious problem that has significant social repercussions;
- transparent invitations to tender to guarantee fair competition, with a [dedicated section](#) on UEFA.com;
- transparency in the UEFA EURO 2016 host appointment process (see [bid evaluation report](#)).

## Integrity at UEFA EURO 2016

Regarding anti-doping procedures, all players involved in UEFA EURO 2016 will be included in a comprehensive pre- and in-tournament testing programme, which will include blood, urine and serum tests for substances such as EPO, anabolic steroids and human growth hormone. Players will also undergo steroid profiling. All out-of-competition tests will be performed without advance warning and in-competition testing will take place at all matches, with the samples sent for analysis at laboratories accredited by the World Anti-Doping Agency (WADA).

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



## 2.3. Sourcing of products and services

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



All sorts of branded goods and merchandise will be produced by UEFA EURO 2016 licensees. Questionable practices and controversies surrounding working conditions and alleged human rights abuses in the manufacturing industry have the power to undermine the tournament's image. Although the organisers' influence over such issues is only indirect, firm action has been taken to address this risk and ensure that suppliers and licensees act responsibly.

- All UEFA EURO 2016 invitations to tender and requests for proposals contain basic minimum sustainability requirements.
- Sourcing guidelines invite buyers to inquire about traceability in their suppliers' production processes.
- An internal sourcing guide has been created, explaining the risks, key points to consider (origin, producer name, composition, packaging and end-of-life) and tips for every major product and service category.

To ensure responsible sourcing, UEFA EURO 2016 is following the guidelines of its Guide to sustainable sourcing. The following key questions, in particular, should be asked before and after deciding to buy (a) product(s):

#### Before the decision is made

- Is it actually necessary to buy this item?
- Is it possible to “rethink” the need?
- Have there been any technological advances/innovations that would offer a better outcome?

#### After the decision is made

- Where does it come from?
- Who made it?
- What is it made of?
- What is it wrapped in?
- What will happen to it post-event?

Source: UEFA EURO 2016 Guide to sustainable sourcing

## Responsible sourcing examples

Work is under way with all UEFA EURO 2016 service providers to ensure responsible sourcing of services and products for UEFA EURO 2016, for everything from signage to marquees and floor coverings. Below are just four examples of what has already been achieved.

- IMG, the company managing licences for UEFA EURO 2016, requires every licensee, as well as their contractors, subcontractors and suppliers, to comply with the ILO Declaration on Fundamental Principles and Rights at Work. All licensees must ensure their partners comply and failure to provide evidence of such compliance, when requested to do so, may lead to immediate termination of the agreement with the licensor (IMG). The organisers of UEFA EURO 2016 are working with IMG to establish an efficient monitoring process.
- Official UEFA EURO 2016 partner and ball supplier adidas is committed to making its supply chain sustainable by contracting suppliers that join local initiatives to tackle child labour and poor working conditions.
- In cooperation with the UEFA EURO 2016 organisers, Kuoni, the tournament’s official accommodation agency, has produced a supplier code of conduct, which features commitments on social responsibility and sustainability for all hotels and shows them how to self-assess their sustainability performance.
- Finally, a dedicated sustainability policy has been drawn up with catering and hospitality provider Do&Co/Hédiard, with commitments and targets already set in terms of responsibly sourced products, waste, transport and energy.

# 3 Setting the Stage





### 3.1. Sustainability in stadium design

France has a long and prestigious history of hosting major sports events, including the 1998 FIFA World Cup and the 2007 IRB Rugby World Cup, but with new standards being set all the time in terms of stadium sustainability, accessibility and comfort, significant investments were needed to bring the UEFA EURO 2016 venues up to scratch.



According to an assessment of all major French stadiums that was published prior to the awarding of UEFA EURO 2016 (the EURO 2016 Commission’s [Séguin report](#), entitled Grand Stades), France’s stadiums were in fact smaller, less functional and not as comfortable as their English and German counterparts.

Of course, the prospect of hosting UEFA EURO 2016 boosted renovation work and new stadium construction projects were launched, making investments that will leave a lasting legacy for the cities, the clubs and French football as a whole. State-of-the-art stadiums will enhance the sporting and economic development of the clubs and cities, while football in France and the country as a whole will enjoy the knock-on effects. Some facilities will also be suited to hosting other sporting and cultural events.

The new stadiums are setting standards of their own in terms of sustainable development, both at the construction stage and over the lifetime of the stadium, for example in terms of energy management.

#### **Economic impact of renovation and construction projects**

Of the ten stadiums that will host the 51 UEFA EURO 2016 matches, four are new builds – in Bordeaux, Lille, Lyon and Nice – three of which had already been completed at the time of writing. Five others are being renovated – in Lens, Marseille, Paris, Saint-Étienne and Toulouse. According to a study by the Centre for the Law and Economics of Sport ([CDES](#)), €1.7bn has been invested in the stadiums, 62% from private investors and 38% from the public sector (government, regions and departments). Some 20,000 jobs have been created by the construction and renovation projects, including 5,000 long-term positions.

## Towards greener stadiums

All renovation and construction projects in France, including stadiums, are subject to a range of sustainable development regulations. Work carried out on the UEFA EURO 2016 stadiums has been an opportunity for architects, constructors, stadium owners and urban and transport planners not only to implement these regulations but also to innovate and develop new sustainability initiatives of their own. Most stadium renovation and construction work has been based on the high environmental quality (HQE) standard for green building in France, including clean site principles and specific measures to reduce pollution.

Although not directly involved in these initiatives, the organisers of UEFA EURO 2016 have established mechanisms that encourage the exchange of information and positive environmental practices between the ten stadiums:

- Site visits for the organisers to learn about the innovative sustainable measures taken at the different stadiums, in order to maximise the potential of each initiative;
- Publication of a newsletter for the stadiums, designed to share ideas and encourage sustainable measures as opportunities arise.

There have been too many innovative ideas and green initiatives at the ten stadiums to list them all here, and in any case the stadiums' own websites are the best source of detailed information, articles and photos. However, an overview is provided overleaf.

## Green stadium examples

- The Stade de Nice has been specially designed to minimise energy consumption, for example by maximising daylight and encouraging natural ventilation.
- Renewable energy sources such as solar panels have been incorporated into most stadiums and micro urban wind turbines have even been installed at the Stade Vélodrome in Marseille.
- Seven of the ten stadiums have rainwater collection systems in place.
- All ten stadiums use automated energy management systems.
- With the tram network in Bordeaux extended to provide direct access to the stadium from the city centre, all ten stadiums will be accessible by public transport.
- The Stade Vélodrome uses a wastewater treatment plant (WWTP) heat recovery system.

Table valid before EURO configuration.  
Initiatives are being developed for UEFA EURO 2016.



	Bordeaux*	Lens Agglo	Lille Métropole	Lyon*
Approximate UEFA capacity	42,000	35,000	50,000	58,000
Status				
<b>TRANSPORT</b>				
Public transport accessibility	✓	✓	✓	✓
Initiatives to encourage use of public transport	Planned	✓	✓	Planned
<b>ENERGY</b>				
Renewable energy generation, in situ				Planned
Optimisation of energy demand	✓	✓	✓	✓
Stadium energy audit				✓
<b>WATER</b>				
Rainwater collection system	✓	✓	✓	✓
Stadium water assessment	✓	✓		✓
Optimisation of water consumption			✓	Motion detectors
<b>WASTE</b>				
Selective sorting at source	Planned	✓		Planned
Selective sorting, post-collection			✓	
Waste minimisation	Planned	Planned		Planned
<b>REPORTING</b>				
Sustainable development indicators				✓
Carbon footprint assessment		✓		✓

\* At the time of writing this report, the stadiums of Bordeaux and Lyon were still under construction



New stadium



Renovation



Solar panels



Micro wind turbines



Energy recovery in waste water treatment



Geothermal energy



Energy recovery in generators



Reusable cups



Electronic tickets



Electronic match programme



Composting programme

						
	Marseille	Nice	Paris	Saint-Denis	Saint-Étienne	Toulouse
	67,000 	35,000 	45,000 	80,000 Existing	42,000 	33,000 
 TRANSPORT	✓	✓ ✓	✓ ✓	✓ ✓	✓	✓
 ENERGY	 ✓	 ✓ ✓	✓ ✓	✓ ✓	✓ ✓	 ✓
 WATER	✓ ✓	✓ ✓ Intelligent sprinklers	✓ Motion detectors	✓	✓	Hydrological impact study Intelligent sprinklers
 WASTE		 	✓	✓  	 	 
 REPORTING		✓		✓ ✓	✓	

 New stadium
  Renovation
  Solar panels
  Micro wind turbines
  Energy recovery in waste water treatment
  Geothermal energy
  Energy recovery in generators
  Reusable cups
  Electronic tickets
  Electronic match programme
  Composting

## 3.2. Waste management, energy and water optimisation

Waste, water and energy present specific challenges and unique opportunities in terms of mitigating the environmental impacts of UEFA EURO 2016 and setting sustainable benchmarks.



### Fan zones

Whereas the organisers of UEFA EURO 2016 will manage the stadiums during the tournament, the host cities will be responsible for the fan zones. Regular meetings are being organised to discuss sustainability, share best practices, define objectives and establish action plans, as well as to effectively coordinate the different sustainability initiatives already in place.

### Stadium water

Efficient stadium water management is primarily the result of astute infrastructure choices. For example, most of the water used – for pitch watering and sanitation – can be rainwater collected by systems such as those installed at the majority of UEFA EURO 2016 stadiums. This will be monitored during the tournament.

Regarding drinking water, an invitation to tender has been issued for water management at the temporary facilities around the stadiums. The aim is to find a company that can implement water saving solutions such as timed flow valves for drinking water taps.

## Stadium electricity

Building on good practices regarding energy optimisation in 2008 and 2012, several measures will be put in place to optimise the stadiums' energy consumption throughout the event and manage the increased need for power created by the state-of-the-art technologies in use at UEFA EURO 2016.

Considerable efforts are being made to encourage the stadiums to purchase renewable energy such as solar and wind power in advance from the grid and suppliers such as the caterers, for example, are drawing up energy plans to optimise their internal processes and putting energy control systems in place.

Dedicated energy consumption indicators will be used to understand as much as possible about this type of event's energy consumption and adaptations will be made during the tournament, with a view to achieving progressive reductions in consumption and setting ambitious targets for the future.

## Stadium waste

Waste management is one of the eight sustainability priorities for UEFA EURO 2016. The 3Rs approach (reduce, reuse, recycle) has produced the following objectives:

- 50% recycling rate
- Zero waste to landfill
- Greater public awareness

To achieve these goals, a broad range of measures has been developed:

### Reduce

- Reusable cups
- Dematerialisation (e.g. no paper)
- Responsible sourcing
- Low packaging
- Awareness campaign

### Reuse

- Reusable materials (signage, floor coverings, furniture, décor, etc.)
- Donation of surpluses (e.g. to NGOs)

### Recycle

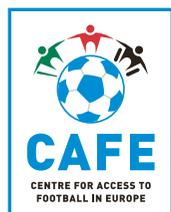
- Dual-bin solution (for general public and staff)
- Multi-bin solution (for kitchens)

An additional goal is to leave a positive legacy in the ten stadiums and to encourage long-term improvements in waste management. Several stadium visits have been organised to share know-how and best practices.

The post-event report will provide data on several indicators (e.g. waste per spectator) and assess the achievements of the action plan.

### 3.3. Total football, total access!

A key feature and important legacy of UEFA EURO 2016 will be improved accessibility for disabled fans at the stadiums, throughout the tournament and into the future.



#### Policy and CAFE partnership

UEFA and the Centre for Access to Football in Europe ([CAFE](#)), which supports disabled fans across Europe, joined forces in 2009 to ensure that UEFA EURO 2016 would be accessible to everyone.

CAFE and UEFA are developing Respect Access for All – Total football, total access! and have published a [Good Practice Guide to Creating an Accessible Stadium and Matchday](#)

[Experience](#), which has been distributed to all stadiums.

The main features of the Respect Access for All programme are the creation of specific places for wheelchair users, easy-access/amenity seats for disabled people who do not use a wheelchair (eg fans with limited mobility requiring minimal or no stepped access, extra legroom, disabled people with assistance or guide dogs) but require seating with easy access that is close to



	Bordeaux	Lens Agglo	Lille Métropole	Lyon
Approximate UEFA capacity	42,000	35,000	50,000	58,000
Optimum number of wheelchair user spaces (CAFE/UEFA standards)*	214	195	230	246
Number of wheelchair user spaces targeted for UEFA EURO 2016, taking into account stadium facilities	120	120	230	246
Level of implementation of CAFE/UEFA standard for wheelchair user spaces	56%	62%	100%	100%
Number of easy-access/amenity seats targeted for UEFA EURO 2016, taking into account stadium facilities	100	100	115	123

\* Based on the recommendations made in the technical report CEN/TR 15913. Data as at April 2015. Every wheelchair user space and easy access space goes with an adjacent companion space.

accessible amenities, special facilities for hard of hearing, deaf, partially sighted and blind fans, easy-access amenity seating and easy access to information for companions of disabled people attending matches.

### Action plans and performance

Regarding accessibility for blind and partially sighted supporters, a dedicated audio descriptive commentary service will be available in French at every match, with official radio commentaries offered in other languages. For the first time, partially sighted and blind fans will receive an inclusive service wherever they are

in the stadium, using their own personal radios. This is by far the most popular system among disabled people, and it enables non-disabled fans to tune in too should they wish.

By April 2015 four UEFA EURO 2016 stadiums – including the venues for the opening ceremony and final – had exceeded CAFE’s minimum standards in terms of the number of spaces available to wheelchair users. This is a significant improvement on UEFA EURO 2012 and further progress is expected before the tournament kicks off. CAFE has also identified a need for progress in providing adjacent companion seats, easy-access/amenity seats and

clear sightlines from wheelchair user spaces. Given the commitments to accessibility made in the French bid, the organisers are working with non-compliant stadiums to find solutions and make sure the objectives can be achieved.

Accessibility at UEFA EURO 2016 is not just about the stadiums and their surroundings, either. The host cities have also made this a feature of their mobility plans, to make sure public transport, fan zones and pedestrian areas are accessible to all.



Marseille

Nice

Paris

Saint-Denis

Saint-Étienne

Toulouse

67,000

35,000

45,000

80,000

42,000

33,000

264

195

214

290

214

189

255

120

120

290

104

80

97%

62%

56%

100%

49%

42%

128

100

100

145

100

100

# 4 The Tournament





## 4.1. Public transport and mobility

Spectator transport, and to a lesser extent transport for the media, event staff and the teams, is likely to be one of the biggest contributors to the environmental footprint of UEFA EURO 2016, so the organisers have joined forces with the SNCF to see what can be done to minimise the effects.

According to the initial one-year-to-go environmental impact assessment, transport will represent approximately 75% of the event's overall environmental footprint.

Early in the preparation phase a strategy was developed to manage traffic flows in the host cities and at transport hubs, and to increase the prominence of the most environmentally friendly means of transport. To bolster this strategy, the organisers of UEFA EURO 2016 signed an agreement with the SNCF, making the French national railways operator the tournament's official transport partner.

Various indicators have been defined to monitor and assess the effectiveness of this strategy throughout the event, especially in terms of the different types of transport used for travel to and from France and the stadiums.



### Staff transport

The organisers are spread between Nyon in Switzerland (UEFA headquarters), Paris (EURO 2016 SAS headquarters) and the nine other host cities in France.

Staff are actively encouraged to reduce their own environmental impact by means of state-of-the-art video conferencing between Nyon and Paris, a strong emphasis on public transport for business travel and a carbon offset scheme for air travel.<sup>1</sup>

The staff transport action plan will be taken further still in 2020, using eco-friendly vehicles such as hybrid and electric cars, for example.



### Spectators travels management

Spectators will generate the most traffic volumes in connection with UEFA EURO 2016, posing a particular challenge at and around airports, railway stations, city centres and stadiums. The sustainability objectives in this regard are:

- to ensure transport is as fluid and as stress-free as possible for spectators, visitors and residents throughout the event;
- to ensure excellent coordination between all transport stakeholders;
- to promote public transport as the preferred means of mass travel, including for future sporting events.

The organisers will provide various organisational and financial incentives to help ensure these objectives are met.

<sup>1</sup> The offset scheme selected for UEFA EURO 2016 is managed by Climate Friendly and certified by Gold Standard. Two remote villages in New Caledonia will get clean energy from wind turbines specially designed to resist extreme weather conditions such as cyclones.



## Encouraging rail travel between cities

The organisers and the SNCF are encouraging the use of trains on matchdays by adapting the train timetables to matchday schedules, in particular for return travel, and increasing capacity on certain lines, in particular the regional express trains (TER) in the host city regions.

The French high-speed TGV network will allow quick and easy connections between the various host cities and Paris on matchdays. Given that Paris and the surrounding region is home to about 20% of the French population and will probably act as a 'base camp' for tourists planning to attend several matches, extra trains in this area, particularly night trains, will also be organised.

Given the lack of common tariff system between transport zones, it is harder to organise combined, nationwide public transport and match tickets as seen in Austria and Switzerland for UEFA EURO 2008. Instead, discussions are under way with each local and regional tariff zone to investigate the possibility of offering free local transport to spectators on matchdays.



## Encouraging pedestrians within cities

For security reasons, but also to allow space for fan entertainment, no parking will be available for spectators at stadiums, with the exception of disabled spectators. This presents a great opportunity to promote healthy, sustainable mobility within the cities.

Pedestrian routes up to three or four kilometres long will be signposted to encourage walking between the city centre, fan zones, railway station and stadium. In addition to clearly marked paths, closed roads and a comprehensive communication campaign, entertainment, food and merchandise stands and toilets will be provided along pedestrian routes to enhance the appeal of this mode of travel.

City-wide 'park and rides' will be set up to further reduce city-centre traffic, with shuttle buses operating between these car parks and the stadiums. Differential pricing is being considered for vehicles carrying at least three people, to encourage car sharing.



## Other initiatives

A targeted spectator communication strategy will be used to promote the use of public transport and discourage individual motorised transport in favour of car sharing.

A UEFA EURO 2016 eco-calculator is also being produced for international visitors, to raise awareness of carbon emissions and enable spectators to calculate and directly offset the emissions generated by their travel to and from France, comparing various means of transport.

## 4.2. Fan embassies

With 2.5 million spectators expected at UEFA EURO 2016, the pressure on stadiums and transport hubs will be immense and the efficient provision of information essential.



The organisers of UEFA EURO 2016 want to give fans travelling to France the best possible welcome. Some 2.5 million spectators are expected to attend the tournament, including 1 million foreign tourists, who will need support throughout their stay in France. With this in mind, Football Supporters Europe (FSE) and UEFA have worked closely together to develop [fan embassies](#) as part of the Respect Fan Culture programme.

Mobile fan embassies will accompany supporters throughout UEFA EURO 2016, welcoming, advising, informing and supporting them, in particular in relation to accommodation and transport to and from the stadiums and other cities. In addition, fan embassies can provide help and assistance in case of emergency and mediate in conflict situations.

FSE and UEFA are creating an app and a 24-hour helpline to improve the quality of service and provide even more information to supporters, including about the fixed fan embassies, which will be located at a central point in each host city and managed by fan experts and

volunteers. FSE will work with a minimum of six volunteers per match, organising their training and preparing them to contribute to the smooth running of the tournament.

The host cities' association (Club des Sites) is also committed to ensuring a fan-friendly tournament, and in terms of legacy, the experience and know-how gathered will be useful not only for future EUROs but for supporters' clubs throughout Europe.



### 4.3. Anti-discrimination match monitoring

The Respect Diversity programme and zero tolerance approach to racism and other forms of discrimination complement each other in preserving and protecting the values of European football and society.



Europe has an unparalleled social, cultural and personal diversity that is reflected in football culture like no other activity.

The Respect Diversity programme is being led by the FARE network (Football Against Racism in Europe), a UEFA partner whose core mission is to stand up against any form of racism or discrimination.

The FARE network's Respect Diversity activities are focused on monitoring UEFA EURO 2016 qualifiers that are assessed as being high risk and all 51 final tournament matches. FARE reports feed into UEFA's disciplinary system alongside other official match reports.

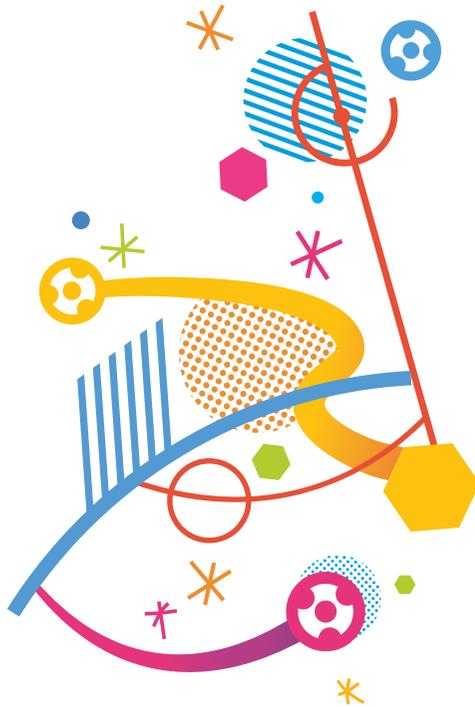
Background information on teams, rivalries and social history was used to conduct a risk analysis of every qualifying match in order to anticipate incidents. 60 of the 279 qualifying matches were identified as 'high risk' and are being monitored. The 51 final tournament matches will bring the match-monitoring total to 111. FARE is recruiting and training volunteers from its network of match observers,

whom it protects as much as possible from any possible backlash.

Over the first five qualifying matchdays, 26 matches were observed and 15 reports filed. There were four clear instances of discrimination and two incidents linked to crowd disturbances.

## 4.4. Creating a safe tournament

The organisers are working closely with the French Football Federation, the French authorities and the host cities to make UEFA EURO 2016 as safe as possible inside and outside the stadiums.



Like most sporting events, UEFA EURO 2016 will be a relaxed, fun, family-friendly event. It will also be the largest EURO to date in terms of teams and supporter venues. As such it is not immune from possible acts of violence or even terrorism. Safety and security is a top priority and concerted, balanced action will be taken by the FFF, UEFA, EURO 2016 SAS, the French authorities and the host cities.

As in other areas of UEFA EURO 2016 organisation, the roles and responsibilities in relation to safety and security have been clearly divided between the organisers and their public sector partners to ensure effective cooperation:

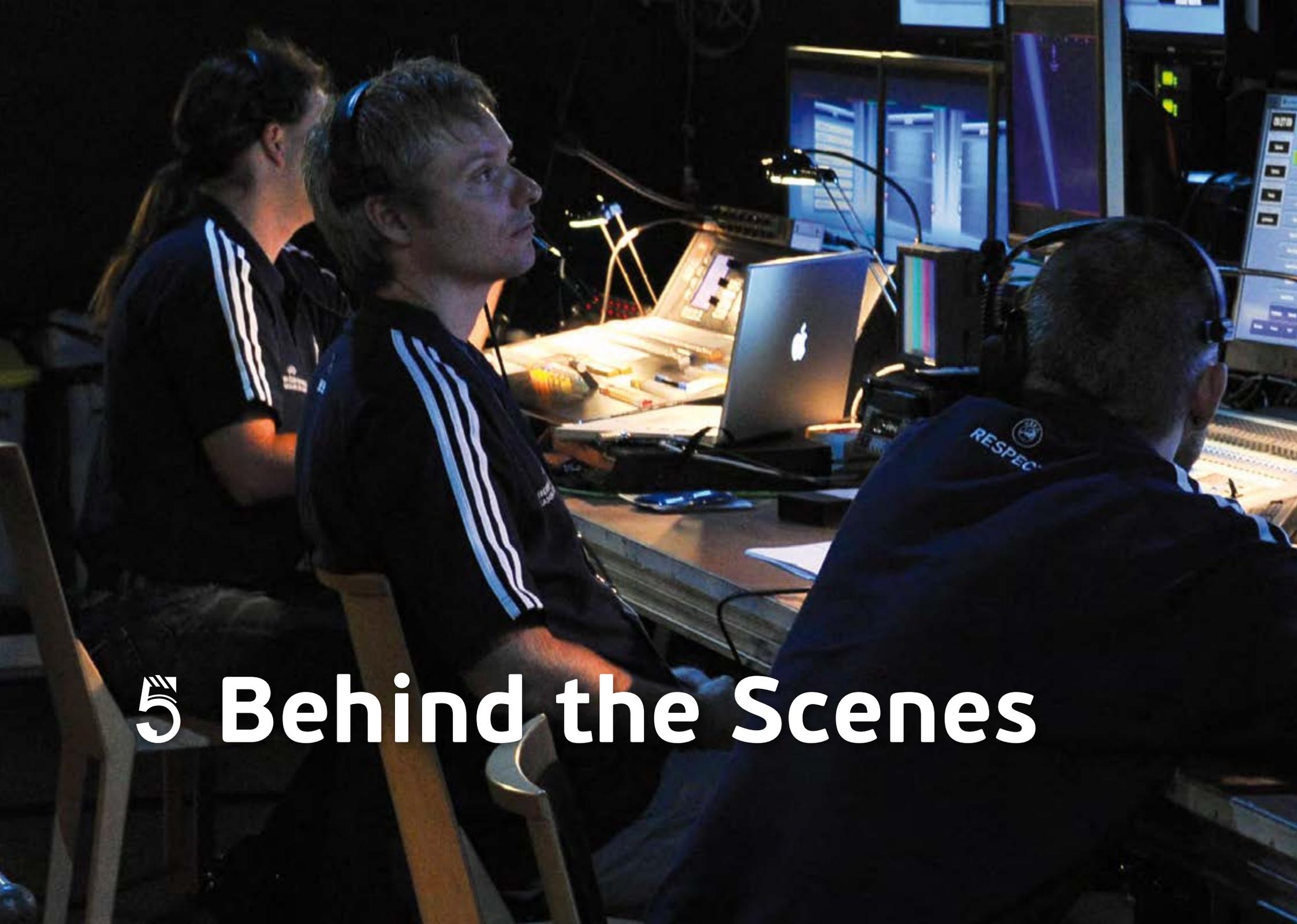
- The state is responsible for public order outside the stadiums and can intervene inside the stadiums at the organisers' request, in case of serious disorder that exceeds the organisers' resources, or if deemed absolutely necessary by the public authorities. The state is also responsible for any intelligence gathering and criminal investigations that may be required.

- EURO 2016 SAS is responsible for security inside the stadiums, as far as the outer security perimeters, which will be defined in consultation with the state and local authorities. More specifically, it will manage security in the different areas of the stadium (stands, pitch, concourses, media zone, VIP area, etc.), entry checks, access controls for restricted areas, team security (in cooperation with the French interior ministry), spectator assistance, first aid and fire safety. In cooperation with the public authorities it will also manage security of at all other official sites, not including the fan zones.

## Examples of collaboration and achievements so far

- The strategic framework for safety and security at UEFA EURO 2016 comprises the security agreement between the FFF and EURO 2016 SAS, a memorandum of understanding on security to be signed with the French government, the medical concept and the general safety and security concept, from which specific safety and security concepts for the stadiums and all other official sites have been derived.
- The French public authorities will coordinate and implement a multinational intelligence operation involving police delegations from all participating countries.
- In-depth investigations will be conducted before accreditations are issued to anyone at the stadiums or the international broadcast centre (IBC).
- A shared dynamic risk analysis will be used.
- Extensive monitoring will be conducted in relation to terrorist threats, including explosive devices and other specific dangers (working groups on cyber terrorism and drones).
- Working groups on security are being organised at national level and within each host city, as well as thematic national workshops, for instance with prosecutors or health agencies.
- The UEFA EURO 2016 stadium rules have been approved ([see Appendix 4](#)).





# 5 Behind the Scenes



## 5.1. Tobacco-free tournament

Football, and sport in general, goes hand in hand with healthy lifestyles. Accordingly, the sale and use of tobacco products will be prohibited at UEFA EURO 2016 stadiums and active mobility will be encouraged, in cooperation with the host cities.



### Tobacco-free stadiums policy

The Respect Your Health programme, led by the European Healthy Stadia Network in cooperation with the World Heart Federation (WHF), is making tobacco-free stadiums a priority at UEFA EURO 2016, protecting the health and safety of spectators, volunteers and staff by offering a tobacco-free environment at all matches. UEFA EURO 2012 was the first UEFA tournament to be tobacco-free and UEFA has been progressively implementing this policy at its club competition finals and other tournaments since then. Future events such as UEFA EURO 2020 will build on this experience and benefit from the legacy. Already, Parc des Princes in Paris has a tobacco-free policy in place.



Four essential elements will make for healthy, tobacco-free stadiums:

- Smoking (including e-cigarettes) will be prohibited in all indoor and outdoor areas;
- There will be no designated smoking areas;
- All tournament staff will be educated on the health benefits of tobacco-free stadiums through an e-learning portal;
- Eleven Respect Your Health volunteers will monitor the no-smoking policy at each match and assess compliance.

In accordance with French legislation, the sale, advertising and promotion of tobacco and e-cigarette products will also be prohibited at UEFA EURO 2016 stadiums. The Respect Your Health – Tobacco-free tournament team is recruiting volunteers and developing multi-lingual online training resources to educate stadium stewards and volunteers. Supporters will be informed during the tournament through signage, public address announcements and other tools.

## Promoting active lifestyles

The organisers of UEFA EURO 2016 are also focusing on active mobility during the tournament, to encourage staff and supporters to keep physically active as they travel to and from the stadiums and other facilities. Alongside the tobacco-free stadiums policy, promoting healthy lifestyles is a key part of the Respect your Health programme. By creating opportunities to walk and cycle, the organisers of UEFA EURO 2016 and their partners at the European Healthy Stadia Network and WHF are helping to create a healthier workforce and fan bases, while at the same time reducing traffic jams, pollution and carbon emissions. These options will encourage people to change their habits and rely less on private cars for short journeys.

All UEFA EURO 2016 stadiums are working on active travel plans to make sure that people do not need cars to get to and from matches. Spectators will be offered detailed information about walking and cycling routes and the UEFA EURO 2016 website will include a specific page on travelling to and from the stadiums, together with newsletters, e-bulletins and news features. Local organisations have also been brought in on the act, to help develop active mobility at UEFA EURO 2016 and ensure the successful promotion of healthy lifestyles.



## 5.2. Human resources

The success of any project depends greatly on the commitment and efficiency of the workforce. The interdisciplinary UEFA EURO 2016 workforce project is therefore aimed at creating the best conditions for tournament staff to thrive.

### Current workforce

The internal teams organising UEFA EURO 2016 represent three different organisations:

- UEFA, with employees of its operations division working full-time or part-time on UEFA EURO 2016. At the time of writing, 135 staff representing 45 full-time positions were dedicated to tournament projects.
- EURO 2016 SAS, whose employees are fully dedicated to EURO 2016 SAS. At the time of writing, 74 people were working for EURO 2016 SAS on fixed-term contracts limited to sports management under the French national collective agreement on sports. Two out of every five employees are women and the average age is just 31 years old. The EURO 2016 SAS workforce will progressively grow to reach 650 employees by June 2016.
- External companies, which provide support on various projects, their external staff working closely with EURO 2016 SAS and the UEFA operations division.

### Attracting and motivating talent

UEFA EURO 2016 offers a unique combination of opportunities that attract many young professionals:

- Applying a personal passion for sport and football to a professional position;
- Working in a challenging environment, with young colleagues eager to work as a team;
- Acquiring and mastering advanced project management skills and tools that will be of great benefit in any career path.

Even with the inherent appeal of working on a prestigious tournament such as UEFA EURO 2016, good benefits are essential to attract and motivate outstanding individuals. The UEFA EURO 2016 compensation policy was drawn up in 2012, with the pay scale based on the French job market and verified by an external agency. There are six pay scale categories, with three levels of seniority in each and competitive benefits for all.

To make sure staff are operational and efficient at the outset, tailored training activities and tools are being developed, with in situ training

(workshops and simulations), online training (e-learning) and table-top exercises/role plays complementing more formal HR courses. Once the training needs had been identified at the end of April 2015, the training supplier selection process got under way.

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

## 5.3. Integration through football

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



Some 20,000 disadvantaged children will be invited to UEFA EURO 2016. This is ten times more than in 2012. Partnerships will be established with local organisations working with vulnerable children. They will be responsible for supervising and taking care of the children at matches in the group stage (not including the opening match) and in the round of 16. The project will involve a total of 43 matches, with an average of 450 children invited to each. The cost is estimated at €500,000 (€25 tickets). The host cities will help to implement the programme and provide support in terms of services and logistics.

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

- European school football tournament: young people from each of the 30 European nations that do not qualify for the final tournament will be invited to take part in this event the week before UEFA EURO 2016. The symbolic objective

of this event, organised by the National union of school sport (UNSS), which looks after sport at middle and high schools in France, is to gather all European nations in France around the tournament and football. At the same time, an international forum will be held on educational and sporting activities in Europe. The team that wins the tournament will be invited to attend the opening match of UEFA EURO 2016.

- International solidarity tournament: organised in Lyon by Sport dans la Ville (Sport in the City), a member of the international, UEFA-supported streetfootballworld network, which promotes integration and education for disadvantaged children through sport, this tournament will gather together 600 disadvantaged children from all five continents of the world during UEFA EURO 2016.

## 5.4. Economic impacts

The economic benefits of UEFA EURO 2016 are expected to exceed €1bn.

### Overall economic footprint

67% of French people interviewed by [TNS Sofres](#) at the end of December 2014 thought that UEFA EURO 2016 would benefit the economic development of the country. The event will attract approximately 2.5 million spectators to the stadiums and an average of 150 million fans will watch each match on TV. In order to estimate the economic footprint of the tournament in France, UEFA commissioned a study by the Centre for the Law and Economics of

Sport ([CDES](#)), a French research institute that specialises in quantifying legal and economic issues in sport. CDES concluded that the total economic impact of the event would be around €1.266bn, including €593m from spectator spending at the stadiums, €195m from the fan zones and €478m as a result of spending by the organisers.

This estimate is based on spending by foreign economic stakeholders; it is money that would never have been spent in France if the event had

not occurred. Thus, €1.266bn is the estimated minimum economic footprint. This does not take into account the multiplier effect, leakages resulting from intermediate purchases by foreign companies or the crowding-out effect (tourists deciding not to visit France during the tournament to avoid the crowds).



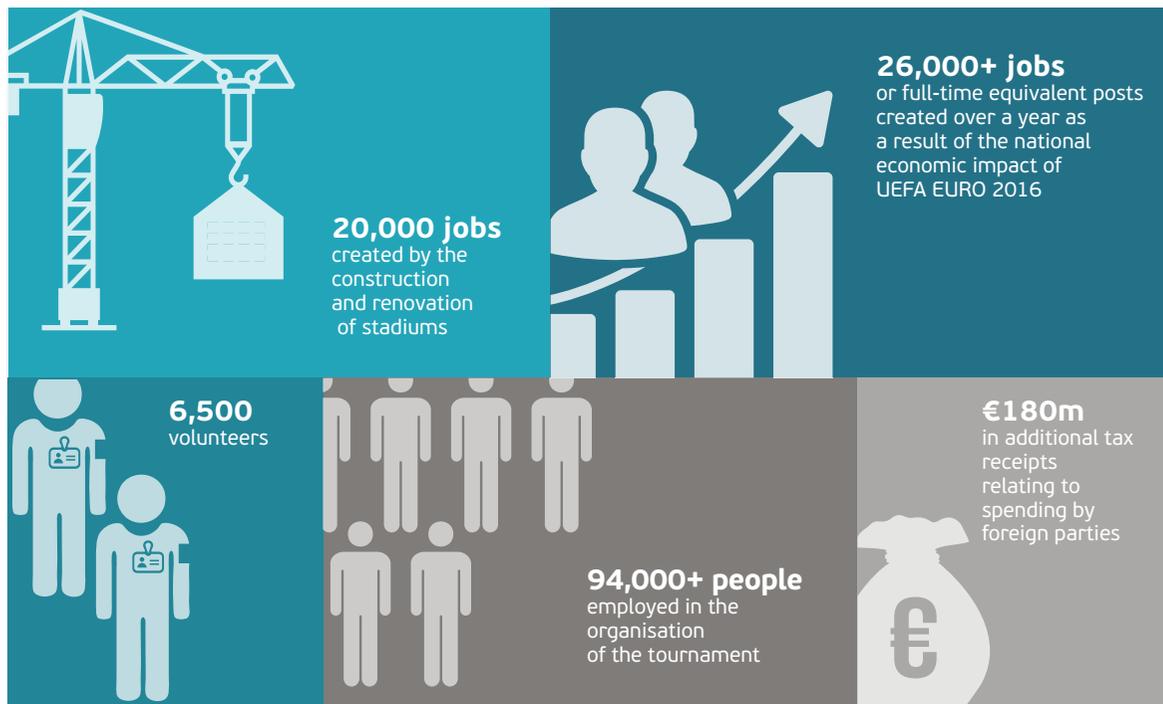
## Employment and local taxes

CDES estimates that 26,000 full-time equivalent jobs will be created by the needs of the tournament in the space of a year, creating work for 94,000 people. In addition, around 6,500 volunteers are expected to participate and 20,000 jobs have already been created by the construction and renovation of the stadiums.

The study conducted by CDES estimates that spending linked to UEFA EURO 2016 (ticketing and tourists) will produce €180m in tax revenues for France. This figure does not take into

account other fiscal and social taxes related to the event. Nor does it include value-added tax paid by French spectators, except on ticketing.

Note that the French government has decided to exempt the companies set up to organise UEFA EURO 2016 and other international sporting events taking place in France before the end of 2017 from all taxes. This exoneration was part of the French bid for the tournament.



# 6 Experts' Corner

This section offers more detailed information on UEFA's sustainable development project for UEFA EURO 2016 – about what is being done and how it is being reported.



## Appendix 1: About this report

In application of the Global Reporting Initiative (GRI) framework, this one-year-to-go report sets out to:

- examine the key positive and negative social, economic and environmental impacts of UEFA EURO 2016, in the spirit of accountability that underpins all serious sustainability reporting;
- explain, in concrete terms, how the UEFA EURO 2016 organisers are realistically addressing and managing the environmental, economic and social impacts of UEFA EURO 2016 and will continue to do so through every stage of the event;
- drive decision-making and stimulate continuous improvements;
- honour EURO 2016 SAS's endorsement of the United Nations Global Compact (UNGC);
- demonstrate the work in progress and set out UEFA's vision for UEFA EURO 2016 and the tournaments that follow;
- share the UEFA EURO 2016 vision with stakeholders and raise their interest in sustainability by producing a reader-friendly report.

In an effort to present reliable, relevant and standardised information based on internationally recognised reporting criteria, this report follows GRI's G4 **Event Organizers Sector Disclosures** guidelines, full details of which are available on the GRI website.

Data collection processes were defined in autumn 2014 to begin measuring the material impacts of UEFA EURO 2016, which will be published in a second, post-event report at the end of 2016. Whereas the current report presents many of the initiatives in preparation and already in place, together with the quantitative indicators that will be used to measure success, the post-event report will focus on achievements, performance analysis and legacies. It will also include a GRI content index table in accordance with GRI's 'core option'. The relationships between the GRI G4 sector disclosure and the social, economic and environmental priorities for UEFA EURO 2016 are highlighted in **Appendix 2**.

Unless indicated otherwise, the information provided in this report relates to UEFA EURO 2016 SAS and the UEFA operations division, not UEFA as a whole.

The **UEFA EURO 2016 website** outlines the social responsibility and sustainability strategy for the tournament and the specific projects and partnerships under way.

Reporting on UEFA EURO 2016 is inspired by the **sustainability report on UEFA EURO 2008** in Austria and Switzerland and the **social responsibility report on UEFA EURO 2012** in Poland and Ukraine. Internal and external feedback on these previous reports has been taken on board for the UEFA EURO 2016 reports, which will be more concise and the data therefore more accessible.

Feedback and questions on this one-year-to-go report is encouraged and can be sent to **media@uefa.ch**.

## Appendix 2: Key sustainability issues and stakeholders

Material issues*	Link with GRI's G4 sector disclosure aspects	Inside**	Outside**	Football family	Partners & suppliers	Workforce & volunteers	French authorities and host cities	Associations	Academics
Public transport and mobility	Transport, emissions	✓	✓	✓	✓		✓	✓	
Waste management	Effluents and waste	✓	✓	✓	✓		✓	✓	
Energy and water optimisation	Energy, water	✓	✓		✓		✓	✓	
Sourcing of products and services	Procurement/sourcing practices, supplier human rights assessment, food and beverages	✓	✓	✓	✓				
Total football, total access!	Inclusivity	✓	✓	✓		✓	✓	✓	
Integration through football	Inclusivity, local communities	✓	✓	✓			✓	✓	
Anti-discrimination match monitoring	Non-discrimination, security practices	✓	✓	✓			✓	✓	
Fan embassies	Inclusivity		✓	✓			✓	✓	
Promotion of social responsibility and sustainability	Inclusivity	✓	✓	✓	✓	✓	✓	✓	
Tobacco-free tournament	Customer health and safety		✓				✓	✓	
Safety and security	Customer health and safety	✓	✓			✓			
Economic impacts	Economic performance, overall indirect economic impacts		✓	✓	✓		✓		✓
Integrity enforcement	Anti-corruption	✓	✓	✓	✓	✓			✓
Human resources	Employment, diversity and equal opportunities, occupational health and safety, training and education	✓				✓			

\* Legacies are important for most material issues (please refer to each chapter for more information).

\*\* As required by GRI's G4-20 and G4-21 disclosures, aspects may be material inside and/or outside the organisation.

### Appendix 3: The eight social, economic and environmental priorities for UEFA EURO 2016 and their key performance indicators

Eight social, economic and environmental priorities	Key performance indicators
<b>Respect Access for All</b> Total football, total access!	Percentage of matches where commitments in terms of number of wheelchair user places and easy-access/amenity seats were met
	Total number of additional wheelchair user places and easy-access/amenity seats created for UEFA EURO 2016 (legacy)
	Number of applications for wheelchair user places and occupancy rates at the 51 matches
<b>Respect Your Health</b> Tobacco-free tournament	Number of visits to the tobacco-free webpage or app
	Feedback and compliance reported by social responsibility and sustainability monitors
<b>Respect Diversity</b> Anti-discrimination match monitoring	Number of incidents of racism/discrimination and cases of misconduct reported
<b>Respect Fan Culture</b> Fan embassies	Percentage of recipients satisfied by fan embassy services
	Satisfaction of host cities
<b>Respect Environment</b> Public transport and mobility	Total greenhouse gas emissions due to transport (teams and spectators)
	Means of transport used to reach the stadium
<b>Respect Environment</b> Waste management	Amount of waste managed per spectator
	Number of stadiums that invested in waste separation facilities for UEFA EURO 2016 (legacy)
	Recycling ratio
<b>Respect Environment</b> Energy and water optimisation	Energy use per match (includes stadiums, fan zones, transport and logistics)
	Water consumption (pitch watering, hospitality, sanitation and broadcast areas)
<b>Respect Environment</b> Responsible sourcing of products and services	Percentage of contracts and licensee agreements enforcing mandatory compliance with ten UNGC principles and ILO declaration

Data will be provided in the post-event report.



**NO SMOKING**

### **Non-exhaustive list of prohibited items**

- Umbrellas, helmets
- Bottles, cups, jugs, can, glass
- Aerosol sprays
- Alcoholic drinks, drugs
- Professional cameras, video cameras
- Laser pointers
- Mechanical or electronic devices such as megaphones, vuvuzelas
- Any flying objects, drones
- Flagstaffs > 1m and Ø 1cm
- Flagsize > 2.0m x 1.5m (6.5" x 5.0")
- Unwidely items, large bags, etc. (> 25x25x25cm)
- Paper rolls, large quantities of paper
- Racist, xenophobic, political, religious propaganda materials
- Promotional or commercial objects or materials
- Pyrotechnicas
- Weapons, explosives, knives, anything that could be adapted for use as a weapon



## **UEFA EURO 2016 Social Responsibility and Sustainability**

One-year-to-go report

Publisher: Union of European Football Association (UEFA)

Contact: [media@uefa.com](mailto:media@uefa.com)

Management and editing: Quantis International, Lausanne, Switzerland

Institut RSE Management, Paris, France

Photo credits: pp. 4-5: Getty Images News and Sport; p. 8: Climate Friendly, New Caledonia;  
pp. 10-11: Schwery Consulting; pp. 18-19: Football Association of Norway;  
p. 23: Sportsfile in Green; pp. 26-27: Getty Images News and Sport;  
p. 36-37: Sportsfile in Green; p. 43: UEFA; pp. 44-45: Brendan Moran / SPORTSFILE;  
p. 47: Thinkstock.

Layout: matiere grise | communication visuelle, Lausanne, Switzerland

Infographics: Quantis International, Lausanne, Switzerland

Printing: Artgraphic Cavin SA, Grandson, Switzerland

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

© 2015, UEFA, Nyon, [www.uefa.com](http://www.uefa.com)



This report is available in English, French and German  
<http://www.uefa.com/uefaeuro/finals/organisation/sustainability/index.html>

The post-event report will be available in autumn 2016







The post-event report will be available in autumn 2016



WE CARE ABOUT FOOTBALL

UEFA  
ROUTE DE GENÈVE 46  
CH-1260 NYON 2  
SWITZERLAND  
T: +41 848 00 27 27  
F: +41 848 01 27 27  
[UEFA.com](http://UEFA.com) [UEFA.org](http://UEFA.org)

EURO 2016 SAS  
112, AVENUE KLÉBER  
CS 81671  
75773 PARIS CEDEX 16  
FRANCE  
T: +33 (0)825 06 2016  
[EURO2016.com](http://EURO2016.com)