



Respect



UEFA Football and Social
Responsibility Report
2019/20

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In December 2019, Forest Green Rovers FC was granted planning permission for its new Eco Park stadium development. Over the course of the 2020/21 season, the club will finalise its plans with a view to building the greenest stadium ever.

The first stadium to be built entirely from wood, the Eco Park will set new standards in terms of sustainability, giving it the lowest carbon footprint possible. In addition, the area around the new stadium will benefit from the planting of more than 500 trees and 1.8km of new hedgerows, which will increase the biodiversity of the site. There will be easy access for pedestrians and cyclists coming from the nearby towns of Stroud and Stonehouse, charging facilities will be available for electric bikes and vehicles, and electric shuttle buses will run from nearby train stations.



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Icons



Diversity and inclusion



Environment



Health and well-being



Peace and reconciliation



Solidarity



Child safeguarding



Human rights



Supporter relations

UEFA's football and social responsibility unit addresses key social responsibility issues through football in close partnership with member associations and expert organisations. These icons are found throughout the report, at the beginning of the relevant sections, to indicate the issue or issues being addressed by the organisation or initiative.

Abbreviations

ACE
Adverse Childhood Experience

ADC
Audio-descriptive Commentary

APL
Armenian Premier League

BFDS
Betting Fraud Detection System

CAFE
Centre for Access to Football in Europe

CSR
Corporate Social Responsibility

D&I
Diversity and Inclusion

DAO
Disability access officer

DCL
Deaf Champions League

DCO
Doping control officer

EAFF
European Amputee Football Federation

EDRU
European Deaf Referees Union

EDSO
European Deaf Sport Organisation

EuroFIT
European Fans in Training

FDEP
Football Doctor Education Programme

FIP
Football Integrity Programme

FIRE
Football Including Refugees in Europe

FSE
Football Supporters Europe

FSR
Football and Social Responsibility

GRI
Global Reporting Initiative

HWCF
Homeless World Cup Foundation

IBSA
International Blind Sports Federation

ICRC
International Committee of the Red Cross

IFCPF
International Federation of Cerebral Palsy Football

IPASS
International Partners Sharing Skills

KIO
Kick It Out

KPI
Key performance indicator

LIAISE
Liaison-based Integrated Approach to Improving Supporter Engagement

MESGO
Executive Master in Global Sport Governance

NAA
Never Again Association

NADO
National anti-doping organisation

NGO
Non-governmental organisation

OFFS
Open Fun Football Schools

PET
Polyethylene terephthalate

SDGs
Sustainable Development Goals

SLO
Supporter liaison officer

SOEE
Special Olympics Europe Eurasia

TACBIS
Tackling Colour Blindness in Sport

WADA
World Anti-Doping Agency

WFLP
Women in Football Leadership Programme

WWF
World Wide Fund for Nature

Introduction





© UEFA via Getty Images

Introductory statement by **Aleksander Čeferin**

UEFA president

More than ever, we at UEFA are aware of the great social responsibility that we carry across Europe and around the world. When the 2018/19 season ended, none of us could possibly have foreseen the magnitude of the events that awaited us in 2019/20.

Though many of our events last season were postponed, UEFA's valuable work in the area of social responsibility continued, in cooperation with national associations and specialist partners.

We continued, for example, to strive to eradicate racism and discrimination in football. Brought together by a shared passion for sport, it is imperative that the football community stands united in this fight, recognising that it is our differences – whether in terms of race, culture, religion, gender, sexual orientation or socio-economic status – that make our sport and our societies so special. In the spirit of #EqualGame, UEFA remains committed to promoting diversity and inclusion within football and society, and we will not tolerate racism or discrimination of any kind.

We have also found ourselves united against a new and unforeseen challenge: COVID-19. The effects of the pandemic have been felt around the world, and I have been impressed

by the many people within football who have stepped forward to help the most vulnerable in our communities. At the same time, online meetings and remote working have given the environment a brief moment of respite from the constant strain of transport and pollution. This period has also been one of innovation, a time when people have been forced to find creative solutions, be they online exercise classes or cut-out fan photos in stadiums. I am encouraged when I see that the human spirit continues to thrive, create and show compassion even in this challenging period.

As part of our role protecting and promoting the game of football in Europe, we must ensure that future generations have the same opportunity to play that we have had. One tangible sign of UEFA's commitment to safeguarding our children's futures was the landmark decision to offset all travel-related carbon emissions associated with EURO 2020. Global warming is the biggest threat that we face today, and we very much hope that others will follow suit with climate-related actions of their own.

Now, as we see teams taking to the field of play again, and we cautiously start to welcome back supporters, we are reminded of the incomparable and passionate atmosphere that fans bring to the stadium... It is like music to my ears.

A handwritten signature in blue ink, reading 'A. Čeferin'.

Aleksander Čeferin



© UEFA

Introductory statement by **Elkhan Mammadov**

Chairman of the UEFA Fair Play and Social Responsibility Committee

In my first full season as chairman of the Fair Play and Social Responsibility Committee, one word that consistently came to mind was 'resilience'.

The 2019/20 season was a unique one, with many unexpected challenges. And yet, through those challenges, I saw the unflinching nature of UEFA's commitment to social responsibility.

Within our organisation, the human resources unit worked tirelessly to minimise the pandemic's impact on employees, maintaining contracts and preventing as many redundancies as possible, as part of the organisation's continued efforts to prioritise purpose over profit. While our efforts to adapt to the new reality of remote working proved to be effective, we missed seeing our colleagues. And yet, at the same time, we knew that by minimising risks and following safety protocols, we would give ourselves the chance to build back better in a more sustainable way.

As we embark on the new season, I invite you to read the various sections of this report and browse the FSR webpage on UEFA.com.

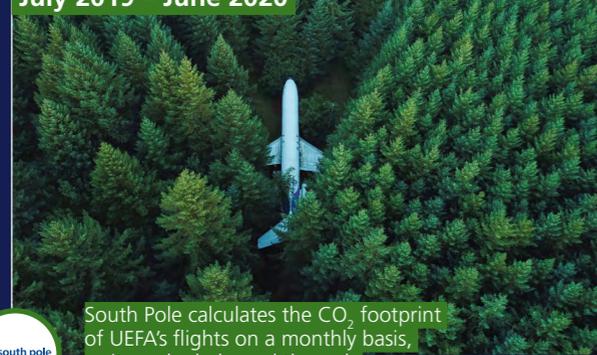
The road ahead will be challenging and will certainly require a fair amount of behavioural change. However, looking ahead to the 2020/21 season, we are hopeful that the return to play will be a success and are excited about the sustainable steps that we will take together as we continue to move forward and shape our 'new normal'.



Elkhan Mammadov

Timeline

July 2019 – June 2020



© David Kovalenko

South Pole calculates the CO₂ footprint of UEFA's flights on a monthly basis, so it can be balanced through investments into projects with certified environmental and social impacts.



August 2019



UEFA honours Borussia Dortmund and Scott Cunliffe with its prestigious #EqualGame Award, which recognises a person and/or entity that has acted as a role model in promoting diversity, inclusion and accessibility in European football.

September 2019



The Homeless World Cup Podcast is launched.



The stadium and security unit delivers its 18th annual UEFA Stadium and Security Conference, which is held in Athens under the theme of 'Learning Together'. More than 360 participants gather to review the previous season, reflect on the lessons learned and kick-start the safety and security planning for UEFA's main competitions in 2019/20.

October 2019



UEFA announces that it will be undertaking a feasibility study looking at the fight against match-fixing in European football.



The medical unit launches a concussion education video for players, coaches, referees, doctors and the general public, with a focus on three key words: RECOGNISE, REPORT and REMOVE.

10-24 October 2019



The Fare network hosts its annual FootballPeople weeks.

2019

JULY

AUGUST

SEPTEMBER

OCTOBER

July 2019 – June 2020



The main technological focus of the anti-doping unit in 2019/20 is the development of UEFA's new whereabouts app.

10–14 July 2019



The 2019 IBSA Blind Football European Youth Camp is held in Budapest, Hungary.

1 August 2019



Healthy Stadia runs training on trauma-informed sports participation.

6 September 2019



Clubs, national associations and governing bodies share images and videos on social media to mark Colour Blind Awareness Day.



The first meeting of the OUT! strategic network takes place at London Stadium. Timed to coincide with Pride in Football's third annual Call It Out event, it brings together football stakeholders to tackle homophobia in football.

3–5 October 2019

A fair play award is presented to the team committing the fewest fouls at the European Deaf Champions League U21 Futsal tournament in Warsaw, Poland.



6 October 2019



The IFCPF's #MyGoal social media campaign brings together people with cerebral palsy from all over the world to share their goals on World CP Day.

11–13 October 2019



SOEE hosts a unified five-a-side football tournament – the Zlin Cup – in Zlin, Czech Republic.

20–27 October 2019

The EPFA sponsors three participants to take part in the Football for All Leadership Programme.



15–17 November 2019



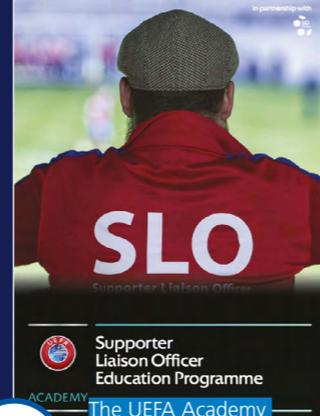
'The Game is Coming' blind football workshops take place in Lisbon, Portugal. The workshops are part of a project delivered by the Portuguese National Blind Sports Association and funded by the Portuguese Football Federation.

December 2019



At an ICRC-supported physical rehabilitation centre in Rumbek, South Sudan, patients are given the opportunity to play a game of amputee football. The event is attended by representatives of the South Sudanese authorities and members of the community.

January 2020

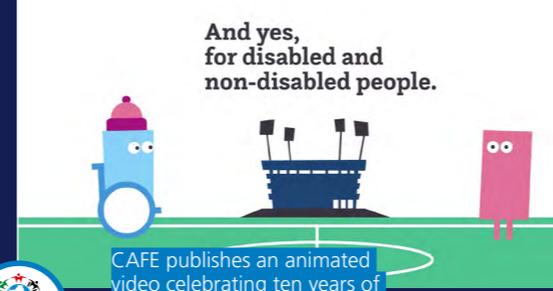


The UEFA Academy launches its SLO Education Programme in cooperation with SD Europe.

31 January – 2 February 2020

The fifth EAFF Congress takes place, featuring the official draw for the 2020 European Amputee Football Championship in Kraków and the 2020 EAFF Champions League.

March 2020



CAFÉ publishes an animated video celebrating ten years of cooperation with UEFA, to be officially unveiled at the CAFÉ Week of Action 2020.

8 March 2020

KIO Israel hosts a major media event to promote women's football on International Women's Day.

30 April 2020



Terre des hommes launches a child safeguarding toolkit and a dedicated online platform: uefa-safeguarding.eu.

23 June 2020



sportanddev hosts a webinar on the future of sport and development, attracting around 1,000 viewers from all over the world.

NOVEMBER

DECEMBER

2020

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

21–22 November 2019



The fourth annual Sporting Chance Forum takes place. The Sporting Chance Forum is the Centre's flagship event and a key meeting place for organisations working in this area. The 2019 event is attended by more than 350 people, with many more attendees from sports bodies than in previous years.

10 December 2019

On International Human Rights Day, the NAA publishes its Brown Book, which documents hate crimes in Poland, as well as listing racist flags and xenophobic slogans displayed during football games.

January 2020



The human resources unit starts collecting data for an equal salary audit.

February 2020



The Fans Matter! kick-off meeting is held in Brussels.

March 2020



The facility management unit begins working on a strategy to adapt the UEFA campus in line with COVID-19 social distancing measures.

28 March 2020

WWF organises its annual Earth Hour, which goes virtual for the first time, with participants turning off their lights for one hour from 8:30 p.m. local time.

April 2020



Cross Cultures releases online video lessons entitled 'Stay Active, Stay Home', along with tutorials showing fun football exercises for young children in isolation.

About the report

Background

UEFA remains steadfast in its commitment to ensuring that the principles of social responsibility are firmly embedded in everything that it does. UEFA, in close cooperation with partner organisations, continues to support, foster and encourage social responsibility in all of its activities, as well as those of its 55 member associations and other stakeholders.

UEFA aims to ensure clear and transparent reporting on all of the social responsibility activities that it undertakes or supports.

This is the eighth annual UEFA Football and Social Responsibility Report and the third in the 2017/18–2020/21 business cycle.

Scope

The scope of this 2019/20 report is limited to activities carried out between 1 July 2019 and 30 June 2020.

Like previous reports in this cycle, this season's report takes a comprehensive look at UEFA's commitment to social responsibility, covering internal activities and initiatives at UEFA, work carried out by external football and social responsibility (FSR) partners, good practices adopted by national associations and key contributions made by UEFA competitions.

This report aims to share as much information on the season as possible; however, as a result of limitations caused by the COVID-19 pandemic, many planned activities and events were cancelled or postponed, and stakeholders (both internal and external) were forced to adjust their operations to comply with health guidelines and restrictions.

For further information and up-to-date news, readers can access partners' websites and other online resources using the links provided. Readers are also invited to visit UEFA.com for news and resources falling outside the scope of this report.

Structure

This report is divided into four main sections:

- Inside UEFA
- National associations
- FSR portfolio partners
- UEFA competitions

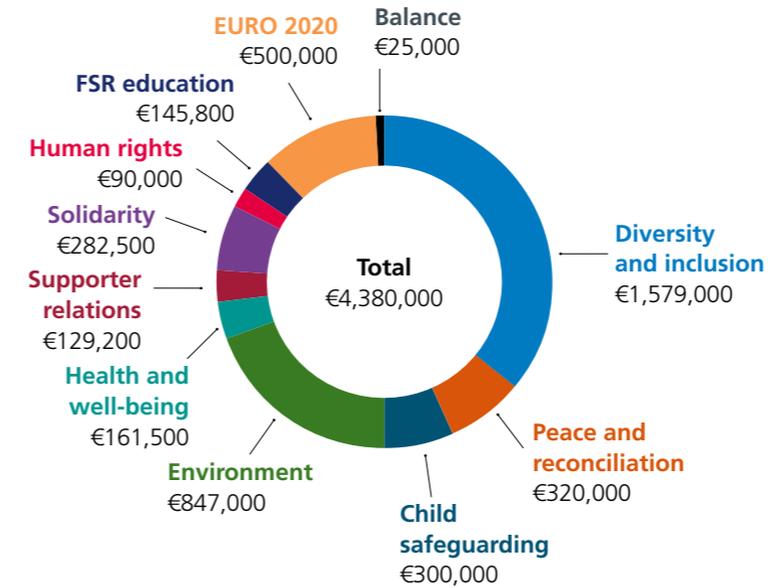
As with previous reports in this cycle, Global Reporting Initiative (GRI) standards are cross-referenced with specific targets within the UN's Sustainable Development Goals (SDGs) in the report's Sustainability Reporting Index section, with the aim of demonstrating UEFA's contribution to global action on sustainable development.

However, this 2019/20 report goes further than its predecessors. This year, all UEFA units and FSR partners were invited to indicate the SDGs (and targets) that they deemed most representative of their contributions during the season, with icons at the start of their respective sections showing their responses. For further information on those contributions, readers are invited to contact the relevant unit/partner directly. Where SDGs are not referred to at the beginning of a partner or unit's section, the contributor in question has opted not to reference them in this report.

Finally, UEFA has decided not to print any copies of this year's FSR report. While FSR partners and other stakeholders have, over the years, attested to the value of having a printed copy of the report in their hands, the decision not to print this season was made for environmental reasons.

FSR budgets

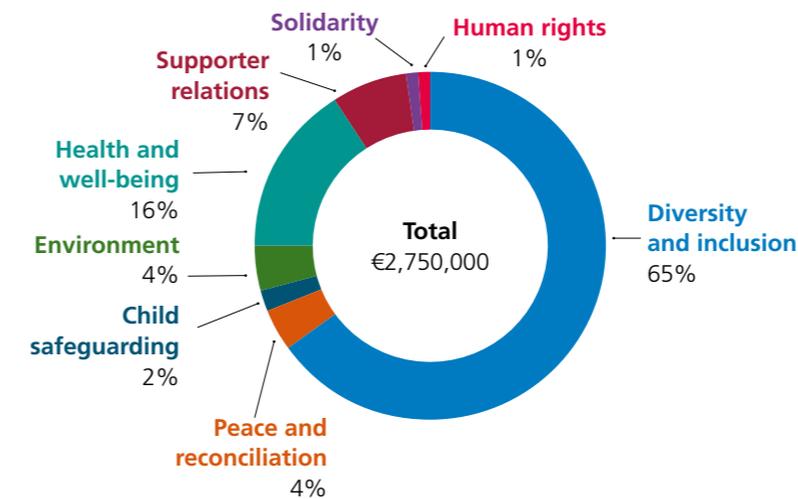
UEFA's FSR budget for the 2019/20 season was €4,380,000



Points to note:

- UEFA's 2018/19 disciplinary income, earmarked for investment in FSR projects in 2019/20, totalled €4,380,000 (including €500,000 dedicated to supporting national associations in the wake of natural disasters, as part of the environment budget).
- A total of €609,200 was allocated to supporter relations in 2019/20: €480,000 from UEFA's institutional supporters budget and €129,200 from the FSR budget.
- An additional budget category, 'FSR education', has been added this season to indicate investment in initiatives that aim to educate people on the subject of FSR. This includes investment in courses run by the UEFA Academy and people taking part in those courses.
- The unallocated balance of €25,000 was returned to the UEFA treasury.

The 2019/20 HatTrick FSR budget was €2,750,000



Points to note:

- The 55 national associations made full use of the €2.75m that UEFA allocated to HatTrick FSR projects.
- A total of 69 projects were funded, many of which covered more than one strategic area. For a full list of those projects, see the ['HatTrick FSR projects' section of this report](#).

#EqualGame



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The #EqualGame campaign supports UEFA's social responsibility objectives and promotes football for all abilities. The campaign was established as part of UEFA's Respect initiative, following on the heels of the 'No to Racism' campaign. #EqualGame seeks to communicate the positive power of inclusion, show how the game can be enriched by increasing diversity and highlight European football's role in making sport open and accessible to all.

In 2019/20, #EqualGame showcased compelling and inspiring stories about famous players and grassroots stars, as well as supporting a number of key events that amplified the campaign's message.

Two recipients chosen for UEFA's annual #EqualGame Award

In 2019/20, UEFA honoured German Bundesliga club Borussia Dortmund and Burnley FC fan Scott Cunliffe for their work supporting diversity, inclusion and accessibility in football. Borussia Dortmund received their award for the club's tireless work combating extremist influences within their fan base, challenging everyday racism and adopting a clear policy on the rights of refugees and asylum-seekers. Meanwhile, devoted Burnley FC supporter Scott Cunliffe received his award for his successful RunAway Challenge, in which he ran to every one of Burnley FC's away matches in the 2018/19 Premier League season, raising over €60,000 for Burnley FC in the Community, Burnley FC's official charity.



© UEFA



© UEFA

More than 400 clubs and 35 national associations again participated in the FootballPeople weeks

During the Fare network's FootballPeople weeks in October 2019, the UEFA Champions League, the UEFA Europa League, the European Qualifiers and the UEFA Women's Champions League all served as platforms for messages combating racism, discrimination and intolerance in the game of football. At all 98 UEFA-organised matches between 10 and 24 October 2019, players lined up for pre-match photos with the referees and assistant referees, holding signs promoting UEFA's #EqualGame hashtag. For the first time, all eight games in the round of 16 of the UEFA Women's Champions League featured in this initiative.

Players, clubs and national teams taking part in the four competitions also used their own communication platforms to raise awareness and convey #EqualGame's message. Portuguese champions SL Benfica, for example, became the first club to place UEFA's #EqualGame logo on their official kit, one of a series of innovative actions that they carried out in support of the FootballPeople weeks. They also organised, in cooperation with UEFA, a pre-match event featuring club ambassadors Luisão and Nuno Gomes, whereby the two stars took part in a training session with over 200 children from the Benfica Foundation and the Benfica Football Schools.



© UEFA



© UEFA

Engaging and touching stories

As part of the #EqualGame campaign, UEFA selects individuals from its 55 member associations and shares their stories in the course of the season. The people chosen are all examples of how football promotes diversity, inclusion and accessibility, showing that a person's disability, religion, sexuality, ethnicity or social background need not be a barrier to playing or enjoying football. Those #EqualGame stories come to life through video clips, written stories and photos, which are shared using UEFA's various communication channels.

This season, #EqualGame highlighted many different stories, including these three memorable examples:

- **Malcolm Steele** from Aberdeen, Scotland, whose love for football and lifelong devotion to hometown club Aberdeen FC are proving crucial mainstays in his journey since being diagnosed with dementia
- **Elvira Askerzade** from Azerbaijan, who, after losing her mother at a young age, found comfort in football, becoming a promising goalkeeper and captain of her country's national under-19 team
- **Romani youngsters**, who often face discrimination and have found that football can help to break down barriers and unify the community



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Inside UEFA

#EQUALGAME



RESPECT

UEFA Academy

SDGs 4, 5, 8, 10, 13, 16

Mission

Through a series of education and knowledge-sharing initiatives, the UEFA Academy leads and inspires the development of individuals and organisations with a view to continuously elevating the game of football.

UEFAacademy.com

Objectives

Ensure that everyone working in European football has the opportunity to develop their skills and knowledge, thereby supporting the game.

Make sure that participants have access to the latest research and knowledge on managing football organisations by working with leading academic institutions.

Engage with and connect individuals across Europe's football landscape to ensure that best practices and innovations are shared, replicated and valued across the game.

Support national associations, as well as other confederations, by developing tailor-made programmes based on each association's unique features and identified needs.



© UEFA

Highlight

Contributing to the professional management of football throughout Europe has been one of UEFA's goals for many years. In light of the success of national editions of the UEFA Certificate in Football Management (CFM), which now boasts more than 1,000 graduates, UEFA has decided to open the programme up to people from outside of its member associations.

The UEFA Academy has thereby taken a major step towards diversity and inclusion by offering a management programme for anyone in the football industry who wishes to gain a comprehensive understanding of how the game is run. This open edition of the programme enables a wider audience to enhance their knowledge of the football industry, advance their careers and acquire new management skills specific to the sport. Furthermore, this initiative also ensures an influx of new ideas and staff into the industry, fostering the development and professional management of football across Europe.

The first open edition of the CFM welcomed participants from 22 countries around the world, all of them coming from football-related organisations (clubs, leagues, media organisations, NGOs, supporters groups, etc.).



© UEFA

“The UEFA CFM programme has been instrumental in the growth of Cape Town City FC and myself as an individual. I have learnt so many fundamentals through the programme and have a better understanding of strategic and operational management within the football industry.”

Natalie Barlow, head of marketing, Cape Town City FC



Additional achievements

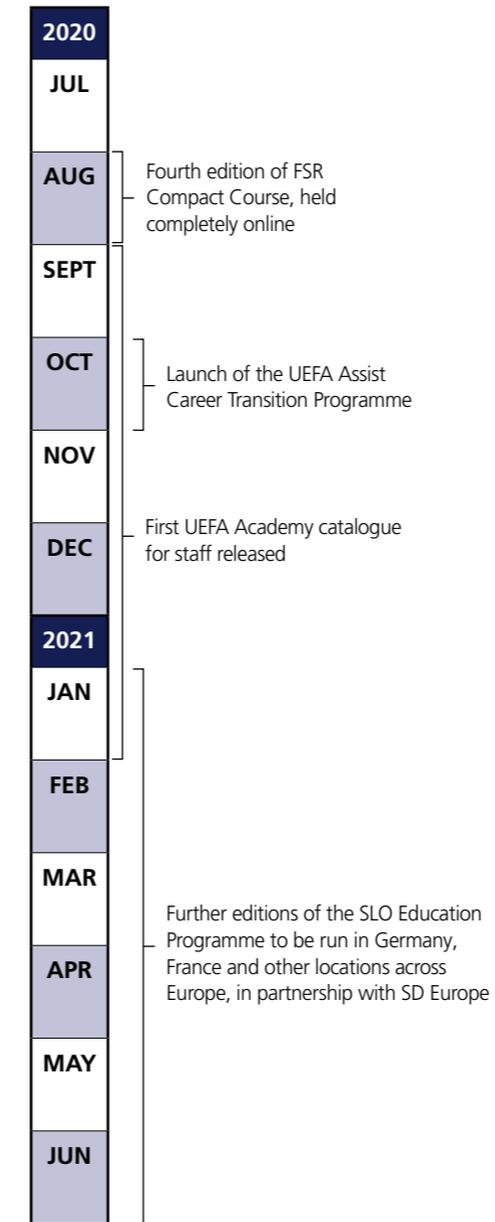
- In response to COVID-19, the UEFA Academy successfully moved its education programmes and seminars online, providing a high-quality and innovative digital experience while keeping the engagement and commitment of participants at a high level.
- In partnership with SD Europe, the UEFA Academy launched a new SLO Education Programme. That programme gives supporter liaison officers (SLOs) the tools, knowledge and skills they need to tackle the complex challenges of their job. Two successful pilots were run in Denmark and Russia, with over 80 SLOs being trained.
- Participants in the second edition of the UEFA Executive Master for International Players (MIP) obtained their well-deserved diplomas from the University of Limoges. In parallel, the third edition of the programme started, with former internationals such as Didier Drogba, Julio César, Florent Malouda, Artur Moraes and Janne Madsen

seeking to further the development of the game in their new careers as sports administrators.

- UEFA Academy launched the UEFA For Players app, which gives elite players essential information and advice, supporting them both on and off the pitch. More than 1,000 UEFA Youth League players have already accessed content through the app.
- The third edition of UEFA's FSR Compact Course, organised jointly by UEFA's FSR unit and the University of St Gallen, brought together more than 30 FSR practitioners from different football organisations, reflecting on important FSR issues and challenges.
- The seventh edition of the Women in Football Leadership Programme (WFLP), organised in cooperation with FIFA and the IMD Business School, was attended by 24 women who were already in decision-making positions or had the potential to be leading football organisations in the near future.



Planned activities



Concluding remarks

“ Following its successful first year, the UEFA Academy achieved the objectives set for it last season, bringing more visibility to UEFA’s learning initiatives thanks to a brand new website and a unified catalogue. The 17 programmes available demonstrate UEFA’s awareness of the needs of European football stakeholders, with various learning initiatives being adapted and tailored to their requirements.”

UEFA Academy
academy@uefa.ch

Good Practice

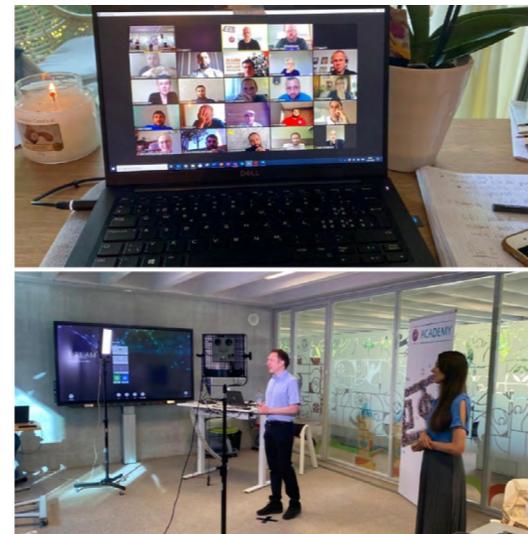
Lessons learned from switching from face-to-face seminars to 100% online training

Objective

The objective of the UEFA Academy is to ensure that everyone working in football has the opportunity to develop their skills and knowledge by offering the best possible educational initiatives – even when training has to be completely online because of a global pandemic.

The Wow! factor

The UEFA Academy worked hard to develop and refine digital tools with a view to making the online classroom as stimulating and interesting as a physical environment. Almost all programmes and initiatives of the UEFA Academy have been transferred online and could be delivered successfully. For example, the much-loved simulation of a UEFA Champions League match has now been taken to a new level and digitalised, allowing participants



© UEFA

to immerse themselves in a virtual UEFA Champions League match and experience the various behind-the-scenes operations.

Partners

- The UEFA Academy teamed up with IT specialists and an external agency to develop the online simulation.

Link to good practice

[UEFA Academy](#)



© UEFA

23

With 23 days of online sessions taking place in the first half of 2020 (involving around 100 participants), the UEFA Academy is looking forward to organising many more in the second half of the year.

“I think it was a really proactive move from the UEFA Academy to ensure that the ongoing pandemic would not prevent participants from experiencing the simulation exercise. It definitely was a very reassuring thing for me as a participant, to know that the UEFA Academy was going above and beyond to make sure the course delivered as much value as possible. All in all, a very realistic, engaging and informative experience.”

Sid Kohli, participant in the first open edition of the CFM

Facility management

Mission

The facility management unit provides all of the services and support that are required to safely and sustainably operate and maintain all shared facilities, both on and off the UEFA campus in Nyon, Switzerland.

Objectives¹

Ensure that UEFA's facilities are well maintained and valued, managing them flexibly while incorporating sustainability initiatives and targets.

Provide an innovative and flexible working environment that meets the current and future needs of employees and services by incorporating sustainable development.

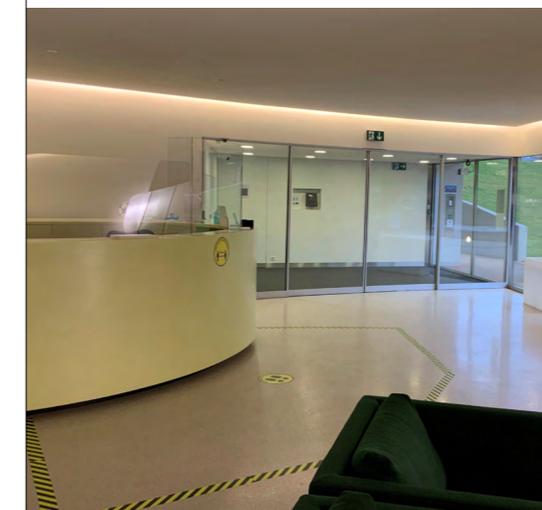
Optimise the functioning of the organisation by putting in place the tools that are necessary to monitor, analyse and manage the unit's activities in an efficient and sustainable way with a view to reducing CO₂ emissions and energy consumption.

Ensure sustainable purchasing by using suppliers who respect UEFA's Ecological Charter² (in terms of both their products and their organisation) and improve UEFA's inventory management to limit the number of orders and deliveries.

Highlight

The COVID-19 pandemic forced the facility management unit to quickly and efficiently adapt to the rapidly changing needs of UEFA and its staff. The unit's first task in March 2020 was to locate face masks and disinfectant – items which proved difficult to find amid the early onslaught of the pandemic. The unit then carried out the following actions in order to make UEFA's headquarters more secure:

- Installation of disinfection posts at the entrances to UEFA buildings and office spaces.
- Distribution of protective masks and disinfectant wipes to all employees.
- Complete disinfection of all UEFA buildings, including twice-daily disinfection of all door handles, dispensers, etc.
- Full disinfection and updating of all ventilation systems and filters.
- Installation of protective plexiglass at reception desks.



- Reduction in the number of people in conference rooms (enforced by limiting the number of chairs available).
- Establishment of a rota system within the facility management unit in order to comply with the new regulations.
- Implementation of COVID-19 informational signage and protective measures.
- Installation of infrared cameras at entrances to detect the temperatures of people entering buildings.
- Closure of cafeterias and implementation of a click-and-collect system for ordered meals.

The facility management team take turns working from home and from UEFA headquarters, offering the opportunity to understand the practical needs of employees in both situations.

¹ UEFA's facility management unit has adjusted its objectives relative to the 2018/19 season.

² UEFA's Ecological Charter is being worked on by several different units and will be published once it has been finalised.

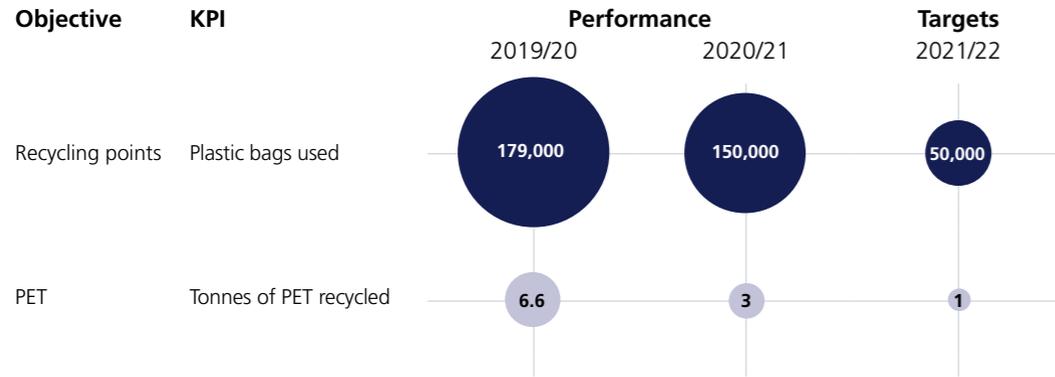
Additional achievements

- UEFA more than met the energy efficiency target that it set itself for 2019/20, setting itself a goal of reducing its energy consumption by 1%, but achieving energy savings totalling 5%.
- UEFA has started to introduce waste recycling points, with the aim of removing individual waste bins altogether. It is hoped that this will reduce the number of plastic bin bags that end up in landfill by up to 90% in a single year, which equates to about 170,000 bags.
- UEFA has significantly increased the quantity and quality of lighting on the main pitch at Colovray sports centre, going from an average luminous intensity of 250 lux to a guaranteed 700 lux vertical. What is more,

this has been achieved without any increase in UEFA's electricity consumption. New technology and efficient automation have become indispensable allies in the unit's search for maximum efficiency.

- UEFA is a major energy consumer and has implemented measures aimed at reducing its consumption and achieving targets set by the canton of Vaud.³ Agence Cleantech Suisse is in charge of monitoring developments on behalf of the federal authorities. UEFA has set up an environmental monitoring system for its energy consumption, which allows it to check its various energy efficiency assumptions. UEFA also publishes its energy labels in accordance with federal models.

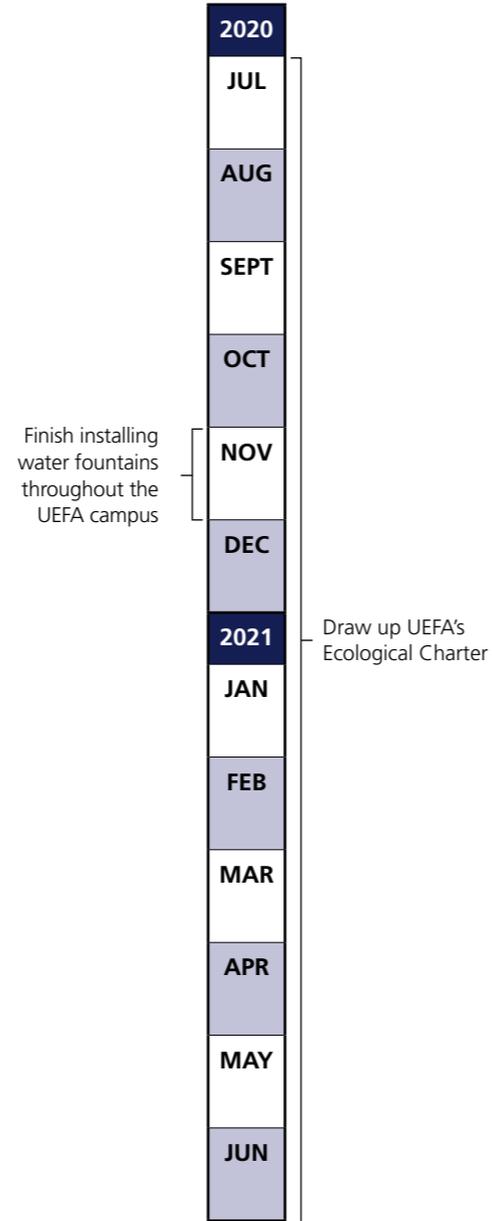
Key performance indicators⁴



³ UEFA's headquarters are located in the Swiss canton of Vaud. The canton's energy strategy is available here (in French): www.pays-denhaut.ch/wp-content/uploads/2014/03/6a7_22.03.2018_DGE.pdf

⁴ The facility management unit has changed its KPIs since last season, in line with its updated strategy.

Planned activities



Concluding remarks

“ In 2019/20, the facility management unit adapted its activities and plans in order to meet the changing needs of UEFA's staff on account of the COVID-19 pandemic. The unit continues to place great emphasis on its commitment to continually reducing its environmental impact, while also striving to meet the needs of people who work for UEFA.”

Facility management unit
 facilitymanagement@uefa.ch

Human resources

Mission

The human resources unit provides UEFA with talented and dedicated employees who embody the organisation's values, ensures that staff have an effective and supportive working environment, provides support to all staff and contributes to the achievement of UEFA's strategic objectives.

uefa.com/insideuefa/careers

Objectives

Recruit talented individuals in order to achieve UEFA's strategic objectives.

Develop staff members' competencies and offer them training, coaching and support, resolving any conflicts that arise.

Design and update policies on staff matters and HR information systems.

Incentivise staff by offering competitive remuneration and benefits in line with UEFA's culture, and organising staff events to celebrate and reward efforts.

Ensure that UEFA is a diverse and inclusive organisation and drive strategic diversity and inclusion (D&I) initiatives.

Highlight

In order to respond to the unprecedented situation caused by the global pandemic, a dedicated COVID-19 task force was created. That task force, which sought to guide the organisation's response to the situation, was supplemented by three working groups focusing on (i) the analysis of reports, technical documents and data in order to monitor the pandemic's impact on UEFA, (ii) communication with staff, the public and stakeholders, and (iii) human resources issues.

Following the postponement of UEFA EURO 2020, the human resources unit led a staffing review looking at all fixed-term contracts relating to the final tournament. This resulted in UEFA letting 21 individuals go, but honouring the contracts of the other 250 contracted employees (with many being offered the opportunity to return in 2021 for the postponed tournament). In limiting the impact of the postponement to as few staff as possible, UEFA's decision-making was driven by both a duty of care to staff and a very real desire to honour

A three-stage plan for employees' return to UEFA's offices in Nyon was prepared by human resources and agreed with UEFA's senior management.

the UEFA president's commitment to the UEFA Congress that football would prioritise 'purpose over profit'.

Following the closure of UEFA's offices because of COVID-19, the human resources unit had to adapt its ways of working to ensure that all daily activities and support for business operations could be delivered digitally and remotely (including the calculation and payment of salaries, work permit requests, the signing of contracts and other administrative documents, the implementation of coaching, assessments and training, and the organisation of sensitive meetings).

		2018/19	2019/20	Difference
Number of employees		756	850	+12.4%
Training undertaken	Corporate	168	60	-64.3%
	Management	75	62	-17.4%
	Soft skills	102	54	-47%
	Language and IT	148	103	-30.4%
	Personal development	50	38	-24%

Additional achievements

- UEFA's staff regulations supplement individual employment contracts, defining the working conditions of all members of staff. In 2019/20, directors, heads of unit, the legal and finance divisions, and the staff council were all consulted on an update to those regulations with a view to meeting the organisation's needs and defining the manner in which UEFA employees are expected to work together for the good of European football.

- As part of a strategic approach, the unit reviewed all HR policies and procedures, filling in any gaps as required, with the objective of producing a comprehensive guide available to all employees, ensuring greater transparency, and evaluating the inclusivity of those policies and procedures.
- That guide, which covers just under 42 procedures and policies, comprises three main sections:
 - Bringing new talent to UEFA
 - Working and developing at UEFA
 - Leaving UEFA

- UEFA also embarked on the process of carrying out an equal salary audit with the aim of becoming equal salary-certified. As an important step towards ensuring an inclusive environment and workplace, the human resources unit started collecting the data it needed for the first stage of the audit, which involves a review of data. If the organisation successfully completes that stage, the 2020/21 season will see further qualitative reviews using surveys, focus groups and interviews.

Key statistics

The tables below show UEFA's key monthly employment statistics for the 2019/20 season.

		July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020
	Total employees	776	781	804	804	820	829	838	856	872	875	850	850
	Nationalities represented	50	50	50	50	51	51	50	50	51	51	51	51
Gender representation ⁵	Female employees	40%	40%	41%	40%	41%	41%	41%	41%	41%	41%	41%	41%
	Male employees	60%	60%	59%	60%	59%	59%	59%	59%	59%	59%	59%	59%
Contract type	Fixed-term	32%	32%	33%	33%	34%	35%	35%	36%	37%	37%	35%	35%
	Permanent	68%	68%	67%	67%	66%	65%	65%	64%	63%	63%	65%	65%
	Average age	38	38	38	38	38	38	38	38	38	38	38	38
	Average tenure (years)	5	5	5	5	5	5	5	5	5	5	5	5

⁵ UEFA recognises a non-binary scale of gender identification. UEFA presents statistics based on a male/female perspective, as this is the current perspective recorded in accordance with the Swiss Civil Code.

Planned activities

2020	
JUL	
AUG	
SEPT	
OCT	
NOV	
DEC	Finalise all EURO 2020-related human resources projects
2021	
JAN	Publish the guide to UEFA's human resources policies and procedures
FEB	Complete UEFA's equal salary audit
MAR	Review and revise UEFA's policy on working from home
APR	
MAY	
JUN	

Concluding remarks

“ The COVID-19 pandemic has put a huge amount of stress on the organisation. Like every other unit at UEFA, the human resources unit had to quickly change its ways of working to support the organisation in that time of need. Supporting staff members, communicating about the pandemic in a transparent way and ensuring that the organisation always put people first were all key drivers for the human resources unit.”

Human resources unit

Anti-match-fixing

Mission

The anti-match-fixing unit seeks to combat match-fixing in all its forms and safeguard the integrity of European football and its competitions.

uefa.com/insideuefa/protecting-the-game

Objectives

Provide support and expertise with a view to developing capacity at national level through a network of integrity officers in the 55 member associations.

Implement UEFA's legal framework while examining suspected cases of match manipulation and supporting UEFA ethics and disciplinary inspectors in their investigations.

Educate players, match officials, coaches and administrators about (i) the risks and dangers associated with match-fixing, (ii) the various rules and responsibilities, and (iii) how to confidentially report issues to the competent organs/bodies.

Monitor worldwide betting markets to identify irregular activity and conduct preliminary investigations looking at suspicious matches and individuals.

Promote cooperation and information-sharing with national and international stakeholders, notably law enforcement authorities.

Highlight

In October 2019, after its Executive Committee meeting in Ljubljana, Slovenia, UEFA announced that it would be undertaking a feasibility study looking at the fight against match-fixing in European football. In order to better counter the increasing integrity threats facing European football, UEFA commissioned external research with the aim of assessing whether international cooperation between football bodies, state authorities and other stakeholders could be structured and resourced more effectively.

This initiative came about following observations that, despite the excellent work done by many stakeholders with the aim of addressing match-fixing in sport, the problem of match-fixing had grown in recent years, and the threat to European football remained significant. This study will look at various different ways of ensuring effective cooperation with stakeholders in the fight against on-field corruption in European football. The study will continue into 2021 and will present various possible structural changes for UEFA's consideration with a view to better combating match-fixing in all 55 member countries.

Additional achievements

- In January 2020, with the support of the UEFA Academy, the anti-match-fixing unit launched the Football Integrity Programme (FIP) Winter School, which will make a significant contribution to the development of training and the building of capacity. That week-long formal training



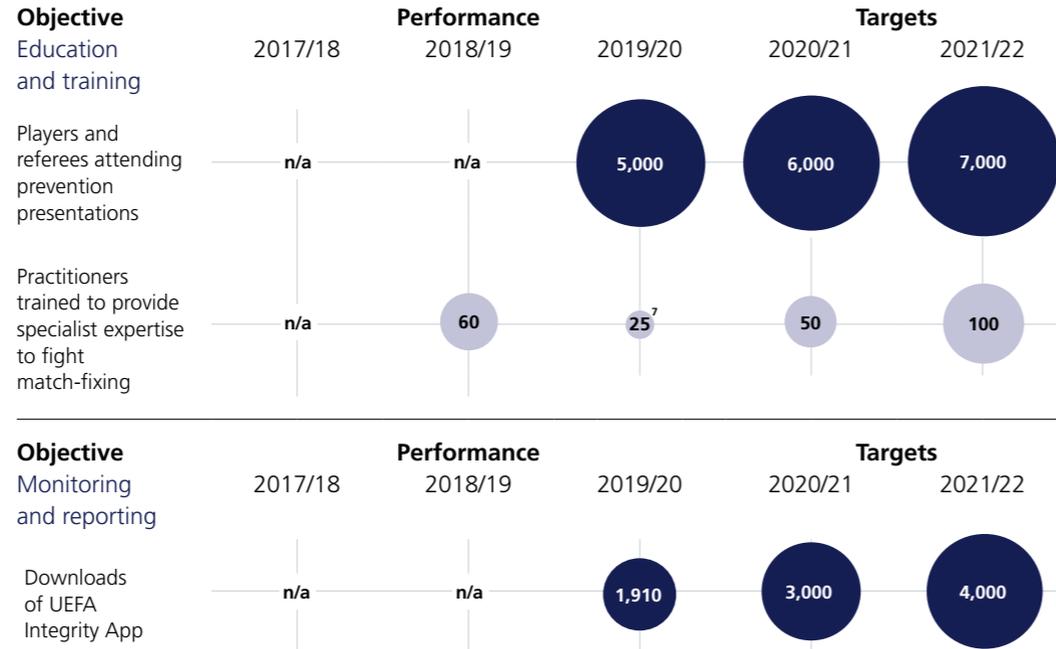
“Stakeholder engagement is an essential pillar of the UEFA anti-match-fixing unit’s efforts, which include striving to enhance reporting mechanisms and the sharing of information with relevant stakeholders and partners (notably law enforcement authorities and UEFA’s member associations).”

Anti-match-fixing unit

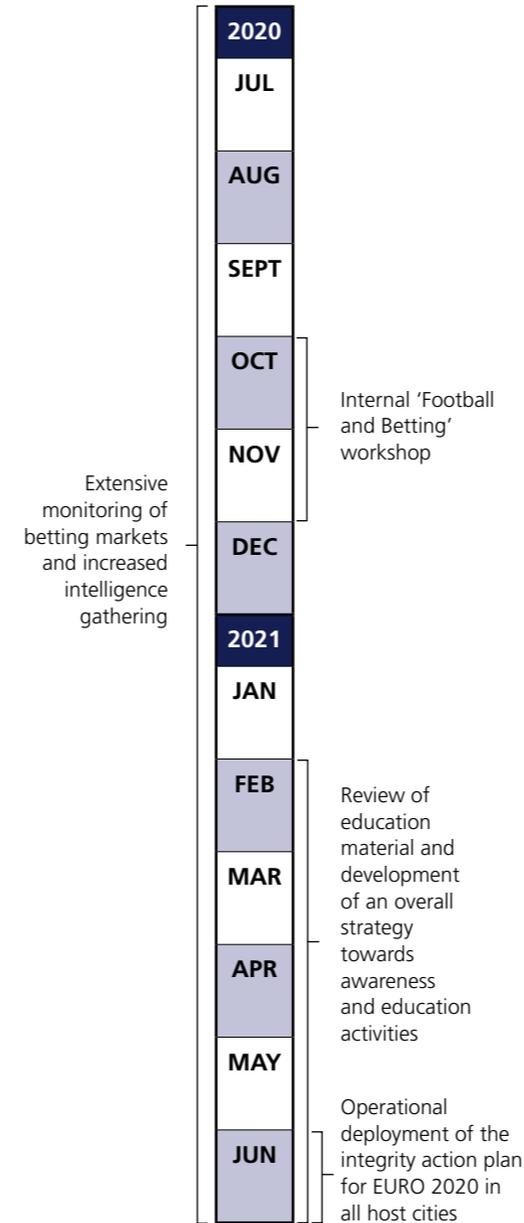
course featured presentations by sports integrity experts, group work and practical exercises, giving practitioners from national associations the knowledge and practical skills that they need to tackle match-fixing.

- The unit continues to provide key information to relevant authorities and national associations with a view to tackling match-fixing and dismantling criminal networks that target football players, referees and clubs.
- A player who was found to have contravened the UEFA Disciplinary Regulations in a match-fixing case is now taking part in educational campaigns and initiatives in cooperation with UEFA. His video testimony and first-hand experience are powerful tools in education sessions and make a big difference when it comes to reaching other players (particularly young players) who have the potential to become involved in match-fixing.

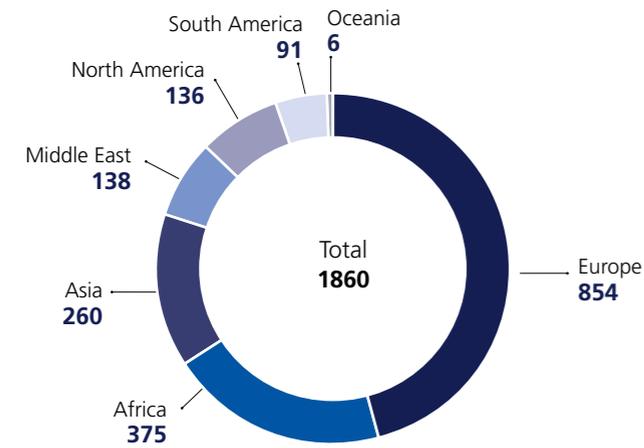
Key performance indicators⁶



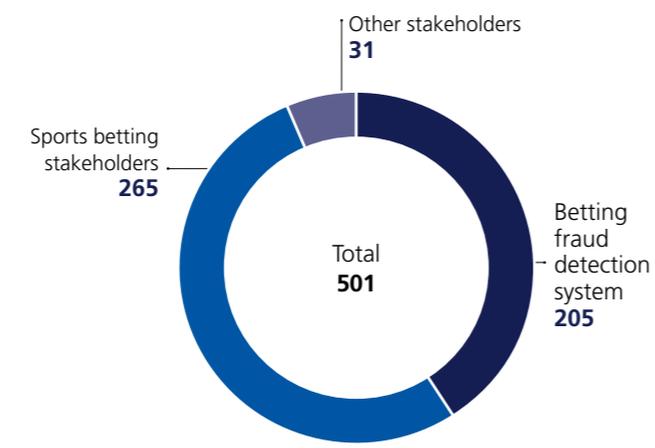
Planned activities



App downloads by region



Suspicious match alerts by partner



⁶ The KPIs for 2019/20 have been amended in line with changes within the unit.
⁷ This was far lower than the target figure on account of the COVID-19 pandemic.

Concluding remarks

“The integrity of European football competitions is a key concern and a major area of responsibility for UEFA. The fight against match-fixing is crucial in order to protect players, fans, other stakeholders and the beautiful game as a whole.”

Anti-match-fixing unit
 integrity@uefa.ch

Medical

Mission

The medical unit assists national associations and clubs with football medicine and sports science in order to safeguard and enhance players' physical and psychological well-being.

Objectives

Protect all players taking part in UEFA competitions by requiring pre-competition medical examinations and regulating medical services at matches.

Support the development of football medicine across Europe by running education and training programmes for medical professionals in all member associations.

Organise long-term injury studies for both men's and women's football, including the UEFA Elite Club Injury Study, in order to understand how and why injuries occur and promote the adoption of injury prevention strategies as a standard practice.

Organise and support research looking at key football-related medical issues.

Provide support and guidance to medical professionals working in football.



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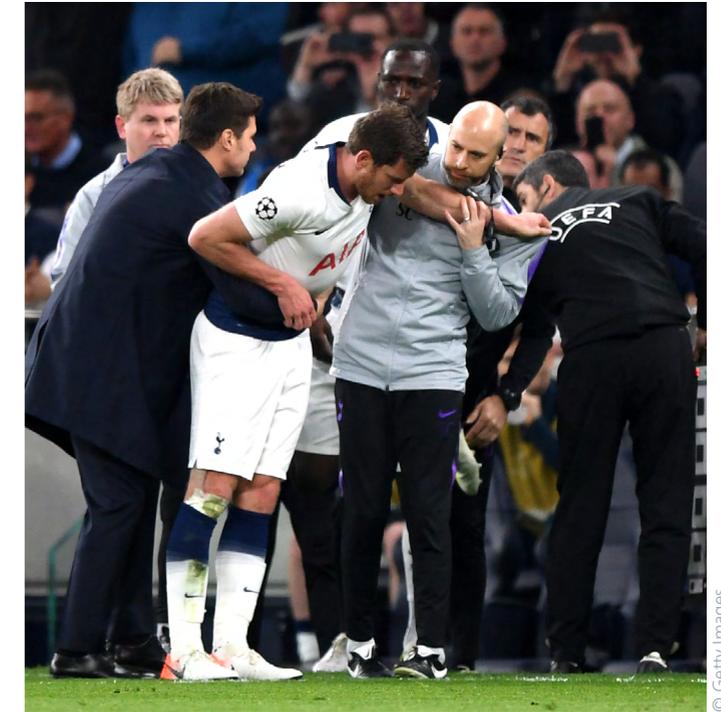
Highlight

In 2019/20, UEFA launched a concussion awareness campaign with the aim of educating players, coaches, referees, doctors and the general public about the issue of concussion in football. That campaign sought to improve concussion management and increase understanding of the issues surrounding concussions. The issue of concussion was raised within UEFA following several high-profile cases in major UEFA competitions.

The campaign used several educational tools, including a concussion awareness and procedure poster, which is now displayed in all dressing rooms, medical rooms and referees' rooms.

A medical video review system was set up for the finals of the UEFA Champions League, the UEFA Europa League, the UEFA Women's Champions League and the UEFA Nations League, as well as the UEFA Super Cup, allowing team doctors to review live match footage and assess potential concussion incidents. UEFA's Executive Committee has also raised this issue with FIFA and the IFAB, asking them to review the Laws of the Game and consider the introduction of appropriate measures (such as temporary replacements) in order to reduce the pressure on medical staff and give doctors more time to assess a potential concussion off the pitch, so that concussed players never return to the field of play.

⁸ The team doctor is the only person who can decide whether a player stays on the pitch or is substituted. The team doctor's decision should always be respected, even if the player or the coach believes that the player is fit to continue



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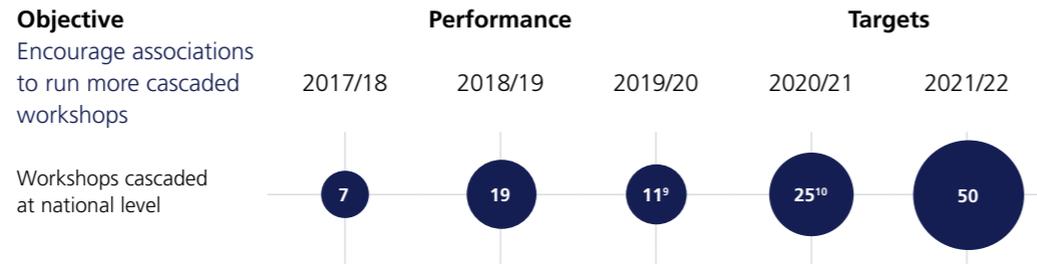
An educational video was also released in October 2019, aimed at players, coaches, referees and doctors, as well as the general public. The video focuses on three key issues, stressing the need to RECOGNISE and REPORT the injury and REMOVE the player:

- Players should RECOGNISE that a head injury has occurred.
- They must then REPORT the injury to the referee.
- The team doctor will then make an on-pitch assessment and decide whether the player is fit to play, but if the doctor has any doubts about consciousness or signs of concussion, they should REMOVE⁸ the player from the field of play.

Additional achievements

- A second UEFA Football Doctor Education Programme (FDEP) workshop on injury diagnosis and treatment was held in Clairefontaine, France, in September 2019.
- UEFA issued practical guidelines on heading the ball for young footballers, with the aim of safeguarding their health and ensuring their safety in both training and matches.
- As part of preparations for EURO 2020, UEFA collated and centralised the medical concepts for each of the 12 host cities, with a view to sharing them with the team doctors of the 24 participating teams.
- UEFA issued specific cascading and funding guidelines for UEFA HatTrick incentive payments in order to allow the 55 national associations to organise their own editions of the UEFA FDEP at national level.
- UEFA published a new version of its Medical Regulations in March 2020, including details of a new mandatory neurological screening requirement for UEFA's top competitions.
- Chief medical officers of participating EURO 2020 teams each produced a dedicated 'medical care concept' for their countries, based on medical requirements for the tournament.
- UEFA organised its first elite club injury study in women's football, in which 12 women's teams participated. They provided injury data for the whole 2018/19 season to help identify injury patterns, facilitate injury prevention and increase general knowledge of injuries in women's football. In May 2019, a post-season meeting was held to share the findings from the study.

Key performance indicators



⁹ Many of the planned workshops were cancelled owing to the COVID-19 pandemic.
¹⁰ These may be postponed or cancelled, depending on the COVID-19 situation.
¹¹ This may change, depending on the situation as regards COVID-19.

Planned activities



Concluding remarks

“ UEFA has delivered key messages in the area of football medicine with a view to safeguarding the health and well-being of players, especially as regards its concussion awareness campaign and its guidelines on heading the ball. The introduction of these two educational tools will hopefully further improve the safety of football players.”

Medical unit
 medical@uefa.ch

Anti-doping

SDGs 3, 8

Mission

The anti-doping unit delivers comprehensive testing programmes in cooperation with national anti-doping organisations (NADOs), as well as supporting anti-doping education programmes in order to increase footballers' awareness of the dangers and consequences of doping.

[UEFA.com/insideuefa/protecting-the-game/anti-doping](https://www.uefa.com/insideuefa/protecting-the-game/anti-doping)

Objectives

Train and manage a panel of doping control officers (DCOs) in order to deliver a high-quality testing programme.

Work with NADOs to ensure that comprehensive anti-doping programmes are in operation throughout European football.

Monitor anti-doping efforts at national level across Europe.

Develop biological passports for all players competing in UEFA competitions.

Produce anti-doping regulations for all UEFA competitions in compliance with the World Anti-Doping Code drawn up by the World Anti-Doping Agency (WADA).

Educate players, team doctors and support personnel on anti-doping matters.

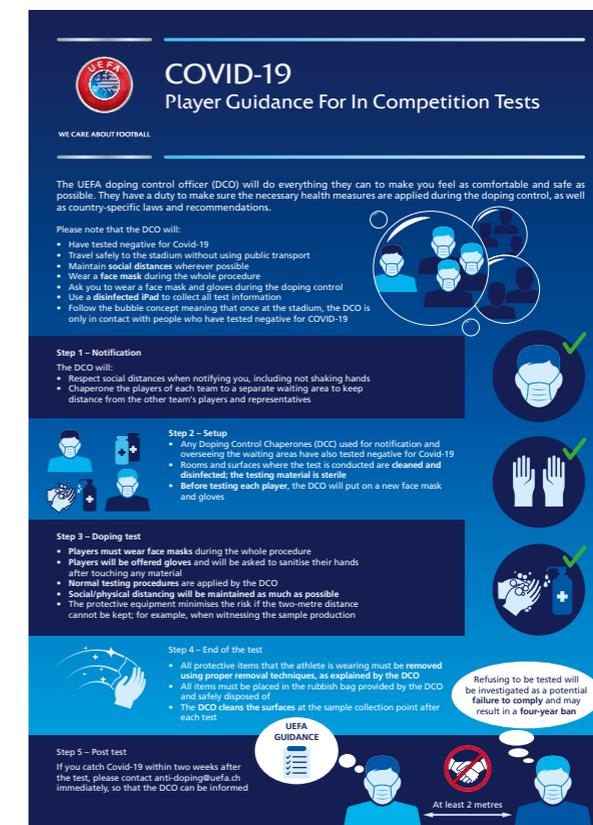


Highlight

In 2019/20, the main technological focus was on the development of UEFA's new whereabouts app, which is set to be released in September 2020 following testing. That app is designed to capture and help manage teams' whereabouts, allowing teams to manage player lists, create team activities (such as training sessions and matches) and submit their weekly whereabouts information to UEFA and their NADO. The main goal of this project is to create a tool that will help teams to manage their whereabouts information in an easy and efficient way.

The app, which will be used to share information between stakeholders and organise doping controls, benefits from its link to UEFA's TIME platform, which facilitates administrative tasks at club level.

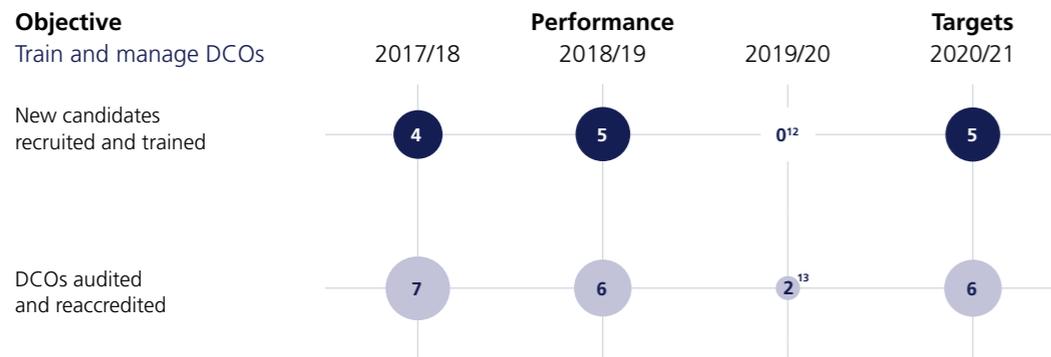
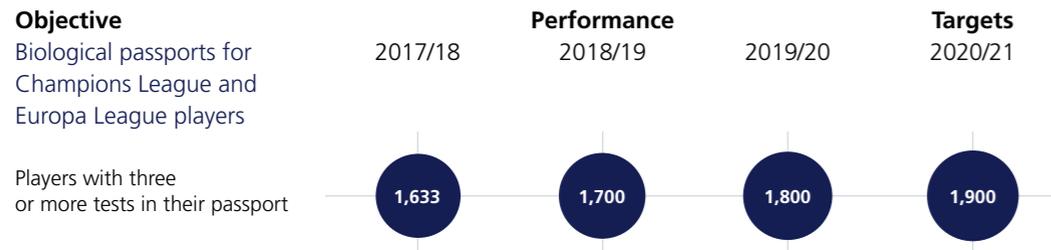
The app will initially be made available to UEFA Champions League teams. If that proves to be a success, it may then be rolled out to teams that reach the quarter-finals of the UEFA Europa League and teams which qualified to the EURO 2020 Final Tournament.



Main achievements

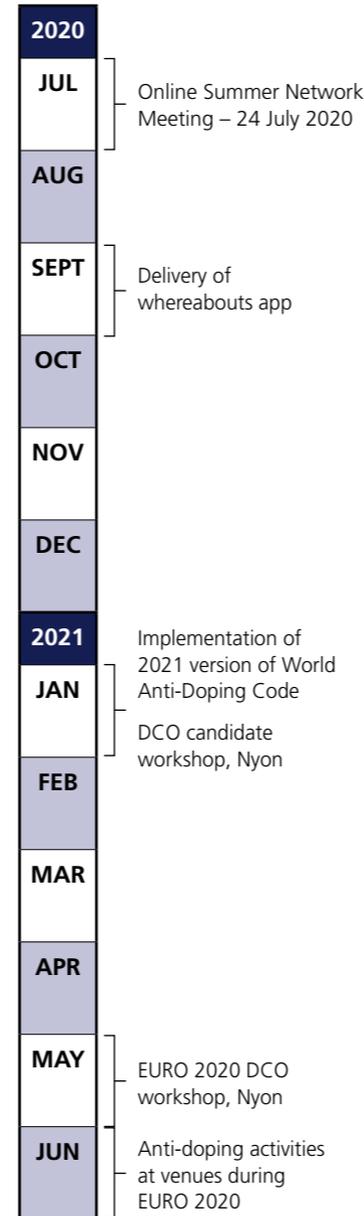
- A new COVID-19 testing procedure was implemented with additional sanitary precautions, and a leaflet on testing and safety was published for players.
- In-competition and out-of-competition testing procedures were developed, although testing was halted for several months on account of COVID-19.

Key performance indicators



¹² All DCO candidate workshops were cancelled on account of the COVID-19 pandemic.
¹³ Some DCO audits were cancelled on account of the COVID-19 pandemic.

Planned activities



Concluding remarks

“ The primary objective of the anti-doping unit during the COVID-19 pandemic is to adapt our procedures in order to ensure the safety of players, staff and DCOs. Every process has been reviewed and is in line with WADA’s sanitary recommendations and the Return To Play protocol.”

Anti-doping unit
antidoping@uefa.ch

Stadium and security strategy and development

SDGs 4, 16

Mission

The UEFA Stadium and Security Strategy and Development Programme aims to improve safety and security by combining strategic, tactical and operational considerations, applying a multi-agency approach and employing best practices.

[UEFA.com/insideuefa/protecting-the-game/security/index.html](https://uefa.com/insideuefa/protecting-the-game/security/index.html)

Objectives

Offer stadium and security strategy summits and masterclasses to individual national associations.

Offer joint training programmes for club and stadium safety and security officers and police commanders in individual countries.

Host the annual pan-European stadium and security conference; and organise pan-European expert seminars attended by representatives of all 55 national associations and their respective public authorities.

Develop action plans in cooperation with individual national associations seeking to implement the integrated approach to safety, security and service; and monitor progress using a national association dashboard.

Develop, maintain and disseminate a suite of knowledge products, training programmes and support services for all 55 national associations and other confederations.

Highlight

For the 18th consecutive season, the UEFA Stadium and Security Conference was the focal point of the stadium and security unit's year. That conference took place in September 2019 in Athens under the theme of 'Learning Together', with 360 participants coming together to review the 2018/19 season, reflect on the lessons learned and kick-start the safety and security planning for UEFA's main competitions in the 2019/20 season.

One particular area of focus at that conference was the issue of violence and disorder. Delegates voted on a large number of questions relating to that issue, with an overwhelming majority of participants (more than 85%) indicating that ineffective prosecution and punishment processes were an obstacle to tackling football violence and disorder across Europe. Effective exclusion of trouble-making fans was widely regarded as the single most important method of tackling the problem. There was also general agreement that governments and public authorities had to take the lead in order to ensure that bans were universal in scope.

85%

More than 85% of the 360 delegates polled felt that ineffective prosecution and punishment processes were an obstacle to tackling football violence and disorder across Europe.



“ This event is unique in bringing together clubs, police, national associations and other key partners. As we will see and hear shortly, stadium safety and security incidents continue despite our efforts. We are facing a more volatile stadium environment, which is of course a reflection of the more volatile world we live in. The best way for us to keep ahead of the game is to constantly learn from what is going on and apply those lessons to prevent future incidents. Let me encourage you to join me in learning together about solutions to the problems we all face.”

Theodore Theodoridis, UEFA general secretary, opening the 2019 UEFA Stadium and Security Conference



Additional achievements

- In support of national associations preparing to host future UEFA finals, the unit developed an intervention strategy, which guides future events.
- Activities continued as part of the Stadium and Security Strategy and Development Programme 2017-21. Joint training events for club security officers and police match commanders were held in Poland, Russia and Azerbaijan, and a pyrotechnics masterclass took place in North Macedonia.
- Under the leadership of Michael van Praag, chairman of the Stadium and Security Committee, the unit continued to tackle the issue of pyrotechnics. Michael was invited to address the European Club Association and secured club presidents' support for UEFA's efforts to promote its 'no safe use' message in European football grounds.
- In partnership with European experts, the unit developed a new National Football Police Training Programme, which was successfully delivered in both Turkey and Hungary. The Turkish police then took the course (including all of UEFA's materials) to all of the country's various regions.
- Anticipating changes to future working practices, the unit adapted its current strategic and tactical materials so as to be able to offer a toolbox of products and services which can be delivered either online, on site or on the job. New programmes were developed with a view to helping national associations to enhance operational readiness.

Key performance indicators¹⁴

Objective	2017/18	2018/19	2019/20
Offer stadium and security strategy summits to individual national associations			
Participants (representing national associations, police and governments)	225	n/a	n/a
Hold pan-European expert seminars on topical subjects			
Participants (representing national associations, police and governments)	300	200	0
Offer masterclasses on topical subjects			
Participants (security officers, SLOs and representatives of national associations, police, fire brigades, medical services, the judiciary and government ministries)	630	660	100
Offer joint training programmes for club and stadium safety and security officers and police commanders in cooperation with individual national associations			
Participants (security officers, SLOs and representatives of national associations, police, fire brigades, medical services, the judiciary and government ministries)	n/a	300	370 ¹⁵
Annual pan-European stadium and security conference			
Participants (security officers, police commanders, and representatives of national associations and the UEFA Stadium and Security Committee)	325	350	360
Develop, maintain and disseminate a suite of knowledge products, training programmes and support services			
Stewards attending 'train the trainer' events	n/a	228	11

¹⁴ Owing to the nature of this unit's work, events are constantly being planned in cooperation with authorities and national associations, and they are reported annually. Consequently, no targets are set for future seasons. It should also be noted that the COVID-19 pandemic affected the unit's work in 2019/20, resulting in fewer events and activities.

¹⁵ In 2019/20, programmes were organised in cooperation with the national associations of Poland, Russia and Azerbaijan.



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Planned activities

2020
JUL
AUG
SEPT
OCT
NOV
DEC
2021
JAN
FEB
MAR
APR
MAY
JUN

The planning of future events for targeted and prioritised national associations is currently under review. However, the monitoring of incidents continues and the sharing of information between clubs and public authorities is being facilitated.

Concluding remarks

“UEFA’s four-year Stadium and Security Strategy and Development Programme (2017/18–2020/21) is now moving into its final season, with years three and four being considerably disrupted by the pandemic. That work will therefore continue in subsequent years. The challenging political, economic and social environment across Europe will continue to be reflected in European football, and the programme’s work will help national associations to meet those demands.”

Stadium and security strategy and development programme

National Associations





Good Practice

Football Federation of Armenia



FFA Fan Dialogue

Challenge

In the past, some Armenian Premier League (APL) matches suffered from low attendance figures. The situation was exacerbated by the fact that many APL clubs did not have fan groups, meaning that there was very little dialogue with clubs, the league or the Football Federation of Armenia (FFA).

Goal

The goal of this project was to improve communication with fans through a process of democratic dialogue, in order to establish a meaningful relationship that could increase fans' loyalty to clubs and the league, while raising attendance levels at APL games.

Partners

- Three APL clubs: FC Pyunik, FC Urartu and FC Lori



© FFA

The Wow! factor

One of the positive spin-offs from improving dialogue between fans and the FFA was the establishment of a Supporters Football League – a first for Armenia. That competition shows fans that the FFA regards them as an important stakeholder in the game.

150

The new competition was contested over a period of more than one month, with about 150 fans participating. Matches took place in four stadiums across two cities.

What's next?

Following the success of the Supporters Football League, the FFA plans to organise an annual tournament for fans, involving teams representing all APL clubs, to be held in parallel with the APL season.

Link to good practice

[Supporters Football League 2019](#)

Link to related resources

[Football Federation of Armenia \(video\)](#)



© FFA

// The competition offered a great opportunity for us to come together as a fan group and strengthen our ties. On a footballing level, it had all the key ingredients: drama, dedication and emotion. It was football at its best."

Vahe Gasparyan,
participant in the Supporters Football League



Good Practice

Croatian Football Federation



Special Power League

Challenge

Children with disabilities do not often have access to sport or adequate opportunities to play it, which can cause them to be excluded from society and prevented from interacting with others.

Goal

The primary aim of this project was to improve awareness of – and the approach to – disability football in Croatia, using sport to help children with learning or physical disabilities (as well as other socially disadvantaged children) to integrate into society.

Partners

- Health Life Academy
- Former Croatian president Kolinda Grabar-Kitarović
- Five first division clubs: GNK Dinamo Zagreb, NK Istra 1961, NK Osijek, NK Slaven Koprivnica and HNK Hajduk Split
- One second division club: NK Međimurje Čakovec
- Three technical partners:
 - Regional upbringing and education centres
 - Mateo Kovačić Foundation
 - SILab Association
 - smaller foundations/organisations

The Wow! factor

Each club has the task of establishing a section for children with disabilities, using a manual on working with children with disabilities. Coaches from the clubs work hand in hand with partners from education centres, as well as external

professionals with experience of working with children. Having the chance to play in official club kit means a great deal to the children taking part, so every tournament is held in high regard.

This project focuses on achieving positive changes that reinforce the importance of physical education, fostering the physical development of all school-age children.

What's next?

This initiative will continue in future seasons, with four annual tournaments being added, children's football sessions taking place at other clubs, and the manual on working with children with disabilities being finalised. Project partners will also seek to involve more clubs and sponsors in the initiative, as well as encouraging and rewarding volunteers who are already involved. Ultimately, however, the future evolution of the project will be dependent on the COVID-19 situation in Croatia.

Links to good practice

[Special Power League – Promotional video](#) (in Croatian)

[Special Power League – Turnir u Osijeku](#) (in Croatian)

[Special Power League – Osijek](#) (in Croatian)

Links to related resources

[Special Power League: PROJEKT ZA DJECU S TEŠKOĆAMA U RAZVOJU](#) (in Croatian)

[ODRŽAN TURNIR ZA DJECU S TEŠKOĆAMA U RAZVOJU](#) (in Croatian)

[Health Life Academy](#)

[SILab Association](#)

[UEFA Grassroots Award: Best Disability Initiative in 2020](#)



“If we want to be a more civilised society without any prejudices or limitations, we must take action and dedicate ourselves to the development of sports, individual citizens and society as a whole. Using football as a tool (clubs, players, coaches, etc.), we can work on the development of skills, knowledge, fair play, teamwork and self-discipline, as well as fostering inclusion within society.”

Croatian Football Federation



Good Practice

Faroe Islands Football Association



Football for Health

Challenge

Health issues involving high blood pressure, high cholesterol, low bone density, muscle imbalances, poor fitness and obesity all lead to increased health risks, particularly in the 40+ age group.

Goal

To improve public health through targeted intervention in the area of football fitness, with a focus on those in the 40+ age group (particularly women).

Partners

- Health and fitness instructors
- Centre of Health Sciences, University of the Faroe Islands
- The Faroese Public Health Counsel

The Wow! factor

This project involves a range of different stakeholders (including local football clubs, health and fitness instructors, and scientific researchers) working together to help boost the physical and mental health of people over the age of 40, with benefits resulting from both physical activity and social interaction. Most of the participants were women who had never played football before.

Studies and research have confirmed that recreational football can be used as a tool for the prevention and treatment of various non-communicable diseases and as an effective broad-spectrum prevention, treatment and rehabilitation strategy for a wide range of patient groups.

What's next?

The COVID-19 pandemic has had a significant impact on the Football for Health project, with various activities being cancelled in the 2019/20 season because of restrictions imposed by local authorities. Consequently, the first objective in the forthcoming 2020/21 season will be to get the project back to the level it was at in 2019, before focusing on taking the project forward. Once it has reached that stage, the goal will be to work with smaller municipalities on rolling the project out in areas with no organised football.

Link to good practice

[Facebook page – Heilsufótbóltur í Føroyum](#) (in Faroese)

Link to related resources

[Folkaheilsa website](#)



Research has shown that small-sided football is an intense, versatile combination of strength, endurance and aerobic high-intensity interval training, and that twice-weekly one-hour sessions can be used for prevention, treatment or rehabilitation with non-communicable diseases such as hypertension, type 2 diabetes, osteopenia and prostate cancer.”

Magni Mohr, chairman of the Faroese council for public health



Good Practice

Liechtenstein Football Association



Respect for the Environment

Challenge

With climate change becoming an ever more pressing subject around the world, it is important that people and organisations look for solutions with a view to minimising their environmental footprint.

Goal

To make the Liechtenstein Football Association a role model in the area of climate action by promoting the careful use of environmental resources, reducing water consumption, providing match tickets that include the use of public transport, recycling all waste at football matches, and using energy from renewable sources whenever possible (including the use of a photovoltaic system to compensate for non-renewable energy used).

Partners

- Municipality of Vaduz

The Wow! factor

The Liechtenstein Football Association worked with experts to identify areas where renewable and sustainable materials could be used in place of less environmentally friendly options. By purchasing local products, the association reduced the impact of transport, and by recycling and reusing existing materials, it increased the potential life cycle of those materials. In addition, the association's new pitch heating system offers a number of advantages from an environmental perspective, such as protection of the ground water from anti-freeze and greater control over energy consumption through the ability to divide the pitch into different heating zones.

Following the municipality's decision to use a pitch heating system, the association worked with experts in the planning process to ensure that the system in question was as energy neutral as possible, ultimately ensuring that at least 60% of all energy consumed was recovered through compensation measures.

What's next?

The association will continue to work with experts to find areas where it can reduce its environmental impact, placing particular emphasis on water efficiency, and will draw up an action plan for the future.

“The Liechtenstein Football Association is proud that, in cooperation with the stadium's owner (the municipality of Vaduz), it is making a major contribution to the further improvement of the Rheinpark Stadion in terms of the ecological impact of the facility. The association is fully aware of football's responsibility to society as a whole and is committed to increasing environmental awareness.”

Peter Jehle, general secretary, Liechtenstein Football Association



© Florian Hepberger



Good Practice

Scottish Football Association



Youth Ambassadors of Change

Challenge

Under the [UN Convention on the Rights of the Child](#), children have the right to have a say in matters that affect them and for those views to be taken seriously by decision-makers. If football is to be a safe place and as enjoyable as possible, there needs to be a culture in which children are encouraged to share their thoughts and experiences, and value needs to be attributed to their thoughts within football.

Goal

The goal of this project is to establish and run a Youth Congress representing young Scots' interests and opinions on football, creating a system whereby children and young people can have a real impact on the running of football in Scotland. The Scottish FA will thereby begin to create a culture in which children's views are more respected and valued at all levels of the game.

Partners

- Youth Ambassadors of Change
- Scottish FA staff
- Member clubs
- Referees associations

The Wow! factor

The Youth Ambassadors represent the many different ways in which young people engage with football, whether as players, coaches, referees, supporters, gamers, social media

consumers, etc. The Youth Ambassadors programme empowers young people to participate in matters that affect them. For example, in 2019 the Youth Ambassadors campaigned and worked with staff on the issue of menstruation products, with the result that the Scottish FA became the first national association in the world to make those products freely available for staff, visitors and fans at its national stadium. The Youth Ambassadors have also contributed to the Scottish FA's communication plans, its new girls and women's football strategy, and its work supporting mental health. In addition, a Youth Referee Ambassador Committee has been established to support young referees and help them to get the most out of their experiences.

There are currently 18 Youth Ambassadors of Change from across the game, who represent and champion the views and voices of young people.

What's next?

The Scottish FA and the Youth Ambassadors of Change will continue to work together to promote the views of young people in the game. The current class of ambassadors will graduate from their roles in June 2021, and a new group will be recruited.

Link to good practice

[Youth Ambassadors of Change](#)

Links to related resources

[Youth Ambassadors of Change programme](#)

[Youth Ambassadors of Change \(video\)](#)

[Hampden to offer free sanitary products to help tackle period dignity](#)

[Hey Girls UK \(Twitter post\)](#)

[Rangers FC \(Twitter post\)](#)

[Dunfermline Athletic FC \(Twitter post\)](#)



“The Youth Ambassadors programme has given me the opportunity to make a real difference on an issue that I am passionate about. Young people are supported and encouraged to make their voices heard, and our views are consistently taken into account by those in decision-making roles.”

Anna O'Donnell, Youth Ambassador of Change

Refugee Grant Scheme

The UEFA Refugee Grant Scheme aims to help national associations with funding for refugee-related projects that use the power of football to bring people together, foster mutual understanding and break down prejudice.

Though the massive and unprecedented movement of refugees into and within Europe has started to slow in recent years, the refugee population within Europe remains marginalised and vulnerable. As those individuals attempt to begin rebuilding their lives in new locations, many are still stuck in camps, with no idea when – or, indeed, if – they will be invited into European communities. For those who have already begun the process of integrating and learning about their new community's culture and language, they are embarking on that adjustment while still living with and working through the emotional and physical trauma of the events that have led to their current situation.

UEFA remains committed to supporting the inclusion and integration of refugees, providing funding through dedicated national association projects. Football, and sport in general, can really help to bring communities together, bridging cultural gaps and providing a common and universal language that can be understood and enjoyed by all. Through football, refugees and host communities have the opportunity to learn about each other, build connections and overcome prejudices.

Chosen for their innovative and effective ideas, the six projects that were awarded funding under the UEFA Refugee Grant Scheme in 2019/20 were:

- Bosnia and Herzegovina – Social Integration through Football
- Greece – Social Integration of Children
- Iceland – Football for Refugees/Asylum Seekers
- Romania – Football 4 Refugees
- Sweden – One Step Forward
- Turkey – Friendship of Football





Good Practice

Royal Netherlands Football Association



A 2018/19 UEFA Refugee Grant Scheme Winner

Royal Netherlands Football Association (KNVB) Refugee Team

Challenge

With many refugee-related football projects, the primary focus is on getting refugees to join local clubs and supporting integration. The KNVB believes that this is a good first step in the integration process, but that football can do more for refugees.

Goal

The KNVB sought to highlight the problem of high unemployment among refugees and use professional football clubs to help with the integration process.

Stakeholders and partners

- Refugee Team – social enterprise
- Regional municipalities
- Language schools
- Educational institutions
- Dutch professional football clubs

The Wow! factor

The KNVB Refugee Team members work as volunteers at all professional football organisations in the Dutch province of North Brabant. Through those volunteering opportunities, refugees are able to experience and participate in Dutch society, gain useful work experience and make contacts. At the same time, local businesses with links to those professional football organisations (such as sponsors, suppliers and business partners) help team members to find jobs.

The KNVB believes that grassroots clubs can also play a key role in promoting integration. Dutch grassroots clubs have more than a million members, with thousands of people visiting their favourite local club every weekend. Fans are proud of their clubs and cities, and that represents a key part of their identity. For refugees, getting access to the local football club is a way of becoming part of that community.

Football can be a unifying force when it comes to integration, acting as a universal language that brings people together.

Of the regular 21 refugee participants in the Refugee Team, three were guided to a paid jobs or internships, four entered into study programmes, and five found structural work experience placements.



What's next?

As the project develops further, the KNVB will work with potential employers to create and advertise job opportunities for refugees. It will continue to find placements for refugees, as well as expanding its network of volunteers and volunteering opportunities.

Related resources

[KNVB](#)

[Voetbal](#)

[Refugee Team](#)

“ I met a lot of new people, since I started volunteering at PSV. With one guy I will have dinner soon and another guy will support me with writing a good application letter next week.”

Mahdi Khalaf, PSV Eindhoven



FSR Portfolio Partners



Diversity and inclusion



Fare network



SDGs 5, 10, 13

Mission

The Fare network involves NGOs, minority groups, grassroots organisations and the professional football industry working together in a joint effort to celebrate diversity and combat racism, homophobia, sexism and other forms of discrimination at all levels of the game.

farenet.org

Objectives

Tackle discrimination of all kinds at all levels of football in Europe and encourage diversity in the football industry.

Use the power of football to explore and raise awareness of solutions to discrimination and exclusion.

Empower and represent groups that are marginalised and suffer discrimination.



©Fare and Lupi Roma Outsport

Highlight

The FootballPeople weeks are the largest social change and diversity event in the football calendar, being celebrated in more than 60 countries. The 2019 event saw around 1,500 activities organised across Europe and Beyond with over 163,000 people participating, including more than 2,000 refugees and asylum seekers. 15,000 people took part in grassroots training sessions, games and tournaments and Fare awarded grants for 89 activities.

The FootballPeople weeks are a global initiative and are open to everyone across all

levels of football, with participants including national associations, football clubs, supporters groups, ethnic minority groups, LGBT+ groups, women's groups, football activists, educational institutions and other NGOs.

Those participants are all united in their love of the game and their belief that football belongs to everyone and can be used to effect positive changes. Different types of activity are organised in order to campaign for social change and create opportunities for marginalised communities to participate in football, with events including conferences, anti-racism film festivals and photo exhibitions, fan choreographies and panel discussions.

The FootballPeople weeks are supported by UEFA through its men's and women's Champions Leagues, the Europa League and the EURO 2020 qualifiers. In 2019, nearly 200 professional clubs, 56 national associations and 16 leagues and players' unions participated in the FootballPeople weeks.

“The FootballPeople weeks are very valuable in standing up for equality and showing solidarity through action as part of a global campaign. The League of Tolerance organised a courageous #FootballForShe national conference in 2019, with over 150 female players, coaches and managers coming together to show that they are visible and have the potential to be successful in the football environment in Ukraine. The FootballPeople weeks are a great way of creating more inclusive opportunities for girls and women to play and enjoy their favourite sport, and we will use it to continue to fight for gender equality in our communities.”

Nastya Vasylyshyn, youth football coach, League of Tolerance

Additional achievements

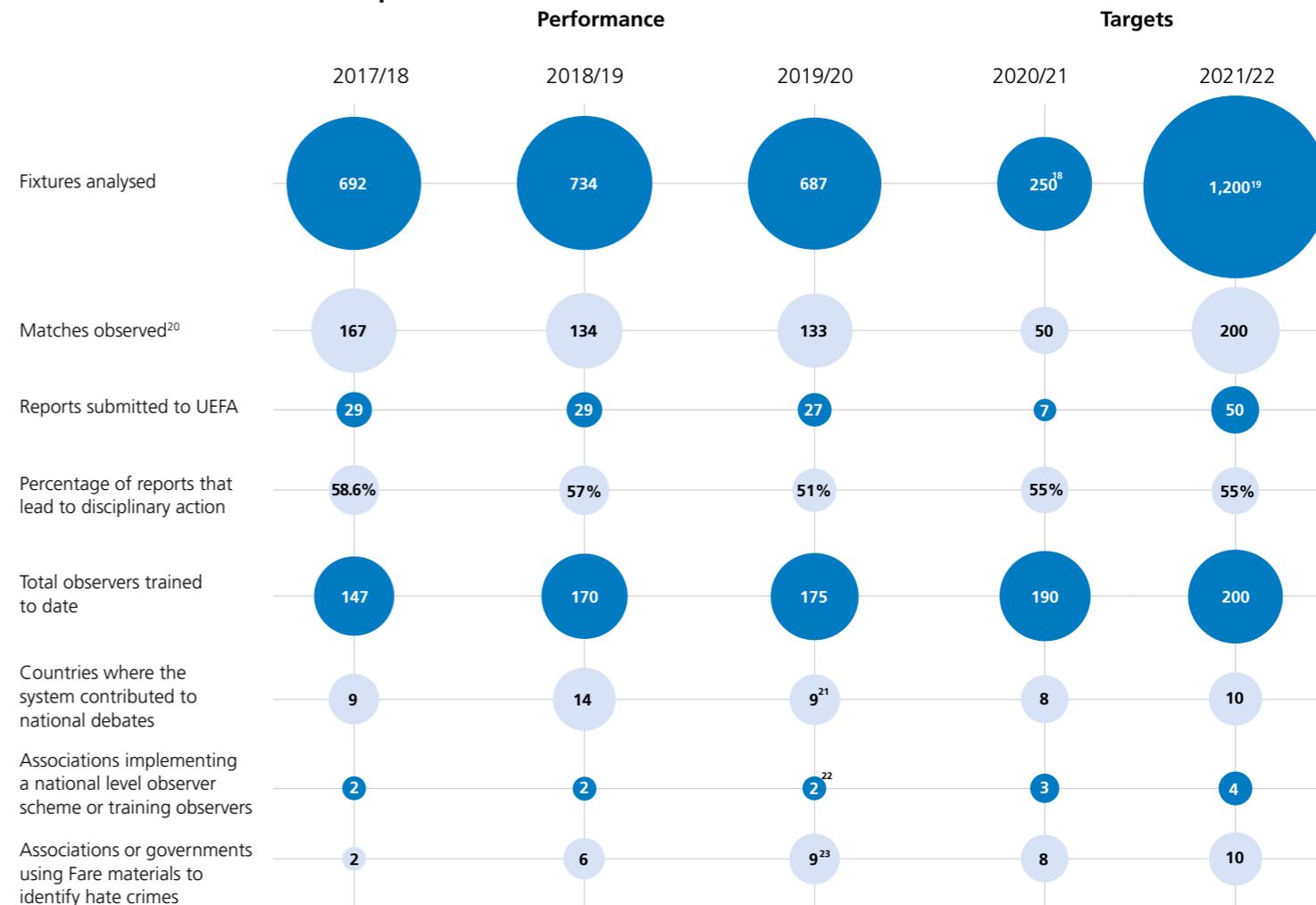
- Fare, as part of the Football Including Refugees in Europe (FIRE) project, organised four pilot interventions in cooperation with the Scottish Football Association, the Royal Belgian Football Association, the Romanian Football Federation and the LaLiga Foundation. Participating organisations received funding and organised activities.¹⁶ Fare produced a report on those pilot interventions, which was published on 20 June 2020 – World Refugee Day.
- A research study looking at how best to include refugee women in sport was conducted as part of the REfugee Women INclusion through Sports (REWINS) project, summarising data and best practices gathered in Greece, Denmark and Italy. REWINS is an EU-funded project aimed at promoting positive attitudes towards refugee women in the field of sport.
- In February 2020, Fare marked Football v Homophobia month by providing 26 grants in 20 countries across Europe in support of activities challenging homophobia and improving access to and participation in the game for members of the LGBT+ community.
- Six Fare members in eastern Europe were awarded grants in order to run projects addressing ongoing issues of racism, anti-Semitism and homophobia. Some of the funding for those projects came from Fare’s partnership with Chelsea FC’s Final Whistle on Hate initiative.¹⁷
- Two online events were organised during the global lockdown as part of Fare’s ongoing commitment to the empowerment of ethnic minority women in football. The first event was a session aimed at examining the disproportionate impact that the pandemic



©Fare and GAD Khalsa Sports Club

was having on ethnic minority women and looking at how best to support one another in order to overcome the associated challenges. The second event was an online Q&A session with PSG and Danish international forward Nadia Nadim, discussing women, refugees, racism, Islam and athlete activism within football.

Observer scheme at club competitions



¹⁶ Over 1,000 people participated in each of those activities, with refugees accounting for 34% of all participants.
¹⁷ Those projects were initially intended to run for six months, up to December 2020, but the programme is likely to be extended into 2021 as a result of the COVID-19 pandemic.
¹⁸ A significant number of matches will be played behind closed doors in 2020/21 on account of the COVID-19 pandemic.
¹⁹ A new UEFA club competition is due to start in 2021/22 – the UEFA Europa Conference League.
²⁰ These are matches that are observed in person.
²¹ Bulgaria, Slovakia, Hungary, Romania, Serbia, Georgia, Italy, Scotland and Montenegro.
²² Russia and Italy.
²³ Hungary, Russia, Ukraine, Slovakia, Romania, Croatia, Italy, Germany and Bulgaria. However, all member associations and all clubs participating in the Champions League and the Europa League are known to use the Fare Guide to Discriminatory Signs and Symbols in European Football.

Key performance indicators

() Brackets indicate the number of national associations/organisations/groups in the overall figure that are located in eastern Europe²⁴

Objective	Performance				Targets
	2017/18	2018/19	2019/20	2020/21	2021/22
Tackle discrimination of all kinds at all evels					
Associations represented in seminars or round tables organised or co-hosted by Fare	6(2)	9 ²⁵ (2)	9(1)	10(3)	11(5)
UEFA and national association diversity and inclusion events involving Fare	3	7	7	5	7
Events held in cooperation with EU, Council of Europe or UN bodiess	1	2	3	3	3

Objective	Performance				Targets
	2017/18	2018/19	2019/20	2020/21	2021/22
Football as a tool for social inclusion and integration					
People directly involved in FootballPeople weeks	114,000	160,000	163,000	160,000	170,000
Organisations involved in FootballPeople weeks	1,015 (264)	760 (200)	650 (153)	700 (160)	750 (180)
Mentions of FootballPeople weeks on social media ²⁶	546,137	655,365	670,000	685,000	700,000
People reached via website and social media ²⁷	19,156	21,664	22,500	23,500	24,000
Good practices shared through communication channels	23	40	49	55	60
Educational organisations participating in the FootballPeople weeks campaign	164	203 ²⁸	125	150	200

Objective	Performance				Targets
	2017/18	2018/19	2019/20	2020/21	2021/22
Build capacity in grassroots and national groups					
Groups consulted	31 (15)	55 (25)	60 (20)	65 (25)	70 (28)
Total grants awarded by Fare since 2012/13	1,375	1,626	1,881	2,110	2,350
Ethnic minority, LGBT+ and women's groups worked with	66 (25)	78 (25)	80 (25)	85 (30)	90 (35)

Planned activities

2020	
JUL	
AUG	Black Lives Matter in Football ²⁹ events
SEPT	
OCT	FootballPeople weeks – 8 to 22 October 2020
NOV	
DEC	
2021	
JAN	Football v Homophobia month of action
FEB	
MAR	
APR	
MAY	
JUN	Diversity Houses ³¹ in three host cities at EURO 2020

Publication of European Football Governance Index Report³⁰

Ethnic minority women's round table



Concluding remarks

“ We believe that we have developed the tools and ideas we need to meet the demands of 2020 and beyond, and to develop the movement we have created. It will be important moving forward that society and the football industry face up to the issues that have been given added focus by the Black Lives Matter movement and the loud call for greater gender equality across Europe. The resources to deliver genuine diversity and equality are available, and we very much hope that the industry will use them and meet the challenges head on.”

Piara Powar, executive director, Fare network

²⁴ Fare's Eastern European Development Project (<https://farenet.org/campaigns/eastern-european-development-project>) means that it makes sense to distinguish between Eastern Europe and other parts of the continent.
²⁵ Nine with the regular Fare programme; 54 in total because of the #EqualGame conference.
²⁶ Total mentions on Facebook, Instagram and Twitter.
²⁷ Facebook, Instagram and Twitter.
²⁸ In 2018, Fare launched the FootballPeople weeks educational toolkit.
²⁹ Black Lives Matter in Football is a grant scheme launched by Fare in July 2020, which will support organisations (and groups of individuals) who wish to explore the themes of #BlackLivesMatter through football.
³⁰ This report will explore the extent to which ethnic minorities and women are represented at senior management level in European football.
³¹ Fare Diversity Houses are free and open places that celebrate diversity and explore the people and movements that have achieved positive changes in and through football. This unique concept uses mass-participation sporting events as a platform for exploring social issues. Fare plans to set up these open spaces in London, Amsterdam and St Petersburg. Each house will have a dedicated programme of events organised by local and international civil society groups on the subject of football and discrimination.

Good Practice

Series of online events

Objective

To develop a series of online events in order to stay in touch with our members and continue discussions and some activities during the COVID-19 lockdown period.

The Wow! factor

In April 2020, Fare conducted a survey in order to better understand how the pandemic was affecting members' organisations, their work and the communities they worked with. Feedback from that survey indicated that, for our members, there was a critical need to carry on working within their respective communities during the pandemic. Against that background, Fare supported its members and its network at large by organising a series of online events, which not only provided thought-provoking content, but also fostered personal connections by providing space for discussion and helping them to grow their communities.

Fare used the shift online to open its community up to a wider audience, encouraging the Ethnic Minority Women's Group to 'bring a friend' to online sessions in order to expand an under-represented network and enable more people to engage in in-depth explorations of topics such as Black Lives Matter, athlete activism, refugees and sexism within football.

Stakeholders and partners

- Panellists Nadia Nadim and Carrie Dunn
- Panellists from the German Football Association, the Austrian Football Association, the Swiss Football Association, Aston Villa FC and FIFPro
- Fare members – audience and participants

50

The online sessions brought together 50 organisations from 15 different countries, who came together to discuss the challenges they faced during and after the pandemic and talk about how we can all support one another in overcoming such hurdles – both in and through football.

Links to good practice

[Zuleikha Chikh Twitter post – 25 June 2020](#)

[Haifa Tlili Twitter post – 25 June 2020](#)

[Shireen Ahmed Twitter post – 25 June 2020](#)

[MSA Twitter post – 25 June 2020](#)

Link to related resources

[Returning Stronger: The future of women's football](#)



“I know you [the Ethnic Minority Women's Group] are all strong women, and the fighting and work you are doing is not just for you, but for future generations. That is the greatest motivation to keep doing what you're doing and changing the game.”

Nadia Nadim, professional footballer

Fare network

Never Again Association (NAA)



Mission

The NAA promotes multicultural understanding and contributes to the development of democratic civil society in central and eastern Europe.

neveragainassociation.org

Objectives

Teach young people to reject racial and ethnic prejudice through educational and cultural events with anti-racism and anti-discrimination messages.

Publish and distribute educational materials on issues such as racism, anti-Semitism, xenophobia and discrimination.

Monitor and document instances of hate speech, discrimination and hate crime inside and outside stadiums.

Take part in public debates to promote respect for diversity.



Highlight

In 2019, students at the Centre for Continuous Learning at the prison in the town of Czarne, Poland, organised, in cooperation with the NAA, three anti-racism exhibitions featuring posters, photos and other materials.

One exhibition covered the issue of prejudice in sport and included posters, leaflets and other materials about the struggle against racism and prejudice in and through football. Another took place on 9 November 2019, the 81st anniversary of Kristallnacht (an anti-Semitic pogrom in Nazi Germany), which is now the International Day Against Fascism and Anti-Semitism.

In a thank you letter to the NAA, Michal, an inmate, wrote: "We say NO to confusing nationalism with patriotism in any manner!" This was the first such project at the prison and, according to Michal, was greatly appreciated by inmates.

Over the years, the NAA has implemented numerous initiatives promoting diversity and respect in cooperation with prison staff and inmates. The aim of such educational activities is to promote positive societal values among inmates and young people at risk of marginalisation.

Additional achievements³²

- The NAA published two special reports in 2020. The first, 'The Virus of Hate',

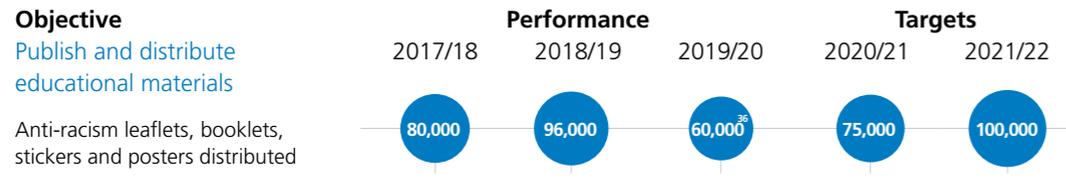
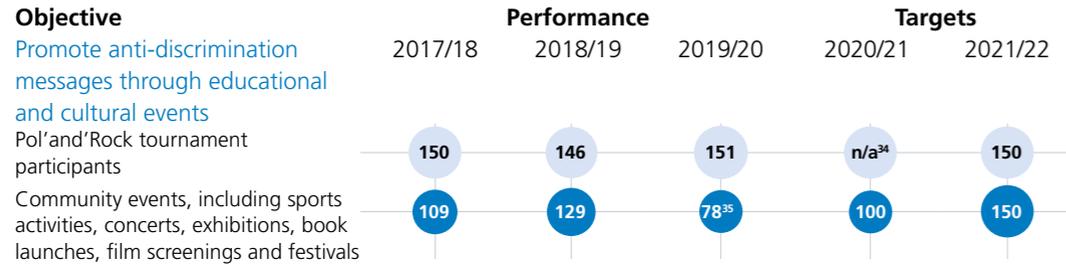
documented xenophobia during the COVID-19 pandemic, with examples from the world of sport. The second, Racism Returns to the Stadiums, documented support for Janusz Waluś³³ in the form of banners and slogans displayed in football stadiums.

- Educational and cultural events with anti-racism and anti-discrimination messages were co-organised and promoted, including sports activities, concerts, exhibitions, book launches, film screenings and festivals. In addition to the events' participants, a much larger audience was reached through media reports on those events. Some events were cancelled as a result of the pandemic, but others continued as online activities.
- A large number of educational materials (including anti-racism leaflets, booklets, stickers and other materials) were published and distributed at numerous events. The target group for the distribution of those materials included young football fans, as well as participants at festivals and other cultural events.
- The NAA monitored and documented instances of hate speech and hate crime inside and outside stadiums, in cooperation with its network of local correspondents, journalists and football stakeholders. In addition to eyewitness accounts, social media posts and far-right publications were also monitored. Incidents were documented in the Brown Book (a registry of hate crimes), with information made available to interested media organisations and stakeholders.
- The NAA continued to participate in public debates and promote anti-discrimination messages. The association was consulted and quoted by numerous local, national and international media organisations, and its own social media presence also grew.

³² The NAA believes that one important feature of its activities is that they are of an ongoing nature, spanning many years. As a result, it carries out some of the same activities each year, which can be seen in several of its main achievements.

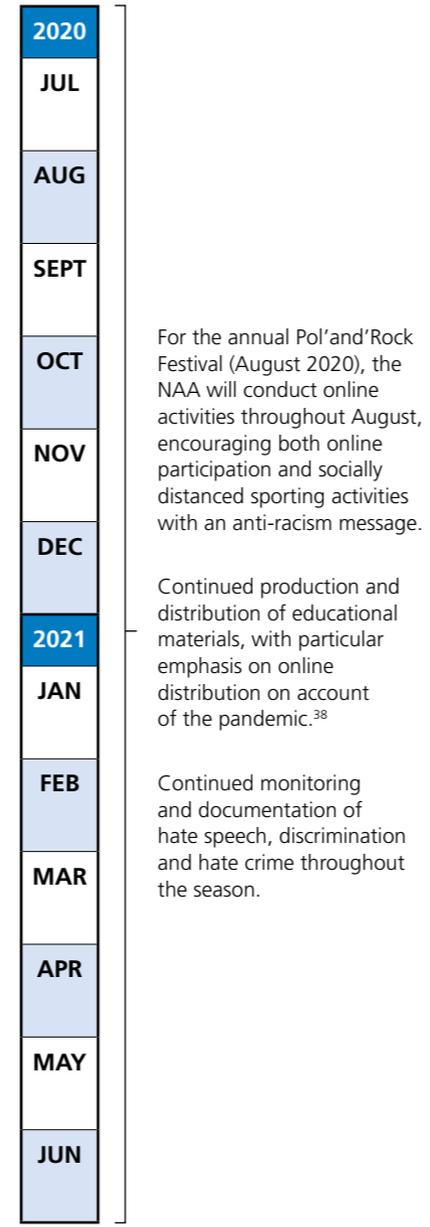
³³ Polish-born Janusz Waluś is serving a life sentence in South Africa for the racially motivated assassination of Chris Hani, general secretary of the South African Communist Party.

Key performance indicators



³⁴ Owing to the COVID-19 pandemic, this event will primarily take the form of online music activities. In addition to online activities, a record will be produced.
³⁵ Some of the planned events were cancelled, postponed or moved online on account of the COVID-19 pandemic.
³⁶ This figure was lower than expected as a result of the effects of the COVID-19 pandemic.
³⁷ This figure was lower than expected for two reasons: first, the COVID-19 pandemic dominated news coverage and football was suspended; and second, political control of Polish state radio and TV meant that the NAA had limited access to those media channels.
³⁸ In addition, the NAA is also actively working on a strategy to minimise waste caused by the materials that it distributes. In the 2019/20 season (as in previous seasons), it exercised care when distributing its materials and made a point of minimising litter.

Planned activities



Concluding remarks

“The NAA is determined to continue and expand its work tackling the twin scourges of racism and xenophobia, both in football and beyond.”

Rafał Pankowski, NAA
 rafal@neveragainassociation.org

Fare network

Israel Football Association and New Israel Fund – Kick It Out Israel³⁹



Mission

The Kick It Out (KIO) Israel project seeks to combat racism, sexism, homophobia and all other forms of discrimination in football, promoting peaceful coexistence, sharing of society and equal opportunities, regardless of race, religion, gender or sexual orientation.

nif.org

Objectives

Combat, reduce and eventually eliminate racism, incitement, violence and all other forms of discrimination, including sexism and homophobia, at football matches and online.

Conduct an effective campaign aimed at combating racism and promoting inclusivity through the involvement of star players (the Team for Social Responsibility), who act as positive role models and use their celebrity status to set trends.

Actively monitor racist comments by fans and promote KIO's values on social media platforms.

Highlight

The Israel Jewish-Arab Girls' Team of Equals is made up of 30 seventh and eighth grade girls from two Jerusalem teams (Hapoel Katamon and the Arab Football Academy of Beit Safafa) and is the only programme in Israel that brings together Arab and Jewish girls.

After a successful pilot in 2018/19, this breakthrough programme moved up a gear in 2019/20, with a range of showcase events, in addition to coaching sessions. The programme was launched during Fare's FootballPeople weeks in October 2019. A major open day event was held for the media on International Women's Day in early March 2020, at which KIO Israel's work promoting women's football was also emphasised.

The Team of Equals is the female version of a successful boys' programme that has been operating in Jerusalem for more than five years. The programme is unique in that it encourages equal use of the Hebrew and Arabic languages, with Jewish, Arab and bilingual coaches. The participants' Jewish and Arab families are also heavily involved in the programme, getting to know each other socially and celebrating each other's holidays and events.

Without the good relationships and trust that have been established by the boys' programme over the years, it is unlikely that it would have been possible to launch a girls' programme in communities that have not traditionally seen the importance of women participating in activities outside of the home (both in the field of sport and in other areas of life).

Additional achievements

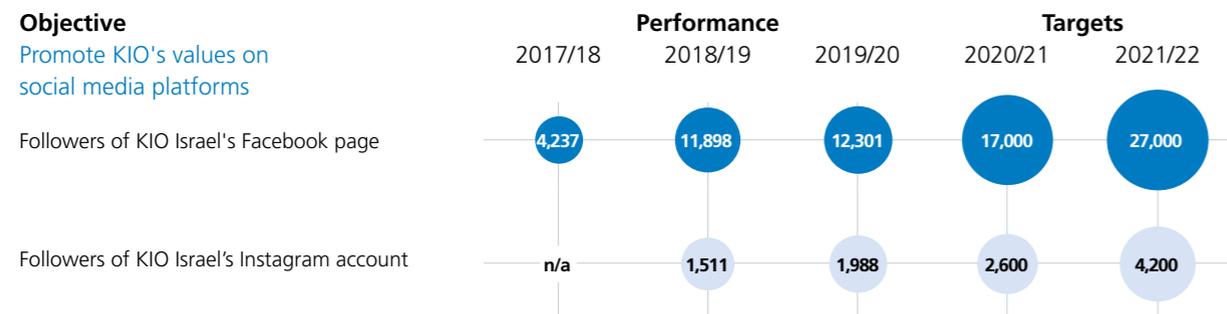
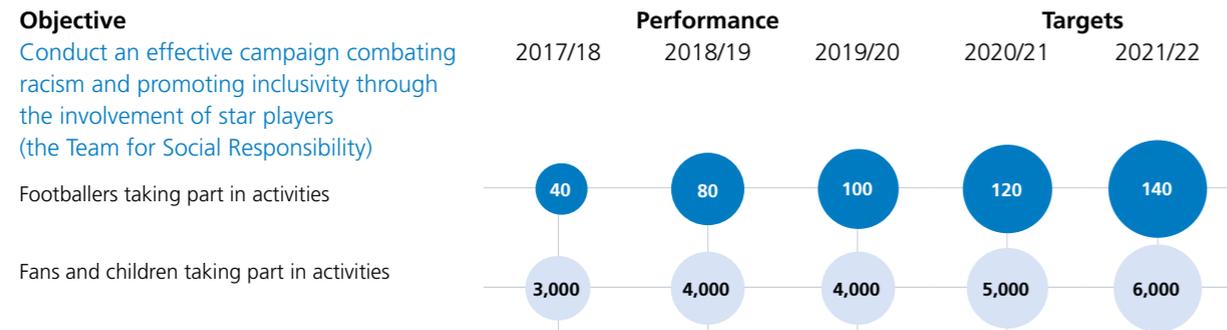
- For the third season in a row, a Team for Social Responsibility was established in partnership with the Israel Football Association and the Israel Football Players Organisation. In 2019/20, the Team for Social Responsibility attended 12 events to promote KIO's mission and objectives, took part in TV and radio interviews and wrote opinion pieces for newspapers and websites.
 - Volunteer observers compiled information for the KIO Fairness Index, finding that there were only 13 major racist incidents at matches in Israel's top division, down from 19 in the previous season (albeit only 70% of matches were played in front of crowds in 2019/20).
 - KIO partnered with the Israel Football Association to stage a Football v Homophobia match
- between the mixed LGBTQ-straight Rainball team and a team of artists and celebrities in August 2019. Meanwhile, clubs accepted KIO's argument that homophobic chanting was on a par with racist chanting and acknowledged that disciplinary action would be taken against fans making such chants.
- A match was played involving young Arabs from the town of Tira and young Jews from the nearby town of Herzliya, all of whom were considered to be in high-risk categories. The participants formed mixed Jewish-Arab teams and afterwards held a discussion on racism.
 - A clip about women in football was produced as part of KIO Israel's campaign to promote women's football.

“I believe that there is no difference between Jews and Arabs. The girls are happy playing together, bonds are created between them, and they become friends.”

Hala Hussein, female coach

³⁹ UEFA Respect Diversity funding for this project came to an end in the 2019/20 season. With annual HatTrick FSR funding increasing from €50,000 to €100,000 per member association, it is hoped that the New Israel Fund and the Israel Football Association will continue to work together on this project using HatTrick FSR funding.

Key performance indicators



Planned activities

2020
JUL
AUG
SEPT
OCT
NOV
DEC
2021
JAN
FEB
MAR
APR
MAY
JUN

Continuation of the Fairness Index of fan behaviour compiled by volunteer observers

Continuation of the Team of Equals in Jerusalem (both girls and boys)

Expansion of the Team for Social Responsibility's activities, including visits abroad

A new video clip featuring the entire Team, to be screened before all Israeli Premier League matches

More activities promoting KIO Israel's values on social media platforms throughout the season



Concluding remarks

2019/20 was another successful season, with the near eradication of racist chanting at matches in Israel's top division. KIO volunteer observers found only 13 incidents of racist chanting across the whole of the 2019/20 season, down from 69 in 2017/18. Despite this massive improvement, we hope to further reduce the number of incidents in 2020/21. The girls' Team of Equals completed their second season and are set to embark on a third season, and the Team for Social Responsibility continue to cement their reputation as an important instrument in promoting KIO Israel's mission and objectives, as well as playing an important role in maintaining contact with fans during lockdown."

Itzik Shanan, founder and chairman, KIO Israel

Good Practice Maintaining contact with fans during the COVID-19 crisis

Objective

Star players encouraged fans to 'stay home and stay safe' during lockdown and conveyed traditional KIO messages combating racism, sexism, homophobia and violence.

The Wow! factor

Members of the Team for Social Responsibility used their celebrity and role model status to maintain contact with fans via a series of posts and clips conveying the importance of observing ministry of health instructions to prevent the spread of the virus and reminding them of the importance of tolerance, inclusiveness and respect for all.

Stakeholders and partners

- Team for Social Responsibility

Good practice link

[Facebook video – Kick It Out](#)



“ This is a strange situation, but we must all stay home and stay safe, and if we have to go out, keep our distance from people and wear masks. We are all missing football and even the training, but I keep myself busy at home and try to keep as fit as possible.”

Tal Ben Haim, defender for Beitar Jerusalem

International Blind Sports Federation



Mission

The International Blind Sports Federation (IBSA) aims to give every girl, boy, woman and man with a visual impairment the chance to play football at the level they choose, regardless of their age, location and life circumstances.

ibsasport.org/sports/football

Objectives

Ensure that blind and partially sighted people in all European countries have the opportunity to play blind football.

Offer and/or introduce blind football to visually impaired people in all European countries that have not yet had the opportunity to develop the game.

Provide support for countries looking to introduce blind football and emerging countries wishing to develop new programmes (particularly youth and women's development projects).

Meet the growing demand for blind football equipment (with particular emphasis on grassroots programmes) by supplying equipment free of charge to new and emerging countries and providing free equipment for youth and women's development projects in all countries.

Expand the pool of qualified referees in Europe and maximise training opportunities for new coaches.

Highlight

The 2019 IBSA Blind Football European Youth Camp, which took place in Budapest, Hungary, from 10 to 14 July, brought together 36 participants from 11 countries for three days of training under the watchful eye of an experienced coach. The camp culminated in friendly matches where the players had the chance to showcase the new skills they had learned.

19.4%

Seven women took part in the camp, making up 19.4% of all participants.



“ My teammate Arman and I were lucky enough to participate in the international blind football training camp organised by IBSA in Hungary, making it the first time that Armenia had been represented at the event. It was a great honour for me to learn to play blind football and get to know the other players and coaches. I gained a lot of experience, which I am currently using to develop blind football in Armenia. Sport is one of the greatest achievements of my life, giving me the opportunity to achieve my lifelong dream – to play football. I had a wonderful few days in Hungary, making good friends, with whom I am still in touch. I am very grateful to the event’s organisers for all their important work.”

Alla Sahakyan, participant from Armenia

< CONTENTS

IBSA chose to hold the camp in Hungary because of the country's existing blind football programme, working with a local team to deliver the camp. As part of the camp's legacy, IBSA purchased goalposts and nets for the local team using project funding, upgrading the existing ones at their usual training facility (which did not meet IBSA's standards for international competitions). In addition, IBSA also purchased equipment for distribution to participants at the end of the camp.

Since 2012, IBSA has donated 1,852 balls, 1,815 pairs of eyeshades and 205 blackout masks to 50 countries across Europe.

Participants were reached by means of an open call, which made it clear that the camp was open to both young men and young women under the age of 23. One or two exceptions were made for overage local players who were keen to take part, including István Szabó, who featured in the [#EqualGame campaign](#).

Additional achievements

- The [IBSA Blind Football Coaching Manual](#) was published at the end of 2019. The purpose of that manual is to empower aspiring blind football coaches and give them the skills they need to gain a better understanding of blind football and deliver a positive coaching experience for all players.
- Significant amounts of blind football equipment was distributed to national and local programmes, with particular emphasis on youth and women's programmes and schools for blind children.



© IBSA

- [IBSA provided support](#) to a development project entitled [The Game is Coming](#) in Portugal, which aims to reintroduce blind football in Portugal after an absence of a few years. That project is also supported by the Portuguese Football Federation, which will use HatTrick funding to help it achieve its goals.
- Other IBSA activities were either postponed or cancelled on account of the COVID-19 pandemic, including country-specific training camps in new countries and the IBSA Euro Challenge Cup (a development tournament for teams from new and emerging countries). In addition, it was impossible to distribute equipment from March onwards, as many countries would not accept shipments from Spain, where IBSA's football operations are based.

⁴⁰ One new country (Slovenia) was given support, while two countries (Northern Ireland and the Republic of Ireland) received donations for the first time in this project cycle.

⁴¹ The target of four was not achieved on account of the pandemic. All training workshops involving new countries were either postponed or cancelled owing to COVID-19.

⁴² This is the estimated number of youth and female players (in 15 countries: Austria, Armenia, the Czech Republic, England, Germany, Italy, Georgia, Portugal, Hungary, the Republic of Ireland, Romania, Russia, Scotland, Slovakia and Slovenia) who received support, in the form of 99 balls, 100 pairs of eyeshades and 17 blackout masks. Following the outbreak of COVID-19 in Europe, it has been difficult to gather further information from the programmes involved.

⁴³ It was not possible to carry out any training for referees in 2019/20 because of the COVID-19 pandemic.

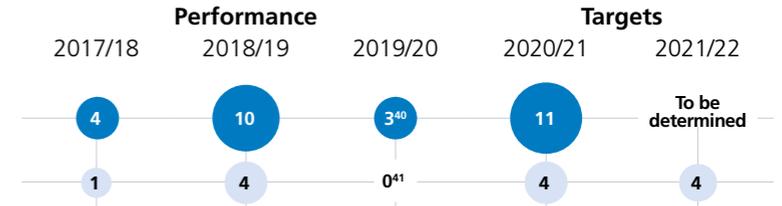
⁴⁴ This target was not met as a result of the pandemic, which prevented the organisation of coaching weekends. These 15 coaches were all given training through the project in Portugal.

Key performance indicators

Objective

[Provide opportunities to play blind football](#)

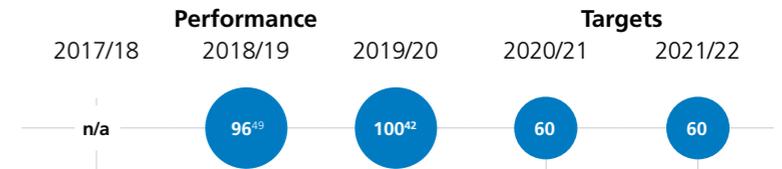
New countries supported with equipment
New countries taking part in training camps



Objective

[Focus on women's participation and youth development](#)

Youth and women players supported with equipment (One Player, One Ball scheme)



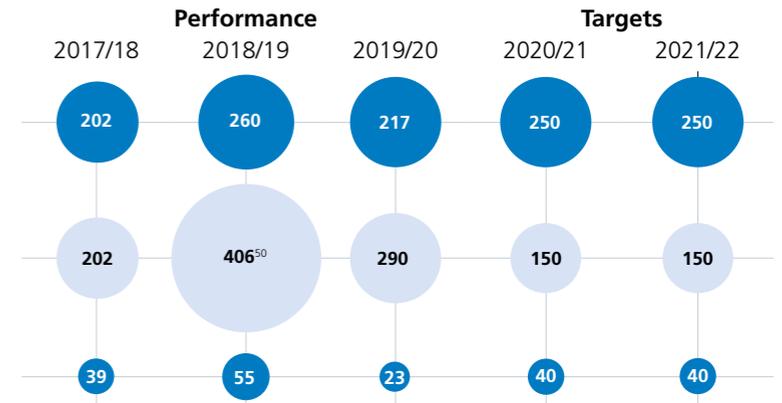
Objective

[Meet demand for equipment](#)

Balls donated

Eyeshades donated

Blackout goggles donated

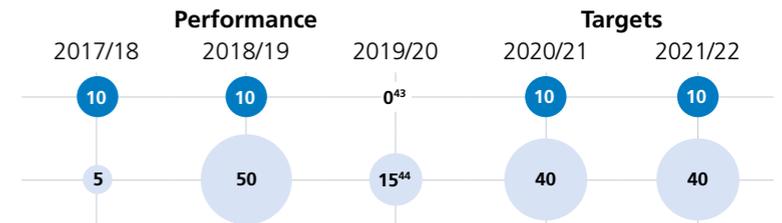


Objective

[Train referees and coaches](#)

Referees trained

Coaches trained





© IBSA



© IBSA

⁴⁵ Tournament carried over from 2019/20 owing to the COVID-19 pandemic.

Planned activities

2020	
JUL	
AUG	
SEPT	
OCT	Continue to distribute equipment and try to establish contact with and support the few European countries which have yet to benefit from the project
NOV	
DEC	Hold training camps for players and coaches in new countries
2021	
JAN	Arrange a referee training course, which may take place at the Euro Challenge Cup
FEB	
MAR	
APR	
MAY	
JUN	Stage the fourth IBSA Euro Challenge Cup in Stockholm in June 2021 ⁴⁵



Concluding remarks

Progress in blind football in Europe has been curtailed due to recent events, but certainly not halted, and IBSA has continued its work Europe-wide. Blind football is coming out of this stronger and more determined, and we look forward to working with more and more national associations and other partners to achieve our dream of enabling all visually impaired people in Europe to play football.”

David Stirton, project manager,
IBSA Blind Football Development Project Europe
football.eurdev@ibsasport.org

International Federation of Cerebral Palsy Football



SDGs 3, 4, 5, 10, 16, 17

Mission

The International Federation of CP Football (IFCPF) aims to harness its position and profile as a leading international sports federation in order to inspire people to achieve their full potential through the sport of CP football.

ifcpf.com

Objectives

Grow participation across all levels and formats of the game.

Establish a competition structure, pathways and greater worldwide representation, while demonstrating clear, robust and accountable processes and policies.

Support the development of all people involved in the delivery of CP football.

Communicate the IFCPF's message and harness the potential of the organisation's global reach.

Build, nurture and activate key partnerships.

Highlight

The IFCPF has developed a plan for female CP football, focusing on well-targeted investment and capacity building in order to achieve more than parity and help to promote and grow the female version of CP football everywhere, for everyone.

One of the projects that the IFCPF launched as part of its female development strategy was the new Kickstart CP Football (Female) project, which is co-funded by the EU's Erasmus+ programme. This project aims to look at the question of how female players want to play and interact with the game of football, providing the IFCPF with input that can be used to develop and govern the game through a player-centric approach. As a collaborative learning project, partners are tasked with consulting their own target audience, developing activity plans and then delivering participant-focused activities in order to gain insight into the question of how to grow the sport of CP football and female participation. At the end of the project, a resource will be produced for dissemination to the entire CP football family and the whole of the parasport community, giving guidance (including case studies and best practices) on developing sport for female players.

The IFCPF provided grants to support the hosting of three regional CP football development camps for female players in the Netherlands, Australia, and Trinidad and Tobago.



I like the fact that more women are participating in CP football, because then boys, girls, men and women can all join in. For me, it's important that CP football grows as a sport."

Jara Brokking, IFCPF female ambassador for Europe



Additional achievements

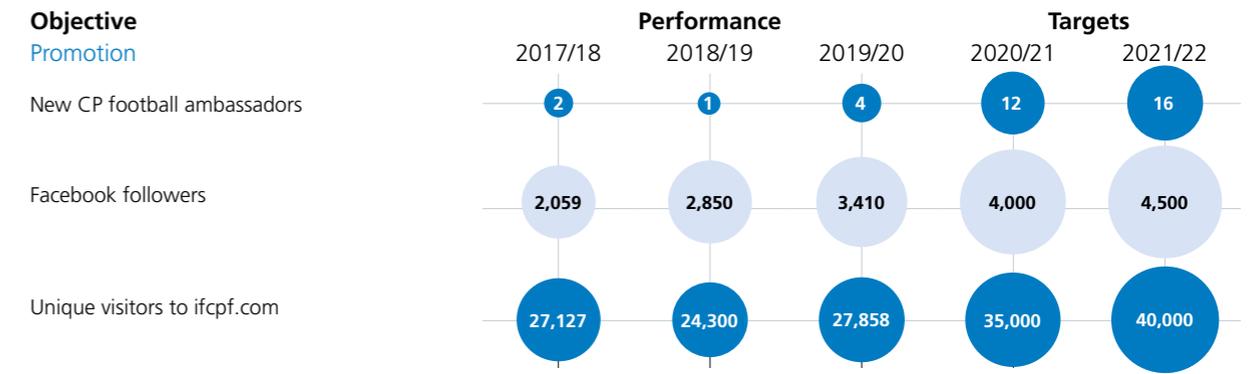
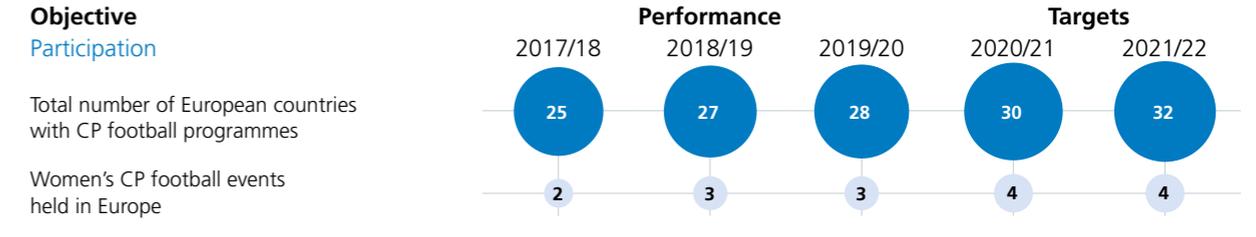
- From 2 to 20 July 2019, 224 male players from 16 countries⁴⁶ participated in the 2019 IFCPF World Cup, which was hosted by Sevilla FC at Estadio Jesús Navas.
- In order to mark World Cerebral Palsy Day on 6 October 2019, the IFCPF ran a What's Your Goal? campaign to show the world what is possible and show how CP football can make a real difference. The IFCPF called on the CP football family to share their goals by posting a video or photo and telling the world: “#MyGoal is ...”.

- The IFCPF was given a World CP Day Award in the category 'Contribution'. That award recognised the IFCPF's efforts to integrate people with cerebral palsy throughout the organisation's governance structure, with appropriately experienced and skilled persons with CP on the IFCPF's board, committees and working groups.
- The IFCPF unveiled a new temporary concussion substitution (TCS) policy, the first of its kind in football. Adopted by the IFCPF for implementation from 1 January 2020, that rule change aims to make the sport safer by giving pitchside

- clinicians more time to assess and manage concussions.
- Through the IFCPF Education Programme, the organisation aims to bring together key tools with a view to supporting the development of everyone involved in delivering CP football. The IFCPF Education Programme embraces cost-effective ways of working by using technology to connect with all members of the CP football family. As the sport develops, the IFCPF will always seek to support its dedicated team of employees and volunteers who deliver the game, challenging norms and exceeding expectations.

⁴⁶ Of those 16 countries, eight were European.

Key performance indicators





© IFCPF

Planned activities

2020	
JUL	
AUG	
SEPT	
OCT	World CP Day social media and online campaign – 6 October 2020
NOV	2020 IFCPF Champions League, Barcelona, Spain – 2–6 December 2020 (postponed from June 2020)
DEC	
2021	
JAN	
FEB	
MAR	
APR	
MAY	2021 IFCPF Nations Cup, Sardinia, Italy (postponed from 2020)
JUN	

2020 IFCPF Conference and General Assembly via Zoom- 2-7 November 2020



Concluding remarks

“As a respected partner of UEFA, we are grateful for their support. Our governance is robust, we are giving a platform to inspiring youth ambassadors, we are improving the communication of our message, and we are pleased to be working closely with UEFA to find new ways of promoting CP football. Our female players are now even more enthusiastic following the announcement of our first ever IFCPF Women’s World Cup.”

Jan-Hein Evers, IFCPF president
jhevers@ifcpf.com

Special Olympics Europe Eurasia



SDGs 3.8, 4.a, 4.c, 5.1, 10.2

Mission

Special Olympics provides year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with learning disabilities.

specialolympics.org/regions/europe-eurasia

Objectives

Develop grassroots football by increasing the number of people playing the game – both with and without learning disabilities.

Organise coaching seminars and workshops in different countries with the support of clubs and national associations, ensuring that inclusion and unified football are on the agenda.

Promote competitive and recreational forms of unified sport for youth and adult players.



© SOEE

Highlight

The Gothia Special Olympics Trophy, a seven-a-side football tournament, was contested in Gothenburg from 14 to 18 July 2019 as part of the annual Gothia Cup, with 30 teams participating. The Gothia Special Olympics Trophy is the result of cooperation between the Gothia Cup, Special Olympics Europe Eurasia (SOEE), Special Olympics Sweden and former Swedish international Kim Källström.

That Special Olympics tournament has become a firm fixture at the Gothia Cup, the world's largest and most international youth football event, which has played host to over a million youth players from 140 countries since it was first organised in 1975.

In the period since 2011, nearly 2,500 boys and girls from over 50 countries across Europe and beyond – both players with learning disabilities and unified partners without disabilities – have taken part in that tournament in Gothenburg.

The secret of this inclusive concept's success is the non-elite approach of Special Olympics teams, which results in competitions spanning all ability levels and equal access for teams from different cultures.

Additional achievements

- SOEE football grew in 2019/20, with 11,408 new unified players, 4,500 new players and 406 new coaches.

- 13 teams participated in the unified Zlín Cup five-a-side tournament in Zlín, Czech Republic, from 11 to 13 October 2019.
- In the first half of the 2019/20 season, Shakhtar Social, in cooperation with Special Olympics Ukraine and UNFPA Ukraine, ran weekly football training for girls with learning disabilities in eastern Ukraine as part of the Come On, Play! project.
- Special Olympics Israel players led Israeli Premier League teams into Haifa Municipal Stadium to promote the partnership between Hapoel Haifa FC and Special Olympics, promoting a message of inclusion and equity in sport.
- Eight-a-side football was added to the Special Olympics Rules in June 2020, increasing the number of competitions aligned with the federation's system.



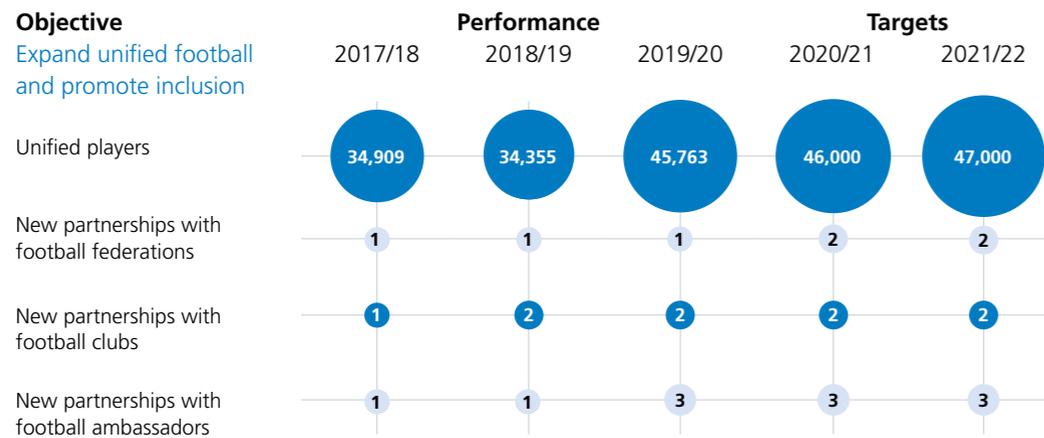
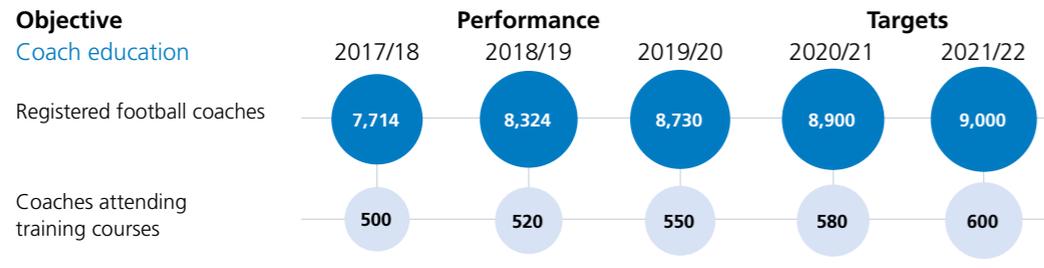
© Special Olympics Czech Republic

Following field testing in Europe in 2019, and after receiving expert input from football federations, the new competition format will be offered alongside existing formats (including futsal, five-a-side, seven-a-side and eleven-a-side).

“ There is no separation between Special Olympics athletes and others; we enjoy the same facilities and opportunities. Special Olympics pitches are in the perfect position for spectators to stop by, support and learn about our organisation, and our athletes have the chance to socialise with teams from around the world. Both our athletes and the other players grow and become more open as a result of the experience.”

Andre Peeters, football adviser, SOEE

Key performance indicators



⁴⁷ The Special Olympics European Football Week has been postponed to 23–30 September 2020, having been due to take place in May 2020.
⁴⁸ Two tournaments (with 20 teams) scheduled for April 2020 have been postponed to 2021.
⁴⁹ Two tournaments (with 20 teams) scheduled for April 2020 have been postponed to 2021.
⁵⁰ The SOEE element of this will involve 30 to 40 participants, with separate activities for SOEE coaches.

Planned activities



Concluding remarks

“Special Olympics focuses on the sustainable development of local programming that benefits everyone in the community. We do that by showcasing the gifts and talents of people with learning disabilities, creating friendships and demonstrating the very best of the human spirit. Special Olympics changes attitudes and behaviours through sport. We see a huge role for cooperation with football federations and clubs with a view to making that happen.”

Mirosław Krogulec, sports director, Special Olympics Europe Eurasia
 mkrogulec@specialolympics.org

European Deaf Sport Organisation



Mission

The European Deaf Sport Organisation (EDSO) aims to give deaf players the opportunity to play football and compete with and against other deaf players, thereby helping deaf individuals to develop greater self-esteem, resilience and physical abilities, and fulfil their potential in society.

edso.eu

Objectives

Encourage young deaf people to play football.

Increase the number of female deaf players.

Continue to enhance deaf football and futsal championships.

Expand the number of deaf referees involved in futsal and football.

Boost the number of deaf football coaches and improve all coaches' comprehension of the requirements involved in coaching deaf football, such as learning sign language.



Highlight

The third European Deaf Champions League U21 Futsal tournament took place from 3 to 5 October 2019 in Warsaw, Poland. A total of 237 players and officials participated in the event, and the action was streamed on YouTube so it could be watched by viewers across Europe and around the world. A total of 14 men's teams (representing Sweden, Italy, Spain, England, Belgium, Israel, Germany, Poland and Norway) participated in the tournament.

Two representatives of EDSO Football attended the event, which was followed by a meeting with the Deaf Champions League's executive committee.

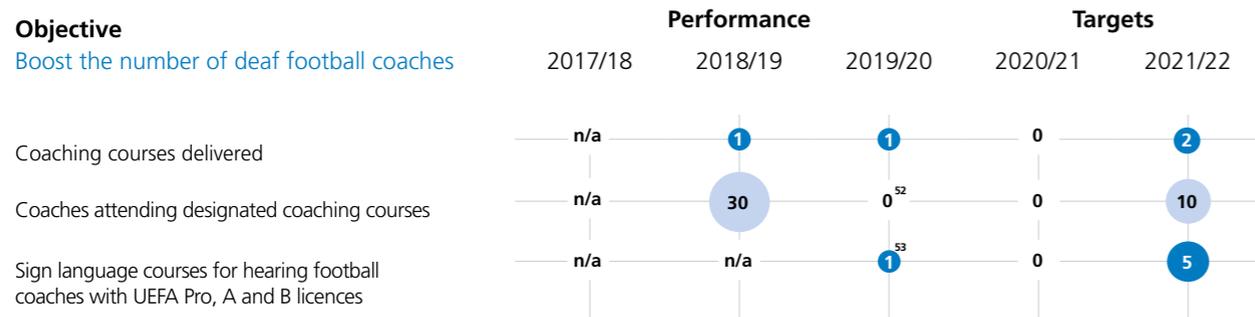
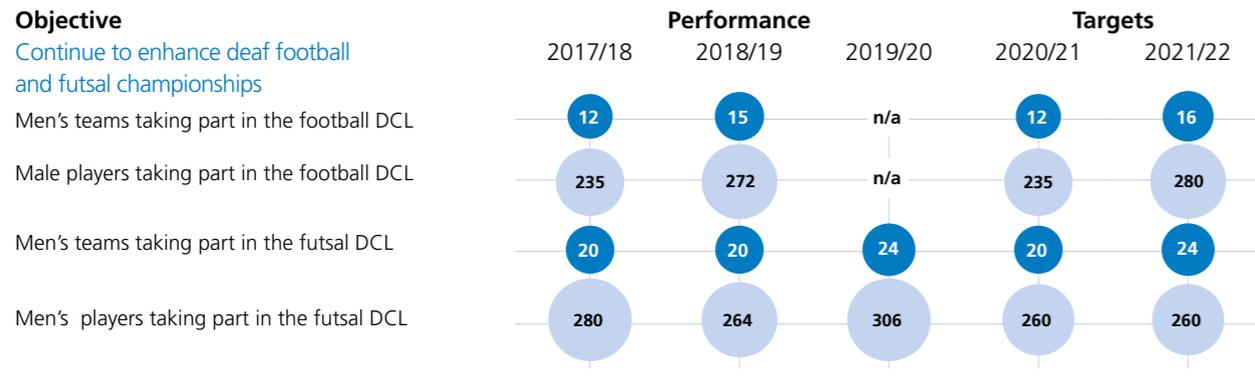
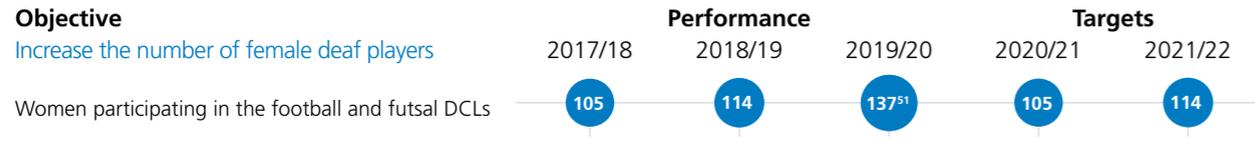
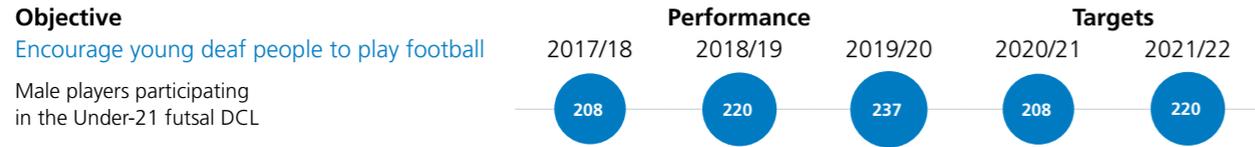
A special fair play award was presented to German team Berliner SC Comet, who were not shown any yellow or red cards and committed a total of just 18 fouls in their six matches.

Additional achievements

- From 21 to 25 January 2020, the seventh European Deaf Champions League Futsal event took place in Vigevano, Italy. A total of 443 players and 138 referees took part in the event, which featured tournaments for both men and women, with a total of 37 teams from 21 European countries participating.
- EDSO postponed many activities in the latter part of the 2019/20 season on account of COVID-19, but it remained active, deciding how to go forward in a COVID-secure manner with future events, workshops and other activities.

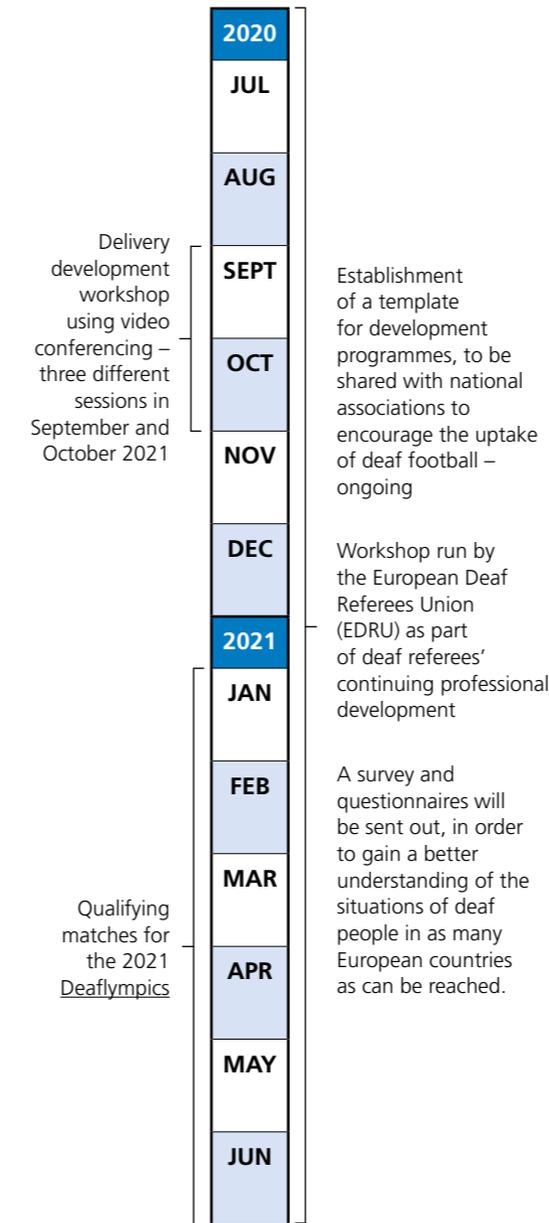


Key performance indicators



⁵¹ There was no women's football DCL in the 2019/20 season; therefore, these figures are for futsal activities only.
⁵² No courses were held as a result of the COVID-19 pandemic.
⁵³ The coach of the Dutch national team learned sign language over the course of the season.

Planned activities



Concluding remarks

“ The 2019/20 season was very disappointing, with the COVID-19 pandemic having an impact on all aspects of our activities. Everything was put on hold, and many events were cancelled. Of course, those young players will be missing playing. The European qualifying fixtures for the 2021 Deaflympics have been postponed until early in 2021, and the Deaflympics themselves are now due to take place in December 2021 in Brazil.”

Andrew Scolding, EDSO director of football, football@edso.eu

European Powerchair Football Association



Mission

The European Powerchair Football Association (EPFA) aims to enrich lives through powerchair football, providing more players with opportunities to take part in the beautiful game and achieve their full potential.

europeanpfa.com

Objectives

Grow the game by introducing new countries and players to the sport and helping associations to develop.

Build capacity by delivering training for coaches, officials and staff.

Provide competition through elite national and club competitions, as well as youth and development competitions and camps.

Assist new countries with the development of governance arrangements and structures as they establish their associations.

Administer and promote the sport.



Highlight

In August 2019, at Sport Scotland's national training centre near Glasgow, the EPFA hosted a Next Generation Experience Camp for Under-16s. The event was attended by 16 participants from six member countries: Scotland, England, the Republic of Ireland, Finland, France and Denmark.

As with other youth camps, training and learning took place in the morning, matches were played in the afternoon, and social activities (featuring quizzes, caricaturists, live music and a PlayStation competition) were organised in the evenings. As a gesture of goodwill, all participants received welcome bags full of items provided by UEFA.

UEFA ambassador John Collins and Rangers FC midfielder Glen Kamara visited the camp, with both attempting to play powerchair football. The two ambassadors were amazed at the level of control and skill that was needed to perform even the most basic spin kick. The camp was led by two coaches from France, one of whom coached France at the 2007 FIPFA World Cup. All of the participants gave highly positive feedback at the end of the week.



“The EPFA Next Generation Experience Camp was such an amazing event to be part of; it was so enjoyable both on a powerchair football level and on a personal level. I've formed friendships from this experience and created memories that will last a lifetime. To me, this experience was a great reminder that powerchair football is far more than a sport; it is a community of likeminded people – a family.”

Thomas Pettigrew, participant from Scotland

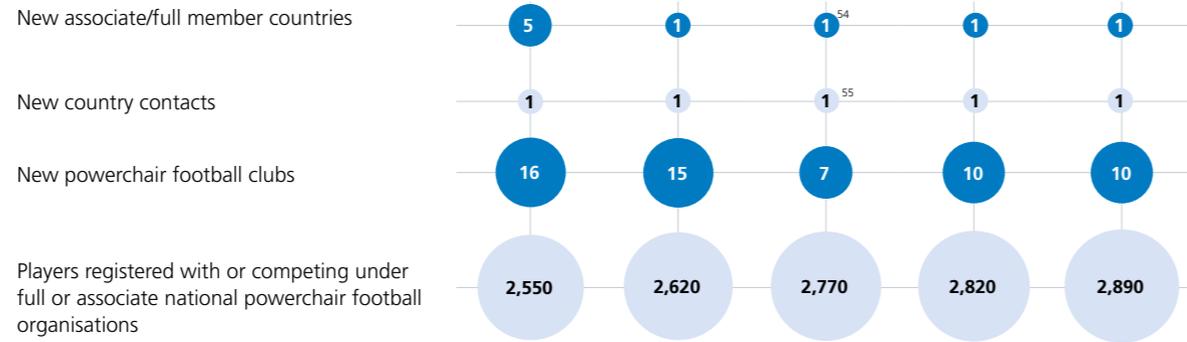
Additional achievements

- As part of the Geneva Cup in Switzerland in August 2019, a training course for referees was delivered at UEFA headquarters in Nyon, with 14 referees participating.
- One powerchair football player from Scotland and two from England were sponsored by the EPFA to participate in the 2019/20 Football for All Leadership Programme, which began in Portugal in October 2019.
- The EPFA continued to support referees in Spain, offering mentoring at new La Liga events.
- An international classification course was held in Bonn, Germany, in February 2020.

Key performance indicators

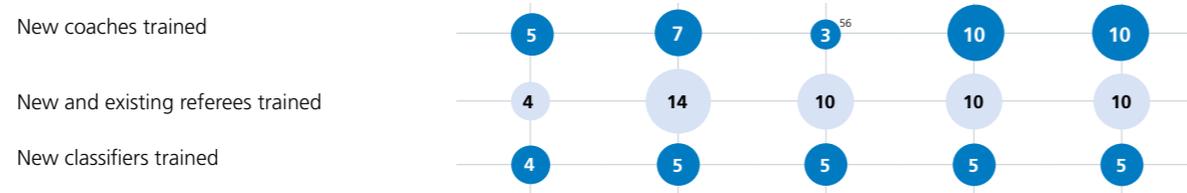
Objective

Grow the game



Objective

Build capacity



Objective

Provide competitive opportunities

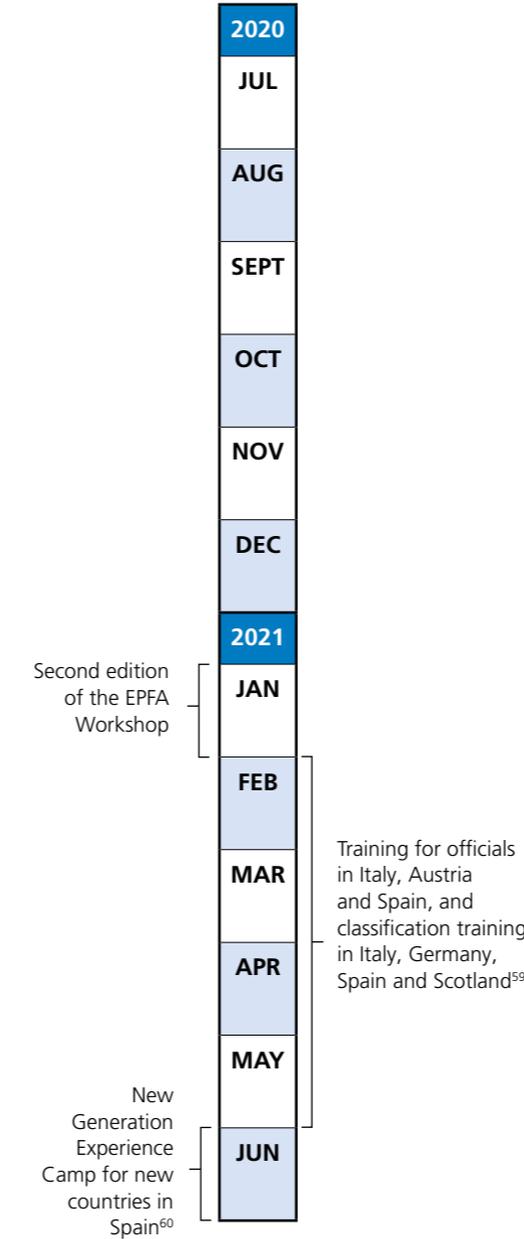


⁵⁴ Training sessions and other processes started in Italy, but everything was then put on hold as a result of the COVID-19 pandemic.
⁵⁵ Turkey.
⁵⁶ A planned development event in Spain, which would have involved the training of coaches, was unable to go ahead on account of the COVID-19 pandemic.
⁵⁷ The EPFA's flagship club tournament, the EPFA Champions Cup, which was due to take place in Geneva in August 2020, has

been postponed until 2021; the 2020 Next Generation Experience Camp has been postponed; the planned New Generation Experience Camp for new countries, which was due to be held in Spain in July 2020, has been postponed; and the Home Nations Cup, which was due to be contested in October 2020 in Scotland, has been postponed.
⁵⁸ This includes the EPFA Cup, which is for countries not going to the FIPFA World

Cup in 2022.
⁵⁹ Depending on numbers, the EPFA may deliver training in individual countries, or it may run training in one location and invite all countries to attend there.
⁶⁰ Rescheduled from 2020.
⁶¹ Rescheduled from 2020.
⁶² Rescheduled from 2020.
⁶³ Rescheduled from 2020; contested by teams from England, Scotland, the Republic of Ireland and Northern Ireland.

Planned activities



Concluding remarks

“ We never know the challenges that lay around the corner to test our patience and resolve, but when you build up a sport over many years, you become a family, united in your desire to fight, survive and come back stronger than you were before. Sport, and our sport of powerchair football, will always prevail.”

Donal Byrne, EPFA president
 president@europeanpfa.com

Good Practice

EPFA sponsors participants in Football for All Leadership Programme

Objective

To help people with disabilities to find new opportunities



© UEFA

The Wow! factor

After completing a week of lectures and other activities in Portugal, programme participants spend nine months implementing their projects, which involves a huge amount of effort. In 2019/20, one participant produced a series of podcasts for powerchair football players, providing useful advice on subjects such as good mental health, exercise and nutrition, and psychology.

Stakeholders and partners

- Football for All Leadership Programme

31

A total of 31 people (from 15 countries across four continents) have taken part in the Football for All Leadership Programme since it was launched in 2018.

Links to related resources

[Integrated Dreams' website](#)

[Football for All Leadership Programme's Facebook page](#)

[All About Ability podcast with Kieran Burns](#)



© UEFA



“The Football for All Leadership Programme has been successful because of the great quality of its participants. Having three powerchair football players each year has enhanced that success, providing great contributors to the group dynamic with great project ideas and implementation.”

José Soares, CEO, Football for All Leadership Programme

European Amputee Football Federation



SDG 10.2

Mission

The European Amputee Football Federation (EAFF) seeks to include and support people with amputations or limb defects, increase their access to amputee football opportunities, and use football to improve their quality of life.

amputeefootball.eu

Objectives

Increase the number of players, leagues and clubs involved in amputee football in Europe.

Increase the number of children playing amputee football across Europe.

Generate interest in the discipline, both across Europe as a whole and in individual countries.

Increase the number of member associations.

Establish and develop relationships between mainstream football (associations, clubs, players, etc.) and amputee football.



© EAFF

Highlight

In July 2019, an EAFF Junior Camp was held in Germany in cooperation with TSG 1899 Hoffenheim for children between the ages of 7 and 16. Participants from 12 different countries came together to train and play matches at Hoffenheim's training ground, and participating coaches and parents had the opportunity to integrate, strengthen relationships and exchange experiences.

The most gratifying element was the presence, for the first time, of children and coaches from another continent, with participants from El Salvador and Costa Rica demonstrating the growing reach of amputee football around the world.

The EAFF's annual youth camps have directly influenced decision-making at national level, with national youth programmes being established in countries such as Poland, England, Scotland, Italy and, most recently, Georgia. Those local projects will give children with amputations and limb defects opportunities to play amputee football on a regular basis.

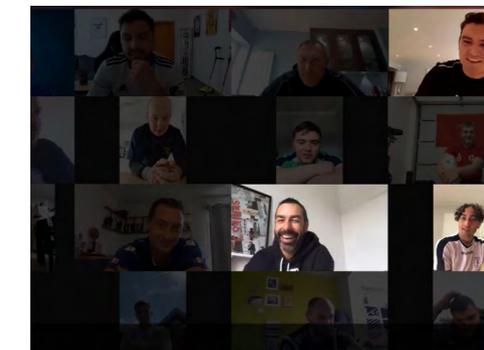
135

At present, there are around 135 children under the age of 16 who are playing amputee football in Europe.

Additional achievements

- The fifth EAFF Congress, which was held in Poland in February 2020, was attended by representatives of 16 countries, with the Israel Amputee Football Association welcomed as the EAFF's 17th member federation. The draw for the 2020 EAFF Amputee Football Champions League and the official draw for the 2020 European Amputee Football Championship in Kraków were key parts of that event.
- The EAFF launched a new website, which is intended to act as a promotional platform for the discipline in Europe. It explains the rules of the game and the player classification system, as well as highlighting the most important events in European amputee football. It also gives potential players direct contact details for representatives of all national associations.
- Because of the COVID-19 pandemic, the EAFF encouraged players to stay physically active but train at home. The federation organised an online training session for elite amputee football players from 13 countries, followed by a Q&A session with UEFA ambassador Robert Pires.
- Cooperation with the International Committee of the Red Cross and the Palestinian Amputee

Football Association led to the establishment of a youth programme for boys and girls in Gaza. The EAFF plans to invite young players from Palestine to come to Europe for the fifth EAFF Junior Camp in July 2021.

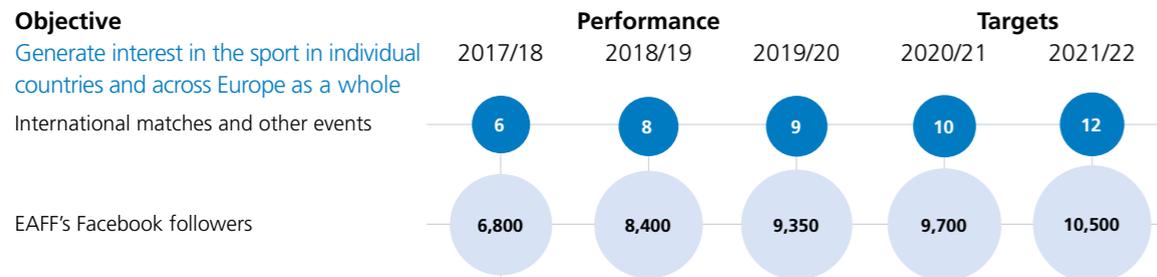
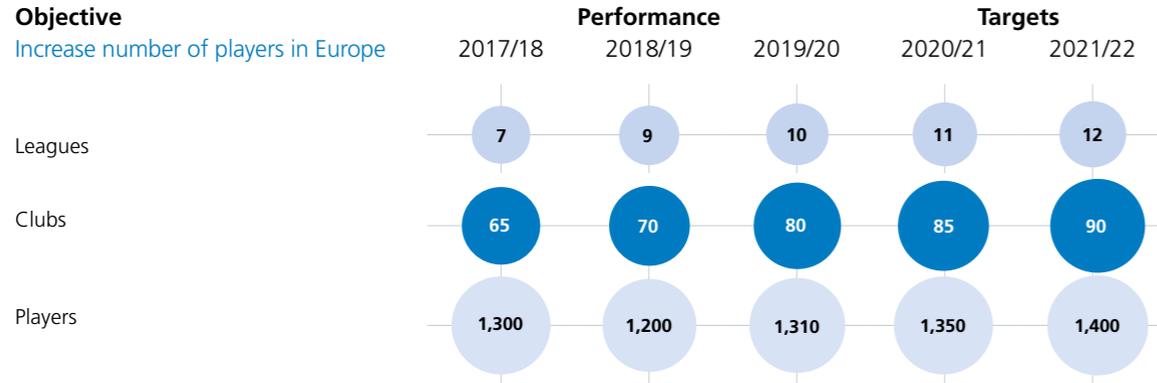


© EAFF

It is brilliant to see some girls here. Hopefully, in another few years we will see these girls developing and maybe even getting the opportunity to make it as far as the World Cup."

Natasha Duignan, Republic of Ireland coach

Key performance indicators



Planned activities

2020	
JUL	
AUG	Fifth EAFF Junior Camp, Republic of Ireland – 6–10 August 2020 (postponed to 15–19 July 2021)
SEPT	2020 European Amputee Football Championship in Kraków, Poland – 13–20 September 2020 (postponed to 12–19 September 2021)
OCT	
NOV	
DEC	
2021	
JAN	
FEB	Sixth EAFF Congress will be held on 27-28 February 2021, online
MAR	
APR	
MAY	EAFF Champions League is planned for 20-24 May 2021 in city Gaziantep in Turkey
JUN	



Concluding remarks

“ Thanks to UEFA's support, amputee football continues to grow year on year. This season was special for many reasons. We succeeded in taking our junior amputee football programme beyond Europe, reaching children from Costa Rica and El Salvador. And the official draw for the European Amputee Football Championship generated a considerable amount of publicity in the media. It was also special because of the COVID-19 pandemic that disrupted the second part of the season, with the amputee football community approaching that challenge with its unique combination of tenacity, engagement and passion. Amputee football players not only met at online training sessions, but organised charitable activities supporting their teammates and local communities. I am proud of what amputee football has become today.”

Mateusz Widlak, EAFF president
m.widlak@amputeefootball.eu

Good Practice

EAFF Junior Camp

Objective

To organise a professional international summer camp for young amputee footballers, with well-planned workshop modules for youth football coaches, thus inspiring them to create opportunities for children to play amputee football on a regular basis in all EAFF member countries, as well as other countries around the world.

The Wow! factor

In 2019, for the first time in the camp's history, the EAFF welcomed children and coaches from two non-European countries: El Salvador and Costa Rica. Camp participants trained in four international groups based on age, which were led by international coaching teams. A wide-ranging exchange of ideas and experiences between the amputee football coaches strengthened their competencies, contributing to the further development of the young players in their charge.

Stakeholders and partners

- German Amputee Football Federation
- Anpfiff ins Leben
- TSG 1899 Hoffenheim
- UEFA
- Private sponsors

Link to good practice

[EAFF Junior Camp 2019](#)

Link to related resources

[European Amputee Football Federation](#)

74

A record 74 children between the ages of 6 and 16 from 10 European countries, plus Costa Rica and El Salvador, took part in the fourth EAFF Junior Camp in Germany in July 2019.

“I believe that every child with an amputation or a congenital limb defect should try amputee football at least once. I am firmly convinced that they will love it.”

Anna, participant's mother



Homeless World Cup Foundation



SDGs 3.4, 4.7, 5.1, 10.2

Mission

The Homeless World Cup Foundation (HWCF) uses football to inspire homeless people to change their lives, and to change perceptions and attitudes towards people who are experiencing homelessness.

homelessworldcup.org

Objectives

Enable street football partners to engage with homeless people around the world.

Improve cooperation and learning among street football partners.

Support opportunities for formerly homeless players to progress.⁶⁴

Provide opportunities for people experiencing homelessness to take part in street football.

Raise awareness of homelessness and change public perceptions.

Highlight

The 17th Homeless World Cup took place in Cardiff's Bute Park from 27 July to 3 August 2019.

500

More than 500 players representing 46 countries travelled to Cardiff to attend the week-long football festival. Those teams represented the 90,000 players who participated in programmes delivered by the Homeless World Cup Foundation's street football partners in 2019.⁶⁵

There was considerable broadcast and digital coverage, with more than 6.4 million views across all online platforms, as well as significant coverage in national and international media.

The organisers worked closely with local organisations to maximise the event's reach and impact. The Wallich, a local homelessness charity, placed its welfare vehicle on site, providing support to rough sleepers, people who were in temporary accommodation or vulnerably housed, and players and volunteers participating in the tournament.

⁶⁴ Including new employment, education and housing opportunities.

⁶⁵ Figures taken from the 2019 Street Football Partners Annual Survey (January to December 2019).

“ At a tournament like this, we’re treated with respect, with dignity – like human beings. So, when you have this as a life experience, it gives you hope to go on and it feels like you’re sharing the journey with others who are walking towards the same thing: a better future.”

Rona Jarlsdottir, goalkeeper for Team Norway



© Homeless World Cup

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The event also included a [spoken word programme](#), which featured guest speakers and panels discussing issues relating to homelessness and social justice, further engaging the public and challenging preconceptions.

A small but important step was the establishment of drinking fountains in accredited and public spaces to minimise recourse to single-use plastics during the week.

The legacy of the 2019 Homeless World Cup will be overseen by the community interest company [CIC 4 C.I.C.](#), which was established by actor Michael Sheen. The legacy working group contributed to the Welsh government report and action plan 'What Ending Homelessness in Wales Looks Like'.

Main achievements

- The Homeless World Cup Foundation delivered two refereeing courses in Cardiff, Wales, and San José, Costa Rica, in July and December 2019, in cooperation with the KNVB, Street Football Wales and the Asociación Escuchando Gente Sin Hogar. Those courses provided personal development opportunities for participants, helping them to improve soft skills and develop leadership qualities. They also gave marginalised participants the opportunity to officiate at an international event.
- The official [Homeless World Cup Podcast](#) was launched in September 2019, with the aim of discussing the

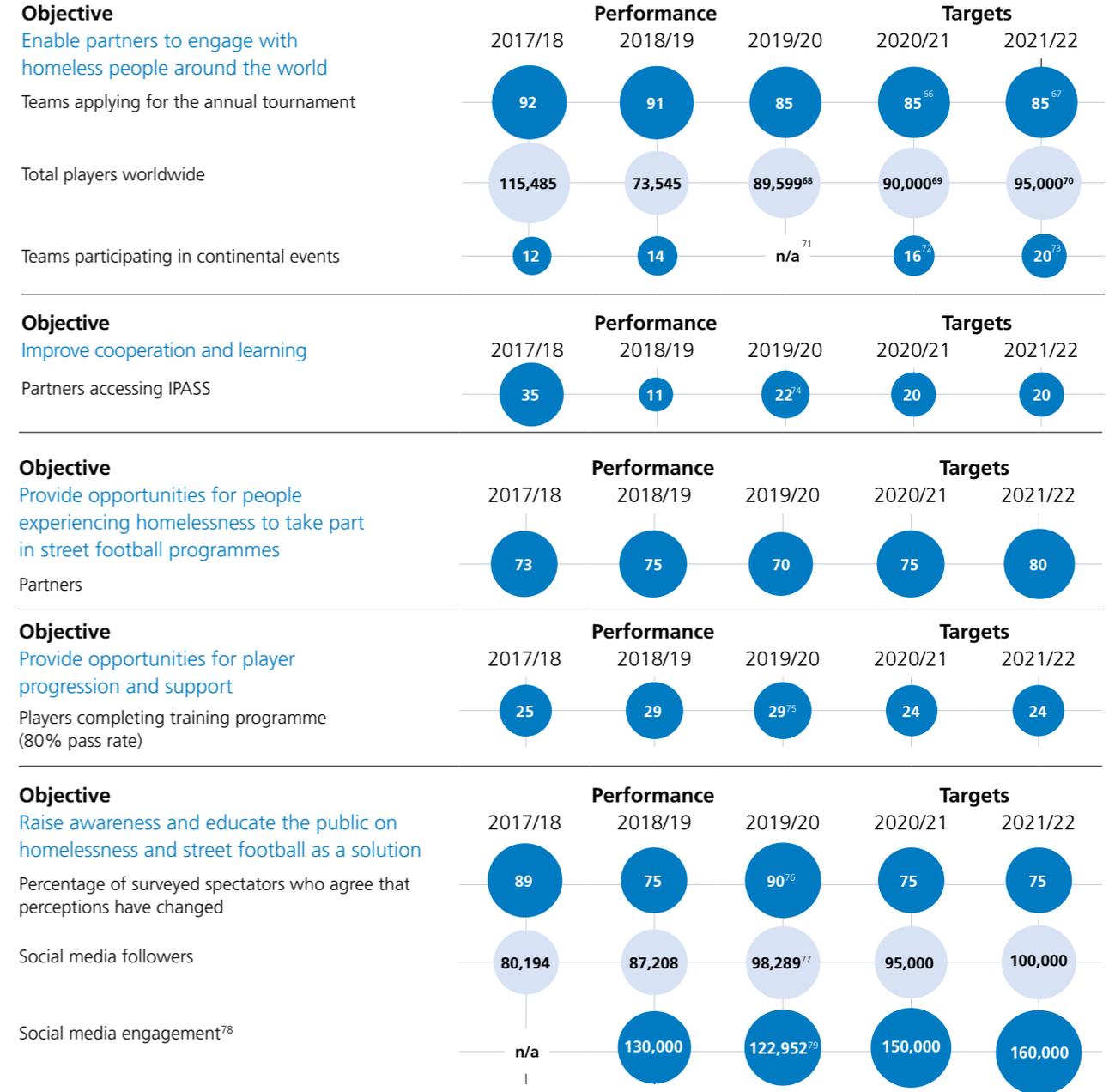
causes of homelessness and different approaches to tackling it, exploring the unifying power of sport, and looking at what goes into making the Homeless World Cup tournament happen.

- Voluntary regional advisers were recruited for Africa (December 2019) and Asia (January 2020) to help expand the HWCF network by recruiting partners in new territories and to support the development of existing street football partners. This initiative seeks to further increase impact and opportunities on the ground, and to challenge negative stereotypes and social exclusion.

- An online forum and resource pool for street football partners was launched in February 2020. The IPASS Portal provides support to all partners, giving them a space in which to share ideas, needs and best practices, and fostering a sense of sharing and learning at both a global and a regional level.
- Following a review of all partnerships, formal agreements were concluded with 70 street football partners between January and June 2020, with all partners signing up to a new [Charter of Values](#).

⁶⁶ 58 men's teams and 27 women's teams applied, exceeding the target of 80. However, the 2020 tournament was cancelled owing to COVID-19.
⁶⁷ At the time of reporting, the 2021 bid process is still ongoing. However, the viability of the event may still be impacted by the ongoing pandemic.
⁶⁸ This figure (which is based on responses from 66 of the 70 street football partners) exceeded the target of 74,000. Colombia increased participation by over 50% (from over 5,000 participants in 2018 to over 7,500 in 2019); Malawi more than doubled its total number of players (from 280 in 2018 to 800 in 2019); and Scotland increased participation by 50% (from 1,000 players in 2018 to 1,500 in 2019).
⁶⁹ Target raised from 76,000 on the basis of growth in 2019/20.
⁷⁰ Target raised from 80,000 on the basis of growth in 2019/20.
⁷¹ Not applicable for 2019/20 on the basis of a strategic review resulting from the Homeless World Cup Foundation's Refresh and Grow strategy.
⁷² Subject to change owing to the ongoing pandemic.
⁷³ Subject to change owing to the ongoing pandemic.
⁷⁴ This exceeded the target of 20.
⁷⁵ This exceeded the target of 24.
⁷⁶ This exceeded the target of 75%. Every event is in a new location with a fresh audience, so future targets remain 75%.
⁷⁷ This exceeded the target of 85,000.
⁷⁸ The original KPI was social media impressions. However, the algorithm that Facebook uses changed during the 2018/19 season, so the KPI and future targets have been amended accordingly.
⁷⁹ This was less than the target of 140,000.

Key performance indicators





© Homeless World Cup

Planned activities

	2020	
Homeless World Cup Day – 5 July 2020 ⁸⁰	JUL	
	AUG	Two training courses for referees
Start of Season 3 of the Homeless World Cup Podcast	SEPT	Regional advisers to increase partner development, particularly in Africa and Asia
	OCT	
	NOV	Expansion of IPASS Portal to foster interaction and engagement between street football partners, and organisation of monthly webinars to increase capacity of programmes
	DEC	Delivery of two regional get-togethers ⁸¹
	2021	
	JAN	
	FEB	
	MAR	
	APR	
	MAY	
	JUN	

⁸⁰ This is in place of the 2020 tournament, which was cancelled as a result of COVID-19. The event was due to take place from 28 June to 5 July 2020 in Tampere, Finland.

⁸¹ This may be subject to travel restrictions because of COVID-19.



Concluding remarks

“ Changing perceptions around homelessness is key to creating more inclusive societies. With UEFA’s support, and through our annual tournament and global network of street football partners, the Homeless World Cup Foundation demonstrates how football can be used to help people change their own lives and to address negative stereotypes.”

James McMeekin, chief operating officer, HWC Foundation
james@homelessworldcup.org

Good Practice

International Partners Sharing Skills (IPASS)

homelessworldcup.org/joining-our-network/

Objective

To establish an effective online communication tool for the 70 street football partners, allowing them to work together and learn from one another.

The Wow! factor

For the first time in the history of the Homeless World Cup Foundation's communications with its network of street football partners, a 'members only' area of the website was created. Those partners now get exclusive access to resources that can help programmes to increase their capacity. They can also share their own examples of good practices. Resources are accepted in any language in order to maximise sharing, but for key documents, the aim is to provide them in at least French, Spanish or English.

Stakeholders and partners

- Strategic partners
- Coaches Across Continents
- Healthy Stadia

300

Since being launched in February 2020, the portal has had 300 unique visits from street football partners.⁸²

⁸² As at 17 July 2020.

Link to good practice

[Joining our network](https://homelessworldcup.org/joining-our-network/)



“The portal addresses communication gaps between partners that have not been fully addressed until now. It is a space that allows, for example, a partner in Kyrgyzstan to learn about a useful safeguarding tool being used in Grenada and find out how to replicate it.”

Zoe Hopkins, international partnerships manager,
Homeless World Cup Foundation

Centre for Access to Football in Europe



SDGs 10.2, 11.7, 12, 13, 16

Mission

The Centre for Access to Football in Europe (CAFE) works to make the game accessible, inclusive and welcoming for all disabled people, whether as fans, players, coaches, officials, administrators, decision-makers or leaders, under the slogan 'Total Football, Total Access'.

www.cafefootball.eu

Objectives

Improve access for disabled fans at European stadiums and make matchdays more inclusive.

Increase the number of disabled fans attending matches.

Raise awareness of the issue of access and inclusion across the UEFA region.

Give disabled people the opportunity to take their rightful place as employees and decision-makers within football.



© CAFE

Highlight

In February 2020, CAFE launched #MyMatchday, a series of interviews with disabled fans from across Europe.

130 million

There are over 130 million disabled people living in UEFA's 55 member countries, yet around half of those disabled people have never attended a live public or sporting event.

#MyMatchday showcases the positive news that sometimes goes unreported, sharing real-life experiences with other disabled fans who may never have attended a live match. Disabled fans are, first and foremost, fans, and the interviews look at how they first fell in love with football, their favourite memories from attending live matches and their typical matchday routines. The interviews also explore any feelings, doubts or concerns that those fans may have had before attending a live match for the first time and ask the fans what their message would be to those who have not yet experienced live football.

The monthly interviews have helped to shine a light on disabled supporters and their experiences with live football. They deliver powerful messages and encourage more disabled fans to attend future matches. A variety of topics are discussed in the interviews, including adjusting to becoming disabled later in life and the effects of online trolling and disability abuse.



© CAFE

“I would hate to think that people like [my daughter] stayed away from live football because of fears about the stadium or how other fans would react to them. There is nothing like being there – I would encourage everyone to go and support your team and see your heroes.”

Neil Markham, Tottenham Hotspur FC fan

Additional achievements

- An [expert working group](#) was established to increase CAFE's understanding of non-visible disabilities and conditions. [Non-visibly disabled fans were surveyed](#) to learn how best to meet their access requirements. They were asked about the barriers they face at matches and their experiences with existing accessible services.
- A [small grants programme](#) was launched in connection with the [CAFE Week of Action](#), helping disabled fans and disabled supporters associations to take part in the annual celebration of access and inclusion. Grants of up to €250 were made available to assist disabled fans with the funding of their planned activities.
- An [animated video](#) was produced in cooperation with UEFA to mark the [CAFE Week of Action 2020](#), celebrating ten years of cooperation between CAFE and UEFA. The video reflects on several key achievements and shared goals in terms of making the game accessible, inclusive and welcoming for all.
- CAFE ran a training session at the UEFA National Associations Stadium Infrastructure Workshop in Nyon, increasing understanding of accessible stadiums in order to support UEFA stadium inspectors in their roles. That training led to further cooperation with the German Football Association and [KickIn!](#), assessing the accessibility of the Olympiastadion in Berlin in order to ensure an accessible and inclusive experience at the German Cup final.
- An [information guide](#) was published for and distributed to national associations planning to apply for UEFA's FSR HatTrick funding for projects relating to improved access and inclusion. CAFE supports applications on this topic, and the [information guide](#) includes a comprehensive list of suggested projects and activities.

Key performance indicators

Objective

[Improve access and make matchdays more inclusive for disabled fans at European stadiums](#)

Clubs, stadiums and national associations introduced to the UEFA-CAFE good practice guide 'Access for All'

Stadium access appraisals completed, identifying a benchmarking of existing facilities

Additional clubs/venues with audio-descriptive commentary (ADC)



Objective

[Increase the number of disabled fans attending matches](#)

Additional stadium webpages with access information on CAFE's website

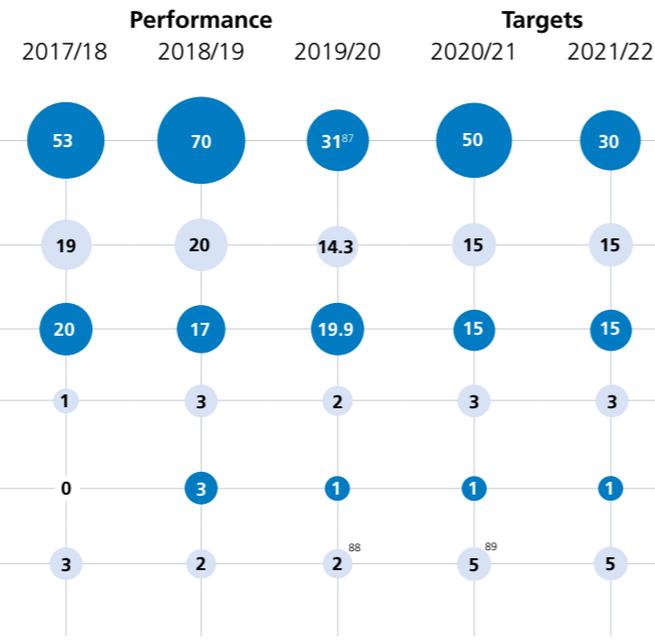
Increase in Twitter followers (%)

Increase in Facebook followers (%)

New disabled spectators groups (club level)

New disabled spectators groups (national level)

Meetings between a club/national association and its fans, initiated or mediated by CAFE, with a view to setting up a disabled spectator group



Objective

[Raise awareness of access and inclusion throughout UEFA region](#)

Disability inclusion and etiquette courses delivered to national associations, clubs and fans

People receiving disability inclusion and etiquette training

CAFE/access ambassadors appointed

Countries involved in CAFE Week of Action

National associations involved in CAFE Week of Action

Clubs involved in CAFE Week of Action

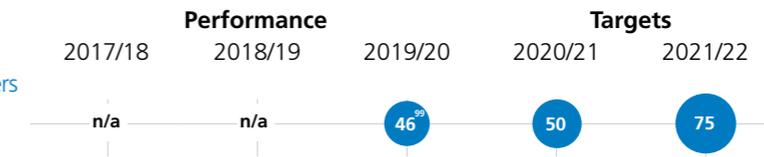
Fan groups involved in CAFE Week of Action



Objective

[Disabled people taking their rightful place within football as employees and decision-makers](#)

Disabled people working/volunteering within football (national associations, clubs, media, etc.)



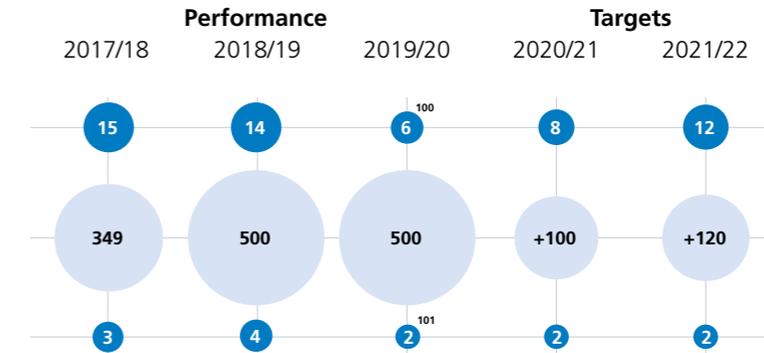
Objective

[Appointment of dedicated DAOs by clubs and national associations across UEFA region](#)

DAO courses conducted for national associations or disabled supporters associations

New club-appointed DAOs

HatTrick funding applications supported by CAFE



⁸³ As the number of disability access officer (DAO) meetings was higher than originally planned, CAFE met more stakeholders and was able to exceed its target in this area.

⁸⁴ This figure is dependent on the updated Access for All guidance being published as planned.

⁸⁵ This will be dependent on the COVID-19 situation. This figure includes UEFA Women's EURO 2021 venues (excluding Wembley Stadium).

⁸⁶ Two venues in Porto, Portugal (2019 UEFA Nations League finals), and one in Madrid, Spain (2019 UEFA Champions League final). In addition, nine venues received training in 2019/20, which will continue in 2020/21 in preparation for the postponed EURO 2020.

⁸⁷ The majority of these webpages related to the stadiums of clubs participating in the UEFA Women's Champions League.

⁸⁸ As a means of moving forward with this KPI and employing new tactics, CAFE held discussions with 16 disability NGOs in areas where disabled spectators groups do not exist.

⁸⁹ This will be dependent on the COVID-19 situation.

⁹⁰ Five courses were cancelled in 2019/20 on account of COVID-19.

⁹¹ This will be dependent on the COVID-19 situation.

⁹² In the 2018/19 report, the target for this season was 180 people. The majority of these training sessions were cancelled on account of COVID-19, with more training due to take place in the future.

⁹³ This will be dependent on the COVID-19 situation.

⁹⁴ Possible new ambassadors were unable to accept their roles in 2019/20.

⁹⁵ The number of confirmed countries fell from 42 to 22 on account of COVID-19.

⁹⁶ This will be dependent on the COVID-19 situation.

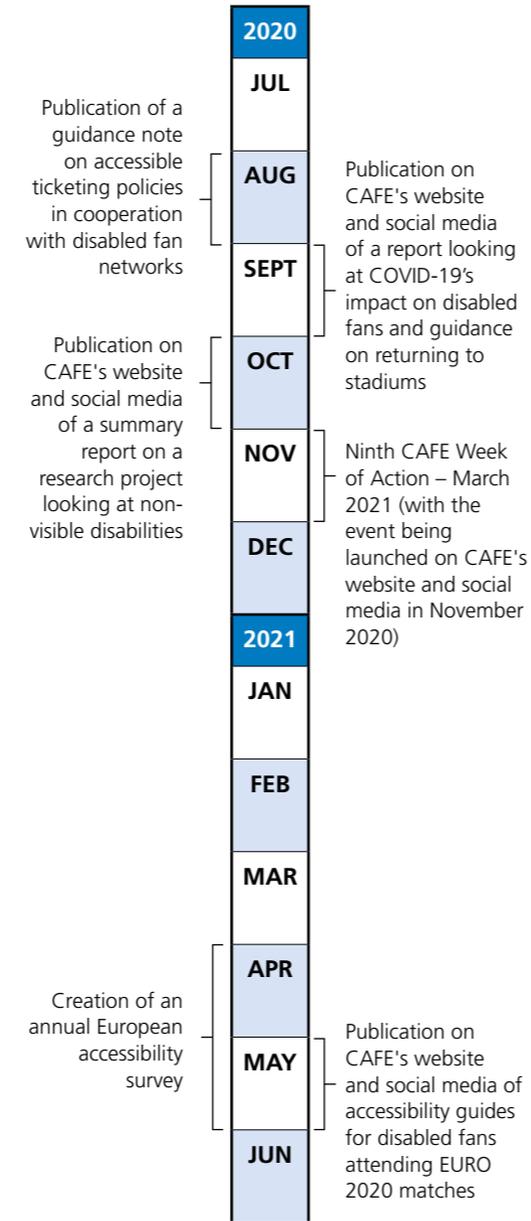
⁹⁷ This will be dependent on the COVID-19 situation.



⁹⁸ This will be dependent on the COVID-19 situation.
⁹⁹ The true figure may be higher, but this is the number of people that CAFE is currently aware of. CAFE has created a database in order to better track levels of employment within football, and the Football for All Leadership Programme (which is supported by CAFE) is helping to get more disabled people into work within football.

¹⁰⁰ Training sessions in Italy, Estonia, Scotland, Georgia and Russia were cancelled on account of COVID-19.
¹⁰¹ Applications were completed in San Marino and Russia (with case studies published). However, work in Slovakia was postponed on account of COVID-19. The case studies demonstrated the results of HatTrick projects, showing how national associations could deliver accessibility-related HatTrick projects.

Planned activities



Concluding remarks

“ We have all faced unique challenges and circumstances this season, but we have also seen great successes and progress. Now is a crucial moment, where we must continue to push ‘purpose over profit’ to ensure that disabled people can enjoy live football alongside fellow fans and contribute to the industry as a whole.”

Joanna Deagle, CAFE managing director
 joanna@cafefootball.eu

Good Practice

Hosting the first trinational networking meeting for disability access officers (DAOs)

Objective

To help DAOs from England, Germany and Russia to share ideas, good practices and solutions to problems, and to promote discussions within the DAO network on the subject of overcoming attitudinal barriers faced by disabled people and improving the management of relationships with disabled fans.

The Wow! factor

CAFE has facilitated a number of DAO exchange meetings between opposing sides in UEFA Champions League and UEFA Europa League matches. This, however, was the first time that DAOs from a large number of clubs had the opportunity to come together to share their own experiences and offer suggestions to their counterparts on how to implement accessible and inclusive solutions at their clubs.

Stakeholders and partners

- English Premier League
- English Football Association
- Russian Football Union
- German Football League
- Manchester City FC¹⁰²
- Manchester United FC¹⁰³
- Watford FC
- Everton FC
- Arsenal FC
- Tottenham Hotspur FC
- FC Dinamo Moskva
- FC Khimki
- FC Baltika
- Tambov

- FC Krylia Sovetov
- FC Rubin
- FC Bayern München
- RB Leipzig
- VfL Borussia Mönchengladbach
- FC Schalke 04
- Hamburger SV
- TSG 1899 Hoffenheim
- DSC Arminia Bielefeld
- Colour Blind Awareness
- Bundesbehindertenfanarbeitsgemeinschaft e.V. (BBAG)/KickIn!

30

CAFE has delivered more than 30 DAO training sessions to over 600 participants since 2017 and has facilitated 15 DAO exchange meetings. It is critically important that DAOs continue to have the opportunity to network and share best practice solutions in order to improve access and inclusion at both national and international level.

Link to good practice

[First tri-national DAO exchange meeting held in Manchester](#)

¹⁰² Hosted event and provided stadium tour for DAOs.
¹⁰³ Provided stadium tour for DAOs.



“Although we all share the same passion for the game, there can be vast differences between the experiences of disabled fans in different countries. We look forward to hosting more of these exchange meetings and helping DAOs across Europe to share innovative solutions and best practice examples from their own experiences.”

Jochen Kemmer, project manager, CAFE

Colour Blind Awareness



SDGs 4.5, 4.a.1(d), 10.2, 10.3

Mission

Colour Blind Awareness aims to highlight issues affecting colour blind people (including fans, players and club/association employees) and achieve equal access for every colour blind person, no matter how they engage with football.

colourblindawareness.org

Objectives¹⁰⁴

Raise awareness of the accessibility and inclusion problems faced by people with colour blindness throughout the UEFA region.

Minimise the number of matches made inaccessible by 'colour blind kit clashes' at all levels of the game.

Increase training for coaches to ensure that colour blind players can distinguish between kits and other equipment at all levels of the game.

Increase awareness among stadium operators of the implications that colour blindness has for stadium operations from a safety, security and service perspective.



© Colour Blind Awareness

Highlight

In September 2019, the EU's Erasmus+ programme confirmed that a joint bid submitted by Colour Blind Awareness, the European Football Development Network, the Icelandic, Portuguese and Romanian FAs, Danish Superliga club Randers FC and Oxford Brookes University, in conjunction with the English FA and UEFA, had been successful in securing funding for the Tackling Colour Blindness in Sport project (also known as #TACBIS). #TACBIS, which is a three-year project, seeks to:

- create free resources for use by national associations, clubs, leagues and other stakeholders (such as schools);
- research the prevalence of colour blindness in football players at all levels of the game, identifying potential barriers to progression and looking at how barriers can be overcome;

- raise awareness of the issues faced by colour blind spectators, such as colour blind kit clashes, problems when purchasing tickets, and difficulty identifying information (wayfinding, club websites, etc.).

The Erasmus+ grant, which totals €400,000, will enable research and support activities to be conducted in each of the various partner countries. The project began in January 2020, with the first project meeting taking place in Oxford, England.



© Colour Blind Awareness



© KSI

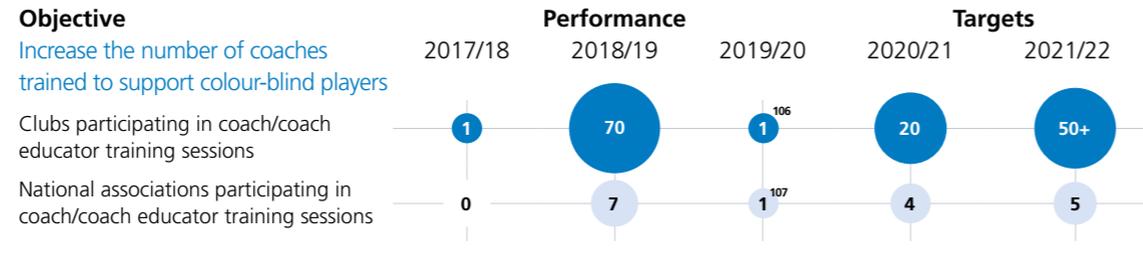
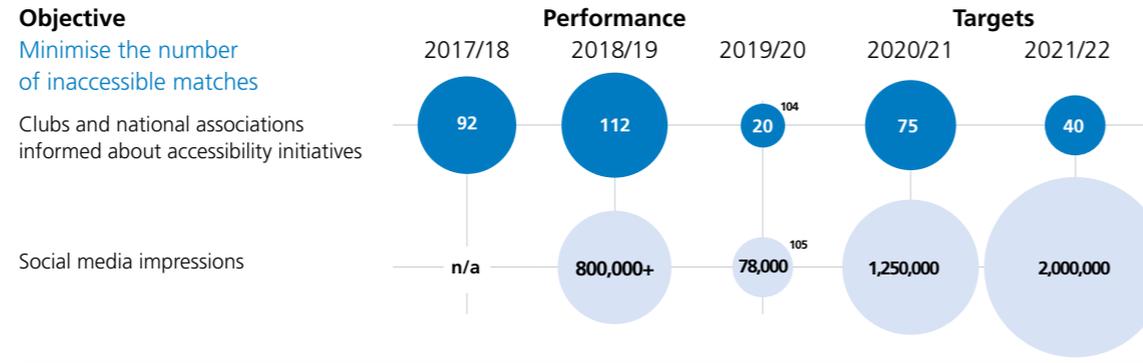
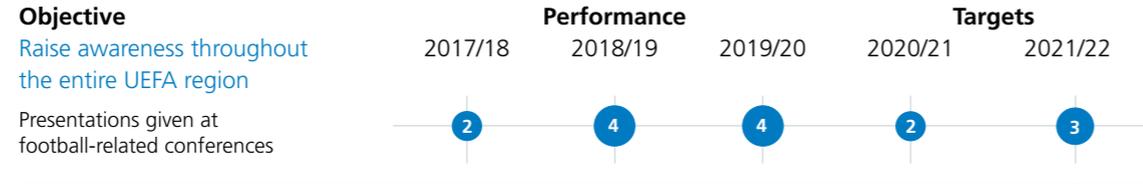
“We are relatively new to the programme, so we are delighted to be involved, sharing good practices and great ideas. It is so important to work together and amplify each other’s messages, as we are all facing the same challenges. This is one of those projects where it really feels like a football family.”

Ómar Smáráson, head of communications, Football Association of Iceland

Additional achievements

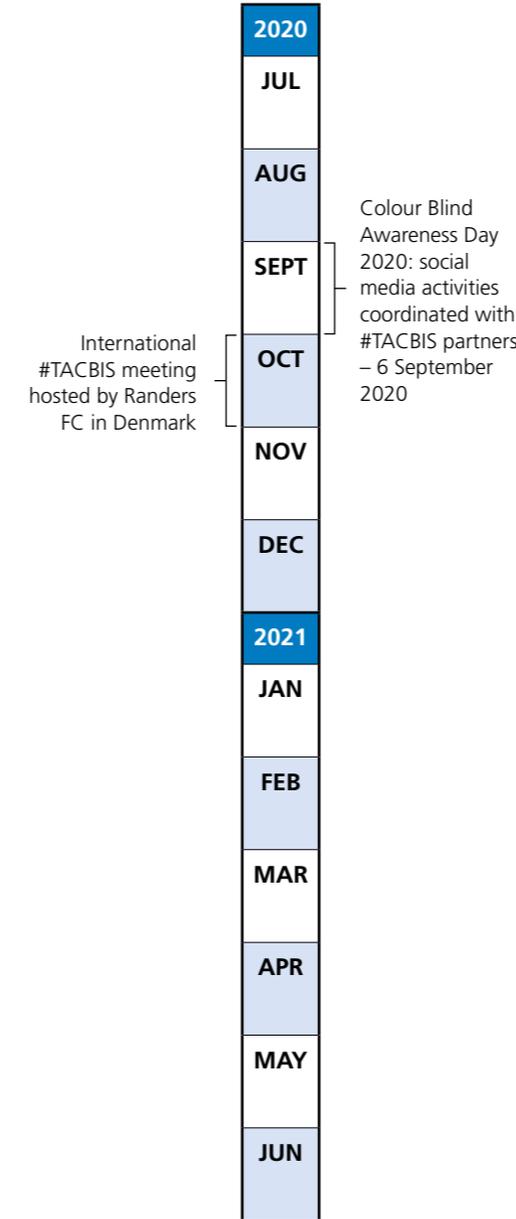
- In association with UEFA FSR partners SD Europe and CAFE, training workshops for SLOs and DAOs were delivered to representatives of several national associations and European clubs.
- Colour Blind Awareness was granted official observer status on the Standing Committee of the European Convention on Spectator Violence, enabling it to contribute to the Convention's appendices.
- Colour Blind Awareness began working, in cooperation with other FSR partners, on the creation of guidance documents for football on subjects such as ticketing and signage (such as those needed by SLOs and DAOs).
- At national events organised by the Football Supporters' Association and Level Playing Field in the United Kingdom, Colour Blind Awareness hosted activities highlighting the issues faced by colour blind people in football. Many new contacts from clubs and leagues took part in these activities.
- Expanding on the English FA's initial UEFA FSR HatTrick-funded project, Colour Blind Awareness increased its reach within the national association, delivering training workshops to ensure that the output of core departments (videos, training documents for coaches, etc.) was accessible to colour blind people.

Key performance indicators



¹⁰⁴This was higher than the target figure for 2019/20, thanks to an increase in follow-up measures when sharing information, as well as contacts made through stadium audits and conferences (which were also followed up on).
¹⁰⁵Much of the coverage gained this season was from club social media accounts where the metrics cannot be assessed. Therefore, this figure represents an estimate of total media views for the social media accounts of Colour Blind Awareness and certain project partners (such as the English FA). Going forward Colour Blind Awareness will be able to collect impressions from all of its partners, hence the reason for higher targets in coming seasons.
¹⁰⁶This figure was lower than expected as a result of the COVID-19 pandemic.
¹⁰⁷This figure was lower than expected as a result of the COVID-19 pandemic. Certain national associations postponed this programme until a later date.
¹⁰⁸This figure was lower than expected as a result of the COVID-19 pandemic.
¹⁰⁹This figure was lower than expected as a result of the COVID-19 pandemic.

Planned activities



Concluding remarks

“ The continued support of UEFA enables us to extend the reach of our awareness programme not only within national associations, but also beyond, to influential organisations including the European Commission and international governing bodies of other sports, providing excellent opportunities to bring our inclusivity message to a wider audience.”

Kathryn Albany-Ward, founder and CEO, Colour Blind Awareness
 kathryn@colourblindawareness.org

Good Practice

#PrimaryColours

Objective

To harness the power of football in order to raise awareness of issues faced by colour blind children in sport and within mainstream education via the training of football coaches, enabling those coaches to take their knowledge into primary schools.

The Wow! factor

Using a grant received from the UEFA Foundation for Children, Colour Blind Awareness worked with the English FA and Premier League Communities to create a suite of resources for coaches in the national association's physical education unit to deliver to Premier League club foundations/community trust coaching staff. In addition, train-the-trainer sessions were created to enable the physical education unit to deliver training to 8,000 coaches within the Premier League Communities grassroots coaching system for primary school children.

Stakeholders and partners

- UEFA Foundation for Children
- English FA's physical education unit
- Premier League Communities
- Aston Villa Foundation

The implementation of the training element of the project is still ongoing as a result of the impact of COVID-19, but by the time the project is completed, 8,000 coaches within the Premier League Communities coaching system will have been reached.



© Colour Blind Awareness

“ Before the training, I thought I was properly supporting the colour blind player in my team, but the training allowed me to understand how much more I could have got from her if I’d approached sessions differently using the knowledge I’ve now gained.”

Corinne Mitchell, workforce development officer, Aston Villa Foundation



Link to related resources

[Colour Blind Awareness education animation'](#)



Environment



WWF



SDGs 11, 13, 15, 17

Mission

The World Wide Fund for Nature (WWF) seeks to stop the degradation of our planet's natural environment and build a future in which people live in harmony with nature.

panda.org

Objectives

Secure more ambitious climate commitments from governments at national and global level with a view to achieving the objectives of the Paris Agreement.

Strengthen the role played by non-state actors (cities, companies, financial institutions, etc.) in leading climate action with a view to meeting the targets set by the Paris Agreement.

Maximise the impact of the Paris Agreement by aligning climate targets with other global agreements, including the UN's Sustainable Development Goals.



“ We need economic recovery packages that are sustainable and provide a platform for the systemic change which is necessary to advance climate action. Countries must reboot their economies by stepping up their climate action, accelerating the transition to renewables, funding sustainable industries and infrastructure, creating green jobs and greening supply chains.”

Manuel Pulgar-Vidal, leader, WWF International Climate and Energy Practice

Highlight

Keeping climate action at the heart of COVID-19 recovery packages

Between the unprecedented bushfires in Australia and the COVID-19 pandemic, the first six months of 2020 really exposed society's fragility in the face of global natural forces. Those two crises affected everyone (including the sporting industry, with air pollution from the wildfires affecting tennis players at the Australian Open, for example) and crippled our societies.

Although our economies are struggling, now – more than ever – is not the time to cut back on climate action; rather, we should be strengthening it. The WWF is keen to ensure that governments' recovery packages include measures that support, rather than hinder, greater climate action. Green recovery packages not only have great potential to reignite economies in a quick, powerful and long-lasting manner; they are also essential in order to address the root causes of such crises.

The sporting industry also has a critical role to play in creating a more sustainable world. It can – and must – strive to minimise the environmental impact of its events, leverage its public reach by supporting awareness-raising campaigns and lead by example in the operation of its institutions.

Additional achievements¹¹⁰

- The WWF actively participated in key international climate conferences, pressing governments and non-state actors for greater climate ambition and more rapid climate action. At the [UN Climate Action Summit](#) in September 2019, the WWF [used its influence](#) to stress the role of non-state actors (including sport) in increasing climate ambition, for example by [making young people's voices heard](#) at the summit.
- The WWF produced a video – using UEFA funding – that encouraged citizens to participate in the numerous

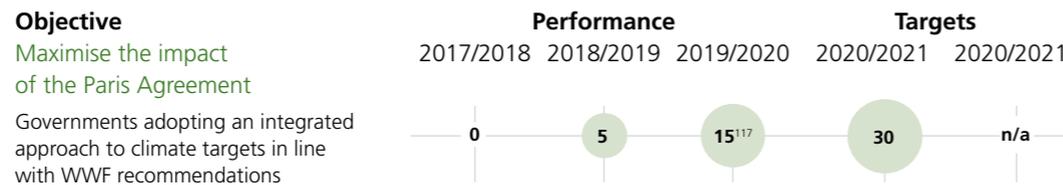
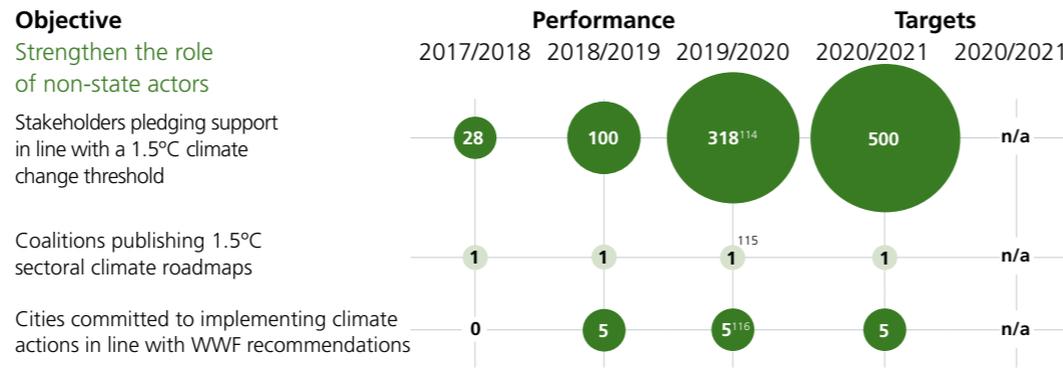
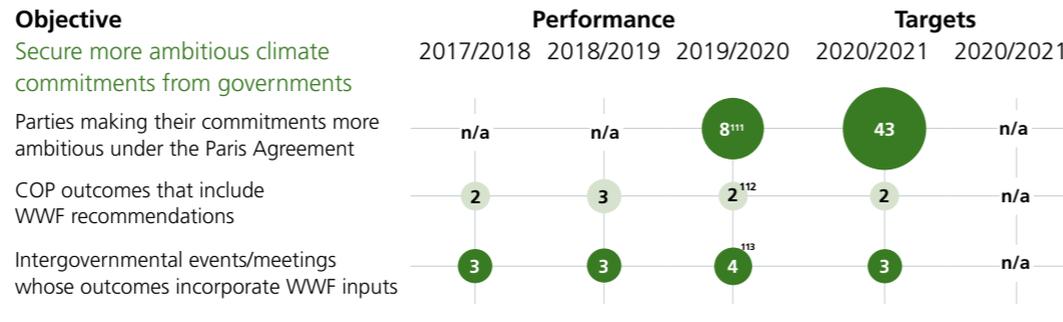


© WWF Australia

climate marches which took place worldwide around the time of the UN General Assembly.

- At the [UN Climate Change Conference \(COP25\)](#) in Madrid in December 2019 (where UEFA funds contributed to the cost of operating a pavilion for the full duration of the event), the WWF (in addition to relentlessly [lobbying governments](#) for a strong outcome to the climate negotiations) organised 44 public events over the two weeks. In addition, UEFA funding was also used to promote the WWF's [Science-Based Targets initiative](#) to companies at both COP25 and the UN General Assembly.
- The sporting industry is also mobilising around climate action. Spain's [La Liga supported COP25](#) by posting climate action messages on stadium advertising boards and co branding using the COP25 logo.
- People in 190 countries and territories around the world – including public figures such as Greta Thunberg, Justin Trudeau and Yusuf Islam (formerly known as Cat Stevens), as well as major organisations such as UEFA – took part in Earth Hour on 28 March 2020. As a result of COVID-19, the 2020 [Earth Hour](#) was a virtual event – a chance to speak up for nature and a better and healthier future for everyone.

Key performance indicators



¹¹⁰ The €150,000 that the WWF received from UEFA helped to fund some of its activities, which were focused mainly on advocacy and lobbying, rather than relating directly to the world of sport. Some of the activities that were funded as a direct result of UEFA's financial support are listed in this section.

¹¹¹ The formal nationally determined contribution (NDC) submission process has been delayed as a result of COVID 19, but parties are still working on their revised NDCs. Eight parties have submitted revised NDCs with new targets (Andorra, Chile, Jamaica, the Marshall Islands, Moldova, Norway, Rwanda and Suriname); three parties have said that they will submit a more ambitious revised NDC by the end of 2020 (Colombia, the European Union and Indonesia).

¹¹² Extension of the mandate of the Global Climate Action Agenda beyond 2020; and official recognition of the role of nature in climate action.

¹¹³ UNSG Climate Summit, COP25, World Economic Forum and Petersberg Climate Dialogue.

¹¹⁴ This represents the number of stakeholders that have signed up to the Business Ambition for 1.5°C commitment or are members of the Getting to Zero Coalition.

¹¹⁵ See [Exponential Roadmap: Scaling 36 Solutions to Halve Emissions by 2030](#), published in September 2019.

¹¹⁶ Barcelona, Copenhagen, London, New York and Stockholm.

¹¹⁷ Austria, Bhutan, the Central African Republic, the European Commission, Fiji, the Republic of Ireland, Monaco and the Seychelles at the WWF's [Leaders for Nature and People](#) event at the UN Climate Action Summit; and Chile, Egypt, Finland, Germany, the Marshall Islands, Rwanda and Switzerland at the Petersberg Climate Dialogue.

Planned activities

2020
JUL
AUG
SEPT
OCT
NOV
DEC
2021
JAN
FEB
MAR
APR
MAY
JUN

National and international policy advocacy in order to pressure governments to make climate action a central component of post-COVID-19 economic recovery packages.

Virtual summit on climate action in autumn 2020 to bring together stakeholders (including climate champions from the sporting world) and build momentum with a view to securing strong climate ambition at COP26.

Activities aimed at further encouraging cities, businesses, sports organisations and other non-state actors to champion climate action.



Concluding remarks

“ Sport brings the world together. It relies on common rules and cooperation, making it a powerful metaphor for the global effort needed to tackle the climate crisis. The sporting industry has an opportunity to champion climate action by raising awareness and reducing the carbon footprint of its events and operations.”

Vanessa Pérez-Cirera, deputy leader, WWF International Climate and Energy Practice

Good Practice

Virtual meetings: the new normal for an international team

Objective

Reduce the carbon footprint of WWF teams working in different countries, while maintaining high-quality human interaction and keeping meetings dynamic and productive.

The Wow! factor

Holding productive remote meetings means using the full range of online meeting tools: virtual breakout groups, real-time collaborative editing of documents, online whiteboards for brainstorming, and creative (and fun!) icebreakers, as well as best-in-class facilitation. With these tools, meeting participants are able to feel connected and hold interactive and productive discussions, despite the virtual set-up. Meetings held remotely help to reduce the need for expensive and environmentally harmful travel.

Stakeholders and partners

- WWF teams around the world, who would otherwise have travelled long distances at a significant cost for internal workshops.
- External experts providing input for WWF workshops (representatives of city authorities, other civil society organisations, companies, etc.). Had those events not been held remotely, the experts in question would have been unlikely to participate (too much travel for too little input, etc.).
- High-level speakers from major institutions, national governments, etc. who attended public events (e.g. high-level WWF/OECD dialogues).

150

Every year, the WWF's Annual Conference brings together 150 WWF leaders from around the world. By holding its 2020 conference remotely, the WWF was able to save many tonnes of carbon emissions, as well as avoiding the obvious financial costs associated with in-person meetings.



© WWF International

Link to related resources

[VAC2020: Highlights](#)



© WWF

“Despite this year’s Annual Conference being virtual, we were honestly surprised by how connected we all felt and how interactive and productive the discussion was.”

Marco Lambertini, director general, WWF International

South Pole



SDGs 1,3,6,7,13,15

Mission

South Pole seeks to accelerate the transition to a sustainable and climate-smart economy and society.

southpole.com

Objectives

Raise environmental awareness by tracking the greenhouse gas emissions generated by flights booked and taken by UEFA and providing monthly CO₂ reports.

Accelerate emission reductions by helping UEFA to invest in high-quality carbon credits to compensate for the emissions it generates through air travel.

Contribute to the organisation of carbon-neutral competitions and tournaments.

Highlight

For the 2019/20 season, South Pole measured all flight-related greenhouse gas emissions generated by UEFA employees and referees.¹¹⁸ These totalled 27,620 tonnes of carbon dioxide equivalent (CO₂e),¹¹⁹ which UEFA offset by continuing to support the [Dora-II geothermal power project in Turkey](#).

Additionally, UEFA also decided in 2019/20 to offset the greenhouse gas emissions of all the spectators who are expected to travel to EURO 2020 matches – an estimated 425,000 tonnes of greenhouse gas emissions. This is the first time that all emissions generated by fans travelling to a major international sporting event have been offset.

This brings the total amount of emissions offset by UEFA in the course of its decade-long partnership with South Pole to a remarkable 666,963 tonnes of CO₂e.¹²⁰

UEFA purchased carbon credits from a number of carbon compensation projects, including two projects in Rwanda that are distributing [efficient cookstoves](#)¹²¹ and improving [access to clean water](#) by repairing boreholes in rural areas.

All of the projects that are supported by UEFA have been certified by [Gold Standard](#), an internationally recognised organisation that acts as a benchmark for meaningful climate action and sustainable development.

¹¹⁸For example, a person flying from Geneva to Rome in business class emits the equivalent of 0.286 tonnes of CO₂, so roughly one-third of a carbon credit is needed to compensate for that footprint. This calculation takes account of the impact that aviation has on the climate at high altitude.

¹¹⁹The use of 'tonnes of carbon dioxide equivalent' as a unit of measurement involves converting amounts of other greenhouse gases to the equivalent amount of carbon dioxide with the same global warming potential. This allows the impact of other greenhouse gases (such as methane and nitrous oxide) to be quantified.

“UEFA demonstrated remarkable commitment to climate action in deciding to compensate for emissions generated by fans travelling to EURO 2020, even though the tournament had been moved to summer 2021 owing to the COVID-19 pandemic. UEFA supported Gold Standard renewable energy projects, as well as projects that empower rural African communities through access to clean water and efficient cookstoves.”

Natalia Gorina, commercial director, South Pole

What is carbon compensation?

Carbon compensation is an internationally recognised way of taking responsibility for unavoidable carbon emissions. It involves offsetting the greenhouse gas emissions that are generated by an individual or an organisation (i.e. their carbon footprint) by preventing the same amount of emissions from entering the atmosphere elsewhere on Earth. As climate change is a global problem, it does not matter where exactly on Earth an emission reduction occurs.

What are carbon credits?

A [carbon credit](#) is a certificate that corresponds to the reduction or avoidance of the equivalent of 1 tonne of CO₂. By purchasing carbon credits, an organisation can support the development of projects in areas such as renewable energy, energy efficiency and forestry, as well as supporting local communities.



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Additional achievements

- With UEFA's support, the Rwandan borehole project is preventing an average of 125,000 tonnes of CO₂e being released into the atmosphere each year by removing the need to boil water on wood fires for purification. Thanks to the repaired boreholes, 68,000 people now have easy access to clean water, removing a significant barrier to sustainable development. By reducing the need to boil water, the borehole project also saves 85,000 tonnes of wood each year, easing pressure on surrounding forests.
- As a result of the COVID-19 pandemic, flight-related greenhouse gas emissions generated by UEFA employees and referees fell by 84% in the period from March to June 2020 relative to the same period in 2019.¹²² Even after COVID-19, the number of flights taken is expected to fall in the long term as a result of increased use of video-conferencing technology within the organisation.
- South Pole raised awareness among UEFA's FSR partners and member associations on the subject of tackling greenhouse gas emissions and organising carbon-neutral events through presentations at the UEFA FSR Workshop (June 2019) and the UEFA FSR Compact Course (September 2019) and outreach to national associations through the UEFA FSR LinkedIn group. In addition, CAFE also decided to measure and offset the greenhouse gas emissions generated by the third International CAFE Conference. With UEFA's support, South Pole also measured and offset the footprint of the 2019 Sporting Chance Forum organised by the Centre for Sport and Human Rights.



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Key performance indicators

Objective	Performance	Targets	
	2019/2020	2020/2021	2020/2021
Calculate greenhouse gas footprint of UEFA flights	62,343	All flights	All flights
Number of UEFA flights tracked			
Compensate for emissions generated by flights	27,620	Equal to CO ₂ e footprint	Equal to CO ₂ e footprint
Carbon credits retired ¹²³			
Organise carbon-neutral competitions / tournaments	425,000	n/a	n/a
Carbon credits retired ¹²⁴ to compensate for emissions generated by fans travelling to EURO 2020 ¹²⁵			

¹²⁰ 214,343 tonnes of CO₂e in the period from 2009 to 2018/19, plus 27,620 tonnes of CO₂e in 2019/20 and 425,000 tonnes of CO₂e for EURO 2020.

¹²¹ On average, the efficient cookstove project prevents over 58,000 tonnes of CO₂e each year by reducing fuel consumption when cooking.

¹²² In the period from March to June 2019, greenhouse gas emissions totalled 10,176 tonnes of CO₂e. The equivalent figure for the period from March to June 2020 was just 1,619 tonnes.

¹²³ Each carbon credit represents a Gold Standard-certified emission reduction totalling 1 tonne of CO₂e.

¹²⁴ Each carbon credit represents a Gold Standard-certified emission reduction totalling 1 tonne of CO₂e.

¹²⁵ The emissions have been calculated and the credits retired, but EURO 2020 has been postponed to 2021.



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Planned activities

2020	
JUL	
AUG	
SEPT	
OCT	Calculate greenhouse gas footprint of UEFA's flights on a monthly basis
NOV	Select an appropriate Gold Standard carbon offsetting project for UEFA for 2020/21
DEC	
2021	
JAN	Provide a framework for climate action by national football associations
FEB	Contribute to the organisation of carbon-neutral competitions, with a focus on the engagement of fans at EURO 2020 and the planning of Women's EURO 2021 in England.
MAR	
APR	
MAY	
JUN	



Concluding remarks

“UEFA’s bold and increasingly ambitious commitment to sustainability is raising the bar for all other major sporting organisations worldwide. By investing in climate action projects to compensate for unavoidable greenhouse gas emissions, UEFA is driving down global emissions, while also contributing to the UN’s Sustainable Development Goals, which seek to ensure a just transition to a low-carbon future. We hope that other major sporting organisations follow UEFA’s example, seeing the importance and urgency of taking responsibility for the environmental impact of large-scale events.”

Renat Heuberger, CEO, South Pole

Good Practice

Climate action today in preparation for EURO 2020

Objective

EURO 2020 will span 12 different countries, with large amounts of fan travel (and, therefore, greenhouse gas emissions) expected. The objective is to compensate for such emissions by financing much-needed climate action and sustainable development, supporting the global transition to a zero-carbon future – all while taking the steps that are needed to cut emissions internally within UEFA wherever possible.

The Wow! factor

UEFA demonstrated leadership and commitment by offsetting fan travel at EURO 2020 in 2019/20, despite the tournament having been postponed to 2021 as a result of the COVID-19 pandemic.

The type of impacts UEFA is helping to create, include:

- agricultural extension services to ensure more efficient farming practices and alternative sources of income;
- jobs for rangers, who can protect forests from illegal logging and poaching;
- helping rural communities build and maintain schools and clinics;
- ensuring rural communities are provided with basic necessities, such as safe drinking water.

Stakeholders and partners

UEFA worked with South Pole (a project developer and global climate solutions company) to ensure that all carbon-offsetting projects had a lasting and permanent impact. All projects selected were approved by Gold Standard, an internationally recognised third-party verification organisation, to ensure that they met the highest standards in terms of their environmental and social impact.

Global emissions need to be reduced now. A number of committed businesses and organisations are leading the way in this regard, voluntarily implementing climate action today in order to drive a rapid and far-reaching transition to a low-carbon world and ensure that the post COVID 19 recovery is green.

Link to good practice

[ICROA Code of Best Practice](#)



“ Science and common sense tell us we need deep and fast decarbonisation to prevent further warming of our planet. We must dramatically ramp up our ambition and act collectively today to create a future where people and the planet are prioritised.”

Michael Weber, director of corporate climate neutrality, South Pole



Health and well-being



European Healthy Stadia Network



SDGs 3.4, 3.5, 3.9, 3.a, 11.2

Mission

The European Healthy Stadia Network (Healthy Stadia) works with clubs, stadium operators and governing bodies to ensure that sports venues are 'health-promoting settings', using practices that support healthier matchday environments and promote healthier lifestyles through football.

healthystadia.eu

Objectives

Promote tobacco-free stadium environments in UEFA competitions and across the European football community as a whole.

Provide stadium assessments and recommendations for the finals of all UEFA club and national team competitions.

Celebrate World Heart Day with the European football community, especially UEFA's member associations.

Promote physically active modes of transport to and from football venues and physically active lifestyles for fans through the EuroFIT programme..

Promote mental health and resilience training for community and grassroots coaches on adverse childhood experiences (ACEs) and trauma-informed sports participation.

Promote healthier stadium catering options by means of a healthy catering benchmarking tool and new guidance for venue and tournament catering units.

Highlight

Healthy Stadia developed a new pioneering training programme for community and grassroots sports coaches, giving them a better understanding of ACEs and the ability to adopt a trauma-informed approach to their coaching roles.

There is now a robust evidence base demonstrating that young people who have significant experience of trauma and ACEs are more likely to adopt health-harming behaviours in later life, such as a poor diet, smoking, and alcohol and drug misuse, contributing to much higher incidence of chronic health problems such as obesity, type 2 diabetes, and cardiovascular and respiratory diseases.



“The training was a great insight into ACEs, and it was brilliantly delivered. Our existing delivery focuses on mental health awareness, working with children and young people who are at risk of poor mental health. This training provides an understanding of how certain risk factors/ACEs can affect a young person.”

Jack Mullineux, Tackling the Blues mental health coordinator, Everton in the Community

Healthy Stadia worked with experts in the field to develop a two-hour training course for people delivering football on the front line at grassroots and academy level, equipping them with early-intervention skills to ensure that football settings are seen as safe and inclusive environments by all participants. Not only does this engender positive health and well-being outcomes and greater levels of resilience, it also promotes higher levels of inclusivity and participation in grassroots football.

Healthy Stadia initially devised the course as a face-to-face training initiative for coaches at the 2019

Homeless World Cup, before developing it further and turning it into an online training course.

Healthy Stadia initially devised the course as a face-to-face training initiative for coaches at the 2019 Homeless World Cup, before developing it further and turning it into an online training course.

Additional achievements

- Healthy Stadia assessments relating to health risks (tobacco, physical inactivity, alcohol consumption and poor diet) led to the production of four reports, training modules and recommendations for healthier UEFA club competition finals (Champions League, Women’s Champions League, Europa League and Super Cup).¹²⁶
- Healthy Stadia developed an online resource portal containing guidance and media assets to help promote World Heart Day 2019 through digital and social media. A total of 32 UEFA member associations participated in the campaign, which produced over 16,000 social media interactions and 160,000 video views.

- Healthy Stadia continued to promote the health benefits of physical activity and football through the EuroFIT programme for inactive male fans, with new projects being rolled out in both England and the Republic of Ireland. In both of those countries, projects were put on hold in March 2020 owing to COVID-19-related physical distancing measures.
- In April 2020, in response to the COVID-19 pandemic, Healthy Stadia worked with its in-house public health nutritionists to develop a range of guidance materials supporting frontline delivery partners, with a focus on food security, diet and nutrition. Guidance documents in Healthy Stadia’s COVID-19 resource hub have been downloaded over

650 times, including summary advice on vitamin D supplementation, guidance on how to assemble a healthy, balanced food parcel, and meal ideas using both non-perishable and fresh food items.

- A Tobacco-Free Stadia Declaration Support Pack was published in May 2020, supplementing previous guidance developed by Healthy Stadia, in order to help individual clubs, leagues and governing bodies to develop robust tobacco control policies at their stadiums. The declaration’s first signatories are due to be announced in September 2020, with agencies in Belgium working with Healthy Stadia to achieve this through new guidance.



© Everton Football Club



© Healthy Stadia

Key performance indicators

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Tobacco-free stadiums					
New countries implementing guidance	1	1	2	1	1
Countries adopting Tobacco-Free Stadia Declaration	n/a	n/a	0	3	3

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Healthier UEFA competitions					
Healthy Stadia assessments for club competitions	4	6	4	7	4

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Promotion of World Heart Day through football					
National associations involved in promoting campaign	26	30	32	20	20

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Promotion of physically active lifestyles					
New delivery organisations ¹²⁷ engaged for EuroFIT	n/a	2	2	2	2
Football organisations ¹²⁸ receiving training on ACEs	n/a	n/a	20	10	10

¹²⁶ Owing to COVID-19 physical distancing restrictions, this work was only able to be implemented at the 2019 UEFA Super Cup in Istanbul.
¹²⁷ Football organisations with the capacity to deliver health interventions at grassroots level.
¹²⁸ Organisations involved in the delivery of football activities at all levels of the football pyramid.



© Healthy Stadia



© Healthy Stadia

Planned activities

2020	
JUL	
AUG	
SEPT	Football activities in support of World Heart Day – 29 September 2020
OCT	
NOV	
DEC	Support for tobacco control interventions at UEFA club competition finals
2021	
JAN	Roll-out of Tobacco-Free Stadia Declaration across Europe's national associations and leagues
FEB	Launch of updated Active Travel guidance for sports stadiums
MAR	Continued roll-out of EuroFIT physical activity programme
APR	
MAY	Hosting online Health and Wellbeing webinar series for UEFA Member Associations on the Tobacco-Free Stadia Declaration, Active Travel Guidance and EuroFIT
JUN	Delivery of Respect Health programme at EURO 2020 – 11 June to 11 July 2021



Concluding remarks

More than at any other time since UEFA was founded in 1954, has the theme of good health and well-being held such a fundamental position in the lives of people across Europe and beyond. Although the COVID-19 virus is classified as an infectious disease, there is now a substantial evidence base linking non-communicable diseases (NCDs) – including obesity, cardiovascular diseases, type 2 diabetes and respiratory diseases – with far poorer outcomes for those with COVID-19. It is therefore incumbent upon governments and governing bodies, such as UEFA, to further strengthen policies and interventions that can assist in preventing NCDs as part of the process of 'building back better'. Healthy Stadia looks forward to being part of this process over the next season and will continue its work on tobacco-free environments and the promotion of physically active lifestyles through football, whilst further developing its newly established programme on trauma-informed practice within sport."

Matthew Philpott, executive director, European Healthy Stadia Network
matthew.philpott@healthystadia.eu

Good Practice

Delivery of online training on trauma-informed and ACE-aware practice

Objective

To provide training online via Zoom, allowing delivery to continue throughout the COVID-19 lockdown period, reaching a wider audience.

The Wow! factor

Healthy Stadia reconfigured a face-to-face training programme for online delivery via Zoom, using a lead trainer for delivery and utilising tools such as quizzes, polls, Q&As, video and online evaluation.

Stakeholders and partners

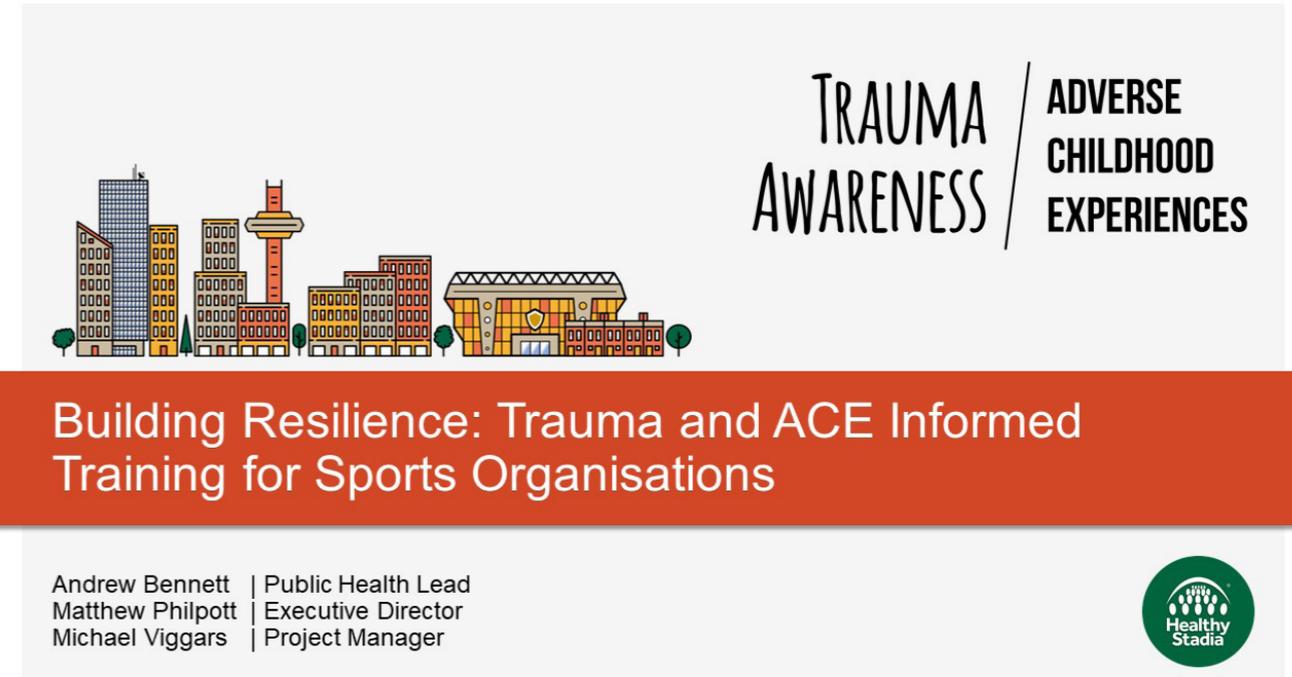
- The training course was developed in cooperation with an expert on trauma-informed practice.

350

To date, over 350 participants from more than 45 organisations have been trained, with a number of organisations now requesting training for all of their staff.

Link to good practice

[ACEs and trauma-informed practice](#)



Building Resilience: Trauma and ACE Informed Training for Sports Organisations

Andrew Bennett | Public Health Lead
Matthew Philpott | Executive Director
Michael Viggars | Project Manager



© Healthy Stadia

“ There was a clear explanation of ACEs and their effects on people – and a high percentage of people with at least one ACE! A great mix of theory, video and interaction, which kept it engaging.”

Zoe Hopkins, international partnerships manager, Homeless World Cup Foundation



Peace and reconciliation



Cross Cultures Project Association



SDGs 3, 4.7, 5, 10, 16.a, 17

Mission

Cross Cultures uses its Open Fun Football Schools (OFFS) as an entry point into local communities in conflict-sensitive areas with the aim of promoting a culture of peace and non-violence, gender equality, social inclusion, cultural diversity and sustainable development.

ccpa.eu

Objectives

Establish relationships between people by bridging ethnic, social, political and religious divides, fostering tolerance and creating common ground, preventing differences from acting as barriers to the promotion of peace, non-violence, cohesion and cooperation.

Support girls' and women's active participation in grassroots football in order to promote gender equality, combat gender stereotypes and foster women's well-being.

Involve local football clubs, civil society organisations, schools, community police, parents and local authorities in cross-sectoral networks with a view to developing and implementing education and awareness campaigns, with a focus on child protection.

Highlight

The protection of children in sport was again the main focus of the OFFS programme in 2019/20, with Cross Cultures' special cross-sectoral approach achieving particularly good results in Ukraine and Moldova.

Cross Cultures' safeguarding concept spans everything from positive environments for children to areas of neglect and abuse. It adopts a cross-sectoral approach, whereby key stakeholders such as football clubs, schools, parents, local authorities and community police work together to prevent abuse and neglect. This is done by mobilising and training relevant stakeholders with the following objectives:

- Openly address safeguarding issues, recognising each actor's role and capacity,

while breaking the stigma placed on children affected by child abuse,

- Respond by doing no harm and ensuring that preventive measures are put in place,
- Refer, report and take appropriate action in the event of concerns.

In addition, child safeguarding was integrated into the regular OFFS coaching seminar curriculum, resulting in the development of a code of conduct for each club or local community participating in the OFFS programme. Those codes of conduct consist of eight clear measures, helping to ensure the protection and general well-being of children across entire communities – both within the OFFS programme and within other programmes implemented by coaches.



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Additional achievements

- All in all, 143 OFFSs and 367 Fun Football Festivals were organised in 11 UEFA countries, reaching a total of 77,406 boys and girls between the ages of 6 and 12. Those activities were organised in accordance with the core OFFS principles, with the aim of uniting people and local communities affected by ethnic and/or social conflict, thereby contributing to peaceful co-existence, reconciliation and social inclusion. The Football Federation of Ukraine performed particularly well in this regard, hosting 43 OFFSs (attended by 7,824 children) and 252 Fun Football Festivals (attended by 41,614 children).
- With 42% of all participants being girls, the OFFS programme continued to focus strongly on helping girls' football to grow.
- A total of 1,930 community partners (football clubs, municipalities, primary schools, sports associations, community police, NGOs, etc.) were actively involved in organising OFFS activities.
- A total of 1,888 voluntary leaders and coaches were given training on Cross Cultures' special child-centric and community-based fun football approach at a three-day coaching seminar, earning a coaching diploma specific to that level.
- Regional cooperation between grassroots coaches in the western Balkans focused on empowering young men and women to become agents for change in the local community, seeking to use community football as way of contributing to the overall well-being of children and young people.



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Key performance indicators

Objective

Promote a culture of peace and non-violence and an appreciation of social and cultural diversity

OFFS leaders and coaches trained using regional seminars

OFFSs (5 days)

Children attending OFFSs

Fun Football Festivals

Children attending Fun Football Festivals

	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
OFFS leaders and coaches trained using regional seminars	1,739	2,182	1,888	750	1,500
OFFSs (5 days)	109	140	143	60	120
Children attending OFFSs	20,882	23,553	26,325	12,000	20,000
Fun Football Festivals	243	369	367	150	350
Children attending Fun Football Festivals	20,003	28,387	51,081	25,000	50,000

Objective

Promote women and girls' active participation in football
(Brackets indicate female participants as a percentage of total participants.)

Female participation in OFFSs and Fun Football Festivals

Female coaches completing Cross Cultures' 60-hour coach education programme

	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Female participation in OFFSs and Fun Football Festivals	17,580 (43%)	9,844 (42%)	11,087 (42%)	5,000 (40%)	8,000 (40%)
Female coaches completing Cross Cultures' 60-hour coach education programme	580 (42%)	822 (38%)	634 (38%)	275 (>36%)	600 (>40%)

Objective

Involve key stakeholders in cross-sectoral networks

Local cross-sectoral networks up and running

Community partners involved

Workshops on child protection

Parents attending parent meetings

	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Local cross-sectoral networks up and running	41	140	143	60	120
Community partners involved	977	1,404	1,930	480	960
Workshops on child protection	n/a	42	143	60	120
Parents attending parent meetings	3,916	3,749	5,068	2,000	5,000



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¹²⁹These activities will be dependent on the COVID-19 situation.

Planned activities

2020	
JUL	
AUG	
SEPT	Continued development of the Cross Cultures Virtual Clubhouse
OCT	Training of 750 voluntary coaches within the framework of the Cross Cultures Virtual Clubhouse
NOV	
DEC	Implementation of 60 OFFSs in compliance with the Cross Cultures Corona Guidelines
2021	
JAN	Implementation of Fun Football Festivals and small events for a total of up to 25,000 children, while disseminating information on COVID-secure practices in sport ¹²⁹
FEB	
MAR	
APR	
MAY	Launch of the Youth Democracy Dialogue Platform, an online platform for young coaches
JUN	



Concluding remarks

“Fun games are an important part of children's cognitive, social and cultural development. However, at the moment, children across the world do not have the same opportunities to play freely and develop because of the barriers caused by COVID-19. Cross Cultures is determined to bring fun football and games to those affected, using its special fun football programme as a platform to stimulate well-being and share experiences and hardship. Cross Cultures is reaching out to children and their volunteer coaches, giving them the opportunity to play in smaller groups, in accordance with the Cross Cultures Corona Guidelines, as well as providing blended learning through the Cross Cultures Virtual Clubhouse.”

Anders Levinsen, founder and managing director, CCPA
anders@ccpa.eu

Good Practice

Cross Cultures Virtual Clubhouse

Objective

This initiative seeks to provide blended learning, with fun football in small groups on the pitch being complemented by fun games and the teaching of life skills off it.

The Wow! factor

Created in response to COVID-19, this online platform harnesses Cross Cultures' passion for teaching and provides a safe space for children, young people and adults, allowing them to be together while remaining physically distant.

Stakeholders and partners

- The development of the platform was a collaborative effort, with content being provided by colleagues in 22 different countries across the Cross Cultures network.
- The Danish Football Association helped to develop the e-gaming section of the platform, among others.
- Ten committees were established, focusing on different aspects of the project, furthering the sharing of knowledge between Cross Cultures partners.



CROSS CULTURES PROJECT ASSOCIATION

Welcome to Cross Cultures virtual Clubhouse!

SEE OUR ROOMS

“Working on the development of the Cross Cultures Virtual Clubhouse through the different committees has been really interesting. Everyone gets to work in their own field of expertise and then, when the committees meet, all sorts of ideas flourish.”

Svetlana Petras, CSR manager,
Football Association of Moldova

It took just two months to establish the various committees, develop the relevant content and launch the Cross Cultures Virtual Clubhouse platform, demonstrating the power of the network and the ability to work together while working remotely.

Link to good practice

[Cross Cultures Virtual Clubhouse](#)



Solidarity



International Committee of the Red Cross



SDGs 3.8, 3.c, 4.1, 8.3

Mission

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organisation whose mission is to protect and assist victims of armed conflict and other violent situations.

[icrc.org](https://www.icrc.org)

Objectives

Provide rehabilitation services to people with physical disabilities.

Provide expert advice and training to the staff of ICRC-supported physical rehabilitation centres, as well as financial support for people studying to become physiotherapists or prosthetists/orthotists.

Improve access to social integration activities (including sport) for people with physical disabilities.

Raise awareness of how sport can help conflict-affected people with physical disabilities to cope with their situation.

Highlight

In 2019/20, the ICRC fostered the social integration of people with physical disabilities in South Sudan by means of various activities as part of its physical rehabilitation programme. One of the ways in which it helped to ease their reintegration into society was through sport, with activities including amputee football and wheelchair basketball.

The ICRC worked with the South Sudanese authorities and other local partners to break down the barriers and stigma that are associated with physical disabilities. It used sport to deepen people's understanding of the issues faced by those living with these disabilities and strove to help physically disabled people to lead active and dignified lives, helping them to build confidence and establish a sense of community with other people facing similar challenges.

In its efforts to support the creation of an amputee football programme in the country, the ICRC consulted the South Sudan Football Association on possible implementation strategies and other ways of promoting the sport. It also helped to organise an amputee football match in Rumbek, in coordination with the ministry of culture, youth and sport and the ministry of gender and social welfare. The majority of the players involved were registered on an ICRC database, as they were regular patients at ICRC-supported physical rehabilitation centres, but those players also invited other people with physical disabilities to participate in the match.

The match attracted a lot of interest and attention among the local authorities and the wider community, with around 300 spectators attending the game and cheering on the players.



© ICRC

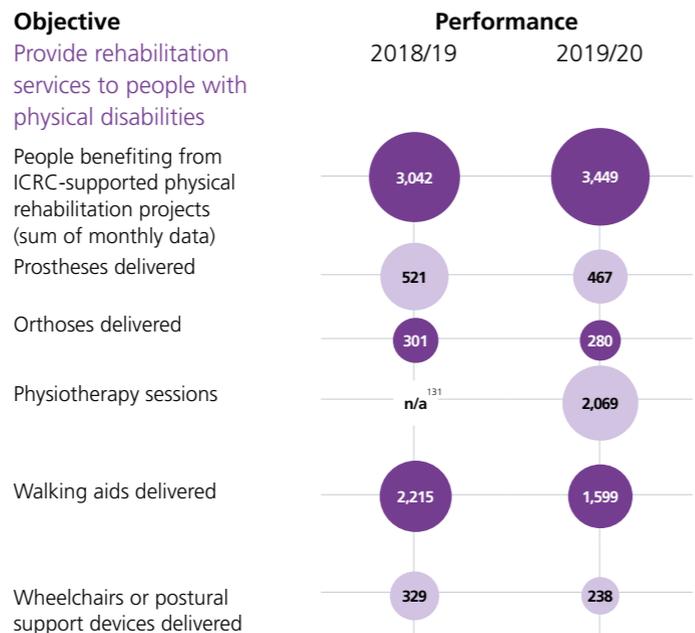
“I was afraid people were going to laugh at us when we played football on crutches. It was something new to us at first, but the support we got from the crowd was overwhelming.”

Majur Machol, South Sudanese amputee football player and repairman at the ICRC-supported physical rehabilitation centre in Rumbek

Additional achievements

- In South Sudan, more than 3,400 people with physical disabilities accessed services at ICRC-supported physical rehabilitation centres in Juba, Rumbek and Wau, with the ICRC giving those centres technical, financial and material support, as well as training. Some people living in remote areas who needed to travel to those centres had their transport, food and/or accommodation costs covered by the ICRC. Where necessary, ICRC aircraft transported people with physical disabilities and their carers to the centres, while teams from the centres made trips to remote communities to deliver wheelchairs, provide consultations and promote the centres' services.
- The ICRC used sporting, educational and vocational activities to foster the social integration of people with physical disabilities. Thanks to financial assistance, material support and referrals provided by the ICRC, numerous children with physical disabilities were able to attend school, 146 people with physical disabilities were able to participate in sporting activities, and 30 people with physical disabilities were able to pursue micro-economic initiatives.
- The ICRC and the local authorities continued to discuss the establishment of an oversight board and national professional standards for the physical rehabilitation sector.

Key performance indicators¹³⁰



¹³⁰ The ICRC sets targets and corresponding budgets each year, so the KPIs listed this year are different from last year's, with changes being shaped by needs arising from armed conflicts and other violent situations.
¹³¹ There is no 2018/19 figure for physiotherapy sessions, as in that season the ICRC counted the number of beneficiaries, rather than the number of sessions.

Planned activities

2020	
JUL	
AUG	
SEPT	Help the physical rehabilitation centres in Juba, Rumbek and Wau to deliver services, covering transport, food and accommodation costs for destitute patients (as well as their carers, if necessary)
OCT	
NOV	
DEC	Support the creation of an amputee football programme, in cooperation with partner organisations
2021	
JAN	Provide funding and material assistance to South Sudan's national wheelchair basketball association
FEB	
MAR	Provide financial support to schoolchildren with physical disabilities and people studying to become physiotherapists or prosthetists/orthotists
APR	
MAY	
JUN	



Concluding remarks

“UEFA is one of the ICRC’s longest-serving, most committed humanitarian partners. Their generous support over the years has helped us to help some of the most vulnerable people in society – those living with disabilities in the midst of armed conflict. In places like Afghanistan and South Sudan, the growth of sport in physical rehabilitation programmes has been a real game-changer – boosting people’s physical well-being, promoting social inclusion, restoring a sense of dignity, and simply providing fun and enjoyment. This has helped people with disabilities break down barriers, to participate in society and reach their true potential.”

Robert Mardini, director general, ICRC

Good Practice

Investing in people's abilities and empowering them to contribute to the sustainability of the physical rehabilitation sector

Objective

Provide expert advice and training to staff at the ICRC-supported physical rehabilitation centres in Juba, Rumbek and Wau, as well as financial support for people studying to become physiotherapists or prosthetists/orthotists.

The Wow! factor

The ICRC has always applied a people-centric approach to its humanitarian work. In addition to providing physical rehabilitation centres with material and financial assistance, it also helps their staff to hone their skills. By investing in the enhancement of their professional abilities, it empowers them to contribute to the overall sustainability of the physical rehabilitation sector. In addition, it provides scholarships to students studying physical rehabilitation, giving them the opportunity to pursue careers in that field (which, in some cases, results in them working for ICRC-supported centres).

Stakeholders and partners

- ICRC-supported physical rehabilitation centres
- St Mary's University in Juba
- Cambodian School of Prosthetics & Orthotics



© ICRC

At the end of 2019/20, there were 29 staff members at the ICRC-supported physical rehabilitation centres (12 prosthetic and orthotic specialists, seven physiotherapists and ten technical assistants) who were receiving regular on-the-job training to help improve their skills. In addition, three students have been given ICRC scholarships to support their physical rehabilitation studies (either in South Sudan or elsewhere).

Link to good practice

[Enabling people with disabilities and physical rehabilitation](#)

Link to related resources

[Where we work: South Sudan](#)



© ICRC

“I feel 100 percent about the way I work here. I am happy that I am disabled, because it makes it possible for me to know exactly what areas could hurt and how it feels.”

Makur Madof Diet, technician at the ICRC-supported physical rehabilitation centre in Rumbek

sportanddev



SDGs 17.6, 17.9, 17.16, 17.17, 17.18, 17.19

Mission

sportanddev is the main hub through which the sport and development community shares knowledge, establishes good practices, coordinates with others and creates partnerships.

sportanddev.org

Objectives

Highlight sport's development potential.

Help to improve sport and development practices.

Encourage dialogue and partnerships and facilitate strategic alliances.

Highlight the role played by UEFA and its partners in promoting social responsibility.



© Aaron Kearney (ABCID)

Highlight

Sport frequently hit the headlines in 2019/20 on account of the COVID-19 pandemic, with major events around the world being cancelled or postponed. It was not just elite sport that was affected, though. Grassroots sports clubs and organisations using sport to foster social change also had their activities suspended or moved online.

COVID-19 and the resulting lockdowns have had a catastrophic impact, with the most vulnerable in society being hit the hardest. However, this has also created space for reflection. Does sport need to change? Should it reimagine its role in society? How can it better serve the needs of communities?

In April 2020, sportanddev started an online conversation on this subject. It began with a [call for articles](#), with 68 authors from around the world submitting 55 articles. Subjects covered ranged from the need to use sport to tackle gender equality and address mental health issues arising from the crisis to the need to invest more in community sport and make sport more inclusive.

This was followed by a [webinar](#), which saw almost 1,000 people tune in via Zoom, Facebook and YouTube to engage in robust discussion with an expert panel. A report looking at ten key issues arising from the call for articles and the webinar is set to be presented to sports leaders.

“ Sport, as a human, social phenomenon, is irreplaceable. So why are we not talking about this more? Why are we not priming ourselves to create a future that embraces more of the assets of sport that go beyond the charts and spreadsheets of the sports industry?”

Marjorie Enya, master's student at the International Olympic Academy and a member of both the World Rugby Council and the Brazilian Rugby Confederation's executive committee



© sportanddev

Additional achievements

- In 2019/20, sportanddev featured [54 articles and events](#) written and organised by UEFA and its FSR partners (including CAFE, the Fare network and Healthy Stadia).
- In partnership with the Australian government and the Commonwealth, sportanddev created an [online sport and development course](#) – the first of its kind. The first cohort of students are due to commence their studies on 20 July 2020.
- When COVID-19 was declared a global pandemic in March 2020, sportanddev dedicated a section of its website to it, providing a space where organisations could share their experiences of how the situation had affected them and how they had adapted to it. By the end of 2019/20, sportanddev had published 41 articles, as well as a list of useful resources.
- sportanddev [added a section to its website](#) on measuring sports' contribution to the UN's Sustainable Development Goals, which are a global framework for ending poverty, protecting the planet and ensuring that all people enjoy peace and prosperity by 2030.

¹³² Taken from sportanddev's 2020 annual survey of users.
¹³³ Taken from sportanddev's 2020 annual survey of users.
¹³⁴ Taken from sportanddev's 2020 annual survey of users.
¹³⁵ Taken from sportanddev's 2020 annual survey of users.
¹³⁶ As a result of COVID-19, very few events were held to mark the 2020 International Day of Sport for Development and Peace. That explains the small number of articles submitted in 2019/20.

Key performance indicators

Objective

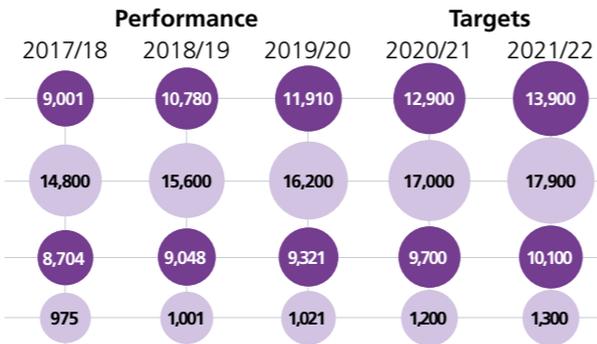
Highlight sport's development potential

Facebook followers

Twitter followers

Registered teams/individuals

Registered organisations



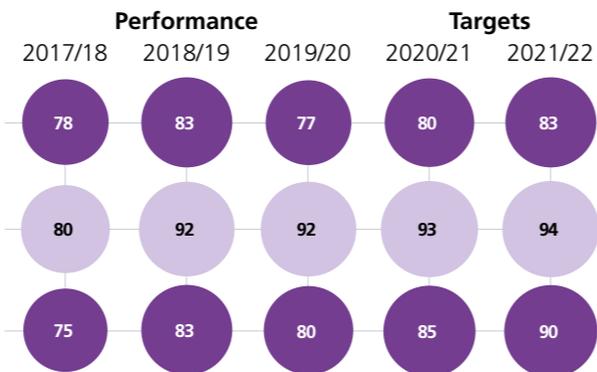
Objective

Contribute to improving sport and development practices

Percentage of users who strongly/mostly agree that sportanddev is the leading source of information on sport and development¹³²

Percentage of users who strongly/mostly agree that they feel more informed about developments in the sector because of sportanddev¹³³

Percentage of users who have used information found on sportanddev.org in their own projects or programmes¹³⁴



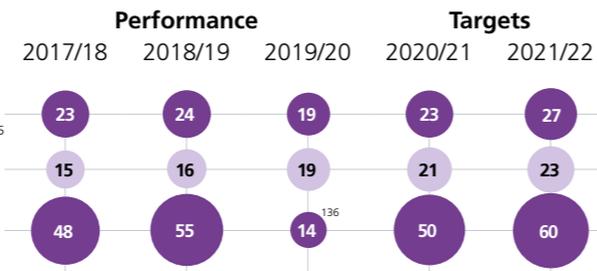
Objective

Promote partnership building and strategic alliances

Percentage of survey participants who say they have formed a partnership because of sportanddev¹³⁵

Swiss working group members and new partners

Articles contributed for the International Day of Sport for Development and Peace

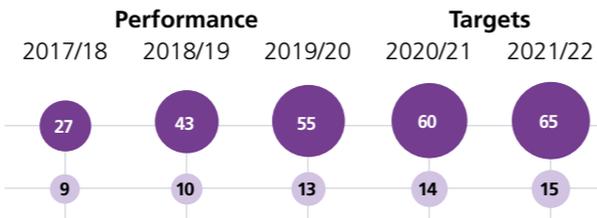


Objective

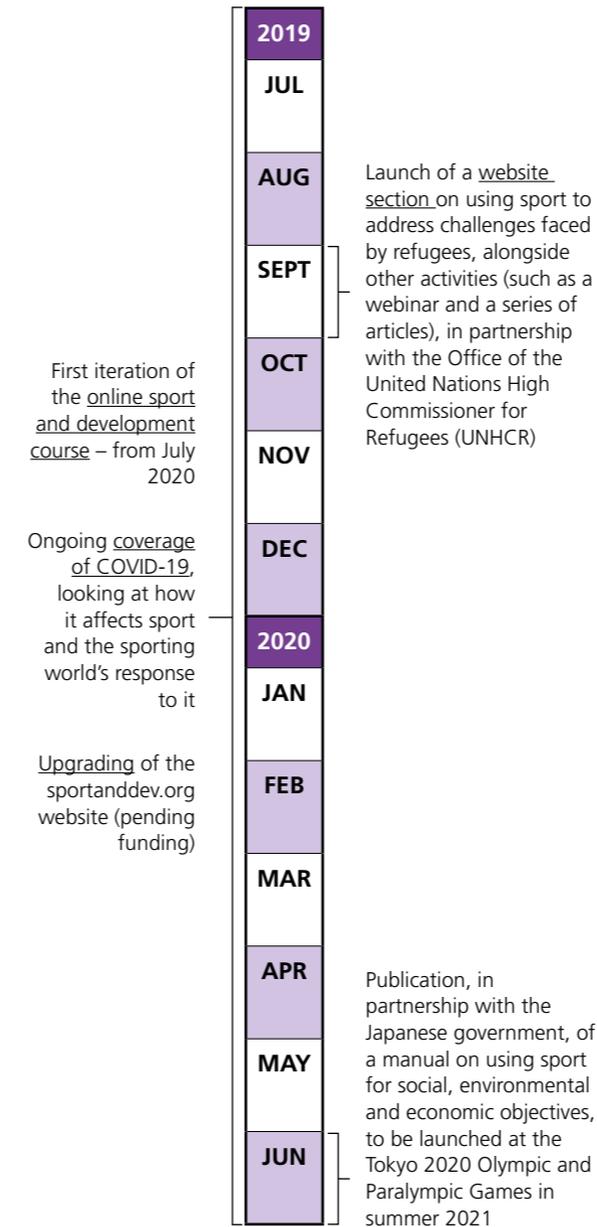
Highlight the role of UEFA and its partners in promoting social responsibility work

Articles written by UEFA and its FSR partners on sportanddev.org

UEFA FSR partners featured in articles on sportanddev.org



Planned activities



Concluding remarks

“ COVID-19 has had a huge impact on society. Sport has been affected, but it can also be part of the solution. sportanddev is playing an active role in helping sports organisations to overcome the crisis, while providing the resources they need to have a more positive influence on society.”

Paul Hunt, project manager, sportanddev
 hunt@SAD.ch

Good Practice

Webinar on reimagining the future of sport and development

Objective

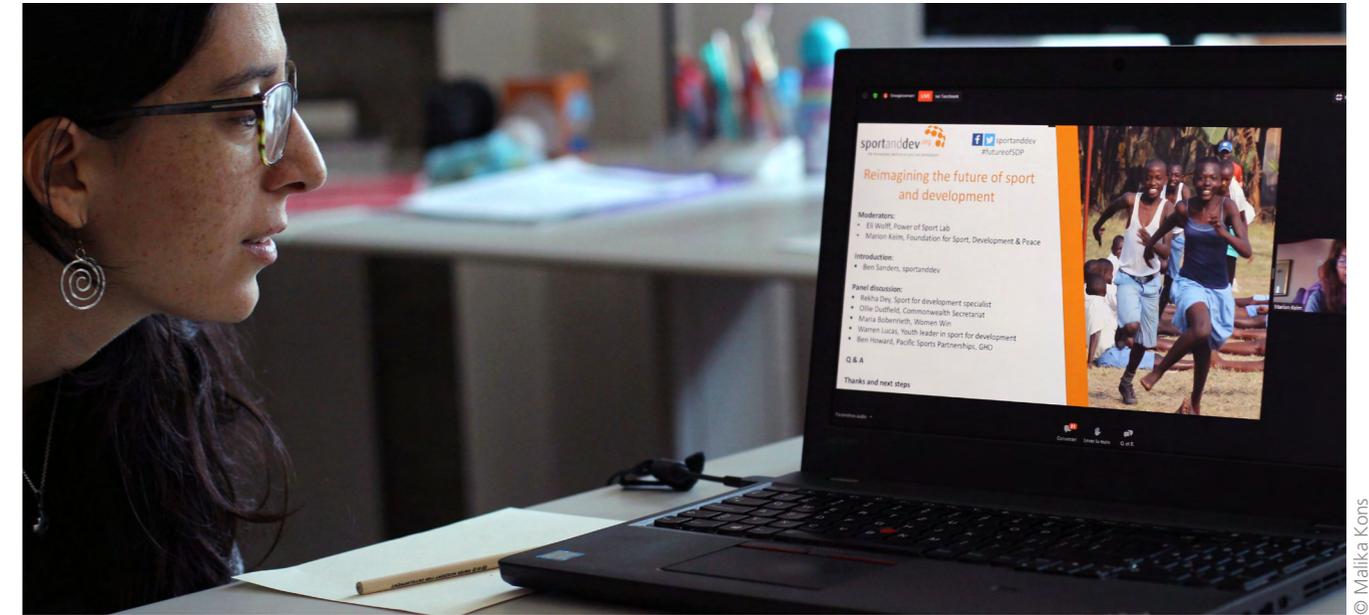
Provide recommendations to the sports industry, helping it to adapt to the COVID-19 pandemic and improve its contribution to local communities in the future.

The Wow! factor

sportanddev arranged for organisations in six countries across five continents to provide speakers and moderators for the webinar. Webinar participants came from a wide range of different organisations, including NGOs, private companies, universities, governments and intergovernmental entities. Overall, a wide variety of perspectives were taken into account when producing recommendations for the sports industry (which will be shared in a report in 2020/21).

Stakeholders and partners

- Brown University (United States)
- The Foundation of Sport and Development and Peace (South Africa)
- Rekha Dey and Associates (India)
- Commonwealth Secretariat (international intergovernmental organisation based in the United Kingdom)
- Women Win (Netherlands)
- Youth Network for Sport, Development and Peace (South Africa)
- Pacific Sports Partnership (Australia)



© Malika Koms

1000

Almost 1,000 people from more than 70 countries watched the webinar via Zoom, Facebook and YouTube.

Link to good practice

[Webinar on reimagining the future of sport and development](#)

Link to related resources

[Series of articles on reimagining the future of sport and development](#)

“Those who continue to invest in women’s sport, parasport and sport for development will come out much stronger in the long term than those who don’t.”

Ben Howard, programme manager, Pacific Sports Partnership



Child safeguarding



Terre des hommes



SDGs 16.1, 16.2

Mission

Terre des hommes is committed to bringing meaningful and lasting change to the lives of children and youth, especially to those most exposed to risks.

tdh.ch

Objectives

UEFA's partnership with Terre des hommes is aimed at strengthening its capacity to safeguard and protect children and young people involved in football across Europe. It seeks, in particular, to:

- ensure that football is a safe, positive and enjoyable experience for all children involved in the game, regardless of age, gender, sexual orientation, ethnicity, social background, faith, ability or disability;
- raise awareness among national associations, coaches, match officials, administrative and support staff, parents and children in order to minimise the likelihood of harm occurring;
- strengthen the child safeguarding skills of national associations, coaches and other individuals involved in children's football activities, through both online and offline training;
- ensure effective policies, practices and procedures are in place to prevent harm from occurring; and
- help create channels to identify and address any child safeguarding concerns that may arise.

Highlight

In April 2020, UEFA and Terre des hommes launched a free [child safeguarding toolkit for European football](#).

Developed following extensive consultation with European football's 55 national associations, UEFA's new child safeguarding toolkit is designed to ensure a safe playing environment for the millions of children of all ages and levels of ability who take part in football activities across the continent.

Underlining UEFA's commitment to protecting, promoting and developing the game, this new set of resources provides comprehensive guidance on how to develop and strengthen child safeguarding measures, setting out standard steps and best practice approaches to the establishment of successful and sustainable policies.

www.uefa-safeguarding.eu

Terre des hommes and UEFA have also [established a digital platform](#), seeking to improve the knowledge, attitudes and practices of everyone involved in football. Anyone who works with children in a football setting, either directly or indirectly (coaches, doctors, drivers, etc.), or simply has an interest in child safeguarding in football, is welcome to access the online platform. It offers e-learning courses (including an [awareness-raising](#) course, as well as courses for [staff](#), [coaches](#) and child safeguarding focal points), webinars, news articles, access to the [child safeguarding toolkit](#) and a comprehensive library of resources, as well as the opportunity to share experiences and expertise with fellow professionals.



© Terre des hommes/DNA Studios

“Child safeguarding is an important cornerstone of Swiss football club culture. With the new toolkit and the e-learning platform from UEFA and Terre des hommes, coaches and club managers can be even more vigilant and exemplary behaviour can be strengthened.”

**Benjamin Egli, head of club development,
Swiss Football Association**

Additional achievements

- UEFA published its child safeguarding policy, reaffirming its commitment to ensuring that football is a safe and positive experience for all children involved in the game.
- A sample child safeguarding policy was made available to support national football associations in their efforts to protect children. The policy sets out guiding principles, minimum requirements and procedures to be followed in order to provide a safe environment for children.
- Child safeguarding was made a fundamental part of the UEFA PlayMakers programme and the UEFA women's football strategy.

Key performance indicators

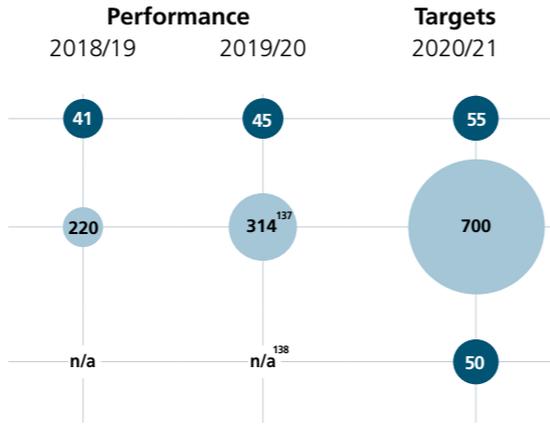
Objective

Raise awareness of child safeguarding issues in football

National associations participating in awareness-raising activities and events (online or offline)

Individuals participating in awareness-raising activities (online or offline)

Children involved in awareness-raising activities



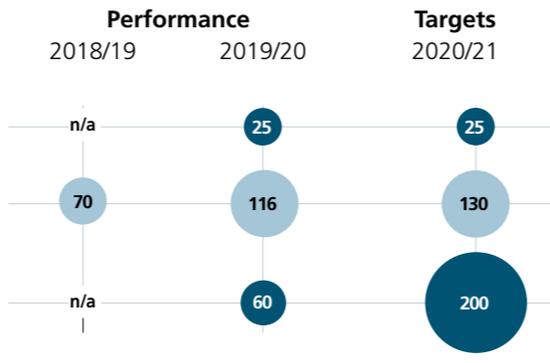
Objective

Strengthen child safeguarding skills across Europe through training

Capacity-building materials¹³⁹ developed as part of the project

Individuals from national associations and UEFA involved in the development of safeguarding tools for use in European football

Individuals completing online or offline training



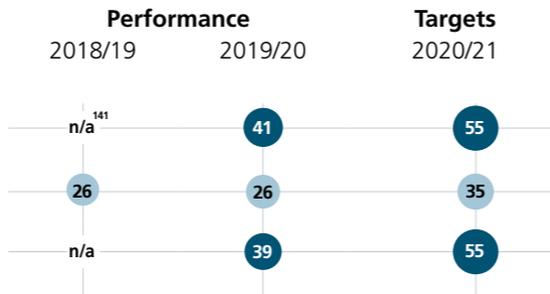
Objective

Implement the child safeguarding framework

National associations that have or are working on a child safeguarding policy¹⁴⁰

National associations with procedures in place to deal with safeguarding concerns

National associations with designated child safeguarding focal points¹⁴²



¹³⁷The launch of the online awareness-raising module was delayed until early May, reducing the amount of time available for awareness raising. For that reason, this number is lower than the projected figure indicated in last year's report.

¹³⁸The pilot for this project will begin in October 2020.

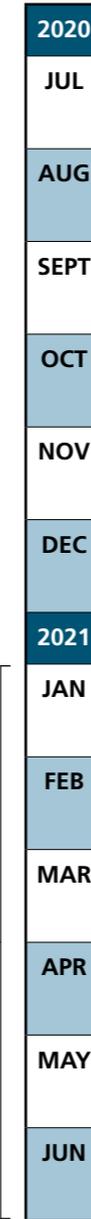
¹³⁹Materials include online training modules, awareness-raising materials, and policies and templates (codes of conduct, risk assessments, safer recruitment checklists, etc.).

¹⁴⁰This KPI has been amended since last year to include national associations which are working on their child safeguarding policies (in addition to those that already have such a policy).

¹⁴¹As a result of the changes to this KPI, the figure (25) that was reported last year for the 2018/19 season is no longer relevant.

¹⁴²The role of the safeguarding focal point is to act as a point of contact, and to advise, support and assist the organisation in the implementation of its safeguarding policy and associated procedures (including in response to specific cases and concerns).

Planned activities



In-depth online training for the designated child safeguarding focal point at each of UEFA's member associations

Pilot project for the toolkit



Concluding remarks

“Playing football (or any other sport) must be a safe and enjoyable experience for children. A nurturing environment is essential for their healthy development and achievement of full potential. The new child safeguarding toolkit and online courses developed by UEFA and Terre des hommes are a practical and accessible way of ensuring that.”

Arina Cretu, communications manager for Europe region, Terre des hommes
arina.cretu@tdh.ch

Good Practice

Football for Protection

Objective

Terre des hommes' Football for Protection methodology aims to strengthen young people's resilience and increase their well-being, helping them to develop interpersonal and leadership skills, empowering them to engage actively in their communities and promoting positive social change. It is used in a number of countries around the world, including Greece, where a pilot project was established in 2019. The project reinforced the social inclusion and emotional well-being of young refugees. Through the activities, they met friends and acquire life and football skills.

The Wow! factor

This methodology was originally devised for football, but it can be used with other sports as well. In India, for example, Terre des hommes uses it to empower girls who are at risk of or affected by unsafe migration, forced marriage and trafficking. Terre des hommes also uses it to promote gender equality through kabaddi, a very popular contact team sport in the Indian subcontinent and neighbouring countries.

Stakeholders and partners

- Young people and coaches from Greece, India, Egypt and Moldova
- Local sports organisations in Thessaloniki, Greece

Terre des hommes' pilot project in Greece was notable for the following:

- 251 people were reached.
- 200 refugees from 20 countries participated.
- 60 football training sessions were held.
- Nine Football for All events were organised.
- 70% of participants felt more confident and resilient after the activities.

Links to good practice

[Football for Protection: a detailed methodology](#)

[Football for Protection: curriculum guide](#)

[The young sportswomen breaking the mould in West Bengal: Hasina's story \(video\)](#)

[Kabaddi for empowerment](#)

“Football allows me to get my mind off my situation and the coach supports us with everything. The football sessions help me to go on until I find a solution. At the ‘Football for all’ event, there is so much diversity in nationalities that you feel alive again, you feel that there is still hope.”

NAmir (aged 19, from Iraq), participant in the Football for Protection project in Thessaloniki, Greece



Football! for Protection
A detailed methodology





Human rights



Centre for Sport and Human Rights



SDGs 5, 8, 16.2, 16.3

Mission

The Centre for Sport and Human Rights works towards achieving a sporting world that fully respects human rights through collective action and by promoting and supporting its [Sporting Chance Principles](#).

sportalhumanrights.org

Objectives

Help to prevent human rights violations through sport.

Support access to effective remedies where violations occur.

Promote a positive human rights legacy through sport and sporting events.

Highlight

Translating the Centre's various tools and guides (which were created in cooperation with stakeholders) into tangible action was a major feature of its work in 2019/20. That shift from words to action was most evident at the Commonwealth Games Federation's General Assembly in Kigali, Rwanda, where the Centre first introduced its work on integrating human rights into the governance of sports bodies and federations at national level. This is work that members of the Centre's Advisory Council (including UEFA and other sports bodies) helped to develop. The next step will be to produce an appendix to the [Championing Human Rights in the Governance of Sports Bodies](#) guide for national multi-sport bodies, and then to look at how this relates to national single-sport federations, including national football associations.

Additional achievements

- The Centre continued to work with broadcasters on collective action relating to high-risk events. Work in this area started with the 2019 Europa League final in Azerbaijan, with the Centre bringing UEFA, BT Sport and others together to discuss some of the issues on the ground. It then continued later in 2019 in the context of events taking place in China and Saudi Arabia, setting a new standard for the Centre's work with broadcasters.
- A first annual meeting of leading sports lawyers on the subject of human rights took place on 28 October 2019. This is an essential part of the Centre's long-term plan with regard to remedies, which seeks to ensure that the advice that sports bodies



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receive from lawyers does not compromise human rights.

- The fourth annual Sporting Chance Forum was held at the Palais des Nations in Geneva in November 2019, with a large number of sports bodies in attendance and high-level representation from UEFA.
- As the world grappled with the effects of the COVID-19 pandemic, the Centre played a central role in encouraging dialogue among stakeholders, looking at how the pandemic was affecting sport and how sport could respond (publishing, for example, a guide for sports bodies entitled [Putting People First](#)).
- When #BlackLivesMatter protests spread around the world, the Centre brought

stakeholders together to look at how sport can accommodate athletes' freedom of expression, particularly for those wishing to protest peacefully. The Centre also wrote a [guest blog post](#) for the World Economic Forum on that subject.

Key performance indicators

The Centre is currently in the process of drafting a strategic plan for the three-year period starting in January 2021, which will coincide with it becoming fully independent from its parent body, the Institute for Human Rights and Business. UEFA and other Advisory Council members will be consulted on the development of that plan in the second half of 2020.



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¹⁴³The Centre defines a 'remedy' in the same way as the UN Guiding Principles on Business and Human Rights: www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

Planned activities

2020	
JUL	
AUG	
SEPT	Ongoing webinar series on the implications of COVID-19 for sport
OCT	Ongoing primary interventions in the area of children's rights and sport, including research, awareness raising and advocacy, strengthening of accountability mechanisms, capacity development, amplification of children's voices in decision-making relating to sport, and mobilisation of partnerships.
NOV	
DEC	Ongoing work on remedies, ¹⁴³ including the provision of expertise on remedies to international federations, continued support for the development of sports practitioners, continued support for 'live' sport-related human rights cases and further development of operational-level grievance mechanisms.
2021	
JAN	
FEB	Re-establishment of a working group on large-scale sporting events and publication (in the near future) of an appendix to the <u>Championing Human Rights in the Governance of Sports Bodies</u> guide for national multi-sport federations.
MAR	
APR	
MAY	
JUN	



Concluding remarks

“ The Centre continues to demonstrate the impact that collective action can have when harnessed and brought to bear to tackle some of sport’s toughest human rights challenges. With 2020 presenting an extraordinary test for human rights and sport, the Centre can be counted on to help stakeholders in sport to reflect on how it can be built back in a way that is fundamentally fairer to all.”

Mary Harvey, chief executive,
Centre for Sport and Human Rights

Good Practice

Increasing the influence of collective action

Objective

Collective action is central to all of the Centre's work and is therefore instrumental in helping to prevent human rights abuses, ensure access to remedies and promote a positive legacy in terms of human rights.

The Wow! factor

The Centre has always engaged in collective action through its Advisory Council, but the 2019/20 season saw that approach being expanded to encompass other parties that are not often considered by the world of sport, including national human rights institutions (in connection with sports bodies in the relevant countries), sports lawyers and smaller sports federations.

Stakeholders and partners

- 46 Advisory Council members
- Sports bodies
- Business
- Governments
- National human rights bodies

30

More than 30 sports bodies attended the 2019 Sporting Chance Forum, bringing more sports into the Centre's sphere of influence.

“Our collaborative approach to tackling issues head on means we’ve not only created efficiencies but are also able to involve more voices in identifying and supporting actionable solutions to human rights harms in sport.”

Mary Harvey, chief executive, Centre for Sport and Human Rights

Link to good practice
[Centre for Sport and Human Rights](#)

Links to related resources
[Centre and guest resources](#)
[Building bridges between sports bodies and national human rights institutions](#)



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Supporter relations



Football Supporters Europe



SDGs 12, 16

Mission

Football Supporters Europe (FSE) is a sustainable and democratic representative organisation that gives European football fans a voice, empowers supporters organisations and promotes dialogue, inclusion and respect for human and civil rights across all football stakeholders.

fanseurope.org

Objectives

Run an independent, democratic and non-profit-making organisation bringing together football fans from across Europe.

Provide advice and support to supporters organisations at both club and national level.

Liaise with institutions and governing bodies to represent supporters' perspectives and interests.

Promote dialogue, inclusion and respect for human and civil rights across all football stakeholders.



Highlight

FSE, in cooperation with SD Europe, launched the FANS vs COVID-19 initiative in March 2020 to highlight the good work being done by European fans, fan groups and member-run clubs during the COVID-19 pandemic. That work spans a wide range of activities, from fundraising and solidarity banners to support for vulnerable groups and health services. Notable projects include Fans Supporting Foodbanks and Merseyside PPE Hub, which are run jointly by fans of local rivals Everton FC and Liverpool FC.

135

FANS vs COVID-19 is based around an interactive map and a dedicated website, which also act as a platform for fans to share experiences, ideas and good practices. The map currently provides details of 135 case studies in 22 countries.

Additional achievements

- FSE successfully lobbied for the introduction of a price cap on away tickets in UEFA club competitions, working with national and club-based supporters' organisations to collect hard, reliable data on price inflation through the FSE Away Fans Survey. FSE continues to work closely with UEFA to ensure that this data informs the ongoing debate and influences key stakeholders.



“ Fan groups from across the continent have always spent a great deal of time and effort volunteering to improve their local communities. The past few months have demonstrated just how important this sense of solidarity is in times of crisis, not to mention how football fans continue to defy unwarranted stereotypes. FANS vs COVID-19 doesn't just bring this to the attention of other football stakeholders and the general public; it provides a useful repository of ideas and contacts for those who wish to make a positive impact, too.”

Dave Kelly, Fans Supporting Foodbanks and Merseyside PPE Hub

< CONTENTS

- FSE again conducted its Away Fans Survey, which monitors conditions in away sectors at UEFA Champions League, UEFA Europa League and UEFA Nations League fixtures. The 2019/20 survey elicited over 5,400 responses, a 48% increase on the previous season.
- From 4 to 7 July 2019, hundreds of football fans convened in Lisbon for the tenth European Football Fans Congress. This provided an opportunity for those fans to discuss a wide range of subjects with representatives of UEFA, the European Leagues and several national football associations.
- FSE continued to improve its internal knowledge and skills base. FSE staff members successfully completed a number of training courses in 2019/20, including the UEFA Certificate in Football Management, a Council of Europe course on safety, security and service at sports events, and CPR training.
- The Fan.tastic Females team came up with an innovative solution to ensure that their exhibition could continue during the pandemic: a three-dimensional online exhibition, filmed at the FC St Pauli Museum, where the project had begun in September 2018. The online exhibition incorporates all 78 Fan.tastic Females interviews, as well as all of the historical and contemporary statistics that were detailed on information panels in the physical exhibition.

¹⁴⁴Owing to COVID-19, it is not anticipated that there will be away fans at games this season. This is, however, subject to change, pending updated football and COVID-19 regulations.
¹⁴⁵The FSE's fan lawyer network has 31 members in 14 countries. The network was set up so that lawyers from different countries could share their experiences of working with and for football fans and discuss the latest developments in their respective national jurisdictions as regards the rights of football fans.

Key performance indicators

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Representation and capacity building					
New FSE membership applications accepted	45	52	64	60	60
Consultation visits to fan groups/members	3	10	14	2	6
National or local events visited by FSE	10	12	18	4	15

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Campaigning and activities					
Percentage of games covered by Away Fans Survey	35	45	63	0 ¹⁴⁴	70
Meetings with football governing bodies on conditions for away fans	3	4	4	2	5
Events supported (round tables, panel discussions and conferences)	6	8	6	4	8
Active fan embassy initiatives	24	24	27	28	28
Countries where the fan lawyers network is active	11 ¹⁴⁵	13	17	18	18

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Education and advising					
FSE attendance and speaking opportunities at stakeholder workshops/conferences on supporter involvement/fan dialogue	4	5	8	4	12
Training sessions facilitated/conducted by the FSE for other football stakeholders	3	5	4	2	6
Groups within the FSE membership that are involved in FSE/EU-funded projects	2	2	4	4	10

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Lobbying and policymaking					
Positions within EU/national-level working groups	4	4	4	4	6
Meetings between the FSE and stakeholders working in and around professional football	16	18	23	8	20

Objective	Performance			Targets	
	2017/18	2018/19	2019/20	2020/21	2021/22
Development and sustainability					
Percentage of FSE's core budget coming from non-UEFA sources	25	25	25	30	35
Permanent employees within the organisation	5	6	6	6	7

Planned activities

2020	
JUL	Online Summer Network Meeting – 24 July 2020
AUG	
SEPT	Observation visit to the 2020 UEFA Super Cup in Budapest
OCT	Final OUT! network meeting – 15 October 2020
NOV	
DEC	European Parliament event for the launch of the OUT! good practice handbook launch 10 December 2020
2021	
JAN	
FEB	
MAR	
APR	
MAY	Report on Away Fans Survey 2018-20 – spring 2021
JUN	Fan embassies at UEFA EURO 2020 – 1 June to 11 July 2021



Concluding remarks

“2020 has been a challenging year for everybody associated with football. But it has also presented us all – national associations, clubs, fans – with an unparalleled opportunity to create a new model of football based on solidarity and sustainability.”

Martha Gens, coordinator of Associação Portuguesa de Defesa do Adepto (APDA) and FSE Board member
info@fanseurope.org

Good Practice

OUT! – fighting homophobia and empowering LGBT+ stakeholders in football

Objective

OUT! is a unique 18-month collaborative partnership that brings together supporters, fan organisations, football associations, football leagues and stakeholders to fight homophobia and empower LGBT+ stakeholders in football.

The Wow! factor

OUT!, which is co-funded by the EU's Erasmus+ programme and supported by UEFA, FSE and partner organisations, brings fans (LGBT+ and allies), national associations, clubs and leagues together for the first time to discuss homophobia in football. A number of network meetings have been held, evaluating existing good practices and developing new ideas and strategies with a view to tackling homophobia at all levels in football.

Stakeholders and partners

Project partners:

- FSE
- Royal Belgian Football Association
- Pride In Football
- Fussballfans gegen Homophobie

Participants:

- Austrian Football Association (Austria)
- FK Austria Wien (Austria)
- SK Sturm Graz (Austria)
- Pro League (Belgium)
- Borussia Dortmund (Germany)
- SV Werder Bremen (Germany)
- SV Darmstadt 98 (Germany)
- FC St Pauli (Germany)
- KOFAS (Germany)

- German Football Association (Germany)
- QFF (Germany)
- Fortuna Düsseldorf (Germany)
- FC Bayern München (Germany)
- EFDN (Netherlands)
- Roze Voetbal Fanclubs (Netherlands)
- Roze Rêgâhs (Netherlands)
- AIK Solna (Sweden)
- Riksidrottsförbundet (Sweden)
- UEFA (Switzerland)
- Leicester City FC (England)
- Foxes Pride (England)
- Proud and Palace (England)
- University of Brighton (England)
- Liverpool University (England)

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A total of 24 organisations from six countries participated in OUT!

Link to good practice

[Out in Football](#)

Link to related resources

[Twitter #outinfootball](#)



“ The Royal Belgian Football Association has been impressed by FSE’s proactive approach to the issue of LGBT+ inclusion in football. We have been more than pleased to be working with them on such an important matter and appreciate their efforts to bring together different stakeholders to find practical solutions.”

An de Kock, CSR coordinator,
Royal Belgian Football Association

SD Europe



SDGs 4.3, 4.4, 13.3, 16.1, 16.5, 16.6, 16.7, 16.10, 16.a, 17

Mission

SD Europe seeks to increase supporters' involvement in the running of football clubs and football institutions and promote solidarity across all levels of football.

sdeurope.eu

Objectives

Build capacity and facilitate the continued growth of SD Europe's network.

Identify new and diverse sources of funding at European and national level.

Cooperate with various stakeholders at European level (such as UEFA, the European Parliament, the European Commission, the Council of Europe, the European Leagues and FIFPro).

Provide stable and innovative support to SD Europe's membership.

Provide training to supporter liaison officers, delivering a dedicated SLO education programme through the [UEFA Academy](#).

Advise SD Europe's members and national associations on how to improve their cooperation under the fan dialogue arm of HatTrick.



© Getty Images

Highlight

As part of the Fans Matter! project, [national/continental fan organisations](#), [national football associations and member-run clubs](#) from seven countries on three continents are participating in a series of training workshops and exchange visits¹⁴⁶ with the goal of improving the resources that are available to member-run football clubs and supporters organisations that are involved in the management of clubs.

This project is geared towards meeting the needs of the growing number of supporters organisations across Europe and beyond that are involved in decision-making processes at club level and are faced with challenges around club management. With supporters and national associations working directly together, the project also seeks to strengthen the working relationship between fans and the people who run the game.

"The Italian experience shows that the involvement of supporters in football clubs is possible, yet needs to be properly implemented. Teaming up to develop a training programme for fan groups and clubs will have multiple benefits for all clubs under the FIGC and fan groups under SinC." Barbara Moschini, special projects, president's office at FIGC, and Diego Riva, chair at Supporters in Campo

Additional achievements

- National SLO development action plans were developed by six governing bodies in 2019 as part of the Erasmus+ project LIAISE, and a draft resolution on police

liaison with SLOs was prepared for submission to the EU Council of Ministers in early 2020.

- Pilot [training courses](#) were hosted by the Danish Football League and the Football Union of Russia as part of the [UEFA Academy's SLO Education Programme](#).
- A [Fans Matter!](#) kick-off event was held in Brussels in February 2020, attended by national supporters organisations and national football associations from seven countries on three continents.
- The [SD Europe Fund](#) supported projects in [Scotland](#), [Germany](#), [Israel](#), [Poland](#) and [Cyprus](#)

fostering democracy, solidarity, cooperation and sustainability in football.

- SD Europe and FSE launched [FANS vs COVID-19](#) – an online map which highlights the good work being done by fans, fan groups and member-run football clubs during the COVID-19 pandemic, with activities ranging from fundraising and solidarity banners to support for vulnerable groups and the health service. The map also acts as a platform for fans to share experiences, ideas and good practices.
- [SD Europe partnered with Atmosfair](#), a not-for-profit carbon offsetter, to tackle the impact of SD Europe's air travel.

Since 2016/17, SD Europe has – partly as a result of the Fans Matter! project – raised and distributed a total of almost €900,000 to its network (supporters organisations and member-run clubs), national associations and leagues. For every €1 contributed by UEFA in support of such projects, SD Europe has generated and distributed €7.50. In other words, SD Europe has, over the last four seasons, taken the €120,000 contributed by UEFA as seed/co-financing for projects and generated an additional €780,000.

“The Fans Matter! project is about promoting values shared by the Commission: transparency, democracy and dialogue in sport. And it is, above all, about passion: passion for sport, passion for football and passion for our club!”

Yves Le Lostecque, head of sports unit, European Commission

¹⁴⁶ These have started, but many have been postponed until 2020/21 as a result of the COVID-19 pandemic.

Key performance indicators

Objective	Performance				Targets
	2017/18	2018/19	2019/20	2020/21	2021/22
Capacity-building for SD Europe members and broader network					
Training programmes/workshops developed and delivered to members	2	3	3	6	8
Total number of countries in the network	17	17	18	18	19
Percentage of SD Europe members signing up to specific social criteria (such as child protection policies and female representation in membership and on boards)	n/a	n/a	10	20	30

Objective	Performance				Targets
	2017/18	2018/19	2019/20	2020/21	2021/22
Increase resources available to SD Europe and its members					
EU-funded projects	1	1	2	3	3
National supporters' organisations receiving funding	5	5	8	8	9
Match funding projects for members	n/a	n/a	6	7	7
HatTrick projects developed and implemented	1	1	1	1	1
Practical tools supporting members' day-to-day operations	1	1	0	4	6

Objective	Performance				Targets
	2017/18	2018/19	2019/20	2020/21	2021/22
SLO development					
Workshops run by national associations	5	6	6	6	6
Bilateral SLO meetings for UEFA competitions	3	4	5	6	7
New national associations with SLOs	0	4	5	6	7
SLO network meetings	1	1	2	1	2
SLO training sessions held for police forces	5	1	2	2	2

Objective	Performance				Targets
	2017/18	2018/19	2019/20	2020/21	2021/22
HatTrick					
National associations given help designing projects	2	2	1	6	12

Planned activities

Year	Activity	
2020	JUL: Fans Matter!: online meetings with partners and trainers; training workshops hosted by Italian Football Association and Royal Spanish Football Federation; SLO Education Programme: workshops for Royal Belgian Football Association, French Football Federation/French Football League, Football Association of Iceland, Irish Football Association, Portuguese Football Federation, Danish Football League and Football Union of Russia – TBC	
	AUG: SD Europe Fund: review and needs analysis; call for proposals; submission of applications; project implementation period	
	SEPT: SLO: finalisation of the second UEFA SLO handbook for publication in early 2021; launch of the EU Preparatory Action TRANSFER (SLO and safety officer exchange programme) in January 2021; SLO Education Programme training events in Denmark, Russia, Germany, France, Belgium and Portugal. SLO European network meeting in June (TBC).	
	OCT: SLO: finalisation of the second UEFA SLO handbook for publication in early 2021; launch of the EU Preparatory Action TRANSFER (SLO and safety officer exchange programme) in January 2021; SLO Education Programme training events in Denmark, Russia, Germany, France, Belgium and Portugal. SLO European network meeting in June (TBC).	
	NOV: SLO: finalisation of the second UEFA SLO handbook for publication in early 2021; launch of the EU Preparatory Action TRANSFER (SLO and safety officer exchange programme) in January 2021; SLO Education Programme training events in Denmark, Russia, Germany, France, Belgium and Portugal. SLO European network meeting in June (TBC).	
	DEC: SLO: finalisation of the second UEFA SLO handbook for publication in early 2021; launch of the EU Preparatory Action TRANSFER (SLO and safety officer exchange programme) in January 2021; SLO Education Programme training events in Denmark, Russia, Germany, France, Belgium and Portugal. SLO European network meeting in June (TBC).	
	2021	JAN: Launch of the 'Kick-Off!' E+ project, which aims to further develop the relationship, dialogue, and working strategies between NAs and fan organisations in Germany, the Netherlands, Norway and Spain, as well as at continental level in Europe, Africa and the USA
		FEB: Kick-Off! meeting online
		MAR: Kick-Off! meeting online
		APR: SD Europe's annual general meeting online
		MAY: SD Europe's annual general meeting online
		JUN: SD Europe's annual general meeting online



Concluding remarks

“Football can be improved through greater democracy, cooperation, solidarity and sustainability. We believe that the creation of meaningful, equal partnerships between supporters organisations and football authorities is essential in order to achieve that. In order to release the community power that these organisations have, supporters organisations need to have the resources to operate professionally and SLOs require further training. HatTrick's FSR funding is one option that national associations can consider, and we're happy to advise on it.”

Antonia Hagemann, CEO of SD Europe
info@sdeurope.eu

Good Practice

SD Europe Fund

Objective

The SD Europe Fund provides members with the financial support they need to lead their own projects. The objective of the fund is to enable members of the SD Europe network to establish their own projects, further fostering supporter involvement and strengthening their positions within their own respective ecosystems.

The Wow! factor

For the first time ever, fan groups have drawn up a long-term, structured plan aimed at using their own resources for the development and implementation of national and transnational projects, addressing governance issues in football relating to democracy, cooperation, solidarity and sustainability.

Stakeholders and partners

The first beneficiaries of the SD Europe Fund are:

- Israfans (Israel), which will provide expert and tailored consultancy services to its member-run clubs on developing volunteer management
- Unsere Kurve (Germany), which will improve the preparation and coordination of its contributions to the task force which is to be set up by the German Football League in autumn 2020
- SD Scotland (Scotland), which will conduct research looking at best practices in the area of volunteering and signpost volunteering opportunities for its network
- Member-run clubs CAP Ciudad de Murcia, FC Tarraco and UP Palencia (Spain), AKS Zly (Poland) and PAC Omonia (Cyprus), which will be involved in exchange visits with other clubs in SD Europe's network, benefiting all involved as a result of the sharing of experiences



“ The SD Europe Fund's support comes from fans and will help us revitalise a national consultation process that has stagnated in recent years. This is of great benefit to our organisation and will help fans all over Europe to develop independent projects that help them build capacity and improve cooperation at national and European level.”

Markus Sotirianos, vice chair, Unsere Kurve

In 2019/20, three national supporters organisations and five member-run clubs from six countries received grants of €12,000 to put their most pressing projects into action.

Link to good practice

[Israfans' Momentum 2020 project](#)





Competitions



Good Practice

2017–19 UEFA European Under-21 Championship



Introducing audio-descriptive commentary for partially sighted and blind supporters in San Marino

Challenge

Audio-descriptive commentary (ADC) is a completely new service in San Marino, with partially sighted and blind spectators having no readily available alternative. As part of a HatTrick FSR project aimed at improving accessibility and inclusivity across the national stadium, the San Marino Football Federation (FSGC) was keen to provide this inclusive service and help partially sighted and blind people to feel welcome when supporting the national side.

Goal

The goal of this project was to ensure that the service was available in time for the final round of the UEFA European Under-21 Championship in 2019, since San Marino was co-hosting the tournament. CAFE provided training for local commentators through its expert ADC training programme and network, meaning that the service could have a legacy beyond the tournament itself.

Partners

- CAFE
- FSGC
- UEFA
- CAFE ADC network trainers

The Wow! factor

CAFE, with the assistance of two trainers from its expert ADC network, delivered a two-day training seminar in San Marino. The seminar was also attended by a DAO from AC Milan, who later commissioned CAFE to run a similar seminar in Milan. That club has since started providing an ADC service at all home matches, receiving highly positive feedback from its partially sighted and blind supporters. Thus, as a result of that initial seminar in San Marino, ADC services have now been introduced in two countries, and there is much greater awareness of and interest in this service across Italian clubs.

As a result of growing demand, the FSGC has already had to triple the number of available headsets and receivers to allow more partially sighted and blind fans to access the service.



“This project was born out of a desire to make our national stadium and national team matches accessible for everyone and to remove all barriers. We want to give everyone the opportunity to enjoy live football in San Marino. No one in our country should feel left out.”

Andrea Zoppis, deputy licensing manager, SLO and DAO, San Marino Football Federation

What's next?

An ADC service was made available at every match that San Marino hosted during the tournament. It has continued to be offered at every home fixture played by the men's national team, and the service has grown exponentially. The hope is that, as more partially sighted and blind people become aware of ADC, the service will continue to grow and develop in stadiums across San Marino, making football more accessible to all fans.

Link to good practice

[Stadium for All project case study published](#)



Good Practice

UEFA Youth League



UEFA Youth League

Social Project

Challenge

Many people think that football is just a form of entertainment, competition or exercise, rather than being part of the broader social community. Consequently, the emphasis on social responsibility within football can be lost unless it is actively encouraged and fostered.

Goal

To encourage young players to engage with projects and people in their communities, helping to develop a greater understanding of social responsibility and how it can be fostered through football.

Partners¹⁴⁷

- Club Brugge KV: Preventorium Medical Revalidation Centre
- Real Zaragoza: Aragonese Cystic Fibrosis Association
- HŠK Zrinjski: Atletico Football Academy 1919
- BSC Young Boys: Arche-Fonds
- ŠK Slovan Bratislava: National Institute of Cardiovascular Diseases
- FC Levadia Tallinn: Tallinna Lastekodu Maarjamäe Keskus
- FK Crvena zvezda: Youth Kids Activity
- Juventus: Juventus Goals
- Olympique Lyonnais: Centre Léon Bérard
- SK Slavia Praha: Leontinka Foundation
- AFC Ajax: Amsterdam Centre for Disabled Persons
- APOEL FC: ITHAKI Charity Organisation for the Support of People with Dementia
- PAOK FC: International Organization for Migration

- Olympiacos FC: Greek Haemophilia Society (GHS)
- FC Porto: Porto Disabled Athletes Programme
- LOSC Lille Métropole: Juvenile Prison
- GNK Dinamo Zagreb: Srebrnjak Children's Hospital
- Atalanta BC: Amici della Pediatria Onlus
- FC Shakhtar Donetsk: 'Let's Play' grassroots project
- Real Madrid CF: Fundación Padre Garralda – Horizontes Abiertos
- Liverpool FC: Social Project
- Qäbälä FK: Poor Families Visit
- Chelsea FC: Homeless Charity



¹⁴⁷ All 26 participating clubs are listed, together with the name of the organisation or project that they worked with.

- SL Benfica: Centro Paroquial de Bem-Estar Social de Arrentela
- Rangers FC: Academy and Foundation Anti-Sectarian Workshops
- FC Internazionale Milano: Io Tifo Positivo

The Wow! factor

As part of the education aspect of the UEFA Youth League, UEFA donated €500 to each club to adopt a solidarity/ social project. It worked closely with the 26 clubs and their young players, encouraging them to organise activities in order to foster social awareness and solidarity while building greater understanding and awareness of the needs of those in different areas of society.

“ The UEFA Youth League Social Project promotes the fundamental concepts of respect and integrity across the game and society as a whole. The primary objective of the UEFA Youth League is to develop and educate youth players. With gestures and initiatives like this one, not only do we give future professionals an invaluable experience, they also set an example for other players and members of society to follow.”

Santi Solsona, club competitions manager, UEFA

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In the 2019/20 season, 26 clubs were involved in the UEFA Youth League Social Project, with activities ranging from visiting centres for the disabled to working with local homeless charities.

What's next?

UEFA will continue to support the education of its youth players through the UEFA Youth League Social Project.



Good Practice

UEFA EURO 2020



Stakeholder engagement process

Challenge

In spring 2020, as UEFA and the rest of the world faced up to the challenges presented by the COVID-19 pandemic, it was clear that a decision needed to be taken regarding EURO 2020, thinking about how that would affect a variety of different stakeholders.

Goal

The stakeholder engagement process sought to reach an understanding and agreement on the rescheduling of EURO 2020, with the aim of minimising the negative impact on stakeholders while ensuring that health protocols were followed and travel restrictions were understood and communicated.

Partners

- UEFA units
- National associations
- Commercial partners
- Suppliers
- Fans

The Wow! factor

UEFA carried out a wide-ranging stakeholder engagement process before deciding to postpone EURO 2020 to 2021. All relevant stakeholders were identified, as was the impact that the postponement would have on each of them. UEFA approached each decision with a desire to minimise the negative impact. From suppliers to new recruits, its goal was always to honour contracts and thus minimise the negative financial impact on people and businesses.



© UEFA

“When it took the decision to postpone EURO 2020 to 2021, UEFA embarked on discussions with stakeholders with the aim of minimising the negative impact of the decision while still adhering to social and health guidelines. With such a massive project, it is important to obtain the views and agreement of all the stakeholders involved.”

Martin Kallen, CEO, UEFA Events SA

UEFA recognised the impact that COVID-19 had had on fans, so it gave all ticket holders (both members of the general public and people who had purchased them through participating national associations) the opportunity to return them via its ticket return portal and obtain a refund. In addition, because of the uncertainty brought about by these extraordinary circumstances, UEFA is also allowing people with tickets to transfer them to a friend or relative.

What's next?

UEFA will continue to consult with key stakeholders as the postponed event approaches in 2021, always seeking to minimise the negative impact while adhering to all health and safety protocols established by governments and health officials.

Link to good practice

[UEFA postpones EURO 2020 by 12 months](#)



Good Practice

UEFA EURO 2020



Decision regarding rebranding

Challenge

In spring 2020, UEFA decided to postpone EURO 2020 to 2021 on account of the COVID-19 pandemic. This would mean that all event branding for the tournament, from merchandise to event materials, would no longer have the correct year on it. And yet, at the same time, a huge amount of materials had already been produced, which would result in a large amount of waste and an expensive rebranding and reproduction exercise.

Goal

The goal of everyone involved in this decision was to minimise the waste generated by EURO 2020. This tournament will represent a milestone in UEFA's commitment to the environment, from the offsetting of fans' travel to the minimisation of waste.

Partners

- UEFA units
- UEFA partners

The Wow! factor

Following the postponement of EURO 2020 to the summer of 2021 and a thorough internal review and discussions with partners, the UEFA Executive Committee decided that the tournament should still be known as EURO 2020. The decision to retain the original branding will ensure that the many branded items that have already been produced will not be destroyed or discarded solely for the purposes of a rebranding exercise. What's next?

As UEFA prepares for the tournament in summer 2021, it will continue to make decisions in line with its commitment to sustainability and its goal of preserving football for future generations.

UEFA's decision not to rebrand the tournament is in line with its commitment to the sustainability of EURO 2020, which includes the minimisation of waste.

Link to good practice

[EURO 2020 to keep its name](#)

Link to related resources

[Update on tickets for EURO 2020](#)



Good Practice

UEFA national team matches and club competitions



FSR survey

Challenge

Given UEFA's broad reach across its 55 member associations, understanding the extent of social responsibility initiatives and the overall level of commitment in each country can be difficult, and implementing initiatives in the context of national team matches and club competitions can be challenging, depending on the association's knowledge and resources.

Goal

UEFA's partners requested that this survey be carried out in order to gain a more comprehensive understanding of the FSR commitments of each national association, with a strong focus on health, accessibility and supporter relations. That understanding will help UEFA and its partners to support the member associations as they work towards becoming more inclusive and health-conscious.

Partners

- Healthy Stadia
- CAFE
- SD Europe
- Colour Blind Awareness
- UEFA member associations

The Wow! factor

UEFA, with the assistance of its partners, distributed an FSR survey to its member associations, focusing on key FSR issues such as health and safety, accessibility and fan dialogue. An impressive 50 of UEFA's 55 member associations completed the survey, showing a

strong commitment to making matchdays healthier and more inclusive experiences for everyone and fostering strong and constructive relationships with their supporters. The survey has given UEFA a better overall understanding of European football's commitment to the various aspects of social responsibility, highlighting areas of strength and exciting new ideas.

4

Four key expert NGOs from UEFA's portfolio of FSR partners worked with it to create this comprehensive survey, covering topics ranging from stadium smoking policies to colour blind awareness protocols.

What's next?

UEFA and its partners will use the information accumulated through the FSR survey to gain a better understanding of where national associations are at present and how best to support them in implementing social responsibility initiatives within their events, activities and competitions in the future.

Good practice link

[Volunteer at UEFA EURO 2020!](#)



“The UEFA FSR survey proved a powerful tool for Healthy Stadia to gain up to date information on current tobacco control policies at football venues across the 55 UEFA members associations. We were able to collect a very rich set of data from the survey responses, and this contributed directly to the evidence-base for our Tobacco-Free Stadia Declaration that is now being rolled out to associations and league operators across Europe.”

Matthew Philpott, executive director, Healthy Stadia

A blue-tinted photograph of a soccer ball on a grass field. Two hands are hovering above the ball, suggesting a game in progress or a moment of anticipation. The background is slightly blurred, focusing attention on the ball and hands.

Concluding remarks and outlook

The 2019/20 season began with excitement and anticipation ahead of EURO 2020, which was due to mark the 60th anniversary of UEFA's first European championship. As plans began to change and events were postponed or cancelled on account of COVID-19, UEFA continued to support its FSR partners and projects across Europe. Despite the disruption, UEFA's units, portfolio partners and member associations continued to work towards achieving the social responsibility goals that had been set at the beginning of the season, with a view to making the business processes of UEFA and the national associations more socially responsible.

A EURO for the whole of Europe

More than ever, as we move towards the postponed EURO 2020, UEFA hopes that this event will not only celebrate the 60th anniversary of UEFA's first continental championship, but also serve as a reminder of the year 2020 and what that has meant to the global football community and the world as a whole. As UEFA's Return to Play protocol unfolds, with fans, players, referees, coaches and the wider football community united in the simple joy and relief that football brings, that event is set to take on a whole new meaning.

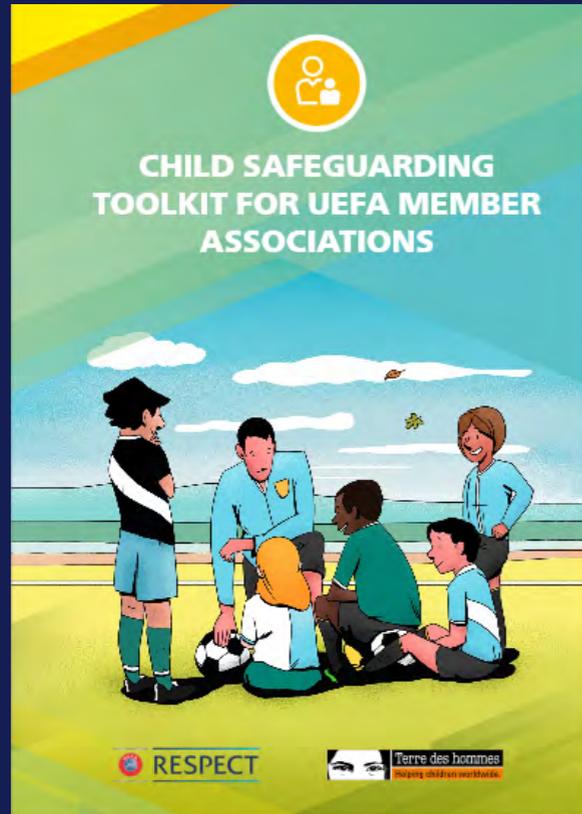


© UEFA

Development of the FSR network

Three regional FSR workshops were successfully delivered in 2019/20 in order to inform national associations of relevant changes to FSR programmes within HatTrick V. This involved the development of several new resources, such as an FSR roadmap, FSR strategy guidelines and one-to-one tutoring. In addition, UEFA began hosting peer-to-peer FSR strategy presentations in order to strengthen bonds within the FSR network and help national associations to share best practices with their peers.

At the same time, an online UEFA Football and Social Responsibility Forum was established in order to provide further support to the growing number of FSR practitioners at national associations. That forum is intended as a place where members – which, at the time of writing, comprise 170 national association staff, UEFA employees, UEFA FSR partners and international experts – can keep one another informed regarding relevant articles and good practices, share ideas, and find effective ways of working together on initiatives.

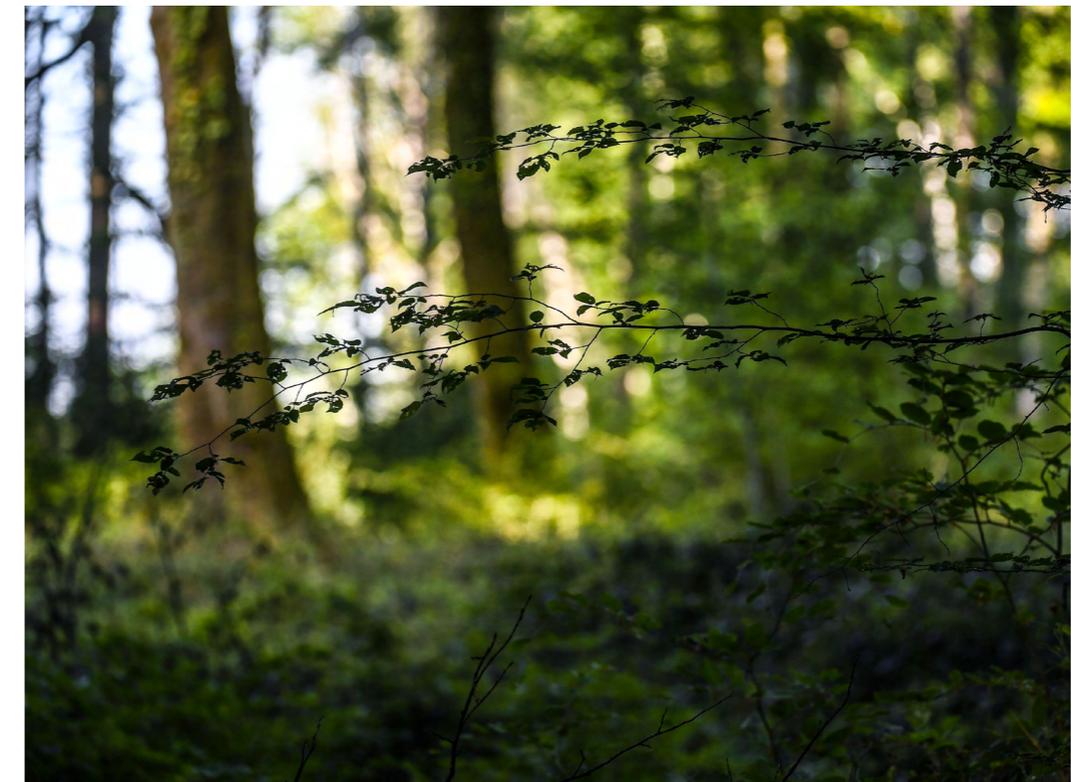


Child safeguarding

UEFA and Terre des hommes launched a child safeguarding policy and toolkit for European football in 2019/20. A digital platform was also established, offering content such as e-learning courses, webinars, news and a library of thematic resources. These initiatives underline UEFA's commitment to protecting, promoting and developing the game, setting out standard procedures and best practice approaches.

Climate action

UEFA is determined to continue its efforts in the area of climate action and make SDG 13 a priority. UEFA's decision to compensate for all fans travelling to EURO 2020 was the first time that any sporting organisation had taken such a step in relation to a mass-participation sporting event. UEFA hopes that other organisations will quickly follow suit, looking at the impact that their events are having on the climate and the long-term effects on sport. Everybody needs to make fundamental changes to their behaviour in light of the looming climate crisis.



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Sustainability reporting index

Key	☑ Completely reported	🕒 Partially reported	⊗ Not reported – data not available	(P) Page	(C) Comments
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DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE
GRI 102: General disclosures 2016			
Organisational profile			
102-1 Name of the organisation	-	(272) (Publisher information)	☑
102-3 Location of headquarters	Back cover	-	☑
102-4 Location of operations	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18	☑
102-5 Ownership and legal form	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18	☑
102-6 Markets served	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18	🕒
102-7 Scale of the organisation	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18	🕒
102-8 Information on employees and other workers	Human resources	(36-39)	☑
102-9 Supply chain		-	⊗
102-10 Significant changes to the organisation and its supply chain	About the report Concluding remarks and outlook	Background (18) and Structure (18) (244-249)	🕒
102-11 Precautionary Principle or approach	Facility management Environment	(32-35) (152-167)	🕒
102-12 External initiatives	Anti-doping	(48-51) (NADOs)	☑
102-13 Membership of associations	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (Introduction)	🕒
Strategy			
102-14 Statement from senior decision-maker	Message from Aleksander Čeferin Message from Elhan Mammadov	(10-11) (12-13)	☑

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE
Ethics and integrity			
102-16 Values, principles, standards, and norms of behavior	Football and social responsibility at UEFA Human resources	RESPECT UEFA Football and Social Responsibility Report 2017/18	🕒
Governance			
102-18 Governance structure	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (Administrative organisation) RESPECT UEFA Football and Social Responsibility Report 2017/18 (Fair Play and Social Responsibility Committee)	🕒
Stakeholder engagement			
102-40 List of stakeholder groups	Inside UEFA, National Associations and FSR Portfolio Partners	Contact information can be found at the beginning and/or end of Inside UEFA and FSR Portfolio sections.	🕒
102-41 Collective bargaining agreements	-	-	⊗
102-42 Identifying and selecting stakeholders	-	-	⊗
102-43 Approach to stakeholder management	-	UEFA FSR Strategy Review 2017 (4)	🕒
102-44 Key topics and concerns raised	-	UEFA FSR Strategy Review 2017 (8-23) (Key Findings)	🕒
Reporting practice			
102-45 Entities included in the consolidated financial statements	-	UEFA Financial Report	🕒
102-46 Defining report content and topic boundaries	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (Scope)	☑
102-47 List of material topics	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (Structure)	🕒
102-48 Restatements of information	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (Structure)	⊗
102-49 Changes in reporting	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (Structure)	☑
102-50 Reporting period	About the report	(18) (Background)	☑
102-51 Date of most recent report	About the report	(18) (Background)	☑
102-52 Reporting cycle	About the report	(18) (Background)	☑
102-53 Contact point for questions regarding the report	-	(272) (Contact)	☑

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE	SDG TARGETS
Material topics¹⁴⁸				
GRI 201: Economic performance 2016				
201-1 Direct economic value generated and distributed	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18	🕒	9.1
GRI 205: Anti-corruption 2016				
205-2 Communication and training about anti-corruption policies and procedures	Anti-match-fixing unit	(40-43)	🕒	16.5
GRI 305: Emissions 2016				
305-3 Other indirect (Scope 3) GHG emissions	Environment	(152)	🕒	13.1
GRI 306: Effluents and waste 2016				
306-2 Waste by type and disposal method	Facility management	(34)	🕒	12.5
GRI 401: Employment 2016				
401-1 New employee hires and employee turnover	Human resources	(38)	✅	5.1
GRI 404: Training and education 2016				
404-2 Programmes for upgrading employee skills and transition assistance programmes	Human resources	(37-38)	🕒	8.2
Other material topics¹⁴⁹				
Diversity and inclusion				
Encouraging an inclusive culture and practices in football	UEFA Academy Human resources Croatian Football Federation Refugee Grant Scheme Royal Netherlands Football Association Fare network Football for All Abilities Homeless World Cup Centre for Access to Football in Europe Colour Blind Awareness CCPA FSE UEFA European Under-21 Championship	(26-29) (38) (62-63) (70-71) (72-73) (78-95) (96-129) (130-137) (138-145) (146-151) (180-187) (220-225) (234-235)	✅	4.3, 4.4, 4.7, 5.5 8.5 10.2 10.2 10.2 5, 10 10.2 4.7, 5.1, 10.2 10.2, 11.7 4.a, 10.2, 10.3 4.7, 5, 10.2 10.2 10.2

¹⁴⁸ Information pertaining to GRI 103: Management Approach can be found in the Introduction section of the report and in the UEFA FSR Strategy Review 2017.

¹⁴⁹ As per GRI Disclosure 102-55, "Material topics that are not covered by the GRI Standards but are included in the report are also required to be in the content index."

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE	SDG TARGETS
Health and well-being				
Promotion of active and healthy lifestyles	Faroe Islands Football Association Homeless World Cup Foundation Anti-doping Healthy Stadia ICRC	(64-65) (130-137) (48-51) (170-177) (190-195)	✅	3.4 3.4 3.5 3.4, 3.5, 3.9, 3.a, 11.2 3.8, 3.c
Child safeguarding				
Providing a safe and secure playing environment for children	Terre des hommes	(204-209)	✅	16.1, 16.2
Human rights promotion				
Ensuring that standards of human behaviour are upheld, including building effective, accountable and inclusive institutions	UEFA Academy Anti-match-fixing Scottish Football Association Centre for Sport and Human Rights UEFA Youth League	(26-29) (40-43) (68-69) (212-217) (236-237)	✅	16.6, 16.7 16.5 16.7 5, 8.7, 8.8, 16.2, 16.3 4.7
Peace and reconciliation				
Promotion of reconciliation in post-conflict areas	CCPA	(192-195)	✅	16.a, 17.17
Supporter relations				
Proactive, structured, member association-driven cooperation with supporters' groups	Football Federation of Armenia Stadium and Security Strategy and Development Football Supporters Europe SD Europe	(60-61) (52-57) (220-225)	✅	16.7 16.a 16.6, 16.7, 16.a, 17.16 16.6, 16.7, 16.a, 17.16
Solidarity				
Provide international support to implement capacity-building	ICRC sportanddev	(190-195) (196-201)	✅	8.3 17.6, 17.9, 17.16, 17.17, 17.18, 17.19
Environmental advocacy				
Sensitise stakeholders to climate change and advocate increased use of renewable energy	Facility management Liechtenstein Football Association WWF South Pole UEFA EURO 2020 branding	(32-35) (66-67) (154-159) (160-167) (240-241)	✅	13.3 13.3 11, 13, 15 13 12.5

HatTrick FSR projects

The following table provides an overview of the 69 HatTrick IV-funded FSR projects that were implemented by all 55 NAs during the 2019/20 season

ASSOCIATION	PROJECT TITLE	FSR ISSUE	TARGET GROUPS	BRIEF DESCRIPTION OF PROJECT'S AIMS	LINKS
Albania	Support for and integration of marginalised and vulnerable people in Albania	Diversity Inclusion Gender equality	Orphans Disabled people Prisoners	Construct proper football facilities and provide proper football equipment for disabled people, prisoners and orphans.	www.youtube.com/watch?v=KH_Q06uZWl8 www.youtube.com/watch?v=zVDj3eCUYY0
Andorra	Zero Tolerance Towards Insults	Fan dialogue	Fans Young people	Address the cultural tendency towards verbal violence in the stands in order to ensure respect for all participants in matches; educate referees, team managers and coaches on this subject.	www.faf.ad/pnfg/NNws_ShwNewDup?codigo=1007032&cod_primaria=3000301&cod_secundaria=3000301#.Xf0DH25FzIU
Andorra	Football for Special Olympics	Diversity Inclusion	Disabled people	Provide regular playing opportunities for disabled people in order to foster their inclusion and give them a sense of well-being. In 2019/20, there was a specific focus on people with autism.	www.faf.ad/pnfg/NNws_ShwNewDup?codigo=1007769&cod_primaria=3000301&cod_secundaria=3000301#.Xl97JGhKg3t
Armenia	FFA Fan Dialogue	Fan dialogue	Fans Refugees Women and girls Disabled people	Improve communication with fans through a democratic dialogue in order to establish a meaningful bond with this group of stakeholders; organise mini-tournaments for female supporters; involve Syrian-Armenian refugees in local amateur futsal tournaments.	www.panorama.am/en/news/2019/03/15/Handicapped-serviceman/2086609 www.facebook.com/araratarmeniafc/posts/477819292754900
Austria	Integration and Inclusion	Diversity Inclusion Gender equality	Ethnic minorities Refugees Women and girls	Foster a more positive image of refugees through football and education in order to facilitate their integration into Austrian society; run special programmes for female refugees and girls/women with and without a migrant background.	www.facebook.com/socialfootball.at/

Austria	Preventive fan dialogue	Fan dialogue	Fans Minorities Women and girls	Carry out preventive work with fans in order to improve their image/conduct and reduce the number of incidents in and around stadiums; organise specific workshops for young people at the national stadium; run a special preventive programme for girls called 'Kick Mit'.	
Azerbaijan	Development of child safeguarding	Child safeguarding	Young people Women and girls	Develop a child safeguarding strategy (including research, development of tools and reporting procedures, and recruitment and training of child safeguarding officers). As a result of various external factors, this programme was moved from 2018/19 to 2019/20.	
Belarus	Green Federation - Environmental Programme	Environment	National association and member clubs	Waste management is an urgent problem in Belarus. The separation of waste in private homes and public spaces is still a rarity and there are only a few social entrepreneurs trying to make use of waste separation.	
Belarus	Football Is Your Friend Forever	Inclusion	Orphans	Organise an annual tournament for orphans to give them the opportunity to make friends and communicate through football.	https://vk.com/grassroots_by?w=wall-151923709_315

Belgium	Nobody Outside!	Diversity Inclusion Health	Disabled people Elderly people	Organise a nationwide project that increases access to football for players with physical and learning disabilities and further develops all forms of football for people with special needs; promote walking football for older people.	www.belgianfootball.be/fr/propos-de-nous/projets-sociaux/nobody-offside www.acff.be/clubs/projets-sociaux/handifoot www.voetbalvlaanderen.be/competitie/veldvoetbal/veldvoetbal-g-voetbal www.belgianfootball.be/fr/propos-de-nous/projets-sociaux/football-kick www.belgianfootball.be/fr/nouvelles/dixieme-edition-du-football-kick-plus-que-reussie www.belgianfootball.be/fr/nouvelles/les-special-devils-recrutent www.voetbalvlaanderen.be/nieuws/wie-zijn-de-oldstars www.voetbalvlaanderen.be/competitie/veldvoetbal/veldvoetbal-oldstars www.belgianfootball.be/fr/nouvelles/les-special-devils-cherchent-de-nouveaux-visages www.belgianfootball.be/fr/equipes-nationales/equipes-nationales-handifoot www.belgianfootball.be/fr/nouvelles/les-belgian-blind-devils-terminent-leuro-la-8e-place www.voetbalvlaanderen.be/nieuws/binnenkort-zijn-er-ook-special-devils
Croatia	SPL - Special Power League	Diversity Inclusion Health	Disabled people Orphans Ethnic minorities	Organise four tournaments in cooperation with clubs that have a programme for children with disabilities, in order to foster those children's integration into society.	https://hns-cff.hr/news/19100/special-power-league-projekt-za-djecu-s-teskocama-u-razvoju/ https://hns-cff.hr/news/19535/odrzan-turnir-za-djecu-s-teskocama-u-razvoju/ https://hns-cff.hr/news/19871/u-puli-odrzan-turnir-za-djecu-s-teskocama-u-razvoju/ https://hns-cff.hr/news/20529/u-zagrebu-odrzan-4-turnir-za-djecu-s-poteskocama-u-razvoju/ https://hns-cff.hr/news/20757/u-cakovcu-odrzan-turnir-za-djecu-s-teskocama-u-razvoju/
Cyprus	All Different, All Equal	Diversity Inclusion	Young people Disabled people Ethnic minorities	Increase opportunities for young people and disabled people to engage in physical activity; promote equality and the fight against racism by involving famous players from the national squad; enhance knowledge and awareness of diversity, inclusion and racism by encouraging schools to work closely together.	https://goal.philenews.com/podosfero/kypros/alles-idisis-kypros/oloi-diaforetikoi-oloi-isoi-sto-gymnasio-anthoypolis/ www.facebook.com/cyprusfaofficial/videos/2223004967961881/

Czech Republic	Join In!	Inclusion Diversity Health Gender equality	Disabled people Older people Economic and ethnic minorities People with physical and mental health issues	Encourage a broad spectrum of people to play football; overcome discrimination through football and help the disadvantaged to feel included; organise tournaments and matches for veterans and seniors, as well as disabled, disadvantaged and socially excluded people; raise awareness of child abuse among coaches and parents; make clear that football is for everyone, regardless of race, age, health or social impediments, and that football is for life, from childhood right through to old age; improve the image of football and the national association.	
Denmark	Campaign against homophobia in Danish football	Diversity Inclusion	LGBTQI community Fans	Foster tolerance and respect for the LGBTQI community with a view to bringing about behavioural change in Danish football in cooperation with specialist NGOs.	www.dr.dk/sporten/fodbold/undersogelse-homofobi-er-stadig-et-problem-i-dansk-fodbold www.jv.dk/sport/DBU-undersogelse-Dansk-fodbold-kaemper-med-homofobi/artikel/2635928 www.dbu.dk/nyheder/2019/april/dbu-tager-nye-initiativer-i-kampen-mod-homofobi/ www.dbu.dk/nyheder/2019/april/historisk-straf-for-homofobi-raab/ www.facebook.com/dbuendelafnogetstorre/videos/504382960135260/ www.facebook.com/dbuendelafnogetstorre/videos/476911682869490/
Denmark	Diversity projects in Danish football	Diversity Inclusion Health	Ethnic, religious and sexual minorities	Map diversity in Danish football, focusing on age, gender, education, income, ethnicity and sexuality; address the issue of diversity as regards girls and women's football at a national congress targeting all interests.	
England	Colour Blindness in Football	Inclusion	Disabled people	Improve the experiences of colour blind people in football through awareness-raising activities and the education of all stakeholders.	https://twitter.com/FA/status/1037648978991624193

Estonia	A Chance for Everybody	Inclusion	Disabled people	Improve existing structures in order to facilitate access to football for disabled people; educate association staff, coaches and physical education teachers to improve their understanding of players with special needs; organise activities for people with learning disabilities (e.g. regional and national football festivals), as well as activities for blind people.	http://jalgpall.ee/rahvajalgpall/uudised/pimedate-jalgpalli-naidismang-toi-kokku-erinevate-elualade-inimesed-n16476 http://jalgpall.ee/rahvajalgpall/uudised/pimedate-jalgpalli-naidismats-toob-sergei-pareiko-tagasi-varavasse-n16438 http://jalgpall.ee/rahvajalgpall/uudised/video-tartus-peatieriolumpia-jalgpalliprojekti-lopuuritust-n16575 http://jalgpall.ee/rahvajalgpall/uudised/jalka-erivajadustega-inimeste-jalgpall-kogub-hoogu-n16002 http://jalgpall.ee/rahvajalgpall/uudised/tudrukute-jalgpallifestivalid-kaasavad-uha-enam-lapsi-n16001 http://jalgpall.ee/rahvajalgpall/uudised/parnus-toimus-eriline-jalgpallifestival-tudrukutele-n15564 http://jalgpall.ee/rahvajalgpall/uudised/eriolumpia-jalgpallikoondis-osales-maailmangudel-n15469 http://jalgpall.ee/ejl/uudised/eesti-jalgpallurid-osalevad-eriolumpia-maailmangudel-abu-dhabis-n15384 http://jalgpall.ee/rahvajalgpall/uudised/tsehhis-peatieriolumpia-jalgpalli-konverentsi-n15177 https://jalgpall.ee/rahvajalgpall/uudised/oktoobris-peatakse-pimedate-jalgpalli-naidismang-n16334?siteacc=peopleleague https://jalgpall.ee/rahvajalgpall/uudised/emade-turniiril-voidutses-infoneti-jalgpallikool-n16239?siteacc=peopleleague https://jalgpall.ee/rahvajalgpall/uudised/keilas-mangisid-jalgpalli-asenduskodude-lapsed-n16187?siteacc=peopleleague https://jalgpall.ee/koondis/uudised/5-paeva-manguni-heategevusprojekt-viib-1000-last-eesti-n15780 https://jalgpall.ee/rahvajalgpall/uudised/parnus-toimus-eriline-jalgpallifestival-tudrukutele-n15564?siteacc=peopleleague https://jalgpall.ee/ejl/uudised/eesti-jalgpallurid-osalevad-eriolumpia-maailmangudel-abu-dhabis-n15384?siteacc=ejl
Estonia	We Speak Football	Inclusion	Marginalised groups Ethnic minorities Older people	Facilitate the integration of East-Viru county's Russian-speaking population into Estonian society through football and cultural activities, offering playing opportunities and educating coaches from East-Viru county.	www.youtube.com/watch?v=71ULfhtY80 https://jalgpall.ee/rahvajalgpall/uudised/narva-jalgpallipaev-naeb-mangimas-eesti-ja-zeniti-legendid-n16035?siteacc=peopleleague http://jalgpall.ee/rahvajalgpall/uudised/laupaevajooksevad-narvas-valjakule-eesti-ja-zeniti-legendid-n16188?siteacc=peopleleague http://jalgpall.ee/voistlused/uudised/video-d-kalju-alistas-levadia-narva-jai-1068-silmapaari-ees-alla-n16201?siteacc=events https://jalgpall.ee/rahvajalgpall/uudised/jalgpall-liidab-kulastas-kohtla-jarvet-n15897?siteacc=peopleleague

					https://jalgpall.ee/ejl/uudised/integratsiooniprojekt-toi-ida-virukoolilapsi-koondise-mangule-n16400 https://bit.ly/2J06A61 https://deskgram.cc/p/2071858557886050712_2178803844 www.facebook.com/EestiRahvajalgpall/ www.instagram.com/eestirahvajalgpall/
Faroe Islands	Football for Health	Health	Young people Older people (women and men with prediabetes) Women and girls	Improve public health through football and education in cooperation with local clubs, with the aid of scientific studies, with a focus on the 40-plus age group and women in particular.	www.facebook.com/fotbolturfyrilivid
Finland	Club development project focusing on social inclusion	Diversity Inclusion Health	Ethnic, religious and economic minorities Refugees/migrants	Follow up on the earlier Diversity Plan project; encourage clubs to act as 'cultural interpreters' through cooperation between public authorities, clubs and migrants; establish a database of contacts providing additional support to migrants who are actively involved in sport; collect and share information on clubs' best practices in this area; ensure effective education processes (with association staff making at least two or three visits to each club per year, and the project spanning around 15 to 20 member clubs in the 2018-20 pilot phase).	www.paloliitto.fi/jalkapallouutiset/seurat-valittu-maahanmuuttajien-kotouttamisen-edistamishankkeeseen
France	Prevention of deviant behaviour in society	Diversity Inclusion Extremism	Young people Economic, religious and ethnic minorities	Tackle deviant behaviour in French society through football, education and awareness-raising activities, with particular emphasis on violence during amateur football matches.	
Georgia	National Amputee League and Cup 2019/20	Diversity Inclusion	Disabled people	Organise a National Amputee League and Cup, with seven participating clubs, using football to foster the integration of amputees – many of them war veterans – into society.	https://gff.ge/ge/media/news/19633?fbclid=IwAR1RVpsZfVY-2lYofdG5bt8gUgzeZGavIFotGJrgZDt69vpibmDnDT5bww https://gff.ge/ge/media/news/18178?fbclid=IwAR3QPE04r-NUOXBmg3px2ecK5r1A9tiCJRVRkRHpC-r9w_MGWgCi0mrAk www.facebook.com/GeorgianFFofficial/vid-eos/432891194161923/ www.facebook.com/pg/GeorgianFFofficial/photos/?tab=album&album_id=2710280362376497&ref=page_internal

Georgia	Football in orphanages	Inclusion	Orphans Refugees/migrants	Make football accessible to orphans through regular training sessions at 17 orphanages across the country; provide licensed coaches and training equipment; focus on girls with a view to getting more girls involved in the various activities	https://gff.ge/ge/media/news/17194?fbclid=IwAR1Ro06xVYX-OHUKaEmckMxVgsVWC-_B18bnZ-slu0Fy8TiEGH28smX5vdjQ www.facebook.com/watch/?v=249397579100041 www.facebook.com/nikakapanadze11/vid-eos/2202267859784480/ https://1tv.ge/news/festivali-fekhburti-yvelas-dasulda/?fbclid=IwAR1GD-IRfuUxesGihapUb7L8Cxxw78cQCeQvo11IMQj1jBpr-OfRP-aXUOKps
Germany	Together Unbeatable – encouraging more diversity in football	Diversity (including gender equality) Inclusion	Sexual and ethnic minorities Administration staff	Educate staff, building on the previous inclusion campaign for amateur players; work with amateur players from minority groups and use information gathered from previous campaigns to improve inclusion across the game in Germany.	
Germany	Fan Communication and Dialogue 2.0	Fan dialogue	Fans Administration staff	Strengthen cooperation with fans, building on the fan dialogue programme established in the first version of this project; ensure that fans' interests are taken into account when decisions are taken by the national association; further improve the communication of decisions in order to increase fans' acceptance of them; train national association staff to better understand the interests of fans; train SLOs and other fan-oriented staff in order to further improve the relationship with fans and improve the relationship between fans and their local venues.	www.dfb.de/fanbelange https://twitter.com/dfb?lang=de http://dfb.ruschkeundpartner.de/dfb/Nachhaltigkeitsbericht/2019/#2 http://dfb.ruschkeundpartner.de/dfb/Nachhaltigkeitsbericht/2019/#102 http://dfb.ruschkeundpartner.de/dfb/Nachhaltigkeitsbericht/2019/Video/Interview-Bierhoff-final.mp4
Gibraltar	Building an Accessible Stadium for All	Inclusion	Disabled people	Ensure that the future national stadium is fully accessible to people across the entire disability spectrum, in close cooperation with CAFE.	
Greece	Football for Health	Health	Women and men over the age of 40	Implement a research-based training programme for older people by training exercise professionals and developing a training manual.	

Hungary	#Matchday Audit Project	Fan dialogue	Fans Disabled people	Improve the image of Hungary's professional leagues and raise attendance figures at Hungarian stadiums by increasing fans' involvement in decision-making processes and long-term planning at clubs; improve fans' matchday experience at clubs; improve fans' relationship with football stakeholders and the national association.	
Iceland	Welcome to the Football Family	Diversity Inclusion Health	Disabled people LGBTQI community People with mental health problems	Use football to improve social cohesion by welcoming very diverse groups of people into the football family and encouraging active participation in various different roles (as players, coaches, referees, officials or fans).	www.ksi.is/um-ksi/frettir/frettasafn/frett/2019/05/24/FC-Saeko-aefdi-a-Laugardalsvelli/
Israel	It's Much More than a Game	Diversity Inclusion Peace and reconciliation	Young people Disabled people Fans Economic and religious minorities	Use football to bridge Israel's complex mosaic of religions and people, establishing shared values with the support of experts and partners; reduce violence and racism in football.	https://youtu.be/oskiaPq6dgU
Italy	RETE! 2019	Diversity Inclusion Health	Refugees/migrants	Promote the integration and health of refugees, using football to facilitate education, teach important values and improve fitness; organise regular training sessions for young refugees living in refugee centres; use mixed teams to change Italian citizens' views on refugees.	www.facebook.com/FIGC/videos/430524960986410/ www.figc.it/it/giovani/progetto-rete/rete/
Kazakhstan	Development of football for people with cerebral palsy	Inclusion Diversity	Disabled people	Develop CP football in order to attract children with cerebral palsy to the world of sport, re-establish contact with the outside world and help to improve their well-being.	www.youtube.com/watch?v=FitCo_nQnuw&t=2s https://youtu.be/UtKm2D3RWmw http://kff.kz/ru/news/22601 http://kff.kz/ru/news/21978

Kosovo	Strengthening female leadership in football	Diversity Inclusion Gender equality	Women and girls Fans	Develop and promote football for women and girls; challenge the stereotype that football is not a sport for girls; increase the number of women in leadership roles; launch a campaign on this subject	
Latvia	Various FSR projects	Diversity, inclusion, health, gender equality and child safeguarding	Women and girls, young people, and people with mental health problems and physical or learning disabilities	Continue the Latvian Football Federation's strong partnership with the Special Olympics; provide opportunities to play football for children with disabilities at residential schools; ensure that adults with learning disabilities also have opportunities to play; use the power of football to enhance integration into society; establish a system whereby stakeholders who wish to implement FSR programmes can apply for funding to support their projects.	https://fff.lv/grassroots/specialais-cempionats/
Liechtenstein	Respect for Diversity and Inclusion	Diversity Inclusion	Disabled people Refugees/migrants	Use the Liechtenstein Football Association's newly developed FSR strategy to encourage diversity, fight discrimination and facilitate the integration of disabled people and refugees.	
Liechtenstein	Respect for the Environment	Energy Water Waste	Fans	Promote careful use of environmental resources, reduce water consumption, obtain energy from renewable sources whenever possible, provide combi-tickets including public transport and recycle all waste at football matches, making the Liechtenstein Football Association a role model in this area.	
Lithuania	Inclusive Football	Inclusion Health	People with addictions Orphans Young people	Use football to improve the well-being of orphans, people with learning disabilities and people with addictions	www.fff.lt - https://fff.lt/news/6025/kaune-vyko-y-patingas-jungtinio-futbolo-turnyras/ https://fff.lt/news/6017/senjoru-pirmenybiu-pusiaukeleje-kauno-ir-vilniaus-komandu-lyderyste/ https://fff.lt/news/5903/globojamos-vaikus-suvienijo-futbolas-ir-pramogos/ https://fff.lt/news/5889/senjoru-pirmenybese-netiketi-cempionu-kluptelejimai/

					https://fff.lt/news/5853/startuoja-2019-m-lietuvos-senjoru-pirmenybes/ https://fff.lt/news/5750/kvieciame-registruotis-i-projekta-pazink-pasauli-futbolo-aiksteje/ https://fff.lt/news/5586/prasideda-registracija-i-lietuvos-senjoru-mazojo-futbolo-pirmenybes/ https://fff.lt/news/5555/tradicinis-seimu-turnyras-pritrauke-ir-uzsienyje-gyvenancius-lietuvius/ https://fff.lt/news/5543/futboliuko-kaledu-sventeje-vilniuje-selo-300-vaiku/
Luxembourg	Plastic Reduction	Water and waste	Administration and technical staff, and young people	Introduce plastic and waste reduction measures across the association's offices and facilities (e.g. installing water fountains, rather than providing bottled water); offer incentives in the form of waste reduction materials in exchange for clubs attending information sessions.	
Malta	Football for Life	Inclusion Fan dialogue Diversity Health Gender equality	People with addictions Ethnic/sexual minorities and refugees People with disabilities Prisoners People with eating disorders and obesity Women and girls	Increase the well-being of people living in challenging circumstances (obese people, refugees, prisoners, drug users, disabled people, etc.) by providing regular access to football; improve the matchday experiences of disabled people by training DAOs; integrate safeguarding into training sessions.	
Malta	Kul Futbol - Eat Football	Health	Young people Technical staff	Use school and community roadshows to promote healthy recipes and training workouts recommended by well-known Maltese footballers and prominent foreigners playing in Malta at all levels; eventually broaden the scope of the project to encompass coaching staff and people who are known for their passion for football.	

Moldova	Safe Football for Children in Moldova	Child safeguarding	Children and young people involved in football Technical staff Volunteers	Train football coaches to be the best possible role models, be aware of all signs of child abuse, work to prevent and minimise abuse, and support children affected by it. Owing to the high levels of migration among adults of working age, more than 20% of children are raised by only one of their parents, and 11% are not raised by either parent. As a result, football coaches can sometimes be the only trusted adult in a child's life.	
Montenegro	Football Zajedno - promoting equality and non-discrimination through football	Diversity Inclusion Peace and reconciliation Gender equality	Young people Ethnic, religious and sexual minorities Refugees/migrants Fans	Use the popularity of football to promote equality, human rights and non-discrimination, empower disadvantaged and minority groups, and foster equal participation by women and girls.	www.facebook.com/Balkanprojects
Netherlands	Healthy Living - 'Lekker Bezig'	Health	Young people	Educate young people at grassroots clubs about healthy eating; distribute boxes of fruit to both home and away teams as a pre- or post-match snack; send food coaches to football clubs to talk about healthy eating.	www.knvb.nl/over-ons/maatschappelijke-projecten/knvb-fit www.knvb.nl/info/56749/fc-vers https://www.knvb.nl/nieuws/organisatie/maatschappelijke-projecten/39340/wekelijks-eeen-gezonde-teambox-voor-3500-kindereen www.knvb.nl/info/24882/column-jan-dirk-vd-zee-sport-de-gamechanger
Northern Ireland	Ahead of the Game	Health Inclusion	Young people People with mental health problems Older people	Raise awareness of mental health (depression, suicide, etc.) within clubs and provide training to help deal with this key issue within society.	www.irishfa.com/irish-fa-foundation/community-volunteering/ahead-of-the-game www.irishfa.com/news/2019/february/ahead-of-the-game-it-s-good-to-talk-about-mental-health-issues-says-keith-gillespie www.irishfa.com/news/2019/september/more-than-250-volunteers-attend-ahead-of-the-game-workshops www.irishfa.com/news/2019/may/mental-health-awareness-week-ahead-of-the-game www.irishfa.com/news/2019/february/in-pictures-duke-and-duchess-of-cambridge-take-to-the-pitch-at-national-football-stadium https://twitter.com/OfficialIrishFA/status/1129280624563490816?s=20

North Macedonia	Inclusion and Creating a Safe Football Environment	Diversity Inclusion	Disabled people Fans	Improve the accessibility of more stadiums in North Macedonia; improve the services offered (ticket sales, websites, etc.) and introduce audio-descriptive commentary; work with NGOs and CAFE to achieve the project's objectives; work with parents, young people and teachers to introduce educational activities.	
Norway	Inclusion of refugees at football clubs	Diversity Inclusion Gender equality	Refugees	Support the integration of refugees into society through football by carrying out scientific studies, establishing tools, sharing good practices and offering access to football activities.	www.fotball.no/fotballens-verdier/inkludering/2019/veiledning-og-rapporter-om-inkludering-av-flyktninger-og-lavinntektsfamilier/ https://twitter.com/nff_info/status/1104044353562071040 www.facebook.com/norgesfotballforbund/posts/inkludering-av-flyktninger-og-inkludering-av-barn-og-unge-fra-lavinntektsfamilie/2218816714828265/
Norway	Preventing economic exclusion and social marginalisation in football	Diversity Inclusion	Economically disadvantaged people Marginalised groups	Ensure that players from economically disadvantaged backgrounds retain access to football using scientific studies, specialist toolkits and key information.	
Poland	Mobile Young Eagles Academy: respect diversity and your health	Diversity Health	Young people Ethnic and economic minorities	Use the Mobile Young Eagles Academy's reach outside of major football centres to educate young people about diversity and health; organise educational workshops focusing on discrimination and healthy eating for local coaches and physical education teachers.	www.laczynaspilka.pl/akademia-mlodych-orlow,9317/artykuly,1.html www.laczynaspilka.pl/piłka-dla-wszystkich/piłka-nozna-bez-dyskryminacji-pzpn-udostepnia-bezplatne-materialy-edukacyjne-dla-trenerow1 www.przegladsportowy.pl/piłka-nozna/pzpn-grassroots-pilka-dla-wszystkich/polski-zwiazek-pilki-noznej-walczy-z-dyskryminacja/6rkeq1b www.laczynaspilka.pl/piłka-dla-wszystkich/zywienie-jako-wazny-element-rozwoju-mlodych-pilkarzy-pobierz-bezplatne-materialy-edukacyjne-od-polskiego-zwiazku-pilki-noznej1 www.laczynaspilka.pl/piłka-dla-wszystkich/pobierz-darmowe-materialy-edukacyjne-dla-rodzicow-i-trenerow1
Portugal	FSR grant scheme	All FSR topics	All	Make grants available for projects that are of relevance to Portuguese society, using football as the delivery mechanism.	www.fpf.pt/News/Todas-as-not%C3%ADcias/Not%C3%ADcia/news/20196

Republic of Ireland	Walking Football	Inclusion Health Gender equality	Older people	Develop and promote walking football in order to foster physical, emotional and mental health in people over the age of 60.	www.independent.ie/regionals/fingal/independent/localnotes/walking-football-proves-a-big-hit-for-the-over50s-with-programme-now-set-to-continue-37690934.html www.fai.ie/domestic/news/cross-border-walking-football-event-proves-a-hit https://dublingazette.com/sport/walking-footballs-festival-fever/ www.fai.ie/domestic/news/dalymount-park-to-host-walking-football-event www.kildarenow.com/news/news/414135/walking-football-for-over-50s-coming-to-kildare-town.html
Republic of Ireland	Get Into Football - Your Game, Your Community!	Diversity Inclusion	Ethnic minorities Refugees Women and girls	Increase participation in football among non-Irish nationals (including refugees) and Irish residents from ethnic, cultural or national minorities, thereby supporting integration and challenging racism and discrimination.	www.fai.ie/domestic/news/gort-futsal-event-prospers-for-community-groups www.prod.facebook.com/fai.galway/videos/196975997899985/
Romania	Football as a tool in fighting discrimination	Diversity Inclusion Gender equality Health	Disabled people Ethnic, economic and sexual minorities, and refugees People with mental health problems Women and girls Orphans	Fight discrimination and promote diversity in Romanian football in order to make it accessible to a larger number of people (both players and supporters); organise tournaments and develop information guides for specific target groups.	
Russia	Developing sustainable relations with supporters	Diversity Inclusion Fan dialogue	Fans Disabled people	Build lasting interpersonal and organisational relationships and trust between the Football Union of Russia, the national team, leagues, clubs, supporters and other stakeholders by facilitating the development of a new fan culture and supporting positive fan initiatives, with particular attention being paid to accessibility for disabled supporters.	https://rfs.ru/news/210721 https://rfs.ru/news/209050

San Marino	Stadium for All	Diversity Inclusion Fan dialogue	Disabled people Fans Young people	Improve stadium accessibility for disabled people and improve their stadium experience; create awareness of the needs of disabled people among non-disabled people.	
San Marino	San Marino Special Cup	Diversity Inclusion	Disabled people	Promote football activities for people with learning disabilities and encourage the use of football to promote equality across society.	www.fsgc.sm/la-san-marino-special-cup-torna-a-meta-settembre/ www.sanmarinortv.sm/sport/sport-sammarinese-c16/special-cup-2019-vince-pepo-team-cremona-a1769467fbclid=IwAR0biDwp-LXmmwir_EH2H3yvxeEeJoJqX4VjTYbtSJOXC-3SPFtSTZzGXw
Scotland	Children's Rights and Well-Being	Inclusion	Young people	Introduce a children's rights and well-being programme to cement safeguarding and child protection, ultimately improving football experiences for children and young people; provide training for coaches, referees and young people; implement a youth ambassadors programme.	www.scottishfa.co.uk/scottish-fa/organisation/youth-ambassadors-of-change/ https://twitter.com/ScottishFA/status/1052948377644752897 https://twitter.com/RangersFC/status/1052198057222303744 https://twitter.com/officialdafc/status/1050393083043442691 https://twitter.com/FraserburghFC/status/1050405395871748098 www.womeninfootball.co.uk/news/2018/09/20/want-to-be-a-youth-ambassador-of-change-for-the-scottish-fa-now-is-your-chance/
Serbia	Football Zajedno - promoting equality and non-discrimination through football	Diversity Inclusion Peace and reconciliation	Economic, ethnic, religious and sexual minorities Women and girls Refugees Gender equality	Use the popularity of football to promote equality, human rights and non-discrimination, empower disadvantaged and minority groups, and foster equal participation by women and girls.	www.facebook.com/Balkanprojects
Slovakia	2020 and Beyond	Fan dialogue	Fans Disabled people	Establish a dialogue with football supporters, treating them as a respected partner and giving them a seat at the table; evaluate the accessibility of stadiums in Slovakia.	www.futbalsfz.sk/sfz-o-pyrotechnike-ci-nasili-na-nasich-stadionoch-ale-nielen-o-tom www.futbalsfz.sk/sfz-v-decembri-seminar-usporiadatelov-a-bezpecnostnych-manazerov-s-aktualnymi-temami

Slovenia	Summer football schools for children with social and health problems	Inclusion Health	Young people Economic minorities	Encourage children with social and health problems to do the recommended amount of physical activity every day and generally adopt a healthier lifestyle.	www.nzs.si/novica/Nogometna_zveza_Slovenije_in_MZL_Debeli_rtic_poglobila_sodelovanje?id=47311
Slovenia	Football tournaments for disabled people	Inclusion	Disabled people	Establish a Football for All programme in order to create playing opportunities for grassroots players with learning disabilities and make football a part of their everyday lives.	www.nzs.si/novica/Strokovna_delavnica_za_vodje_ekip_SOS?id=48815 www.nzs.si/novica/Finale_lige_SOS_tudi_letos_v_NNC_Brdo?id=47779 www.nzs.si/novica/Dan_Nogometna_za_vse_v_NNC_Brdo?id=47622
Spain	Fostering Inclusion	Inclusion	Fans Disabled people Prisoners Women and girls	Run awareness-raising campaigns and initiatives in order to combat discrimination, both on and off the pitch; organise workshops for children to teach them respect and tolerance; ensure meaningful inclusion of anyone who might be perceived as being different (in terms of ability, sexual orientation, gender, age, etc.).	www.rfef.es/noticias/rfef-crea-comite-responsabilidad-social-fomentar-buenas-practicas-y-apostar-sociedad www.europapress.es/deportes/futbol-00162/noticia-rfef-crea-comite-responsabilidad-social-corporativa-vicente-bosque-miembros-20190108121410.html http://rfef.es/noticias/rfef-firma-acuerdo-federacion-espanola-deportes-ciegos http://rfef.es/noticias/ninos-invidentes-salida-al-bernabeu-jugadores-espana-y-suecia http://rfef.es/noticias/rfef-colabora-material-deportivo-federacion-espanola-deportes-sordos www.soy-de.com/noticia-lgtb/luis-rubiales-de-la-rfef-anuncia-la-creacion-de-un-departamento-para-luchar-contra-la-homofobia-en-el-futbol-12618.aspx http://rfef.es/noticias/ciudad-del-futbol-acogio-presentacion-del-proyecto-huellas-corazon http://rfef.es/noticias/sevilla-capital-responsabilidad-social-corporativa-llevada-al-futbol http://rfef.es/noticias/real-federacion-espanola-futbol-y-asociacion-deporte-igualdad-firman-acuerdo-colaboracion
Switzerland	CSR development tools for grassroots clubs	All	Young people Women and girls Volunteers Refugees/migrants	Share best practices in order to educate clubs regarding environmental issues (renewable energy, reduction of water use, etc.), child protection, homophobia and volunteering.	https://org.football.ch/Ueber-uns/Klubs.aspx www.football.ch/SFV/Praevention.aspx

Sweden	Everyone's Different, Different Is Good!	Diversity Inclusion Gender equality	Economic, ethnic, religious and sexual minorities, and refugees Disabled people Women and girls Young people	Ensure that everyone feels welcome in Swedish football, regardless of gender, background, age, disability, sexual orientation or any other perceived differences, through educational initiatives and use of a large digital platform.	www.svenskfotboll.se/nyheter/svff/2019/7/rawez-lawan/ www.svenskfotboll.se/nyheter/svff/2019/2/daniella-chamour/ www.svenskfotboll.se/nyheter/svff/2019/1/pia-sundhage/ www.svenskfotboll.se/nyheter/svff/2019/6/kebba-cesay/ www.svenskfotboll.se/nyheter/svff/2019/10/gf/ www.svenskfotboll.se/nyheter/svff/alla-ar-olika/2018/9/utdelning/ www.svenskfotboll.se/nyheter/svff/2018/12/intervju-med-emre/ www.svenskfotboll.se/nyheter/svff/2019/2/futsal/ www.svenskfotboll.se/nyheter/svff/2019/3/frida-abrahamsson/
Turkey	Integration of disabled players into football	Inclusion Diversity	Disabled people Fans Gender equality	Raise public awareness of football for disabled people and develop the necessary support systems in order to facilitate their participation in society.	www.tff.org/Default.aspx?pagelD=200&ftxtID=32094 www.tff.org/Default.aspx?pagelD=200&ftxtID=32338 www.tff.org/Default.aspx?pagelD=200&ftxtID=32046 www.tff.org/default.aspx?pagelD=1297&ftxtID=32293
Ukraine	Around Football children's programme	Inclusion	Displaced children Orphans Children with mental health problems Disabled children Children from minority groups	"Support internally displaced children, children of combat veterans, children with disabilities and orphaned children, using football to help them integrate into society; promote tolerance of children with disabilities, regardless of their social status, religion, gender or race."	www.facebook.com/UAroundFootball/?modal=admin_todo_tour www.facebook.com/bfukrainefootball/
Wales	Tackling mental health and well-being in Welsh football	Health Inclusion	Young people Technical staff People with mental health problems	Build on the success of the We Wear The Same Shirt project, looking at the prevalence of mental health and well-being issues in young people across Wales; introduce psychoeducational workshops with coaches and other club staff with the support of the Welsh government.	

Additional projects and natural disaster relief¹⁵⁰

IMPLEMENTING PARTY	ACTIVITY
 UEFA	Respect Diversity Every year, UEFA makes Respect Diversity funding available to a particular national association. This season, the Israel Football Association received that funding, putting it towards its continued efforts to bring Jewish and Arab communities together through football.
 University of St Gallen https://uefaacademy.com/wp-content/uploads/sites/2/2020/12/UEFA-Academy_Catalogue-2020_digital-1.pdf	FSR Compact Course Through its valued partnership with the University of St Gallen, the UEFA Academy organised the third edition of the UEFA FSR Compact Course in 2019/20. By the time the fourth edition has been completed, almost 70 FSR practitioners from football organisations across Europe will have been trained.
 Graines de Foot VD www.lacote.ch/dossiers/coronavirus/articles/pas-de-20e-edition-pour-le-tournoi-graines-de-foot-cette-annee-928401	UEFA continues to support football in the canton of Vaud, where its headquarters are located. Graines de Foot is an initiative run by the Association Cantonale Vaudoise de Football that promotes youth football in the canton, offering children between the ages of 5 and 12 the opportunity to take part in a mini World Cup (often called the 'Mundialito'). Unfortunately, the 20th anniversary event in June 2020 had to be cancelled owing to COVID-19, denying the 8,000 children who were due to participate (as well as their parents, grandparents, siblings and friends) the weekend of fun and football that they had all been looking forward to.
 UEFA uefaacademy.com/uefa-certificate-in-football-management	UEFA Certificate in Football Management In 2019/20, UEFA gave grants to three people – Henry Majale from the Mathare Youth Sports Association (MYSA) in Nairobi (Kenya), Nicole Winkelhake from FSE and Lena Gustafson from SD Europe – to allow them to participate in the CFM. That course addresses key areas of football management which are necessary for people working in the football industry.
 UEFA uefaacademy.com/mesgo	UEFA Executive Master in Global Sport Governance UEFA also awarded a scholarship to Joanna Deagle from CAFE, allowing her to participate in the MESGO programme. The MESGO is an international master's programme that combines a multidisciplinary approach to learning with in-depth analysis of legal, political and economic issues in sport.

¹⁵⁰ A number of planned events were unable to take place in 2019/20 on account of COVID-19. They have been postponed to 2020/21 and will be documented in the next report.



 Mathare Youth Sports Association	COVID-19 support The Mathare Youth Sports Association was established in 1987 as a self-help youth sports and community service project, using sport to reach young people in Mathare and neighbouring areas on the outskirts of Nairobi, which make up one of Africa's largest, densest and poorest slums. For decades now, it has used sport to empower young people, with a particular focus on sport for girls. UEFA gave the association financial support in 2019/20, which helped it to navigate the new COVID-19 reality.
 Eat4Goals app	Relaunch of Eat4Goals website In 2019/20, UEFA, in cooperation with the World Heart Federation and the British Heart Foundation, supported the relaunch of eat4goals.com. The Eat4Goals app and website aim to inspire people (particularly children) to eat healthily by providing details of the favourite recipes and food tips of some of football's biggest names.
 UEFA	Research project on environmental impact of signage UEFA is working with the International Olympic Committee on a collaborative project analysing the environmental impact of temporary look and branding overlay material (signage). This is an ongoing research project and is due to be concluded by the end of 2020. The primary objective of this research is to obtain credible information on the environmental impact of branding and signage material over its life cycle in order to inform decision-making by event organisers. The focus is on products that are currently available on the market and – if relevant – products that are still in development but could produce significant environmental benefits. This will be achieved by conducting simple life cycle assessments, comparing the different materials and taking account of various life cycle options.
 UEFA	Natural disaster grants Over the course of the 2019/20 season, UEFA received requests for a total of over €900,000 in natural disaster grant funding, almost double the available budget for such grants (€500,000). ¹⁵¹ The following amounts were paid out to UEFA's member associations in 2019/20: Albania €302,500 for the renovation of three football stadiums, which had been heavily damaged by earthquakes and by people living in tents on the pitch (after losing their homes to those earthquakes) England € 110,000 for repairs to the infrastructure of a large number of clubs following storms and floods Portugal € 60,000 for repairs to Club Académica de Coimbra's infrastructure following damage caused by Storm Leslie Scotland €24,000 for repairs to Gretna FC 2008's floodlights following damage resulting from Storm Ciara Wales €3,500 for St Asaph City FC to repair infrastructure damaged by Storm Ciara

¹⁵¹ According to a 2014 report by the World Meteorological Organization, natural disasters are occurring nearly five times as often as they were in the 1970s, with both developed and developing countries bearing the burden of repeated floods, droughts and temperature extremes.

UEFA Football and Social Responsibility Report

© UEFA, Nyon

Publisher: Union of European Football Associations,
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For more information about UEFA's football and social responsibility commitments, visit:
www.uefa.com/insideuefa/social-responsibility/index.html

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Photo credit (front cover): © Forest Green Rovers

Nyon, February 2021



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