



WE CARE ABOUT FOOTBALL

Football social responsibility criteria in UEFA Club Licensing: Engagement workshop

Online sessions (4 groups)
7, 8 and 9 February 2023

This week

- **Engagement** of all Club Licensing and Football Social Responsibility Managers across the 55 UEFA Member Associations
- **Guidance** on practical application of FSR Provisions in UEFA's Club Licensing Regulations 2022
- **Exchange** of best practice & ideas to continue to raise standards across this area in European football



4 clustered meetings this week, 60 minutes each

Group 1:	Group 2	Group 3	Group 4
1. ENG	1. BIH	1. DEN	1. FIN
2. ESP	2. CRO	2. TUR	2. LUX
3. FRA	3. MKD	3. NOR	3. IRL
4. GER	4. MNE	4. CYP	4. NIR
5. ITA	5. SRB	5. ISR	5. FRO
6. NED	6. SVN	6. SWE	6. EST
7. POR	7. ALB	7. BUL	7. MLT
8. BEL	8. RUS	8. ROM	8. GEO
9. AUT	9. KAZ	9. AZE	9. LIE
10. SCO	10. MDA	10. HUN	10. WAL
11. SUI	11. BLR	11. POL	11. GIB
12. GRE	12. KOS	12. SVK	12. AND
13. CZE	13. ARM	13. LTU	13. SMR
	14. UKR	14. LTV	14. ISL

UEFA presenters & facilitators



Anna Polatowska
Club Licensing
Specialist



Filippo Veglio
Senior FSR Expert

Agenda points

1. UEFA's Football Sustainability Strategy 2030: Brief recap
2. FSR provisions in Club Licensing: Overview & guidance to support action
3. Implementation through collaboration



Questions, ideas, comments always welcome
– including through the Microsoft Teams chat function

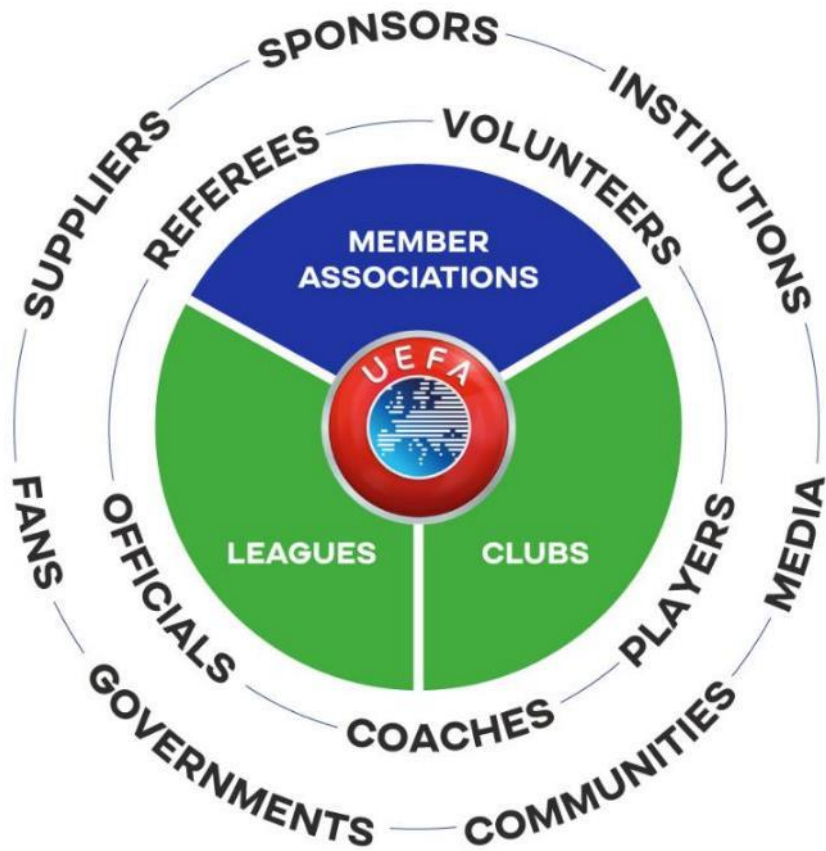




1. UEFA's Football Sustainability Strategy 2030

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Football is a powerful platform to advance social & environmental sustainability



OUR REACH

18.5 MILLION

FOOTBALL PLAYERS
ACROSS MEMBER
ASSOCIATIONS

1.2 MILLION

COACHES
ACROSS MEMBER
ASSOCIATIONS

5.2 BILLION

EURO 2020
CUMULATIVE
GLOBAL AUDIENCE

300 MILLION

FOLLOWERS ON
UEFA SOCIAL MEDIA
CHANNELS

877 MILLION

REACH OF UEFA ONLINE
CAMPAIGN SIGN FOR AN
EQUAL GAME

15 MILLION

AUDIENCE OF UEFA
DOCUMENTARY
OUTRAGED



Sustainability supports the success of football...



...but football needs to accelerate



The background is a whiteboard with several diagrams and numbered markers. On the left, there is a vertical flowchart with red and blue circular markers. In the center, there is a large oval with a vertical line through it. To the right of the oval, there are several blue and red circular markers with numbers: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12. A black circular marker is also visible on the right side. A blue and white marker is lying on the whiteboard at the bottom.

Important to ANTICIPATE

Apply “ROI mindset”: Return on Investment AND Risk of Inaction

UEFA Strategy 2019 – 2024 priorities

COMPETITIVE BALANCE

Develop and implement specific regulations aimed at preserving and improving competitive balance while always preserving sustainability, incentivising investment and promoting the growth of European football.



FOOTBALL FIRST

Secure long-term growth and sustainability of the women's game through dedicated programmes aimed at strengthening competitions and doubling the number of registered female players.



RESPONSIBILITY

Guarantee all our activities and events are founded on the values of respect and sustainability, leading by example for the benefit of current generations and ensuring a positive legacy for the future.



PROSPERITY

Develop higher levels of fan engagement by broadening reach and personalising experience through the launch and promotion of a direct-to-consumer digital platform expanding exposure to European football.



GOOD GOVERNANCE

Enhance transparency of information, decision-making and procedures to protect the existing football ecosystem and ensure the European sports model is maintained.



UEFA's strategic approach to sustainability

STRENGTH

THROUGH

UNITY FOOTBALL
SUSTAINABILITY
STRATEGY **2030**



**INSPIRE, ACTIVATE AND
ACCELERATE COLLECTIVE
ACTION TO RESPECT HUMAN
RIGHTS AND THE
ENVIRONMENT WITHIN THE
CONTEXT OF EUROPEAN
FOOTBALL**

UEFA's strategic approach to drive action across European football

Policies



Areas of Action



UEFA INTERNAL
ORGANISATION



UEFA
EVENTS



UEFA
MEMBERS



FOOTBALL
ECOSYSTEM



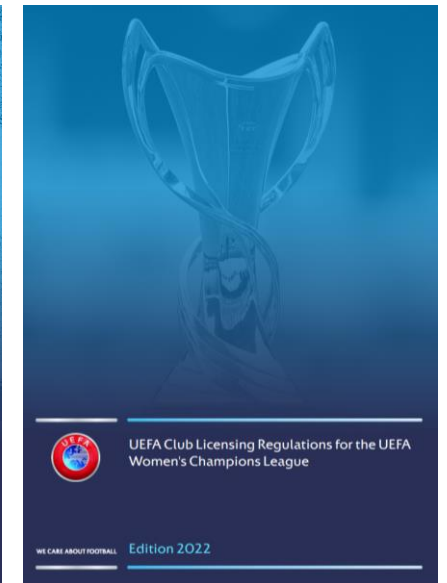
PARTNERS &
SOCIETY



2. FSR provisions in Club Licensing: Overview & guidance

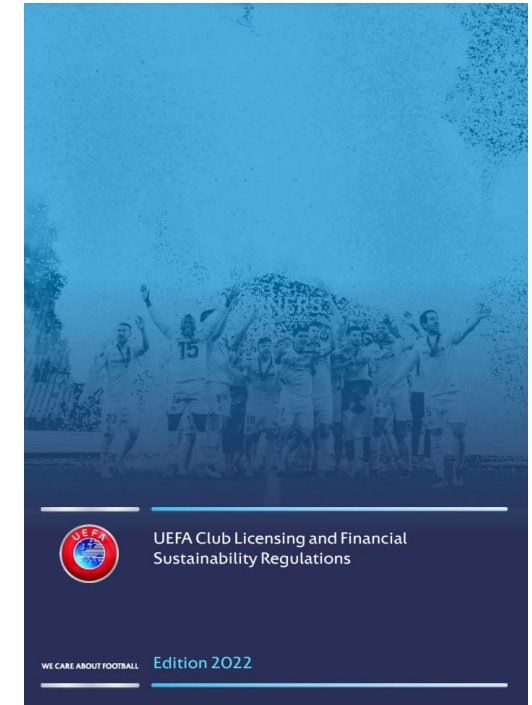
Objective of the FSR provisions

- Place the necessary importance of **club strategy & action** to respect human rights and the environment
- Provide a **strategic framework** enabling the development of club-specific guidelines, policies and activities
- Underscore that managing sustainability in clubs' core activities is an **investment** in managing risks and securing the prosperity of football



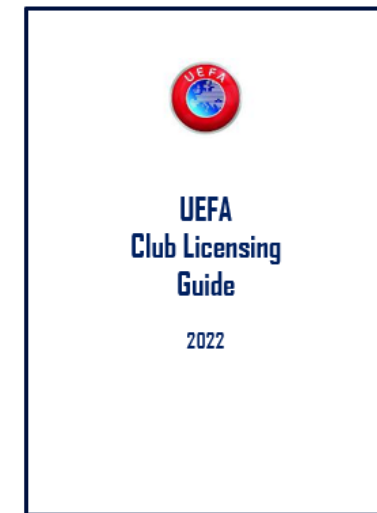
FSR provisions: An overview

1. Appointment of a football social responsibility **Officer** (**Art. 44**) looking after social & environmental sustainability ***
2. Establishment of a football social responsibility **Strategy** covering social & environmental sustainability in line with the UEFA Football Sustainability Strategy 2030 and relevant UEFA guidelines (**Art. 27**)
3. Establish and implement a **Policy** in the following areas (**Art. 28-32**)
 - Equality and Inclusion
 - Anti-Racism
 - Child and Youth Protection
 - Football for All Abilities
 - Environmental protection



*** Does not apply to UEFA Women's Champions League

For all provisions: emphasis on collaborative approach – this is a joint journey!



Available in 3 languages

FSR Officer – Key terms of reference for each Club (**Art. 44**)


- **Act as single point of contact** for all FSR-related matters with internal and external stakeholders.
- **Coordinate and oversee** the development of the club's sustainability strategy, using UEFA's Football Sustainability Strategy 2030 as a framework.
- **Collaborate** closely with all internal departments to develop and promote FSR guidelines, policies and activities.
- **Guide decision-making processes** to improve overall club performance and support strategic objectives.
- **Contribute** to the achievement of measurable long-term sustainability objectives and KPIs.

Article 44 – Football social responsibility officer

The licence applicant must have appointed a football social responsibility officer who is responsible for the implementation of football social responsibility policies and measures in accordance with the UEFA Football Sustainability Strategy 2030 and relevant UEFA guidelines.



Support material: Job description template for FSR Officer (Art. 44)



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Football and social responsibility officer

Job description

Introduction

This document provides a template for national association FSR officer job descriptions. The guidelines differ depending on the FSR officer's rate of employment, as required by UEFA for each national association:

30%
50%
100% or at least one full-time equivalent position

Please note that the requirements provided here are intended as guidelines only. We invite you to adjust this template according to your specific circumstances, bearing in mind that you may have to make compromises in some areas.

Role

To ensure that all internal practices and procedures, competitions, events and FSR activities are founded on the values of respect and sustainability, leading by example for the benefit of current generations and ensuring a positive legacy for the future.

Responsibilities

30%	Coordinating and supporting the implementation of the national association's FSR strategy and ensuring continuous improvement using UEFA's human rights and environmental policies as a roadmap.
50%	Developing and overseeing the national association's long-term FSR strategy, incorporating organisational objectives and using UEFA's human rights and environmental policies as a roadmap.
100%	Developing and overseeing the national association's long-term FSR strategy, incorporating and continuously improving organisational objectives and using UEFA's human rights and environmental policies as a roadmap.

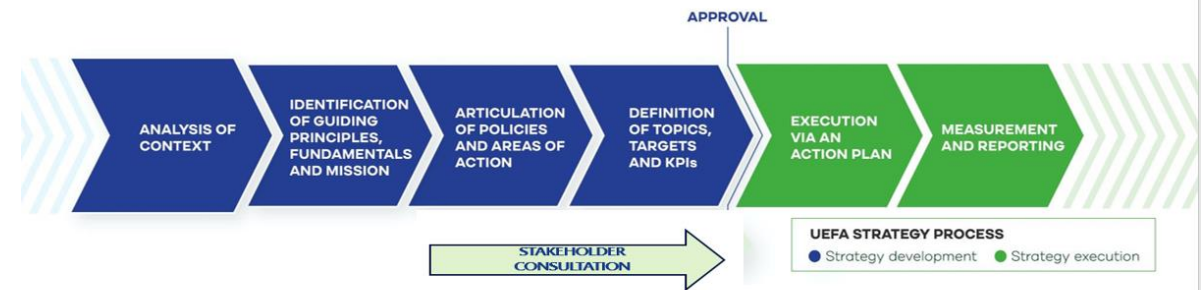
30%	Guiding decision-making processes, improving overall performance and supporting strategic objectives; contributing to the establishment and development of clear and measurable long-term objectives and KPIs, in accordance with UEFA's FSR guidelines.
50%	Guiding decision-making processes, improving overall performance and supporting strategic objectives; contributing to the establishment and development of clear and measurable long-term objectives and KPIs and common targets that could be aggregated across European football, in accordance with UEFA's FSR guidelines; implementing a monitoring and evaluation framework for specific areas of activity with an appropriate reporting mechanism.
100%	Guiding decision-making processes, improving overall performance and supporting strategic objectives; contributing to the establishment and development of clear and measurable long-term objectives and KPIs and common targets that could be aggregated across European football, in accordance with UEFA's guidelines and sharing good practice; implementing a monitoring and evaluation framework for all areas of activity with an appropriate reporting mechanism, in accordance with international sustainability reporting standards.

FSR Strategy for each club: Key steps to keep in mind (Art. 27)

1. Analysis of context
2. Identification of guiding principles, fundamentals and mission
3. Application of policies and areas of action
4. Stakeholder consultation, including through specialist input
5. Definition of topics, targets and KPIs
6. Execution and action plan
7. Measurement and reporting

Article 27 – Football social responsibility strategy

The licence applicant must establish and implement a football social responsibility strategy in line with the UEFA Football Sustainability Strategy 2030 and relevant UEFA guidelines, for at least the areas of equality and inclusion, anti-racism, child and youth protection and welfare, football for all abilities, and environmental protection.



Support material: Guidance documentation for FSR Strategy development (Art. 27)

Sustainability Strategy Development:

8 recommended steps



UEFA work ongoing with 6 Pilot National Associations



UEFA work ongoing with 1 Pilot League and 1 Club

Ongoing collaboration with
European Club Association (ECA) Sustainability Working Group
to develop further guidance



Equality and Inclusion (**Art. 28**)

- Publish a **Human Rights Commitment**
- Define a specific equality and inclusion **policy** within a club's FSR strategy
- **Training and engagement**, engaging players, coaches, administrative workforce
- **Community engagement programme** to raise awareness

Article 28 – Equality and inclusion

The licence applicant must establish and implement a policy to ensure equal rights and opportunities for all people following and contributing to football activities organised by the licence applicant.



Support material to activate equality & inclusion measures (Art. 28)

- **Human Rights Commitment:** running your own organisation, activities and relations in accordance with the principles laid out in the document, striving for consistent progress
- **Equal salary certification** (incl. via audit) – UEFA first sports organisation worldwide
- **Inclusive Language Guidelines** – to ensure that the verbal & written language used is effective, respectful, accurate and relevant – on and off the pitch



Anti-Racism (**Art. 29**)

- **Prevention:** define projects and activities towards preventing racism and all forms of discrimination
- **Education** material and projects across the clubs' activities
- **Monitoring & reporting** structures
- Include the aspect of **online abuse** targeting players, coaches and officials
- **Systems to manage and sanction episodes** – incl. guidance for supporting abuse victims

Article 29 – Anti-racism

The licence applicant must establish and implement a policy to tackle racism and to guarantee that all the licence applicant's policies, programmes and practices are exercised without discrimination of any kind.



Support material to tackle Racism & other forms of discrimination (Art. 29)

OUTRAGED documentary & educational toolkit

Target audiences

- Youth & young adults
- Coaches
- Parents

Video material available with subtitles in 35 languages

- 25-minute video
- Series of 5 videos (12 min each)

Session guidelines, including:

- Discussion starters
- Moderation notes
- Educational activities
- Forms to provide feedback & commitment for actions



Child and Youth Protection and Welfare (**Art. 30**)

- Take measures to **protect, safeguard and ensure the welfare of youth players** and ensure they are in a safe environment when taking part in activities organised by the club
- Appoint a **child and youth safeguarding officer** to act as single focal point on this matter, in addition to overseeing the development and implementation of related policies and protocols within the club

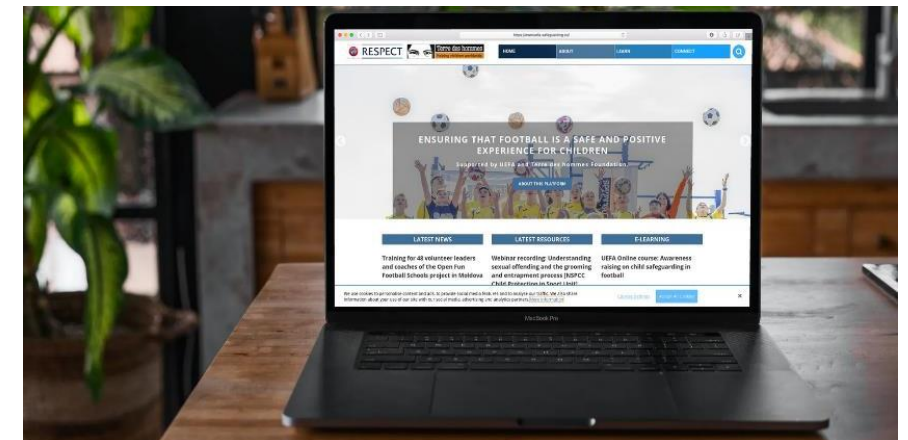
Article 30 – Child and youth protection and welfare

The licence applicant must establish and implement a policy to protect, safeguard and ensure the welfare of youth players and ensure they are in a safe environment when participating in activities organised by the licence applicant.



Support material on Child & Youth Protection and Welfare (Art. 30)

- **Child and Youth Protection Officers** now in place across all 55 UEFA member associations
- **Child safeguarding toolkit & online platform:**
 - Courses for staff & coaches
 - Guidelines, information, templates
 - Best practice (incl. via webinars)
 - Posters, leaflet and social media content
 - Available in multiple languages



www.uefa-safeguarding.eu

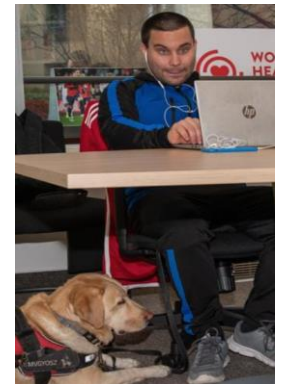
Football for All Abilities (Art. 31)

- Establish and implement a **Policy** to make their club's football activities accessible and enjoyable for everyone
- Establish **dedicated units offering playing opportunities** for everyone
- Develop dedicated programmes that offer **employment and volunteering opportunities on and off the pitch** to people with disabilities

Article 31 – Football for all abilities

The licence applicant must establish and implement a policy to make following and contributing to football activities organised by the licence applicant accessible and enjoyable for everyone, irrespective of disability or disabling factors.

Disabled
players – supporters – staff



Support material to advance Football for All Abilities (Art. 31)

- **Disabled players**

- European Amputee Football Federation
- European Powerchair Football Association
- International Blind Sports Association
- International Federation of Cerebral Palsy Football
- Special Olympics
- Para Football

- **Disabled spectators**

- CAFE (Centre for Access to Football in Europe)

- **Disabled staff**

- UEFA online documentation



Environmental Protection (**Art. 32**)

- Publish an **Environmental Commitment** to lay the ground for Club Policies
- Set out **club-specific Policies, Targets and KPIs**
- Build on relevant **guidelines, methodologies and tools** developed by UEFA

Article 32 – Environmental protection

The licence applicant must establish and implement a policy to improve its environmental footprint and sustainability in relation to the organisation of events, infrastructure construction and management.



Support material on Environmental Protection (Art. 32)

- **Environmental Commitment:** leverage your organization's position to help preserve and regenerate our shared environment, while empowering others to do likewise.
- **UEFA Circular Economy Guidelines**
Embed the 4R approach – Reduce, Reuse, Recycle, Recover – in all operations to minimise the impact of football on the environment and drive resource efficiency and cost savings
- **UEFA Sustainable Infrastructure Guidelines**
Inspire and support football stakeholders across Europe to embed ESG practices at every stage of the football infrastructure lifecycle





3. Implementation through collaboration

Support for implementation



Club licensing process and consequences of non-fulfilment

Non-fulfilment of B criteria **does not lead to refusal of a license** but to a sanction defined by the licensor according to its catalogue of sanctions



Road ahead: Collaborative action

- **Close collaboration** between Club Licensing Manager and FSR Manager in each country is crucial
- UEFA will continue to support you and your NA with **guidelines, best practice, FAQs, and forums**
- Engagement through **European Club Association (ECA) Sustainability Working Group** to develop further guidance
- “**Learning by sharing**” approach

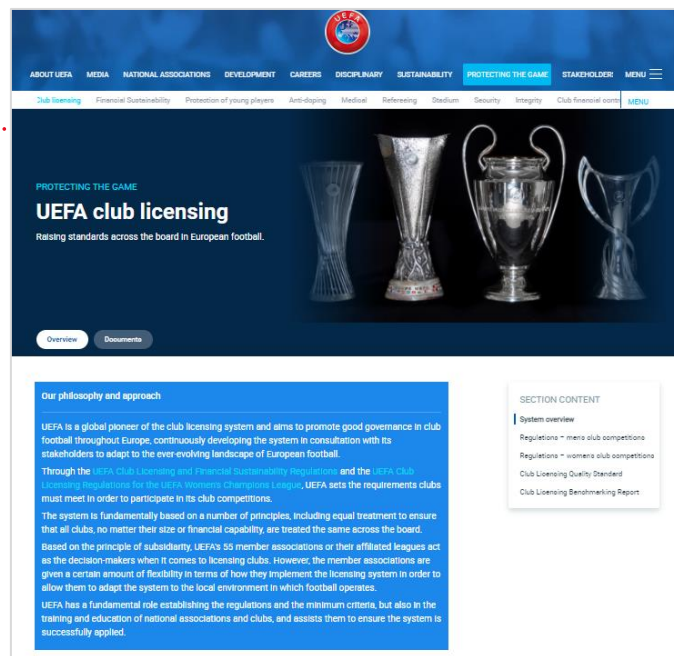


Examples of action in late 2022 – early 2023

- **Romania:** FRF Sustainability Strategy adopted in September 2022 & 3 training sessions organised with clubs on strategic approach in social & environmental sustainability
- **Germany:** online session hosted by DFL convening all sustainability managers across its member clubs
- **The Netherlands:** General Assembly approval of new FSR Guidelines – incl. “Safe Social Climate” Label, a tool to combat and restrict transgressive behavior (discrimination, sexual intimidation, etc.)
- **Spain:** in-person session convening clubs on all topics covered in UEFA Club Licensing provisions 2022 – incl. Financial Sustainability

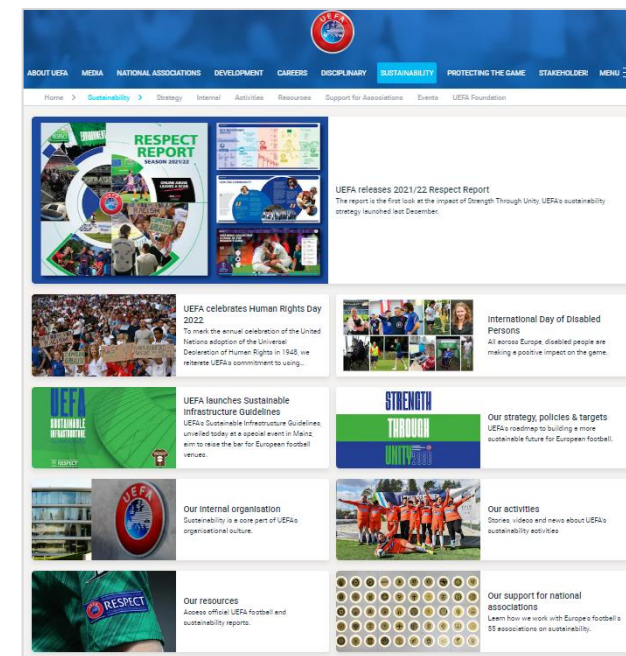


Thank you & at your service for questions anytime!



[www.uefa.com/insideuefa/
protecting-the-game/club-licensing/](http://www.uefa.com/insideuefa/protecting-the-game/club-licensing/)

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