



UEFA
EURO2024
GERMANY

ESG STRATEGY

July 2023

OUR STRATEGY FOR A SUSTAINABLE UEFA EURO 2024

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.



2018



2021



2023



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



STRUCTURED APPROACH

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).

ENVIRONMENT

SOCIAL

GOVERNANCE

Areas of Action

Topics

Targets

Activities

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

CLIMATE ACTION

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

SUSTAINABLE INFRASTRUCTURE

ENERGY

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

WATER

- Reduce water consumption
- Activate host cities

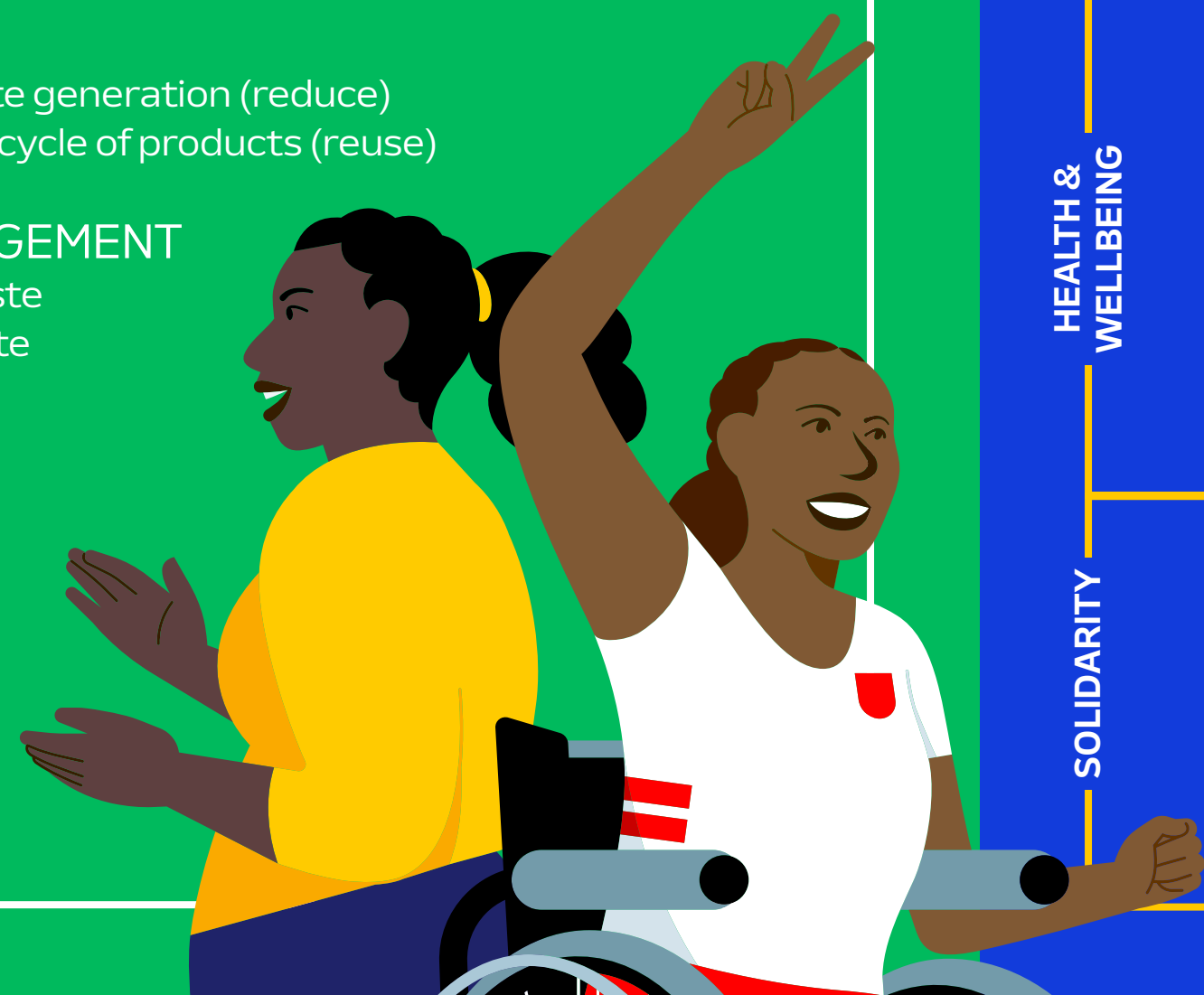
CIRCULAR ECONOMY

4R PRINCIPLE

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

WASTE MANAGEMENT

- Optimise waste
- Recover waste



SOCIAL

RIGHTS PROTECTION

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

DIVERSITY & INCLUSION

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

HEALTH & WELLBEING

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

SOLIDARITY

GRASSROOTS SPORTS AND SOCIETY

- Foster ties with and support grassroots football

CHARITY AND PHILANTHROPY

- Leverage activities of UEFA and DFB Foundations

GOVERNANCE

GOOD 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

EDUCATION

TRAINING

- Train workforce and volunteers on event sustainability policies and practices

KNOWLEDGE SHARING

- Engage stakeholders around practices and lessons learned

COMMUNICATIONS

REPORTING

- Publish an EURO 2024 ESG post-event report

CAMPAIGNS

- Roll-out of sustainability focused campaign

COMMUNICATIONS

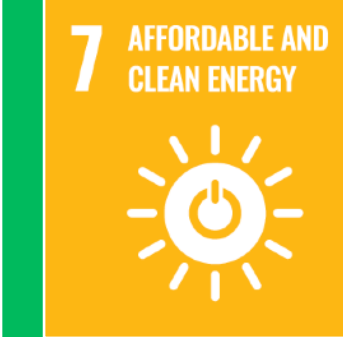
- Communicate sustainability focus and performance of EURO 2024

ECONOMY

EVENT IMPACT

- Publish a EURO 2024 impact study





CLIMATE ACTION

SMART MOBILITY

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- Reduce organisers' carbon impact
- Reduce teams' carbon impact
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SUSTAINABLE INFRASTRUCTURE

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CIRCULAR ECONOMY

4R PRINCIPLE

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- Maximise life cycle of products (reuse)

WASTE MANAGEMENT

- Optimise waste
- Recover waste

ENVIRONMENT

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

1

TARGET

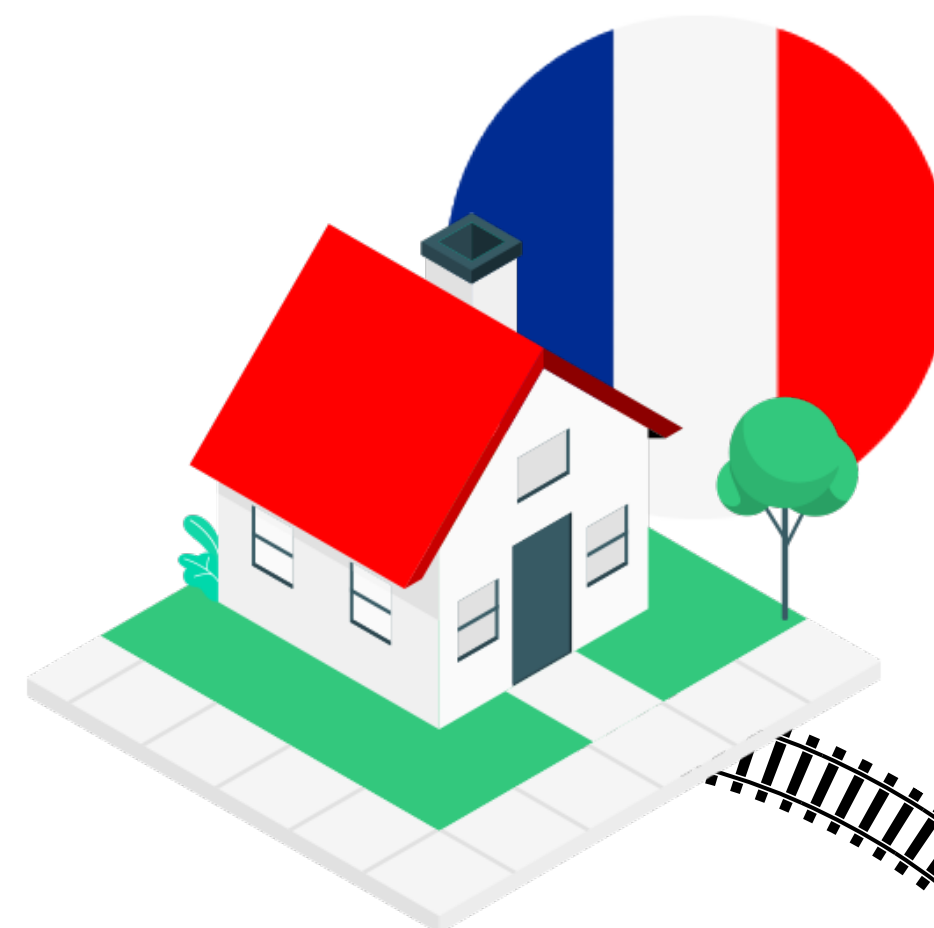
- Reduce spectators' carbon impact

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

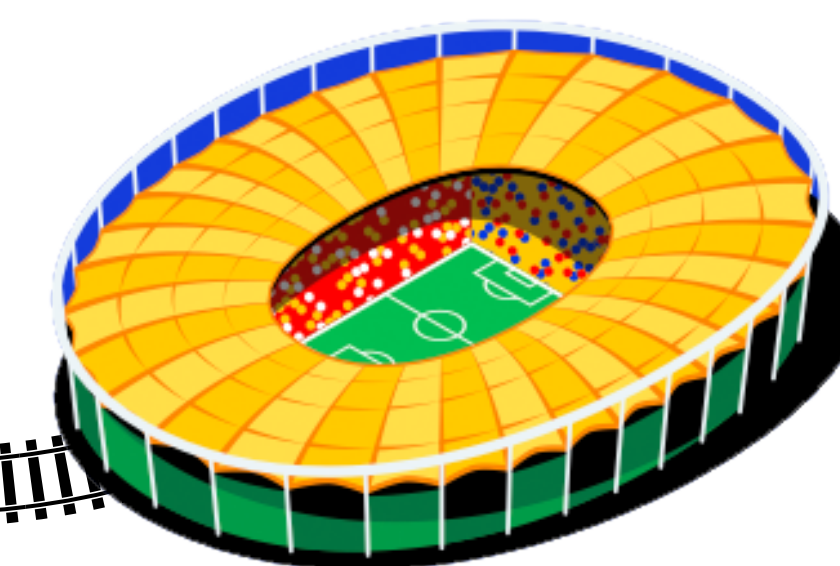
- Percentage of match ticket holder using free local public transport
- Number of ticket purchases of national long-distance train tickets for ticket holders
- Number of ticket purchases of EURO 2024 InterRail ticket



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

2

TARGET

- 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

3

TARGET

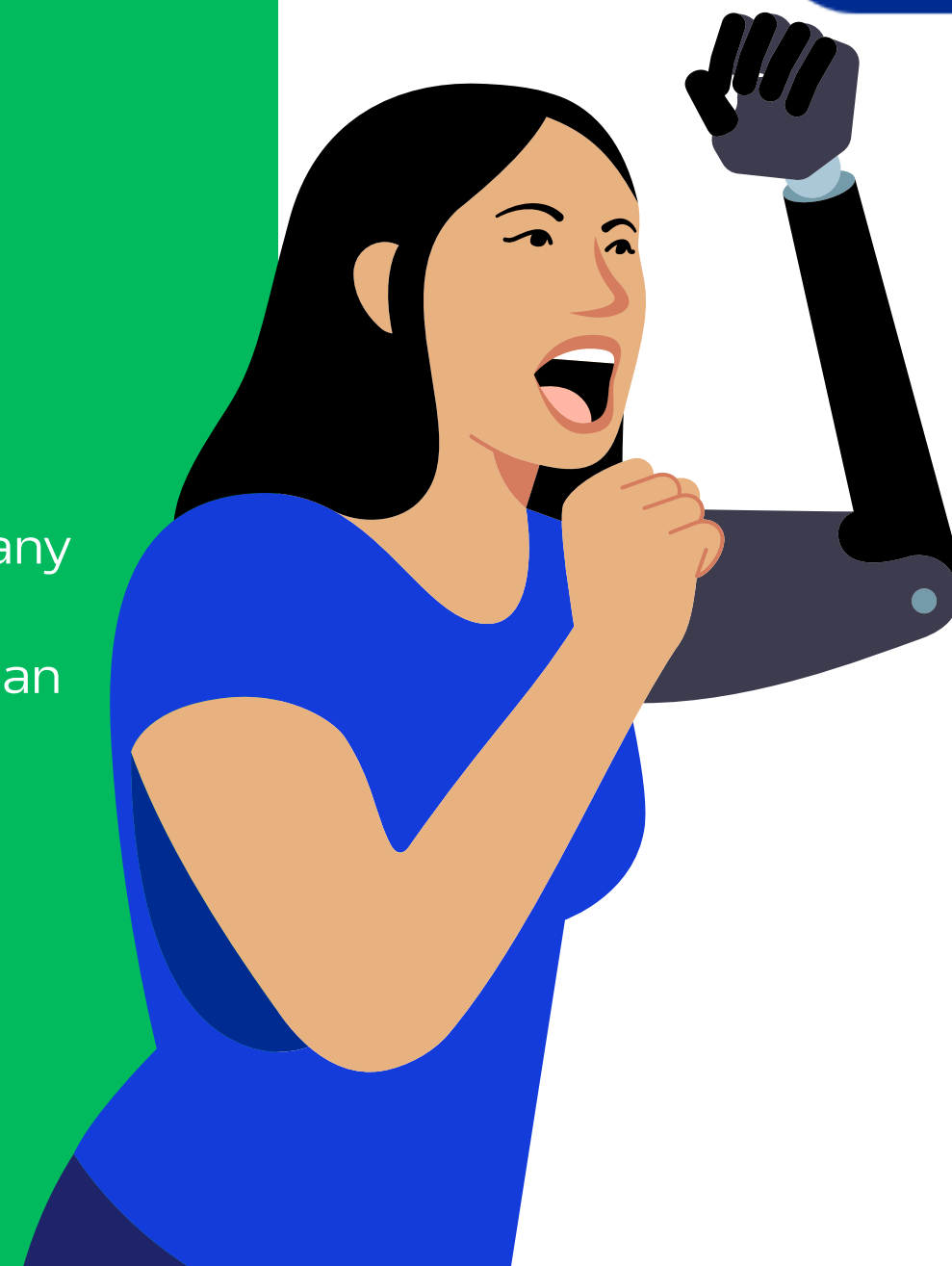
- Reduce teams' carbon impact

ACTIVITIES

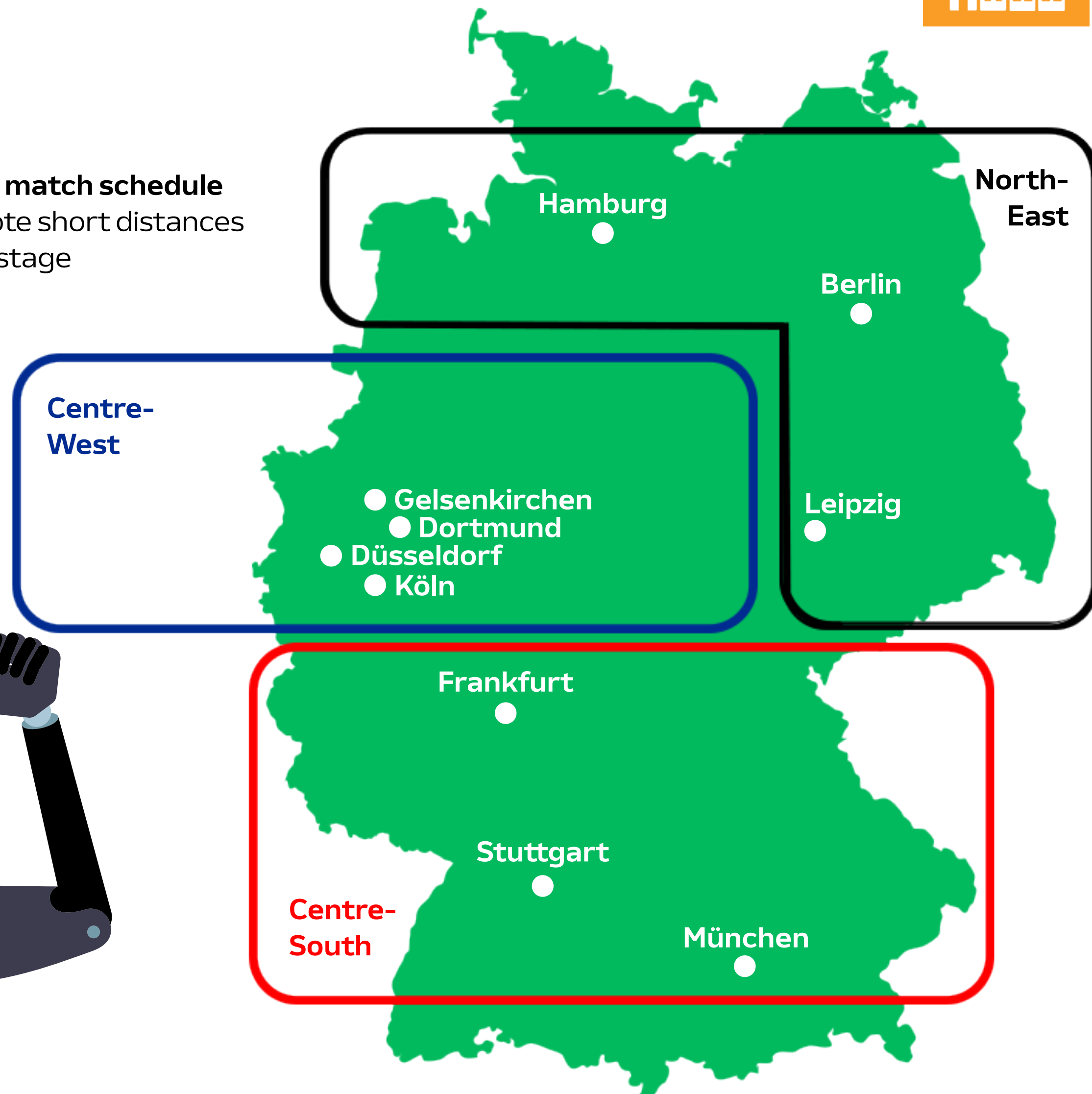
- Match schedule adapted to reduce team travel during group phase
- Require team transport by train or coach in Germany
- Low-emission team fleet (cars, buses, vans)
- Require each participating team to implement a plan to reduce emissions

KPIS

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



Adapted match schedule to promote short distances in group stage



CLIMATE ACTION

Smart Mobility

4

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

5

TARGET

- Activate host cities

ACTIVITIES

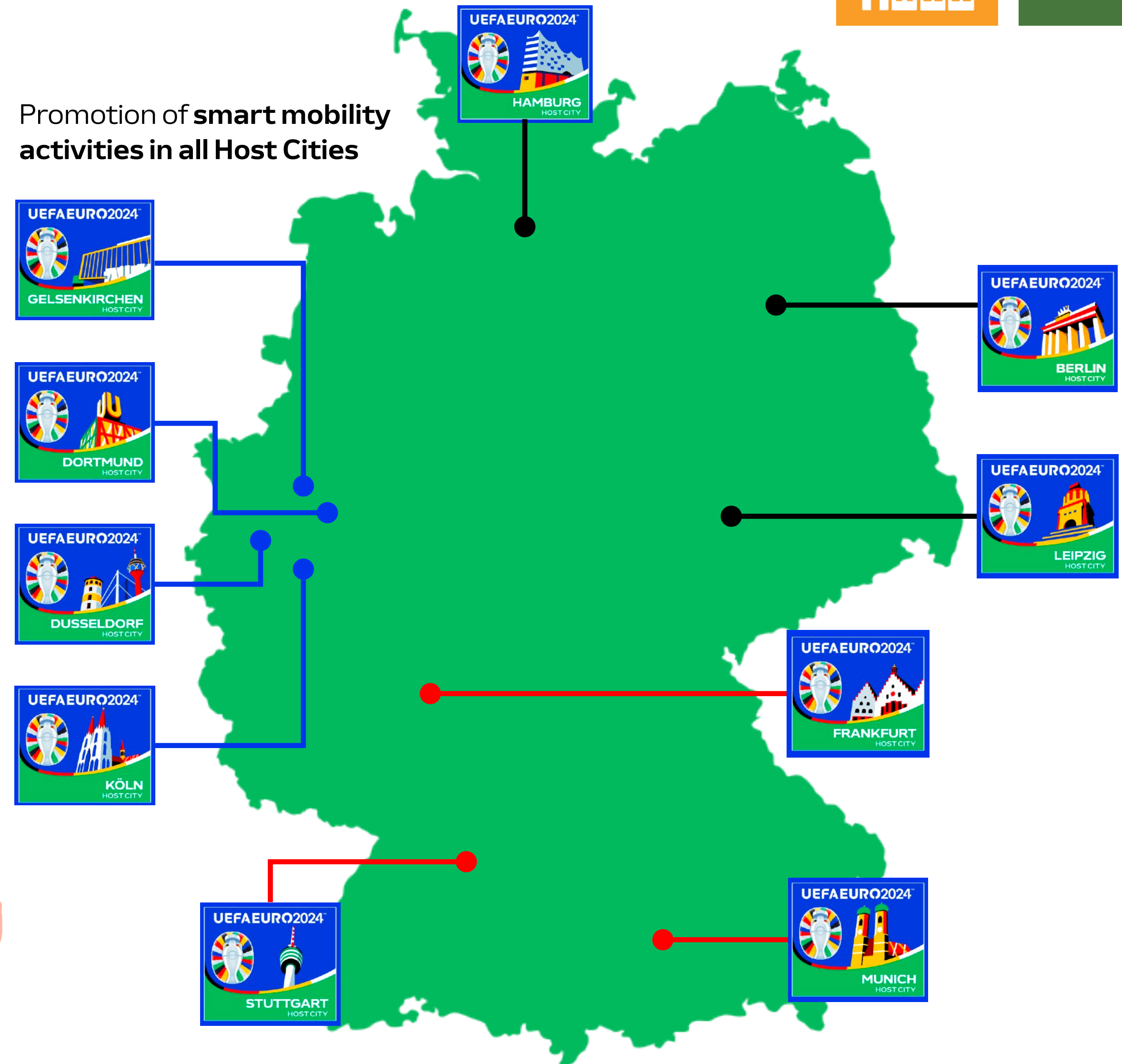
- Push Host Cities to carry out smart mobility activities
- Push Host Cities to promote Football village visits by public transport

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

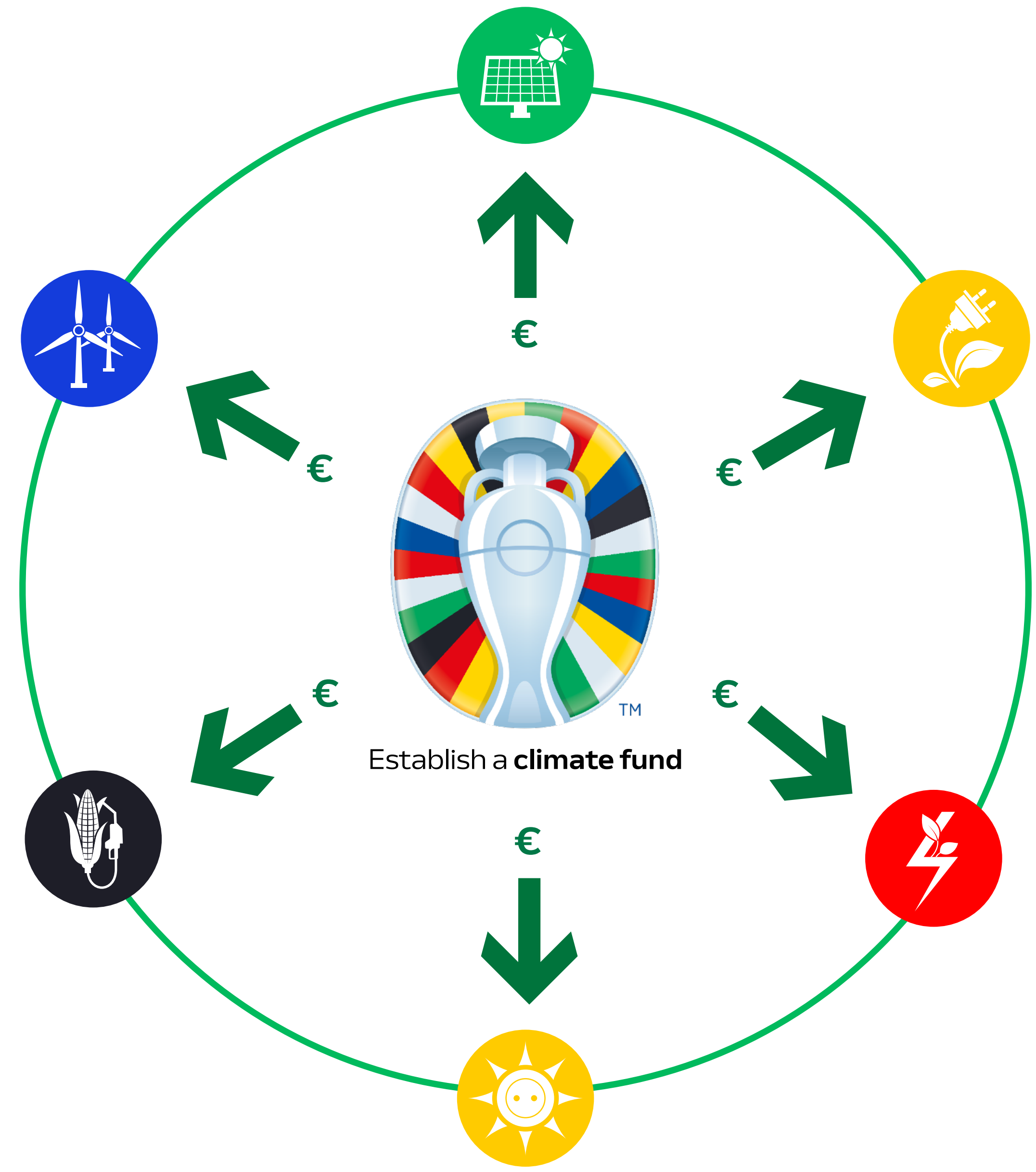
- Awareness raising and advocacy of climate and environmental protection

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

1

TARGET

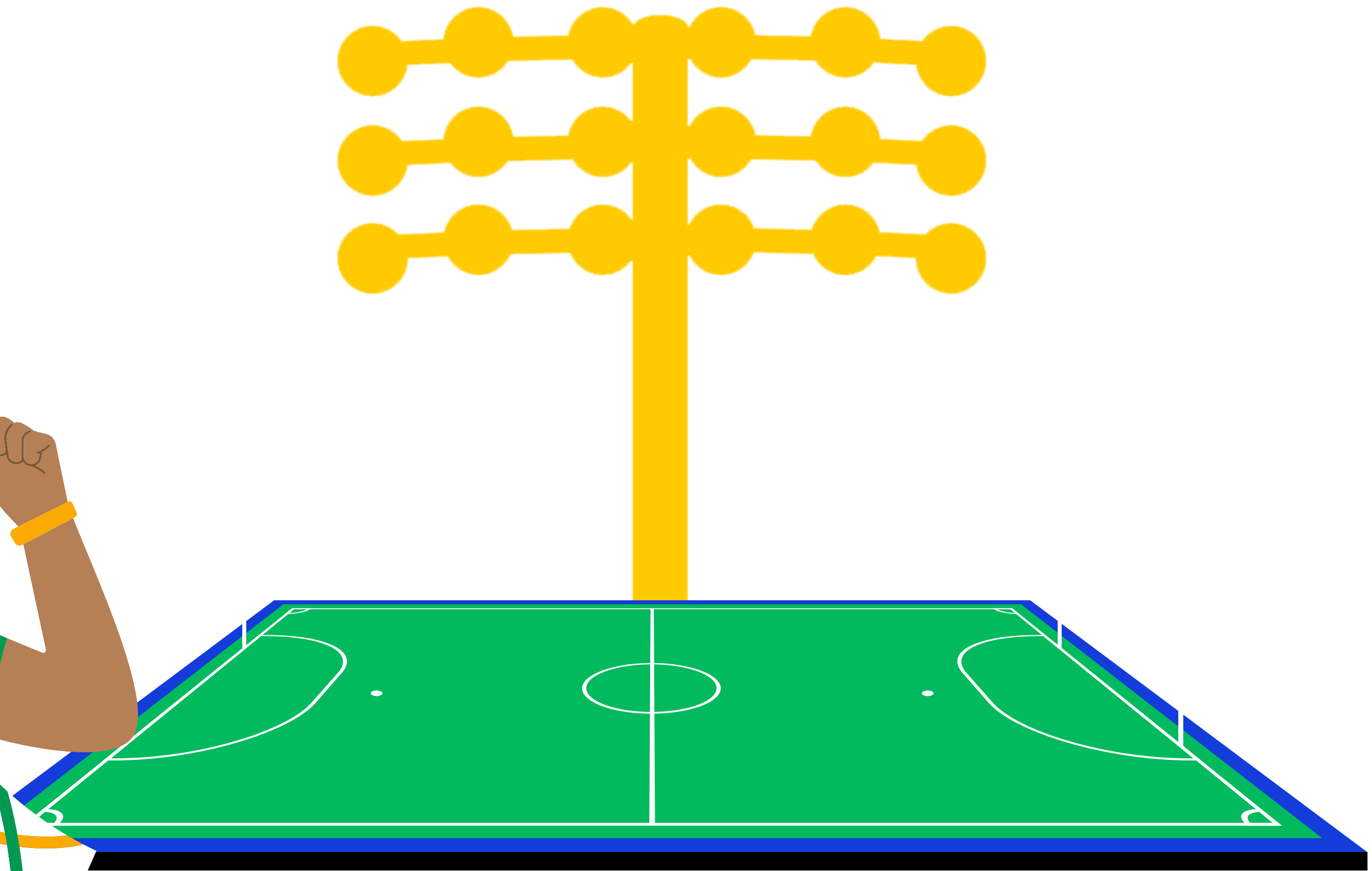
- Reduce electricity consumption

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

2

TARGET

- Switch to renewable energy

ACTIVITIES

- Electricity from renewable energy in the stadiums and headquarter

KPIS

- Percentage of stadiums ran with renewable electricity

3

TARGET

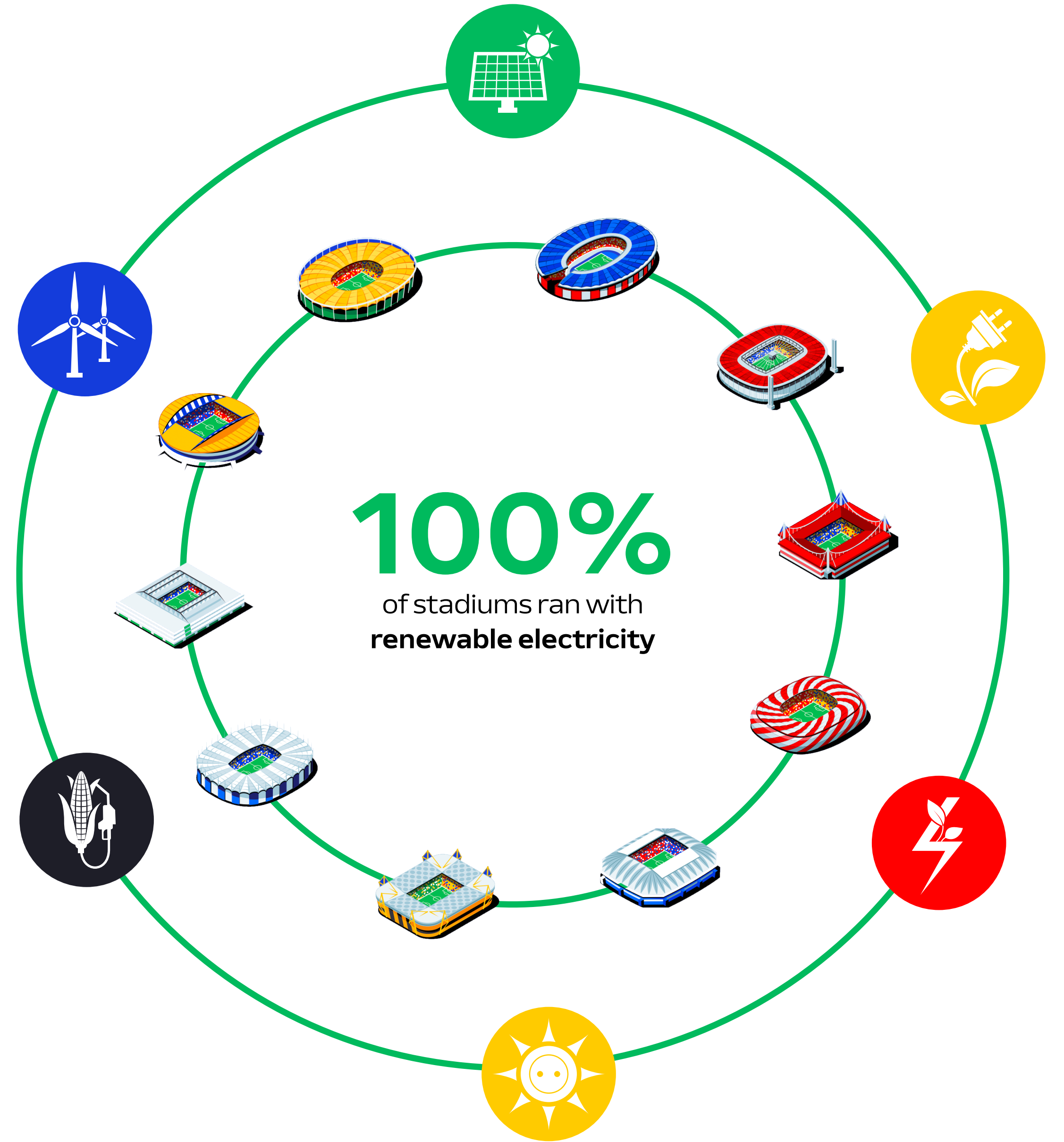
- Activate host cities

ACTIVITIES

- Promote usage of renewable energy and minimised usage of generators

KPIS

- Percentage of implementation success



SUSTAINABLE INFRASTRUCTURE

Water

1

TARGET

- Minimise water consumption

ACTIVITIES

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

KPIS

- Percentage of implementation success

2

TARGET

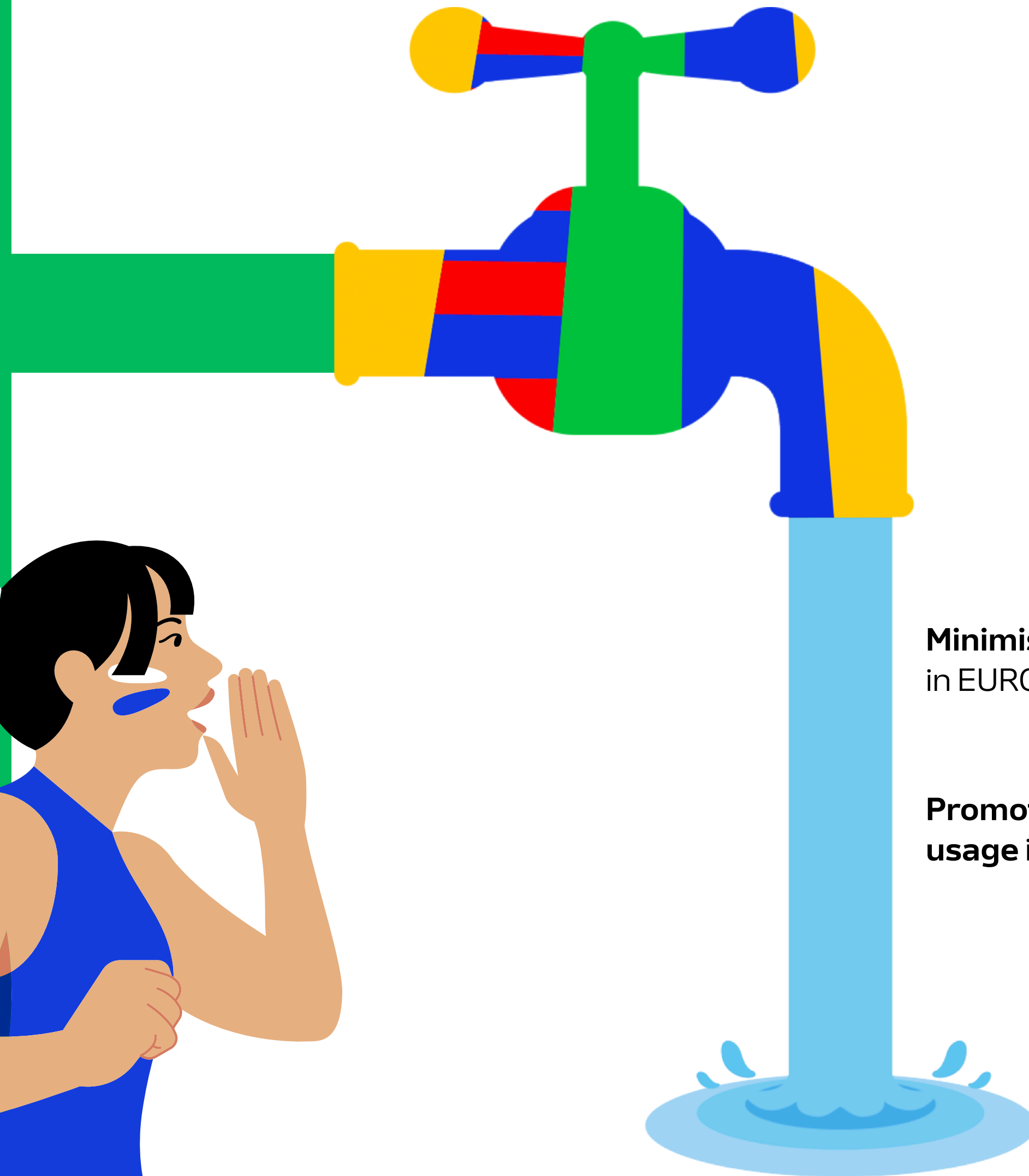
- Activate host cities

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

1

TARGET

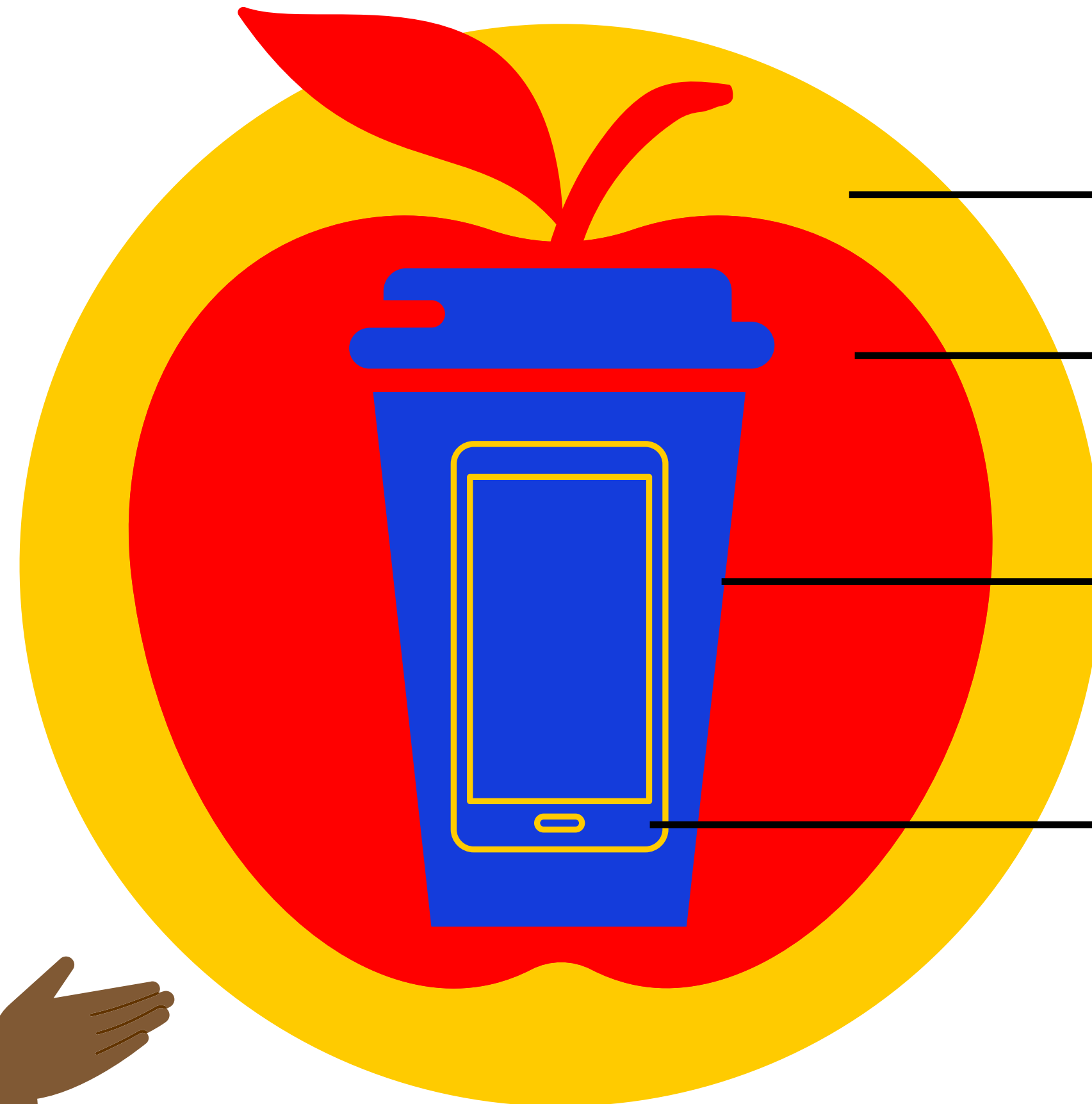
- Prevent waste generation (reduce)

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

2

TARGET

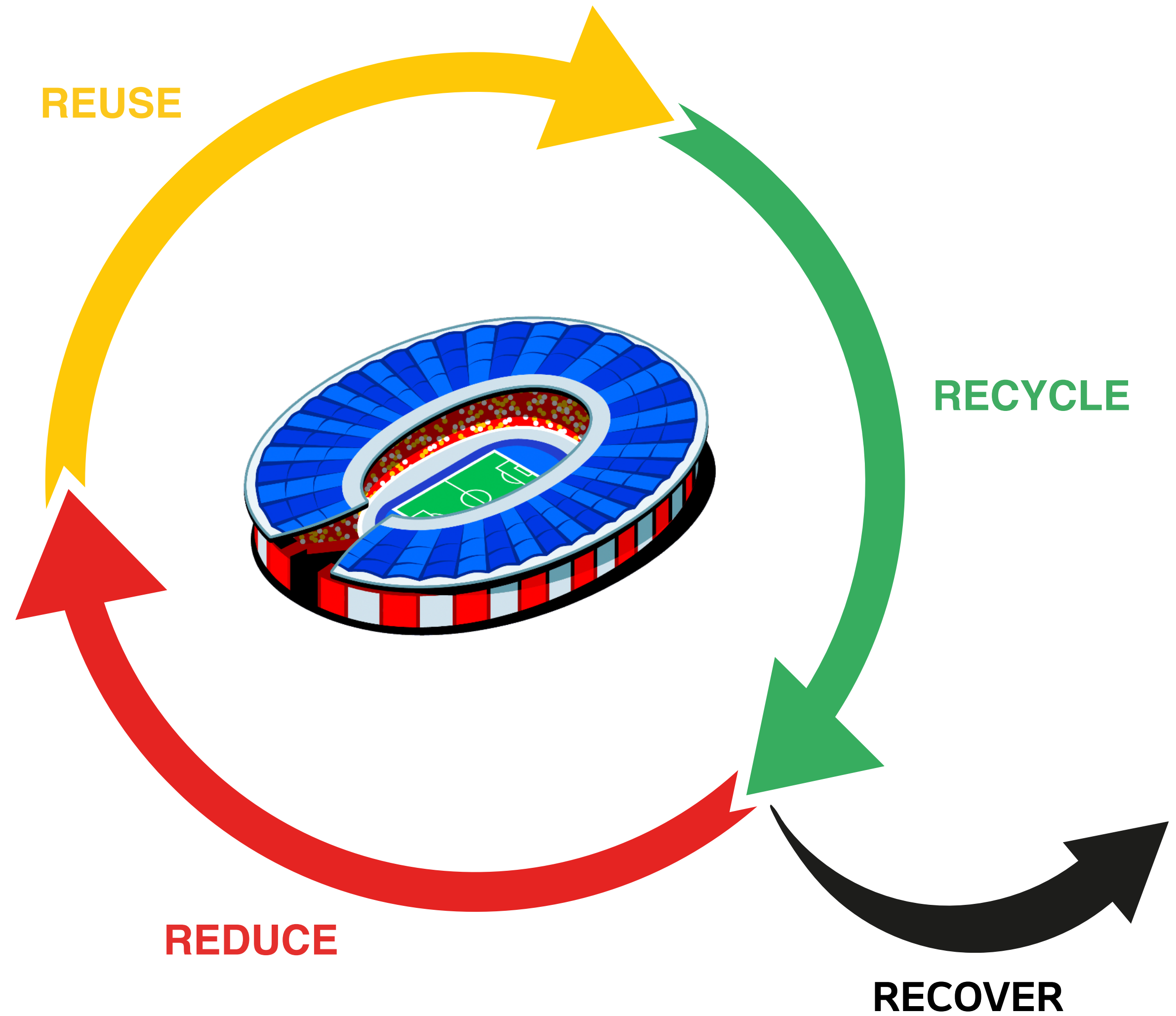
- Maximise life cycle of products (reuse)

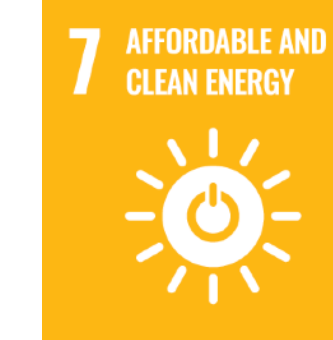
ACTIVITIES

- 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

ACTIVITIES

- General waste reduction plan implemented
- Recycling points at venues implemented
- Use of digital business cards

KPIS

- Percentage of waste reduction compared to previous tournaments
- Number of recycling points

2

TARGET

- Recover waste

ACTIVITIES

- Recover of recyclable elements

KPIS

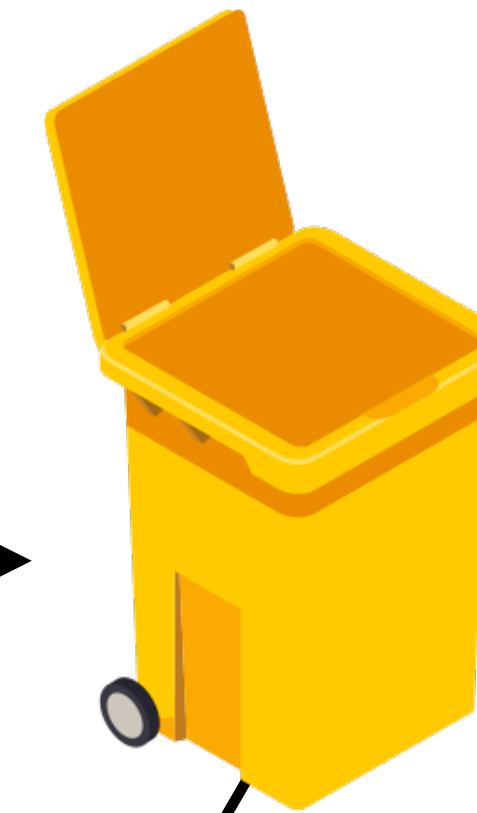
- Percentage of recovery of recyclable elements



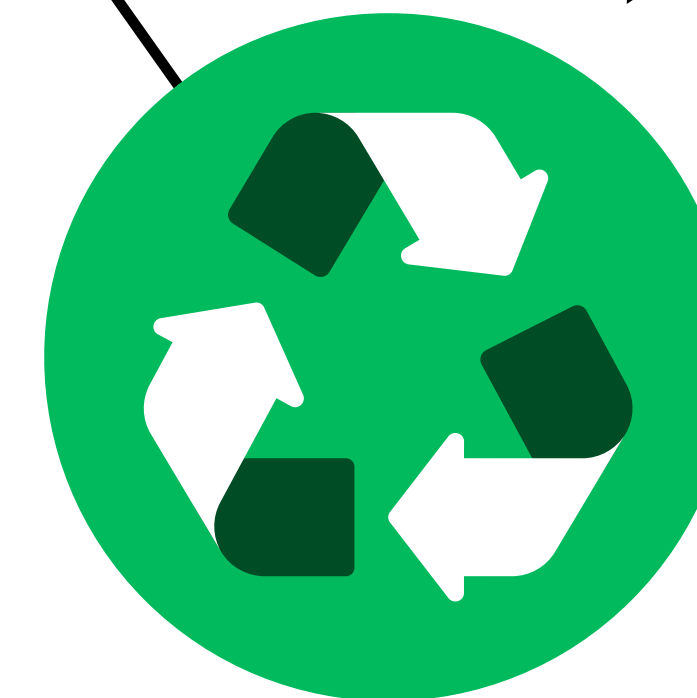
Waste reduction plan



Recycling points



Recovering and recycling measures





RIGHTS PROTECTION

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

DIVERSITY & INCLUSION

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

HEALTH & WELLBEING

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

SOLIDARITY

GRASSROOTS SPORTS AND SOCIETY

- Foster ties with and support grassroots football

CHARITY AND PHILANTHROPY

- Leverage activities of UEFA and DFB Foundations

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

1

TARGET

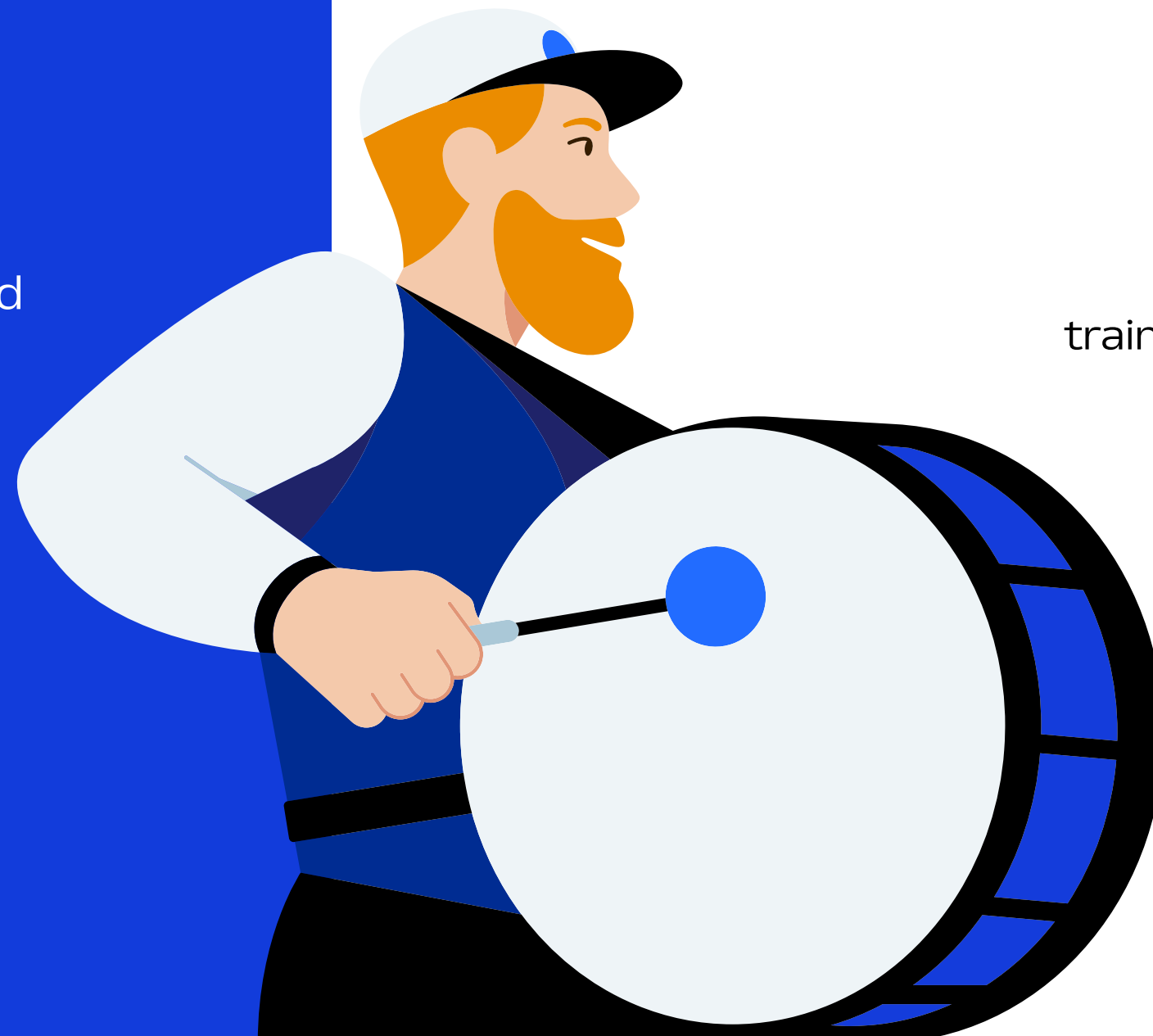
- Address and prevent discrimination in the stadiums

ACTIVITIES

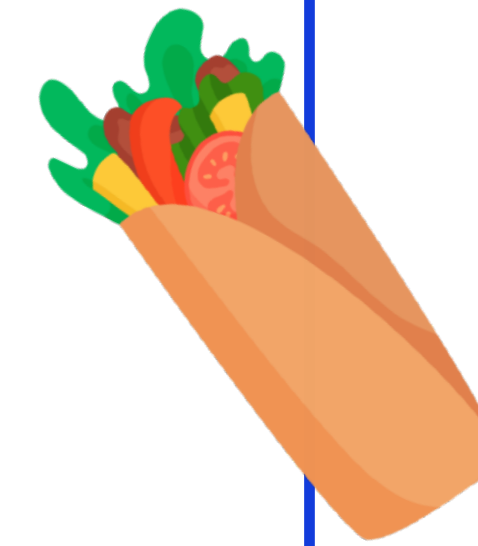
- Match observer scheme
- 3-step procedure against discrimination
- Support creation of all-gender toilets
- Availability of diverse food options
- Rapid response mechanism against group-related misanthropy

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



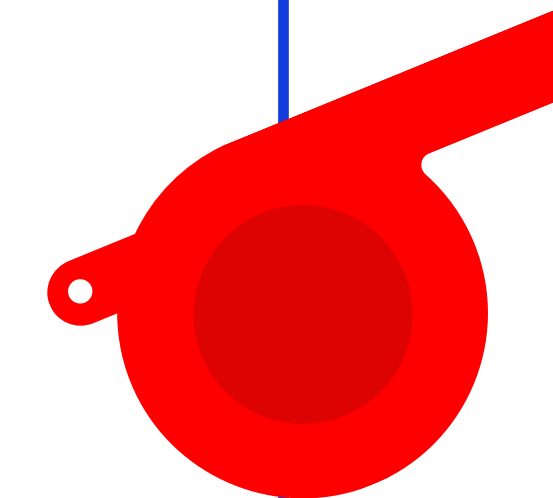
All stadiums offer culturally diverse food options



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

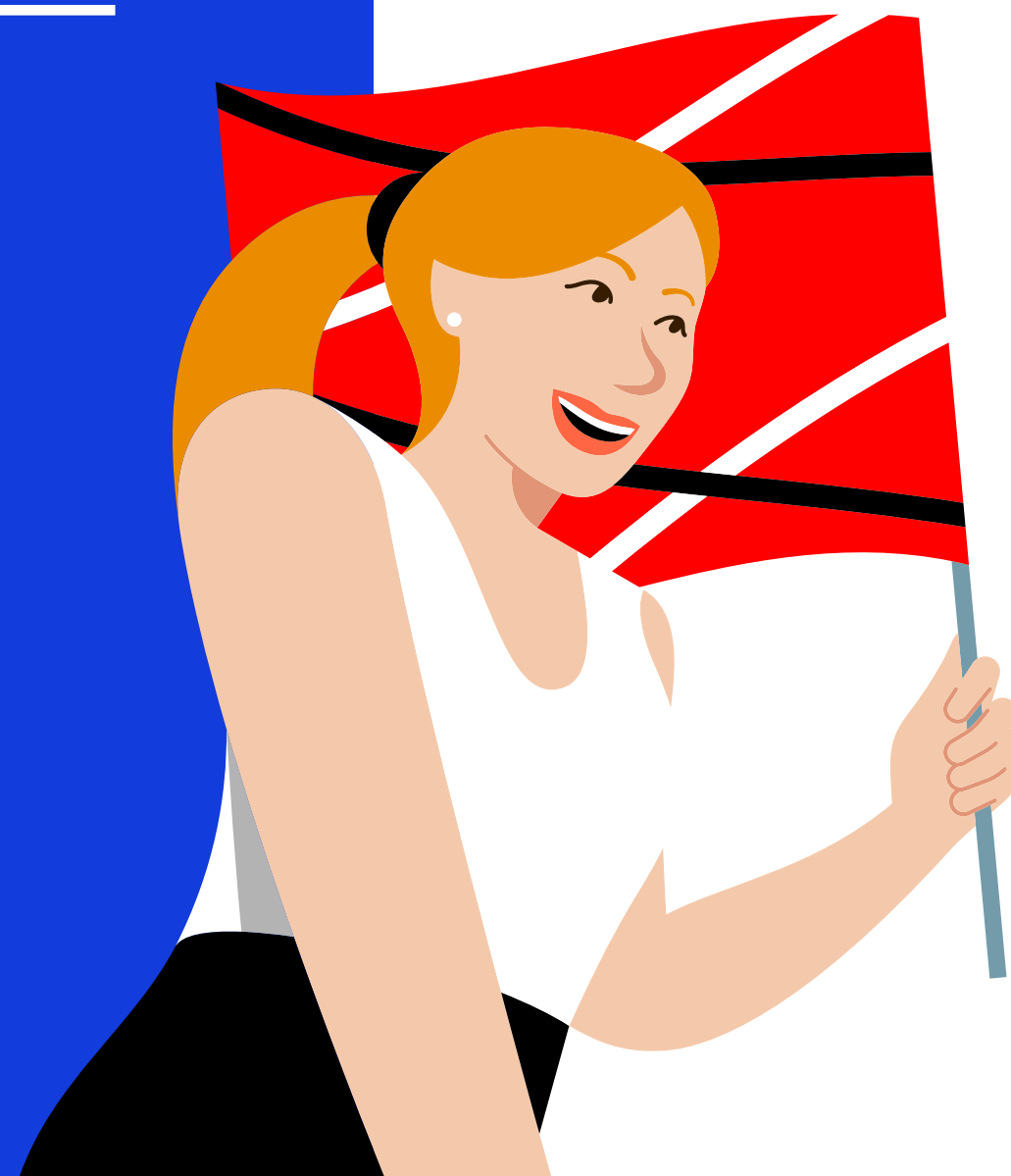
- Raise awareness and advocate action

ACTIVITIES

- Communications campaign
- Showcase disabled football matches at Fan Zones

KPIS

- Campaign reach
- Number of attendees at demo matches in Fan Zones



Provision of **online abuse monitoring, management, and remedy system**



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

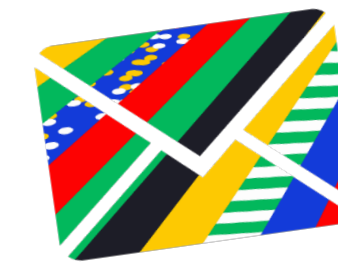
- Provide reporting and remedy structures for workforce, volunteers and spectators

ACTIVITIES

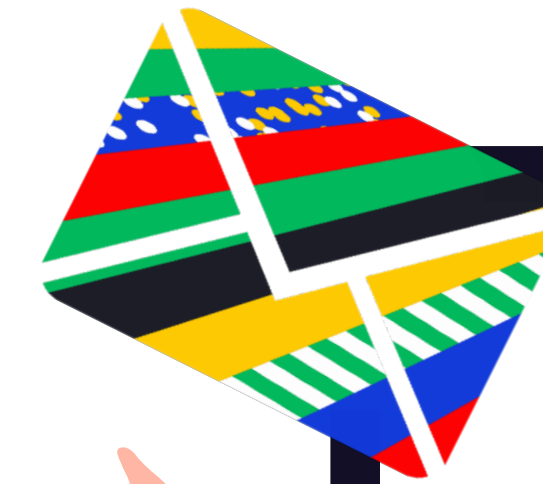
- Online grievance mechanism
- Point of contact for discriminatory incidents

KPIS

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



Child safeguarding policy
in place and implemented



Point of contact for
discriminatory incidents
established



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





DIVERSITY & INCLUSION

Accessibility

1

TARGET

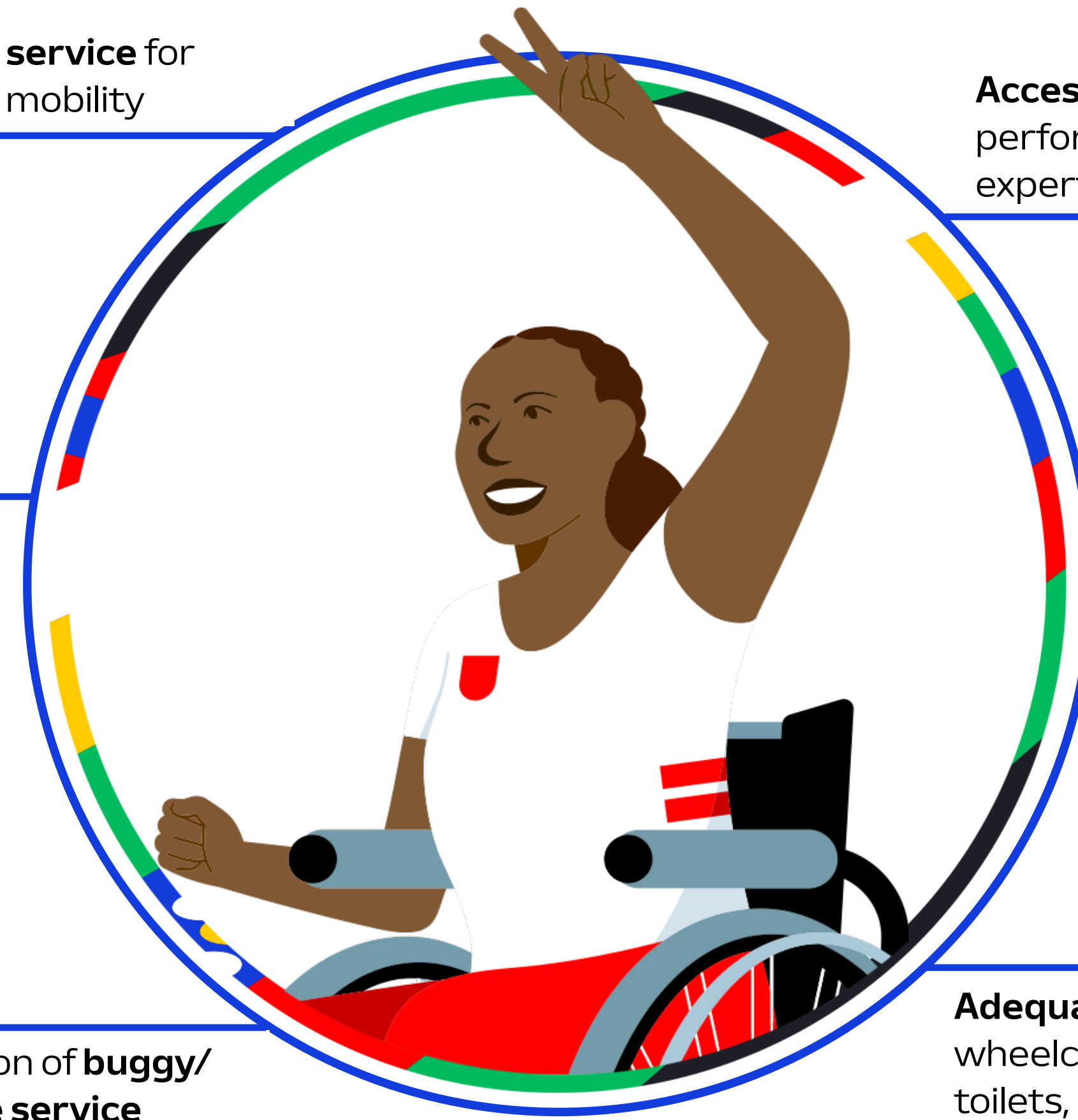
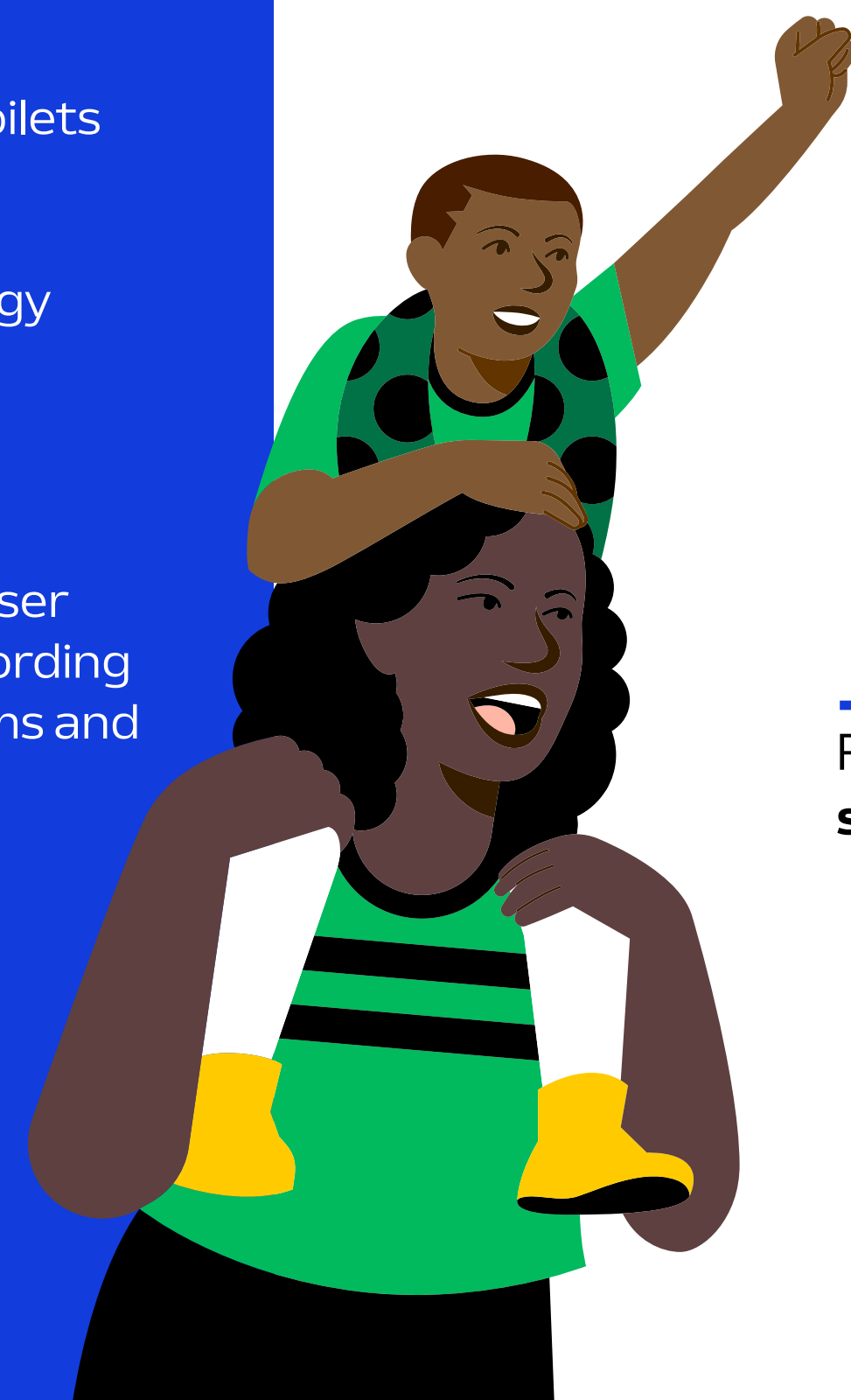
- Ensure stadium accessibility

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 Easy Access seats in all stadiums

Provision of buggy/shuttle service

Adequate numbers of wheelchair user spaces, toilets, and dedicated parking

DIVERSITY & INCLUSION

Accessibility

2

TARGET

- Provide audio-descriptive commentary (ADC)

ACTIVITIES

- ADC installation, service and running

KPIS

- ADC provided at all matches

3

TARGET

- 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

4

TARGET

- Allocate tickets at an accessible price

ACTIVITIES

- Accessible ticket pricing for fans

KPIS

- Acceptance by fans and media



Provision of ADC
at all matches

Accessible tournament
information **provided in
EURO 2024 App**

Accessible ticket pricing

DIVERSITY & INCLUSION

Workforce Equality

1

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

2

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 and Inclusion promoted and implemented in **staff recruitment process**

Diversity and Inclusion as part of the company **philosophy and implemented in Human Resources' rules**

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



Promotion of diversity and inclusion through brand identity

HEALTH & WELL-BEING

Healthy Food & Beverage

1

TARGET

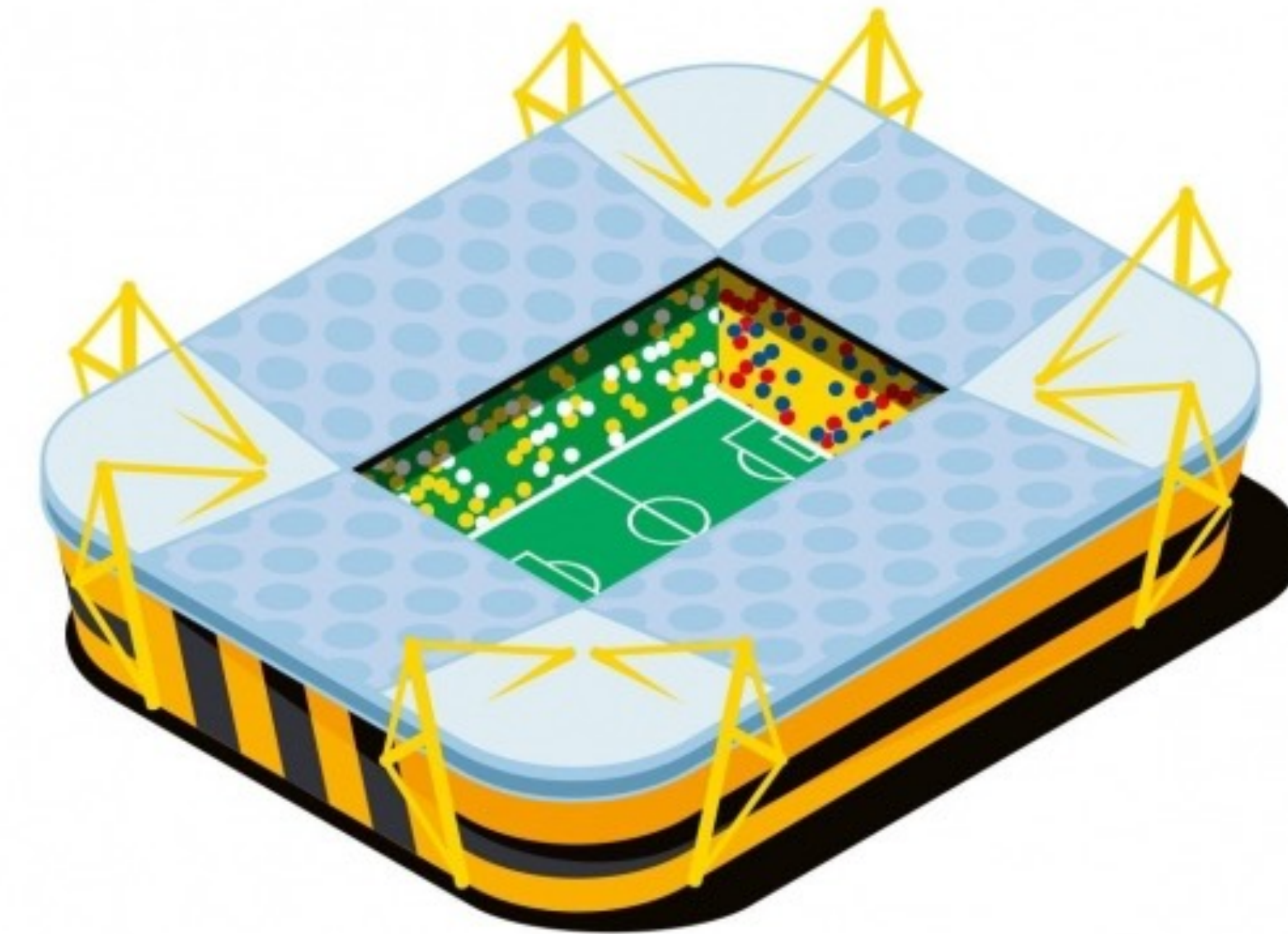
- Ensuring access to healthy options for food and beverage

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

1

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

1

TARGET

- Foster ties with and support grassroots football

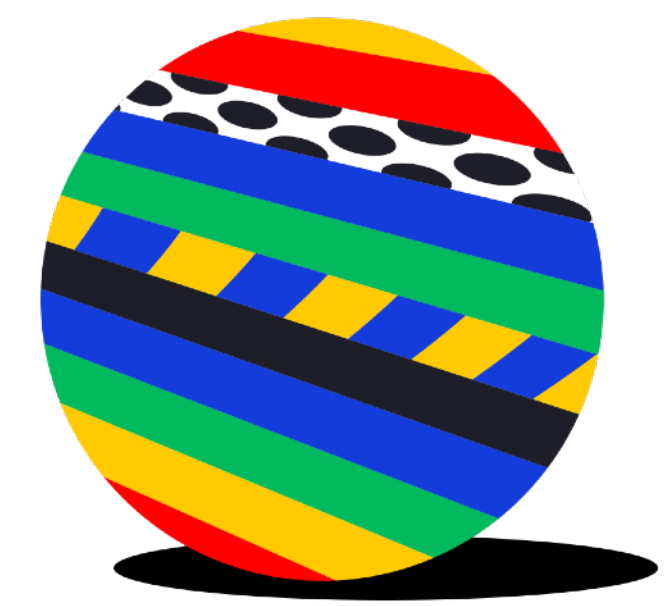
ACTIVITIES

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

KPIS

- Amount of clubs reached

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**

SOLIDARITY

Charity and Philanthropy

1

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





GOOD 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

EDUCATION

TRAINING

- Train workforce and volunteers on event sustainability policies and practices

KNOWLEDGE SHARING

- Engage stakeholders around practices and lessons learned

COMMUNICATIONS

REPORTING

- Publish an EURO 2024 ESG post-event report

CAMPAIGNS

- Roll out sustainability-focused campaign

COMMUNICATIONS

- Communicate sustainability focus and performance of EURO 2024

ECONOMY

EVENT IMPACT

- Publish a EURO 2024 impact study



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.

GOOD GOVERNANCE Risk Management

1

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

1

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



GOOD GOVERNANCE

Transparency

1

TARGET

- Establish transparent management processes

ACTIVITIES

- Public availability of key sustainability-related documentation

KPIS

- EURO 2024 sustainability documentation available on UEFA web platforms

2

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



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

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

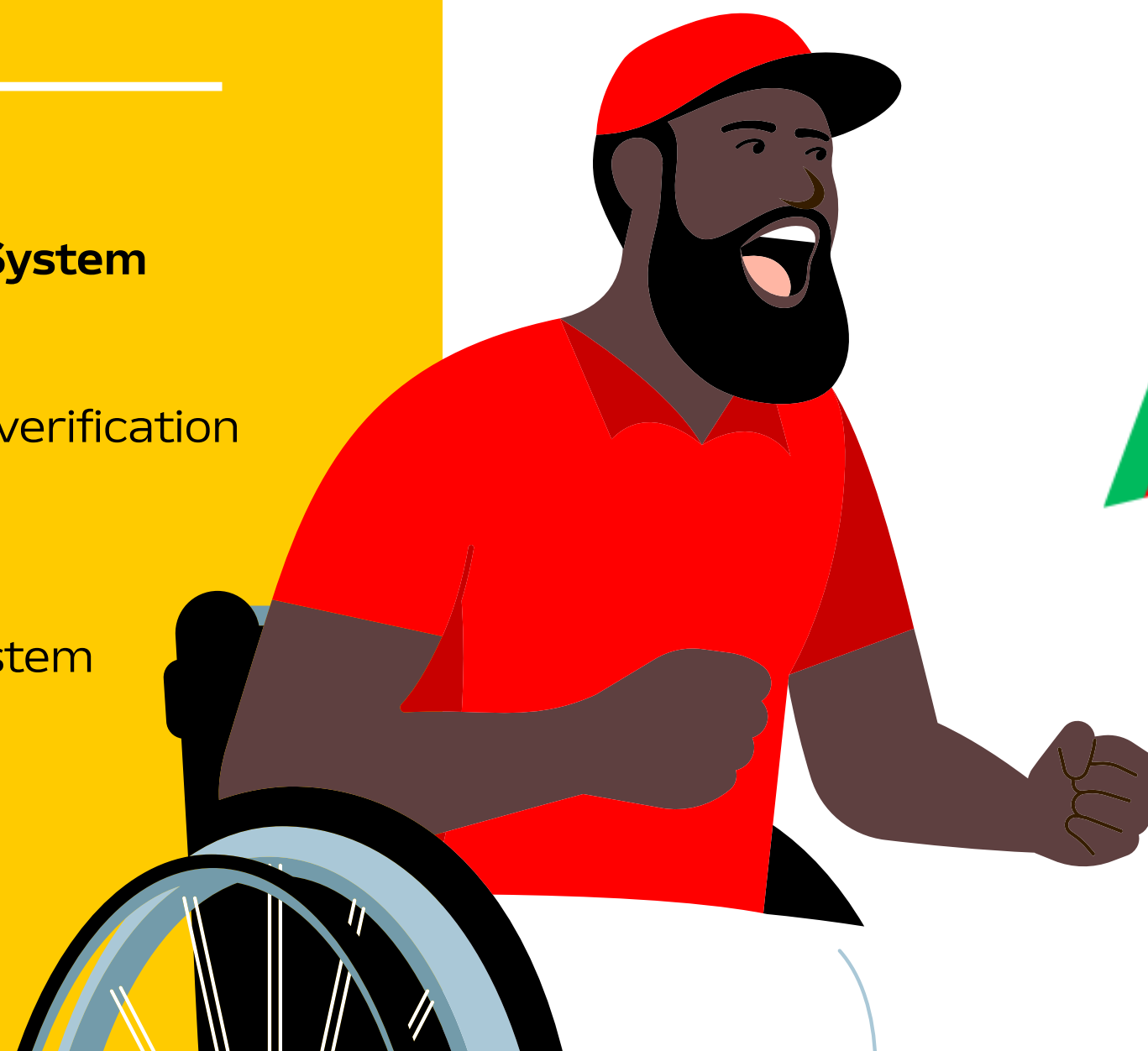
- UEFA ESG Event Management System verification process implemented

KPIS

- Pass UEFA ESG Event Management System

UEFA ESG Event Management System

- ✓ Good governance rules are established and fully applied in all tournament operations
- ✓ Pass UEFA ESG Event Management System



EDUCATION

Training

1

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

EDUCATION

Knowledge Sharing

1

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

1

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

1

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)



UEFA
EURO2024
GERMANY

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