The UEFA European 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 our game, unifying people and breaking down cultural barriers. In line with increased societal expectations around football needing to accelerate action around social and environmental sustainability, the UEFA EURO 2024 tournament wants to lead by example.

Sustainability has been a fundamental, cross-sectional topic defining UEFA EURO 2024 bidding, organisational set-up, and decision-making. A sustainability concept was already part of the bidding proposal in 2018. In 2021, an Event Social Responsibility (ESR) strategy was presented by UEFA and the German Football Association (DFB) with a proposed plan of activities. In a further evolutionary step, a final review was carried out by the UEFA’s Social and Environmental Sustainability Division in view of aligning the ESR strategy with the UEFA Football Sustainability Strategy 2030 and the UEFA ESG Event Management System, resulting in the UEFA EURO 2024 Environmental, Social and Governance (ESG) strategy laid out in this document.

Through the targeted investments and measures presented in this strategy, the ambition is to contribute to the tournament’s legacy, in full alignment with the Sustainable Development Goals.
VISION
To be the reference in terms of event sustainability for the world of sports and a driving force for sustainable development for German and European societies.

MISSION
- Integrate sustainability, making it a fundamental pillar of its modus operandi
- Consolidate and build on UEFA and the DFB’s existing sustainable practices
- 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

GUIDING PRINCIPLES
- Human Rights
- Legacy
- Respect and Responsibility
- Inclusiveness and Fair Participation
- Integrity
- Accountability and Transparency
- Flexibility and Innovation
- Practicability and Cost Consciousness
In a structured approach, we are breaking down each of the 3 Pillars – Environment, Social, Governance (ESG) – laying the ground for the deployment of an Action Plan that cascades from Pillars into Areas of Action, Topics, Targets, Activities, and Key Performance Indicators (KPIs).
ESG PILLARS & AREAS OF ACTION

All ESG pillars and areas of action are contributing to the Sustainable Development Goals

ENVIRONMENT
- Climate Action
- Sustainable Infrastructure
- Circular Economy

SOCIAL
- Rights Protection
- Diversity & Inclusion
- Health & Well-Being
- Solidarity

GOVERNANCE
- Good Governance
- Education
- Communications
- Economy
ENVIRONMENT

- SMART MOBILITY
  - Reduce spectators’ carbon impact
  - Reduce organisers’ carbon impact
  - Reduce teams’ carbon impact
  - Reduce guests’ carbon impact
  - Activate host cities

- CARBON MANAGEMENT
  - Measure carbon footprint
  - Reduce carbon footprint

- ADVOCACY
  - Establish a climate fund
  - Raise awareness and advocate action

- ENERGY
  - Reduce electricity consumption
  - Switch to renewable energy
  - Activate host cities

- WATER
  - Reduce water consumption
  - Activate host cities

- 4R PRINCIPLE
  - Prevent waste generation (reduce)
  - Maximise life cycle of products (reuse)

- WASTE MANAGEMENT
  - Optimise waste
  - Recover waste

SUSTAINABLE INFRASTRUCTURE

- CIRCULAR ECONOMY

SOCIAL

- ANTI-DISCRIMINATION
  - Address and prevent discrimination in stadiums
  - Monitor, report and remedy cases of online abuse
  - Raise awareness and advocate action

- CHILDREN AND YOUTH
  - Implement child and youth protection policy

- REPORTING AND REMEDY MECHANISMS
  - Provide reporting and remedy structures for workforce, volunteers and spectators

- ACCESSIBILITY
  - Ensure stadium accessibility
  - Provide audio-descriptive commentary
  - Provide accessible tournament information
  - Allocate tickets at an accessible price

- WORKFORCE EQUALITY
  - Provide equal access and opportunities for the workforce and volunteers
  - Engage workforce in values of inclusion and respect

- ADVOCACY
  - Raise awareness and advocate through the brand identity

- NON-SMOKING POLICY
  - Prevent the consumption of tobacco in the stadium bowl

- HEALTHY FOOD & BEVERAGE
  - Ensuring access to healthy options for food and beverages

- PROMOTION OF EXERCISE
  - Advocating for physical activity and exercise

- GRASSROOTS SPORTS AND SOCIETY
  - Foster ties with and support grassroots football

- CHARITY AND PHILANTHROPY
  - Leverage activities of UEFA and DFB Foundations

GOVERNANCE

- RISK MANAGEMENT
  - Identify risks and formulate mitigating actions

- PROCUREMENT
  - Adopt a sustainable procurement process

- TRANSPARENCY
  - Establish transparent management processes
  - Ensure involvement of all event stakeholders

- ACCOUNTABILITY
  - Ensure internal governance and compliance rules are implemented
  - Apply UEFA ESG Event Management System

- TRAINING
  - Train workforce and volunteers on event sustainability policies and practices

- KNOWLEDGE SHARING
  - Engage stakeholders around practices and lessons learned

- REPORTING
  - Publish an EURO 2024 ESG post-event report

- CAMPAIGNS
  - Roll-out of sustainability focused campaign

- COMMUNICATIONS
  - Communicate sustainability focus and performance of EURO 2024

- EVENT IMPACT
  - Publish a EURO 2024 impact study
The UEFA EURO 2024 ambition is to deliver the European Football Championship to the highest sustainability standards. As such, environmental aspects are one of the core priorities for the organisation of the event. As an organiser, we are aware that the organisation of such a major event gathering football stakeholders and fans from all over the world involves a significant footprint. We are therefore determined to be part of the solution to reduce as much as possible our impacts on the environment. While we take our climate responsibility, most notably on climate protection and the management of waste, we know that this challenge requires a One-Team approach. We will therefore seek to catalyse action in collaboration with all tournament stakeholders, make substantial investments in a dedicated climate fund connected to German grassroots football infrastructure, and raise awareness among football fans on the importance of environmental protection.
CLIMATE ACTION
Smart Mobility

TARGET
- Reduce spectators’ carbon impact

ACTIVITIES
- Each match ticket holder can use local public transport for 36 hours on match day from 6 am to match day +1 6 pm
- National discounted long-distance train tickets for ticket holders
- Discounted EURO 2024 InterRail tickets in cooperation with European partners
- Reduction of available public parking at stadiums

KPIs
- Percentage of match ticket holder using free local public transport
- Number of ticket purchases of national long-distance train tickets for ticket holders
- Number of ticket purchases of EURO 2024 InterRail ticket

Offering discounted EURO 2024 InterRail tickets
Offering national discounted long-distance train tickets
Local public transport ticket integrated into match ticket
CLIMATE ACTION
Smart Mobility

TARGET 2
• Reduce organisers’ carbon impact

ACTIVITIES
• Staff travel policy promotes smart mobility solutions (train, public transport, bikes, etc.) for business trips

KPIS
• Percentage of EURO 2024 staff using smart mobility solutions within Germany
• Percentage of UEFA staff using smart mobility solutions

TARGET 3
• Reduce teams’ carbon impact

ACTIVITIES
• Match schedule adapted to reduce team travel during group phase
• Require team transport by train or coach in Germany
• Low-emission team fleet (cars, buses, vans)
• Require each participating team to implement a plan to reduce emissions

KPIS
• Percentage of team transfers using trains or coaches for transportation within Germany
• Percentage of low-emission team fleets
CLIMATE ACTION

Smart Mobility

TARGET

- Reduce guests’ carbon impact

ACTIVITIES

- Promotion of low-emission modes of transportation
- Low-emission event fleet (incl. buses)
- Run group transportation
- Venue-to-venue transportation by train

KPIS

- Percentage of UEFA guests informed about public transport opportunities
- Percentage of low emission event fleet

TARGET

- Activate host cities

ACTIVITIES

- Push Host Cities to carry out smart mobility activities
- Push Host Cities to promote Football village visits by public transport

KPIS

- Percentage of Host Cities promoting smart mobility activities

Promotion of smart mobility activities in all Host Cities
CLIMATE ACTION

Carbon Management

1. TARGET
   • Measure carbon footprint

ACTIVITIES
   • Tournament carbon footprint measurement

KPIS
   • Carbon footprint calculated in line with the GHG Protocol

2. TARGET
   • Reduce carbon footprint

ACTIVITIES
   • Establish carbon footprint reduction plan including all initiatives
   • Run agreed implementation of carbon footprint reduction plan
   • Evaluate initiatives versus plan

KPIS
   • Percentage of achievement of established plan

Measure and reduce the tournament’s carbon footprint
CLIMATE ACTION
Advocacy

1. TARGET
   - Establish a climate fund

   ACTIVITIES
   - Investment in a climate fund dedicated to projects focused on mitigating tournament-related unavoidable emissions

   KPIS
   - Percentage of (direct) unavoidable emissions mitigated through climate fund projects
   - Number of climate mitigation projects financed

2. TARGET
   - Awareness raising and advocacy of climate and environmental protection

   ACTIVITIES
   - Promotion to and informing of stakeholders
   - Media activities (roundtables, discussions, press conferences, briefings, and articles)

   KPIS
   - Media response
   - Impact on stakeholders
   - Public awareness of activities
SUSTAINABLE INFRASTRUCTURE

Energy

TARGET

• Reduce electricity consumption

ACTIVITIES

• Floodlighting duration reduction plan at stadiums before and after game
• Power usage requirements reviewed and implemented optimisation plan
• Minimised usage of state of the art environmental friendly generators
• Reduce electricity in the International Broadcasting Center (IBC)

KPIs

• Percentage of achievement of floodlight duration and power usage reduction activities

100% achievement of reduction activities for floodlight duration and power usage
SUSTAINABLE INFRASTRUCTURE

Energy

TARGET 2
• Switch to renewable energy

ACTIVITIES
• Electricity from renewable energy in the stadiums and headquarter

KPIs
• Percentage of stadiums ran with renewable electricity

TARGET 3
• Activate host cities

ACTIVITIES
• Promote usage of renewable energy and minimised usage of generators

KPIs
• Percentage of implementation success

100% of stadiums ran with renewable electricity
TARGET

1. Minimise water consumption

ACTIVITIES

- Optimise water usage in facilities (toilets) including headquarter
- Use of grey water when possible

KPIS

- Percentage of implementation success

TARGET

2. Activate host cities

ACTIVITIES

- Promote optimise water usage in Fan Zones

KPIS

- Percentage of implementation success

Minimise water consumption in EURO 2024 venues

Promotion of optimised water usage in Football villages
CIRCULAR ECONOMY
4R Principle

TARGET
• Prevent waste generation (reduce)

ACTIVITIES
• Packaging-free or limited packaging products
• Reusable cups or environmentally friendly cups
• Vegan and vegetarian products
• Digital payment methods
• Require teams to apply circular economy principles in their team base camps

KPIs
• Percentage of products with limited packaging
• Percentage of stadiums with reusable cups
• Percentage of stadiums with vegan and vegetarian food offers
• Percentage of stadiums with digital payment methods
• Percentage of teams applied circular economy principles in their team base camps

Packaging-free or limited packaging products
100%
of stadiums with vegan and vegetarian food offers
100%
of stadiums with reusable cups
100%
of stadiums with digital payment methods
CIRCULAR ECONOMY

4R Principle

TARGET
- Maximise life cycle of products (reuse)

ACTIVITIES
- Review the needs, evaluate and adjust to order the right quantities
- Second life plan for goods, uniforms and dressing material
- Food donation plan

KPIs
- Percentage of waste reduction compared to previous tournaments
- Percentage of food waste reduction compared to previous tournaments
CIRCULAR ECONOMY

Waste Management

1. **TARGET**
   - Optimise waste

2. **ACTIVITIES**
   - General waste reduction plan implemented
   - Recycling points at venues implemented
   - Use of digital business cards

3. **KPIS**
   - Percentage of waste reduction compared to previous tournaments
   - Number of recycling points

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2. **TARGET**
   - Recover waste

3. **ACTIVITIES**
   - Recover of recyclable elements

4. **KPIS**
   - Percentage of recovery of recyclable elements
SOCIAL

The UEFA EURO 2024 is all about **people** and a common passion that brings together individuals of different ages, backgrounds, nationalities and abilities. We want to **prevent and fight all forms of discrimination** and ensure the **rights of all** are **protected**. The UEFA EURO 2024 celebrates **diversity and inclusion**, ensuring that all social groups, communities and minorities can be a part of it. Since health and well-being are fundamental to sports, the tournament aims to **promote better health and well-being** through football activities across all age groups. Lastly, the UEFA EURO 2024 strives to **promote solidarity** within German and European society by fostering ties with **grassroots football**.
RIGHTS PROTECTION

Anti-Discrimination

TARGET
• Address and prevent discrimination in the stadiums

ACTIVITIES
• Match observer scheme
• 3-step procedure against discrimination
• Support creation of all-gender toilets
• Availability of diverse food options
• Rapid response mechanism against group-related misanthropy

KPIS
• Risk assessment of all matches, and observers attending all matches assessed as high risk
• All referees to be re-trained in the 3-step procedure against discrimination
• All-gender toilets created in all stadiums
• All stadiums offer culturally diverse food options
• Number of discriminatory incidents identified

All stadiums offer culturally diverse food options

All stadiums will have all-gender toilets

All referees will be trained and will implement the 3-step procedure

Rapid response mechanism against group-related misanthropy implemented to identify discriminatory incidents
RIGHTS PROTECTION
Anti-Discrimination

2

TARGET
• Monitor, report and remedy cases of online abuse

ACTIVITIES
• Online abuse monitoring, management and remedy system

KPIS
• Number of occurrences and removals
• Number of referrals to the authorities

3

TARGET
• Raise awareness and advocate action

ACTIVITIES
• Communications campaign
• Showcase disabled football matches at Fan Zones

KPIS
• Campaign reach
• Number of attendees at demo matches in Fan Zones

Specific communication campaigns and activation activities to raise awareness and advocate action
**RIGHTS PROTECTION**

**Children and Youth**

1

**TARGET**
- Apply child and youth protection policy

**ACTIVITIES**
- Child safeguarding policy in place and implemented

**KPIS**
- Completion of policy implementation

**RIGHTS PROTECTION**

**Reporting and Remedy Mechanism**

1

**TARGET**
- Provide reporting and remedy structures for workforce, volunteers and spectators

**ACTIVITIES**
- Online grievance mechanism
- Point of contact for discriminatory incidents

**KPIS**
- Number of discriminatory incidents and rights violations reported
- Implementation of point of contact

**Online grievance mechanism** created to report discriminatory incidents

**Point of contact** for discriminatory incidents established

**Child safeguarding policy** in place and implemented
DIVERSITY & INCLUSION
Accessibility

TARGET
• Ensure stadium accessibility

ACTIVITIES
• Stadium accessibility audits
• Sufficient number of wheelchair user spaces, toilets and dedicated parking
• Sufficient number of Easy Access seats
• Various accessibility services provided (e.g. buggy service, wheelchair loan service)

KPIs
• Quality of seats and pragmatic approach
• Providing of required numbers of wheelchair user spaces and Easy Access seats and parking according to the needs of EURO 2024 (based on past teams and local demand)
• Provision of buggy/shuttle service
• Quality assistance service
• Barrier-free sight view for wheelchair users
• Barrier free dedicated access and signage

Quality assistance service for people with limited mobility

Accessibility audits performed with external experts in all stadiums

Provision of wheelchair loan service

Provision of buggy/shuttle service

Provision of Easy Access seats in all stadiums

Adequate numbers of wheelchair user spaces, toilets, and dedicated parking
DIVERSITY & INCLUSION

Accessibility

TARGET 2
• Provide audio-descriptive commentary (ADC)

ACTIVITIES
• ADC installation, service and running

KPIS
• ADC provided at all matches

TARGET 3
• Provide accessible tournament information

ACTIVITIES
• Good practical content easily visible and well-positioned in app, incl. in line with colour blindness guidance

KPIS
• Quality of content in EURO 2024 app

TARGET 4
• Allocate tickets at an accessible price

ACTIVITIES
• Accessible ticket pricing for fans

KPIS
• Acceptance by fans and media
DIVERSITY & INCLUSION

Workforce Equality

TARGET
- Provide equal access and opportunities for the workforce and volunteers

ACTIVITIES
- Implemented in Human Resources’ rules
- Promotion of diversity and inclusion in staff recruitment

KPIS
- Percentage of job postings that include a clause on inclusion
- Diversity and inclusion implemented in staff recruiting
- Human Resources dashboard for data collection and management

TARGET
- Engage workforce in values of inclusion and respect

ACTIVITIES
- Part of company philosophy and corporate understanding
- Management shows best in class role model
- Information and promotion of inclusion and diversity importance

KPIS
- Recruited staff advocates diversity and inclusion
- Percentage of awareness by managers
DIVERSITY & INCLUSION

Advocacy

1

TARGET

- Raise awareness and advocate through the brand identity

ACTIVITIES

- Promote and inform about diversity and inclusion activities and its importance

KPIS

- Number of stakeholders engaged

HEALTH & WELL-BEING

Non-Smoking Policy

1

TARGET

- Prevent the consumption of tobacco in the stadium bowl

ACTIVITIES

- Non-smoking policy in stadiums established
- Information of spectators through different communication channels
- Training of stadium staff to implement policy

KPIS

- Non-smoking policy in stadiums implemented
HEALTH & WELL-BEING
Healthy Food & Beverage

TARGET
- Ensuring access to healthy options for food and beverage

ACTIVITIES
- Collaboration with food and beverage partners for offering of healthy products to spectators in line with catering guidelines
- Offer of healthy food and beverages to staff

KPIS
- Availability of food and beverage options across all stadiums and EURO 2024 venues

HEALTH & WELL-BEING
Promotion of Exercise

TARGET
- Advocating for physical activity and exercise

ACTIVITIES
- Dedicated walking routes to stadiums
- Bicycle parking at stadiums
- Weekly exercise opportunities for staff

KPIS
- Percentage of stadiums with dedicated walking routes
- Percentage of stadiums with dedicated bicycle parking
- Percentage of spectators reached the stadium walking or cycling

Dedicated walking routes to stadiums identified
Dedicated bicycle parking established at stadiums
Healthy food and beverage options available across all stadiums and EURO 2024 venues.
SOLIDARITY

Grassroots Sports and Society

TARGET
- Foster ties with and support grassroots football

ACTIVITIES
- National Climate Protection Initiative for grassroots football
- Support of DFB club campaign
- Grassroots sports activities in Fan Zones

KPIS
- Amount of clubs reached

SOLIDARITY

Charity and Philanthropy

TARGET
- Leverage activities of UEFA and DFB Foundations

ACTIVITIES
- 10,000 Smiles initiative
- Projects funded by Stiftung Fußball & Kultur EURO 2024

KPIS
- Number of tickets allocated to children
- Number of projects funded

Leverage activities of UEFA and DFB Foundations through 10,000 smiles initiative and cultural projects

Foster ties and support grassroots football through different activation campaigns
### GOVERNANCE

The UEFA EURO 2024 will adopt **transparent, responsible and accountable** forms of conduct in all its operations. We will continuously consult and engage with relevant stakeholders, including **around sustainability-related risks, particularly on human rights**. As part of our good governance ambitions, we will endeavour to organise the tournament in compliance with international human rights principles, while **advocating for and promoting human rights and sustainability** through training. **Sharing knowledge and good practices** in continuous discussions with stakeholders will benefit civil society, institutions and the sports industry. Our activities will be actively shared in **sustainability-focused communications** campaigns. Lastly, the **tournament’s impact** will be evaluated by an independent study.

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GOOD GOVERNANCE

Risk Management

TARGET
• Identify risks and formulate mitigating actions

ACTIVITIES
• Perform a human rights risk analysis
• Publish a human rights policy

KPIS
• Completion of human rights risk analysis
• Publication of a human rights policy

GOOD GOVERNANCE

Procurement

TARGET
• Adopt a sustainable procurement process

ACTIVITIES
• Inclusion of sustainability criteria in procurement regulations
• Prioritisation of local sourcing where possible

KPIS
• Percentage that sustainability weighs in procurement selection criteria

100% completion of human rights risk analysis

Sustainability is included in the procurement process
GOOD GOVERNANCE

Transparency

TARGET
• Establish transparent management processes

ACTIVITIES
• Public availability of key sustainability-related documentation

KPIS
• EURO 2024 sustainability documentation available on UEFA web platforms

Ensure involvement of event stakeholders through participation in relevant discussion forums and mutual exchanges.

TARGET
• Ensure involvement of event stakeholders

ACTIVITIES
• Participation in relevant discussion forums
• Engagement with sponsors in sustainability activities
• Sustainability embedded in tournament operations

KPIS
• Number of stakeholders and forums engaged
• Number of sponsors engaged on tournament sustainability activities
• Percentage of projects embedded sustainability in tournament operations

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GOOD GOVERNANCE
Accountability

1
TARGET
• Ensure internal governance and compliance rules are implemented

ACTIVITIES
• Good governance rules established and implemented

KPIS
• Application percentage of good governance rules

2
TARGET
• Apply UEFA ESG Event Management System

ACTIVITIES
• UEFA ESG Event Management System verification process implemented

KPIS
• Pass UEFA ESG Event Management System
**EDUCATION**

**Training**

**TARGET**
- Train workforce and volunteers on event sustainability policies and practices

**ACTIVITIES**
- E-learning for staff, volunteers and selected suppliers
- Code of Conduct for staff involved in EURO 2024
- CPR training offered to hired EURO 2024 headquarter staff

**KPIS**
- Completion percentage of sustainability e-learning module

**Knowledge Sharing**

**TARGET**
- Engage stakeholders around practices and lessons learned

**ACTIVITIES**
- Attendance at sport conferences to share EURO 2024 learnings and practices

**KPIS**
- Number of people reached across number of sessions

Attendance at sport conferences to engage with stakeholders and share EURO 2024 lessons learned and practices

Event workforce and volunteers are trained on event sustainability policy

Aim of >80% completion rate for sustainability e-learning module
COMMUNICATIONS

Reporting

1

TARGET
- Publish a EURO 2024 ESG post-event report

ACTIVITIES
- Publish a dedicated ESG report within UEFA post-events reports

KPIS
- ESG information available by Q4 2024

COMMUNICATIONS

Campaigns

1

TARGET
- Roll out sustainability-focused campaign

ACTIVITIES
- Dedicated communications campaign

KPIS
- Reach of communication campaign
COMMUNICATIONS
Communications

TARGET
- Communicate sustainability focus and performance of EURO 2024

ACTIVITIES
- Actively communicate around EURO 2024 sustainability activities
- Media monitoring of sustainability activities

KPIS
- Media sentiment indicator on sustainability

ECONOMY
Event Impact

TARGET
- Publish a EURO 2024 impact study

ACTIVITIES
- Carry out an EURO 2024 impact study in cooperation with the Federal Ministry of the Interior and Community (BMI)

KPIS
- Impact study published by Q4 2024

Actively communicate around EURO 2024 sustainability activities

Carry out an EURO 2024 impact study in cooperation with the Federal Ministry of the Interior and Community (BMI)
UNITED BY FOOTBALL.
VEREINT IM HERZEN EUROPAS.