



UEFA EURO 2024 GERMANY

EVENT SOCIAL RESPONSIBILITY STRATEGY





UEFA
EUROPEAN FOOTBALL
CHAMPIONSHIP

EUROPEAN
EUROPEAN



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CONTEXT

Reach of the European Championship

Geographical reach

The UEFA European Football Championship, the third-largest sporting event worldwide, is a major international event followed by billions of football fans across the globe. Taking place every four years, the tournament spreads passion for the game, unifying people and breaking down cultural barriers.

Social responsibility reach

During recent years, sustainability has become one of the greatest concerns on both European and worldwide agendas. There is increased universal awareness of environmental issues, such as climate change; social issues, such as racism and discrimination; and economic issues, such as unethical business practices. This represents a window of opportunity for the UEFA European Football Championship. Growing sensitivity to sustainability has created societal norms and expectations that must be met. Furthermore, the wide reach of UEFA EURO 2024, together with the organiser's firm commitment to sustainability, means that the tournament can go beyond today's standards as a driving force for sustainable development.

Societal reach

The UEFA European Football Championship has the potential to demonstrate the significant impact the corporate and events industry can have on today's challenges within the world of football and society in general.

UEFA and the DFB as relevant players

Both UEFA and the DFB have long-standing experience in sustainability and event social responsibility – concepts that are anchored in their corporate structures and have been applied to previous events.

Sustainability and responsible practices are guiding principles that UEFA applies within the organisation and shares with other European football stakeholders. As the umbrella organisation for 55 national football associations in Europe, UEFA sets requirements and objectives in line with current sustainability standards, as well

as providing educational opportunities to its member associations. In terms of event sustainability, UEFA's contribution to the tournament will be based on solid experience from the recent tournaments in 2016 and 2020.

Sustainability also plays a crucial role for the DFB as a cross-sectional topic applied at all organisational levels. The DFB is similar to UEFA in that it is the national umbrella organisation for football associations in Germany and the biggest professional association worldwide. It unifies 5 regional associations, 21 federal state associations and 26,000 football clubs. It therefore has great reach across football and society. Additionally, in the UEFA EURO 2024 bidding process, the DFB harnessed the power of this extensive network and gave pride of place to sustainability in its application, referring to remarkable environmental initiatives from the FIFA Men's World Cup 2006 and FIFA Women's World Cup 2011.

Overall, the tournament will benefit from the combined expertise and reach of two strong entities working together. It is their shared objective to make UEFA EURO 2024 a new flagship project in terms of event social responsibility, as well as a source of inspiration for the integration of sustainability into the core of football and other sports.

Host country's benefits for the tournament

Germany provides numerous advantages and the ideal conditions as a host country for achieving highly sustainable deliverables. Thanks to Germany's central location in Europe and its highly developed railway network, the tournament will offer eco-friendly mobility. The country also benefits from outstanding existing infrastructure, including airports and EMAS-certified stadiums used by the Bundesliga. Therefore, no major additional investment will be needed. Likewise, the host cities will be able to build on their existing knowledge and expertise from 2006 and 2011. Finally, sustainability will be at the heart of the tournament thanks to the highly engaged local authorities and a civil society committed to adopting responsible behaviours.





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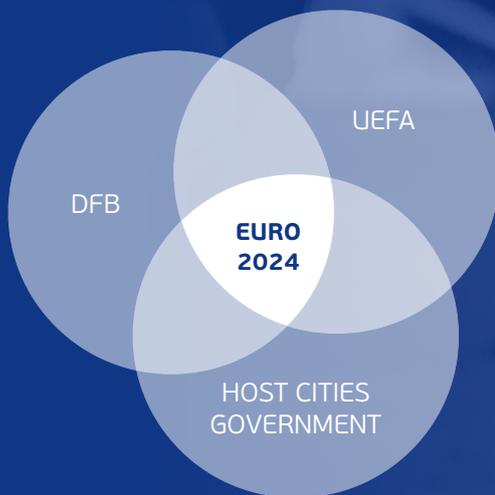
VISION

To be the reference in terms of event social responsibility for the world of sports and a driving force for sustainable development for German and European societies.

MISSION

To achieve the vision, the EURO 2024 company will strive to:

- integrate sustainability, making it a fundamental pillar of its modus operandi;
- consolidate and build on UEFA and the DFB's existing sustainable practices, as well as expanding them beyond the boundaries of the tournament;
- actively engage and collaborate with defined stakeholders in order to incorporate their expertise into the tournament's delivery and motivate them towards even greater achievement;
- raise public awareness of the various collaborations and activities and their positive impact through a well-defined communication strategy.



SCOPE

The scope of the EURO 2024 company's event social responsibility work lies at the intersection of the work of the DFB, the German public authorities and UEFA. The work will be planned and implemented by the dedicated EURO 2024 event social responsibility team. The EURO 2024 collaboration can serve as inspiration for activities that can be integrated into the post-event operations of each of the entities.







GUIDING PRINCIPLES

Sustainability is a fundamental, cross-sectional topic defining UEFA EURO 2024 decision-making and implementation. The guiding principles of the event are rooted in internationally recognised standards such as the United Nations Sustainable Development Goals (SDGs), the UN Global Compact Principles, the ISO 20121:2012 event standard, and the Global Reporting Initiative (GRI) standards.

The overarching principles are human rights protection and promotion and leaving a legacy. All decisions and activities will respect human rights and positively affect the fans and wider population today and tomorrow. The results of the activities will not end on the day of the UEFA EURO 2024 final – they are intended to be long-lasting and self-sustaining.

The UEFA EURO 2024 event social responsibility guiding principles are:

Respect and responsibility

The project will assume full ownership of the results of its activities. It will follow the principle of respect for third parties and show consideration for all relevant stakeholders.

Inclusiveness and fair participation

The activities will be carried out in a manner that ensures that all participants are considered according to their skills and abilities, regardless of their individual characteristics.

Integrity

EURO 2024 event social responsibility will be implemented in compliance with the relevant international regulatory framework in a spirit of fairness towards third parties and ensuring that the organisation is regarded as an upright and reliable counterpart. The organisation will pay attention to the issue of data protection and privacy and follow the international standards on this.

Accountability and transparency

The EURO 2024 company is a transparent organisation that will follow adequate international reporting standards and be available for detailed scrutiny of its activities from relevant authorities and partners.

Flexibility and innovation

The EURO 2024 company will be open to new ideas and ways to achieve its desired results. This is particularly relevant in regard to socially responsible tournament delivery, where new working methods often bring sustainable solutions.

Practicability and cost consciousness

All of UEFA EURO 2024's proposed event social responsibility activities will be realistically achievable with the resources at the project's disposal and with a particular regard for conscious usage of financial resources. All partners will be invited to contribute with the resources that they can spare (human, financial and technical).

SUSTAINABLE DEVELOPMENT GOALS

STAKEHOLDER ENGAGEMENT

The EURO 2024 company recognises that it cannot accomplish its event social responsibility ambitions alone. It thus highly values the collaboration with its stakeholders. This active engagement ensures that the sustainability values are at the core of the tournament. It also promotes broader expertise and expands the tournament's societal reach. As such, the EURO 2024 company will build upon UEFA and the DFB's networks and the results of the dialogue during the bidding phase.

Both the UEFA bidding requirements and the DFB bid book were developed following stakeholder consultations. Over time, the EURO 2024 company envisages engaging stakeholders that played a major role in the event in regular dialogue. Existing engagement platforms such as the DFB annual Social Responsibility Dialogue Forum may be used, in addition to other platforms.

Engagement with stakeholders will be highly important in the development of the action plan and event reports.

The table in the right lists the main collaborations to date. It should be seen as a dynamic list, as the engagement process will be further developed.

A comprehensive list of stakeholders can be found in appendix 2.

STAKEHOLDERS

INTERNAL

- EVENT WORKFORCE
- FOOTBALL FAMILY
- INTERNAL EXPERTS
- PARTICIPATING TEAMS
- UEFA AND DFB TOP MANAGEMENT
- VOLUNTEERS

EXTERNAL

- AMBASSADORS
- CIVIL SOCIETY
NGOS AND SPECIAL INTEREST GROUPS
- COMMERCIAL PARTNERS
- CSR PARTNERS
- GOVERNING BODIES
NATIONAL GOVERNMENTS AND MINISTRIES
- HOST CITIES AND LOCAL AUTHORITIES
INTERNATIONAL INSTITUTIONS
- MEDIA
- REGULATORY BODIES
CERTIFICATION BODIES
- SPECTATORS AND FANS
- SPORTS INDUSTRY
- STADIUMS & OTHER VENUES
- SUPPLIERS





RESPECT

RESPECT

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RESPECT



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ESR DIMENSIONS

To ensure football leaves a positive mark on society, five event social responsibility dimensions have been identified for the tournament, with material issues grouped under each: environment; diversity and inclusion; solidarity; good governance; and health and well-being. The five dimensions encompass the main sustainability focal points of the tournament. Therefore, they will be addressed holistically and systematically.

International events such as the European Championships have the power to unite nations through football. Past tournaments have proved this. Social aspects will remain at the core of EURO 2024 and will no doubt bring the same benefits.

Aware of the current environmental crisis and its consequences for the future of football, the organisers of EURO 2024 will pay special attention to the environment dimension, minimising the tournament's footprint and bringing ecological aspects to the fore in all activities and decision-making processes. This will make EURO 2024 unique. The ambitions, material issues and goals of the five event social responsibility dimensions are outlined below.

A detailed and prioritised list of activities will be elaborated at a later stage in close collaboration with the relevant stakeholders. An initial proposal can be found in appendix 1.



Environment

The EURO 2024 company's ambition is to deliver the European Football Championship to the highest sustainability standards. As such, the environment is a core priority, with the aim of reducing (adaptation) or, where this is not possible, compensating (mitigation) for all the negative environmental impacts of the tournament.

MATERIAL ISSUES	GOALS
<p>Smart mobility Promotion of sustainable means of transportation, such as smart mobility and public transport</p>	<ul style="list-style-type: none"> • Reduce the carbon impact of spectator and fan transportation • Reduce the carbon impact of event staff transportation • Reduce the carbon impact of team transportation • Reduce the carbon impact of VIP transportation
<p>Energy and water Promotion of the use of renewable energy, limiting energy consumption (electricity and water), and use of alternative energy sources (wind, solar, etc.)</p>	<ul style="list-style-type: none"> • Minimise energy consumption at the stadiums, fan zones and IBC • Minimise water consumption at the stadiums, fan zones and IBC • Optimise choice of energy at the stadiums, fan zones and IBC
<p>Sustainable sourcing Increase in sustainable sourcing and local sourcing</p>	<ul style="list-style-type: none"> • Prioritize sustainable sourcing • Collaboration with Commercial Partners • Prioritize sustainable transports of event supplies
<p>Waste management Reduction of waste generation, promotion of recycling/upcycling under the 4R principle (reduce, reuse, recycle and recover)</p>	<ul style="list-style-type: none"> • Prevent waste generation • Maximise life spans • Recover waste
<p>Carbon neutrality Carbon footprint tracking and carbon compensation</p>	<ul style="list-style-type: none"> • Track carbon footprint • Compensate for unavoidable carbon emissions



Diversity and inclusion

UEFA EURO 2024 celebrates diversity and inclusion. The event will be open to all, ensuring that all social groups, communities and minorities can be a part of it and actively engage with it if they so wish. It will not discriminate against any group regardless of their background or individual characteristics.

MATERIAL ISSUES	GOALS
<p>Preventing discrimination A pluricultural event; representation of minorities; promotion of gender equality and prevention of discrimination and racism</p>	<ul style="list-style-type: none"> • Advocate for anti-discrimination protections for fans and spectators • Advocate for anti-discrimination protections for the event workforce • Advocate for anti-discrimination protections for the participating teams
<p>Access Comprehensive integration, easy accessibility (people of different backgrounds and disabled persons), financial accessibility (tickets), volunteering and job opportunities</p>	<ul style="list-style-type: none"> • Deliver a barrier-free tournament for disabled and limited mobility spectators and fans • Celebrate demographic and cultural differences • Represent the diversity of German and European society within the workforce
<p>Fans Spreading passion for the game and inspiring fans to become promoters of sustainability</p>	<ul style="list-style-type: none"> • Enhance the fans' experience



Solidarity

The EURO 2024 company strives to further promote solidarity within German society. It has developed a framework that favours economic development, the advancement of knowledge, and young people's well-being. This will be achieved through the activities of the UEFA and DFB foundations, in conjunction with other charitable and philanthropic activities. Moreover, the tournament will help to build bridges with grassroots football and support its sustainable development and prosperity.

MATERIAL ISSUES

GOALS

Economic impact

Generation of economic activities that will contribute to local economic prosperity

- Achieve sustainable economic success

Knowledge

Generation of knowledge that will benefit civil society, institutions and the sports industry

- Enable knowledge creation and exchange

Children and young people

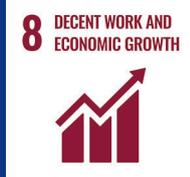
Activities improving children's education and well-being and contributing to youth development

- Support children and young people

Grassroot sports and society

Further building of bridges between professional and grassroots football

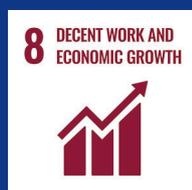
- Foster ties with and support grassroots football



Good governance

The EURO 2024 company will adopt transparent, responsible and accountable forms of conduct. It will continuously consult and engage with relevant stakeholders throughout the different phases of the tournament and carefully evaluate the impact of the tournament’s activities. As part of good governance, the company will endeavour to organise the tournament in compliance with international human rights law, while advocating for and promoting human rights through training. It will also ensure that mechanisms for remedy are in place in case of violations.

MATERIAL ISSUES	GOALS
<p>Transparent management Transparent management processes throughout the company and value chain</p>	<ul style="list-style-type: none"> • Establish transparent management processes in the whole organisation, including the value chain • Promote social responsibility activities
<p>Inclusive management Active dialogue and collaboration with stakeholders</p>	<ul style="list-style-type: none"> • Engage with stakeholders actively
<p>Responsible leadership Promotion of human rights and mechanisms for remedy in the organisation and throughout the supply chain; promotion of social responsibility</p>	<ul style="list-style-type: none"> • Promote and respect human rights • Be a driving force for the promotion of sustainability
<p>Training Adding to the sports management expertise of the local workforce; provision of event social responsibility training to the various stakeholders actively participating in the event</p>	<ul style="list-style-type: none"> • Contribute to stakeholders' education



Health and well-being

Since health and well-being are fundamental to sports, the tournament aims to be a driving force in advocating healthy lifestyles.

MATERIAL ISSUES

GOALS

Tobacco-free policies

Tobacco and smoke-free policies

- Promote a healthy lifestyle

Healthy food and beverages

Healthy food and beverage options during the tournament for the different target groups

- Promote a healthy lifestyle

Promotion of exercise

Promotion of physical exercise during the tournament

- Promote a healthy lifestyle



STANDARDS FOR ESR

The EURO 2024 company plans to create its own event management system standards that are tailored and relevant to its operations. It will also conduct an independent verification of its operations to ensure that the outcomes delivered meet the requirements of the standards.

A collaboration will be set up with a third independent party through an open and transparent tender. The aim will be to certify the quality of the event sustainability strategy and event activities. The two main tasks will be:

- Consultation work to support the UEFA EURO 2024 organisation in the development of the event management system standards (activities and KPIs)
- Independent verification work, comparable to an audit of the event

The long-term goal is for the UEFA EURO 2024 event management system standards to become a feature of other UEFA events.

COMMUNICATION

The communication plan will support the event social responsibility strategy by: promoting the EURO 2024 social responsibility activities; reaching and engaging with fans on the topic of social responsibility; advocating for sustainable development within society.

OWNED COMMUNICATION

Infographics with key information

Articles on UEFA website

Posts/campaigns on UEFA social media

Media release with video interviews from the UEFA and DFB presidents

Press conference with the participation of UEFA and DFB top representatives, as well as Philipp Lahm and Célia Šašić

Workshops dedicated to stakeholders on relevant topics with media invited

PAID COMMUNICATION

Infographics with key information

EARNED COMMUNICATION

Posts/campaigns on partners' platforms

Presentation during international forums or conferences

Interviews and articles in written press

People for promotion

Recognisable people from top management and players with a sensitivity to sustainability: the UEFA president, UEFA Events SA CEO, EURO 2024 GMBH managing directors, the DFB general secretary, UEFA director of social responsibility, Philipp Lahm, Célia Šašić and ambassadors.

Content and messages

Messages will be based on the five event social responsibility dimensions outlined on pages 10 to 14: environment; diversity and inclusion; solidarity; good governance; and health and well-being.



UEFA EURO 2024

The tournament aims to contribute to and advocate for the UN SDGs

Ensuring football leaves a positive mark on society

Sustainability is at the core of the tournament

Germany is a first-class host country in terms of sustainability



ENVIRONMENT

Most environment-friendly national team football tournament ever

Carbon neutral event

Sustainable means of public transport

Maximum reduction of CO2 emissions

First ever construction-free EURO stadiums

Environment-friendly stadiums (EMAS certificate)

Organic and regional food sourcing

Optimised consumption of energy and water

Reduction of transport-induced environmental load through increased use of public transport

Circular economy and waste management – 4R concept (reduce, reuse, recycle and recover)



DIVERSITY AND INCLUSION

UEFA EURO 2024 events are barrier-free

Maximising diversity and inclusivity: a pluricultural event; representation of minorities; promotion of gender equality and prevention of discrimination and racism



GOOD GOVERNANCE

Compliance with human rights

Transparent and inclusive management

Training opportunities



HEALTH AND WELL-BEING

Promotion of healthy lifestyles, anti-tobacco policies in the stadiums, healthy food and beverages, promotion of exercise



SOLIDARITY

Employment and training opportunities should be created as a result of the UEFA EURO 2024

Contribution to youth development

Further build bridges between professional and grassroots football



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