



# SOCIAL RESPONSIBILITY REPORT

UEFA EURO2012™  
CREATING HISTORY TOGETHER™



# EXECUTIVE SUMMARY



## INTRODUCTION

A major tournament such as UEFA EURO 2012 touches on many economic, social and environmental aspects which are related to sustainability. Many of them, such as transport, procurement, workforce training, volunteerism, customer satisfaction, customer privacy, health and safety, and doping, are part of the core business of the organisation of the tournament.

In 2008, UEFA cooperated with the governments of Switzerland and Austria in their efforts to prepare a social responsibility report on UEFA EURO 2008. The report was inspired by the guidelines issued by the Global Reporting Initiative (GRI; [www.globalreporting.org](http://www.globalreporting.org)) – the leading global network for sustainability reporting. Since then, UEFA has supported efforts to develop a specific sector supplement for event organisers (EOSS) and participated in the advisory board.

This social responsibility report is an important step, demonstrating UEFA's clear commitment to football's social responsibility. The report covers all aspects that were relevant to the tournament and under UEFA's control or influence. It is a credit to those involved in UEFA EURO 2012 that social aspects of sustainability were improved on relative to UEFA EURO 2008, given the challenging political, economic and social circumstances.



## ORGANISATION OF UEFA EURO 2012

Within UEFA, the operations division (UEFA Events SA) had ownership of UEFA EURO 2012 and was responsible for the organisation of the event. UEFA Events was in charge of all tournament-related matters, managed the entire programme and supported the local organising committees (LOCs) in Poland (Euro 2012 – Polska Sp. z o.o.) and Ukraine (LLC LOC Euro 2012 Ukraine). Service agreements were established between the LOCs and UEFA in order to define delegated responsibilities, levels of service to be attained, the financial model, and so forth. Implementing a tournament such as UEFA EURO 2012 was a complex matter, so decision-making had to be very clear and transparent, with easy identification of the decision-making bodies and their areas of authority, which was key to ensure smooth and efficient delivery.



## STRUCTURE OF THE REPORT

To distinguish between the different elements of UEFA EURO 2012, it was decided to divide this social responsibility report into three sections: The Stage, The Tournament, and Behind the Scenes. These sections cover economic, social and environmental aspects relating to the following topics: access, animal welfare, charity, diversity, energy, fan culture, good governance, health, inclusion, infrastructure, procurement, safety, transport, waste, water and workforce.



## THE STAGE

This section covers all material aspects that relate to the operational demands of hosting a major sporting event. Included in this section, for example, is the impact of both host countries investing over €30bn in infrastructure, as well as an explanation of the use of that infrastructure during the tournament and its planned legacy thereafter. Ensuring that fans and other visitors could get around the host cities in an efficient and safe way, while minimising the impact on the environment, required a considerable effort. This section details UEFA's €1.7m investment guaranteeing free public transport. Barrier-free access was an issue that was addressed at the tournament by the Respect Inclusion project – ensuring, among other things, that a total of 768 wheelchair seats and an audio-descriptive commentary system offering blind and partially sighted fans an optimal match experience were provided at all stadiums for all matches.



## THE TOURNAMENT

This section deals with environmental and social impact that relates directly to the hosting of the matches themselves. The environmental sections cover issues such as procurement and waste management. A total of 783 tonnes of waste were managed across all stadiums, and charts within this section show total waste broken down by venue, as well as the different forms of waste broken down by country. The social sections include health and safety, as well as the majority of the initiatives organised as part of the Respect campaign – initiatives relating to fan experience, diversity and inclusion. A total of 156,800 hours of anti discrimination training was given to 98,700 people.





## BEHIND THE SCENES

The Behind the Scenes section deals with initiatives that took place largely in the background, but were nonetheless vital to the smooth functioning of the tournament and its legacy. Respect Your Health aimed to promote healthy lifestyles among local communities and fans. In total, over 6,000 trainers and volunteers were trained across the two countries – with over 800 continuing to work actively in their communities after the tournament. The section on the workforce, another important aspect, details our strong commitment to hiring local people with local knowledge and leaving behind a more knowledgeable workforce for future events. Ultimately, we employed 695 people to fill 956 positions in three countries.

This social responsibility report is an example of a good practice and should inspire others to report, even under difficult circumstances. It was clear from the outset that the results as such would not break new ground, but we wanted to provide a transparent picture of our sustainability performance – however good that was. Our aim must now be to build on the processes and procedures that were set up to track the data captured for this report in order to move forward with our social responsibility strategy in our day-to-day activities and future competitions.



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## MATCH CALENDAR

	DATE	MATCH N°	TIME	VENUE	TEAMS	FINAL SCORE
<b>OPENING</b>	8 June	1	18:00	Warsaw	POL - GRE	1 - 1
<b>GROUP STAGE</b>	8 June	2	20:45	Wroclaw	RUS - CZE	4 - 1
	9 June	3	18:00	Kharkiv	NED - DEN	0 - 1
	9 June	4	20:45	Lviv	GER - POR	1 - 0
	10 June	5	18:00	Gdansk	ESP - ITA	1 - 1
	10 June	6	20:45	Poznan	IRL - CRO	1 - 3
	11 June	7	18:00	Donetsk	FRA - ENG	1 - 1
	11 June	8	20:45	Kyiv	UKR - SWE	2 - 1
	12 June	9	18:00	Wroclaw	GRE - CZE	1 - 2
	12 June	10	20:45	Warsaw	POL - RUS	1 - 1
	13 June	11	18:00	Lviv	DEN - POR	2 - 3
	13 June	12	20:45	Kharkiv	NED - GER	1 - 2
	14 June	13	18:00	Poznan	ITA - CRO	1 - 1
	14 June	14	20:45	Gdansk	ESP - IRL	4 - 0
	15 June	15	20:45	Kyiv	SWE - ENG	2 - 3

	DATE	MATCH N°	TIME	VENUE	TEAMS	FINAL SCORE
<b>GROUP STAGE</b>	15 June	16	18:00	Donetsk	UKR – FRA	0 – 2
	16 June	17	20:45	Wroclaw	CZE – POL	1 – 0
	16 June	18	20:45	Warsaw	GRE – RUS	1 – 0
	17 June	19	20:45	Kharkiv	POR – NED	2 – 1
	17 June	20	20:45	Lviv	DEN – GER	1 – 2
	18 June	21	20:45	Gdansk	CRO – ESP	0 – 1
	18 June	22	20:45	Poznan	ITA – IRL	2 – 0
	19 June	23	20:45	Donetsk	ENG – UKR	2 – 0
	19 June	24	20:45	Kyiv	SWE – FRA	1 – 0
<b>QUARTER-FINALS</b>	21 June	25	20:45	Warsaw	CZE – POR	0 – 1
	22 June	26	20:45	Gdansk	GER – GRE	4 – 2
	23 June	27	20:45	Donetsk	ESP – FRA	2 – 0
	24 June	28	20:45	Kyiv	ENG – ITA	0 – 0 / 2 – 4 (p)
<b>SEMI-FINALS</b>	27 June	29	20:45	Donetsk	POR – ESP	0 – 0 / 2 – 4 (p)
	28 June	30	20:45	Warsaw	GER – ITA	1 – 2
<b>FINAL</b>	1 July	31	20:45	Kyiv	ESP – ITA	4 – 0

(p) Match decided after extra time and penalty shoot-out



## FOREWORD BY THE CHAIRMAN OF THE UEFA FAIR PLAY AND SOCIAL RESPONSIBILITY COMMITTEE /



UEFA EURO 2012 will be remembered fondly for the terrific football on show as well as the warm welcome given to fans by host nations Poland and Ukraine. Less reported on but equally significant were the successful social responsibility projects run during the course of the tournament under the Respect banner - something we at UEFA take tremendous pride in.

Of particular importance were the four core issues of inclusion, diversity, fan culture and health. These were defined by the UEFA EURO 2012 social responsibility working group, which involved representatives of the Polish and

Ukrainian governments, the host football associations, UEFA and various expert non-governmental organisations.

This report focuses on the economic, social and environmental impacts of UEFA EURO 2012 in Poland and Ukraine and covers 20 critical aspects, as identified by our stakeholders. This is the first UEFA report to be written according to the new event organiser guidelines set out by the Global Reporting Initiative (GRI), the world's leading framework for sustainability reporting, and can serve as a benchmark for the next UEFA European Championship final tournaments in France in 2016 and in 2020, when the "EURO for Europe" will take place in 13 different European cities.

"Creating History Together" was the slogan for UEFA EURO 2012. This report provides ample evidence that this was no empty statement, but a clear and measurable commitment we are proud to have delivered on.

**Peter Gilliéron**

Member of the UEFA Executive Committee





## STATEMENT BY THE OPERATIONS DIRECTOR /



**/G4-1/**

When UEFA President Michel Platini revealed that Poland and Ukraine would co-host the final tournament of the 14th UEFA European Football Championship at the UEFA Executive Committee meeting in Cardiff on 18 April 2007, the wheels were immediately set in motion for the two countries to stage Europe's largest football event.

The organisation of a UEFA European Football Championship is a complex matter. Prior to kicking off the preparation phase for UEFA EURO 2012, UEFA envis-

aged setting a benchmark for European football by organising a tournament that met the expectations of stakeholders at different levels, including financial success and meeting standards in terms of social responsibility. While the strategy for the event rested on the three core pillars of (i) promoting football and respect, (ii) focusing on a high level of delivery and (iii) involving the host associations and the LOCs, further aspects, such as stakeholders' needs and environmental matters, also needed to be considered. The tournament was organised by UEFA in close cooperation with the host associations and the two local organising committees in Poland and Ukraine. The staging agreement and the business plan outlined clear responsibilities and lines of communication.

"Creating history together" was not just a slogan. The decision to hold UEFA EURO 2012 in Poland and Ukraine clearly signalled the organisers' intention to leave a lasting legacy behind. UEFA has been involved with social initiatives since 2000. For UEFA EURO 2012, a football and social responsibility (FSR) working group was established two years before the tournament, allowing a proper stakeholder process.

Under the banner of Respect, various social initiatives with a total investment of more than €3m were supported and neatly integrated into the tournament schedule. The games contested by players with four different forms of disability before the quarter-finals were certainly a highlight, as were the anti-racism messages read out by the team captains before the semi-finals.

The working group defined the relevant topics and the four main initiatives making up the Respect campaign: Respect Inclusion, Respect Diversity, Respect Your Health and Respect Fan Culture. While the focus was on the campaign, the aim was also to evaluate those social responsibility initiatives and draft a social responsibility report after the tournament in order to leave a social responsibility legacy for the next tournament in France in 2016.

All in all, we succeeded in having a fantastic tournament and are very happy with the outcome of our operations in Poland and Ukraine. Our stakeholders were also satisfied with the tournament, which broke a number of tournament records.

Over 1.44 million people attended the matches in the stadiums, with a tournament average of 46,471 spectators per match and an overall stadium attendance rate of 98.6%. The largest single attendance for a match was 64,640 fans at the Olympic Stadium in Kyiv for the match between Sweden and England. The official fan zones also proved to be a resounding success, with more than 7 million supporters visiting them during the tournament.

Ultimately, the objective of this social responsibility report is to give a transparent account of key economic, social and environmental aspects of the tournament's performance and ensure a lasting legacy for all stakeholders involved in the organisation of future EURO tournaments, especially UEFA EURO 2016.



**Martin Kallen**

Operations Director UEFA Events SA





# INTRODUCTION

UEFA EURO 2012 **SOCIAL RESPONSIBILITY REPORT**



# INTRODUCTION /

## TOURNAMENT HISTORY

The idea by Henri Delaunay – the first general secretary of UEFA – to create a competition for Europe's national teams became a reality in 1960, when the first UEFA European Football Championship was held in France.

### /G4-4/

A total of 235 final round matches have been played to date, featuring 579 goals at an average of 2.46 per match. Germany and Spain are the most successful nations, with three titles, followed by France with two.

In Poland and Ukraine, a total of 76 goals were scored, with the highest number of goals, six in total, being scored in Germany's 4-2 victory over Greece.



### UEFA EURO 2012

GROUP A	GROUP B	GROUP C	GROUP D
 POLAND	 NETHERLANDS	 SPAIN	 UKRAINE
 GREECE	 DENMARK	 ITALY	 SWEDEN
 RUSSIA	 GERMANY	 REP. OF IRELAND	 FRANCE
 CZECH REPUBLIC	 PORTUGAL	 CROATIA	 ENGLAND

## INTRODUCTION /

After being introduced in 1996 the format of four groups of four teams was used for the last time in the 2012 tournament. The competition format will change for the next edition in 2016 as the number of participants competing in the final tournament will be increased to 24.



YEAR	HOST COUNTRY	FINAL MATCHES		SCORE
1960	France	<b>USSR</b>	Yugoslavia	2 – 1 (aet)
1964	Spain	<b>Spain</b>	USSR	2 – 1
1968	Italy	<b>Italy</b>	Yugoslavia	1 – 1 (aet) / 2 – 0 (replay)
1972	Belgium	<b>West Germany</b>	USSR	3 – 0
1976	Yugoslavia	<b>Czechoslovakia</b>	West Germany	2 – 2 (aet) / 5 – 3 (aet, p)
1980	Italy	<b>West Germany</b>	Belgium	2 – 1
1984	France	<b>France</b>	Spain	2 – 0
1988	West Germany	<b>Netherlands</b>	USSR	2 – 0
1992	Sweden	<b>Denmark</b>	Germany	2 – 0
1996	England	<b>Germany</b>	Czech Republic	2 – 1 (gg)
2000	Belgium/Netherlands	<b>France</b>	Italy	2 – 1 (gg)
2004	Portugal	<b>Greece</b>	Portugal	1 – 0
2008	Austria/Switzerland	<b>Spain</b>	Germany	1 – 0
<b>2012</b>	<b>Poland/Ukraine</b>	<b>Spain</b>	<b>Italy</b>	<b>4 – 0</b>

aet / After extra time   p / Penalty shoots   gg / Golden goal



## INTRODUCTION /

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**UEFA subsidises host cities, providing €1.7m to guarantee free public transport**

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## FACTS AND FIGURES

### GENERAL INFORMATION /

/G4-8/

- Final round of 14th UEFA European Football Championship, held in Poland and Ukraine from 8 June to 1 July 2012
- Third time the final round was co-hosted, after Belgium/Netherlands in 2000 and Austria/Switzerland in 2008
- 16 national teams competed for the title of European champions over 23 days and 31 matches (2008: 16 teams)
- Eight stadiums: four in Poland (Gdansk, Poznan, Warsaw and Wroclaw) and four in Ukraine (Donetsk, Kharkiv, Kyiv and Lviv)
- Five new stadiums built for UEFA EURO 2012 (Gdansk, Warsaw, Wroclaw, Donetsk and Lviv)
- A total of 575 clubs from UEFA member associations to receive payments for their contributions to the success of UEFA EURO 2012 (up 320%)
- A total of €3.3m invested in football and social responsibility projects (up 47%)

### INFRASTRUCTURE /

- Total investment by both countries prior to hosting the tournament: over €30bn
- Additional income from tourism in Poland as a result of hosting the tournament ("Barcelona effect"): €1.922m (est.)

- Long-term economic effect of the tournament is 1.3% GDP growth as of 2012 in Poland and 4% GDP growth in Ukraine (est.)

### ACCESS

- Total of 768 wheelchair user seats provided and used
- Number of disabled fans' seats installed less than 50% of minimum international standards in all host cities with the exception of Lviv (55%) and Kharkiv (54%).
- 100% coverage by audio-descriptive commentary system
- After the tournament, audio-commentary system equipment supplied to local disability organisation
- 49 people received local training on descriptive audio-commentary, with average of 102 training hours per person

### TRANSPORT /

- UEFA subsidises host cities, providing €1.7m to guarantee free public transport
- More than 3m free journeys on public transport during the tournament for spectators and about 1m free journeys for staff and volunteers
- Public transport services in host cities extended, producing more than 500,000 additional seats
- 14,000 traffic-related signs (up 69%)
- More than 50% of spectators reach stadiums by public transport

## INTRODUCTION /

**100% compensation for CO<sub>2</sub> emissions produced by UEFA flights (including charter flights), in cooperation with Climate Friendly – 28,179 tonnes of CO<sub>2</sub> compensated for the financial year 2011-2012**

- Significantly higher satisfaction with transport in Poland than in Ukraine
- 722 low-emission vehicles provided by Hyundai and Kia
- 1,337,365km driven (up 95%)
- 67,649 parking passes printed
- More than 5,100 tournament-related flights in Poland and Ukraine during the tournament, transporting more than 520,000 passengers
- 100% compensation for CO<sub>2</sub> emissions produced by UEFA flights (including charter flights), in cooperation with Climate Friendly – 28,179 tonnes of CO<sub>2</sub> compensated for the financial year 2011/2012

## ENERGY /

- 309,002 litres of fuel used for generators
- Total energy used from the grid stood at 1,648,440kWh (up 127%)
- 10–20% of fuel saved by switching off technical power generators on non-matchdays

## WATER /

- 5,443 m<sup>3</sup> of water used in hospitality (excl. sanitary infrastructure, fan zones, pitch watering, IBC, etc.)
- 2,457m<sup>3</sup> of water saved

## WASTE /

- 1,360 tonnes of total waste managed across all stadiums (excl. IBC, fan zones, offices, hotels, etc.)
- 0.94kg of waste per spectator within the venues



## FAN EXPERIENCE /

- Over 1.44 million spectators attended the matches
- Over 7 million people visit fan zones; 67% increase
- 539,300 spectators at fan zones in Poland and Ukraine to watch the final – a record for a EURO
- 198 Broadcasters
- 142 million average live match audience
- Almost all surveyed fans highly satisfied with services provided by fan embassies (88.9% in Poland and 95.1% in Ukraine)
- Over 90,000 fan guides produced in seven languages
- 45,000 fan guide maps produced in 15 languages

## INTRODUCTION /

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**156,800 hours of  
anti-discrimination  
training for  
98,700 people**

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### DIVERSITY /

- Anti-racism campaign (Respect Diversity) during semi-finals
- 156,800 hours of anti-discrimination training for 98,700 people

### INCLUSION /

- Respect Inclusion campaign during quarter-finals (showcase games)

- Ticketing initiatives for over 200 children
- Around 12.5m tickets requested by the general public in the ballot via 950,000 ticket applications (up 61%)
- 98.8% attendance rate
- Average face value of tickets was €90 (down 22%)
- 1,435,000 tickets sold, with an average of 4.8 per customer (up 34% in terms of tickets)
- 95,500 accreditations issued (2008: 77,138)



## INTRODUCTION /

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**Over 185 volunteers trained in Respect Your Health activities, plus 217 instructors/coaches in Poland**

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## SAFETY AND SECURITY /

- 27,828 stewards deployed, supported by 6,145 police officers and 5,146 other security guards, to ensure the safety of the event
- 1,861 medical interventions (2008: 1,183)
- 210 fake tickets collected
- 32,437 prohibited items collected by stewards at the turnstiles of matches

## PROCUREMENT /

- 11,768 purchase orders (2008: more than 8,500)
- 835 formal uniforms, 6,705 casual kits and 81,893 pieces of adidas equipment supplied during tournament

## HEALTHY LIFESTYLES /

- Over 185 volunteers trained in Respect Your Health activities, plus 217 instructors/coaches in Poland
- Over 600 volunteers trained and active in their communities in Ukraine
- Over 2,000 copies of the toolkit distributed
- 305 participants and 24 young leaders for the four-day Eurocamp 2012

## CHARITY /

- €3,000 donated to CAFE by UEFA for each goal scored during the 31 official tournament matches
- Over €400,000 raised through the UEFA EURO 2012 official tournament charity (Respect Inclusion)



## INTRODUCTION /

**7,374 volunteers accepted, 1,822 dropouts, and a total of 5,563 volunteers deployed (2008: 4,581)**



### WORKFORCE /

- 695 people from 19 countries for 956 positions (2008: 430 people; up 62% in terms of workforce)
- Average age: 33 (range: 21–70)
- 182,724 man days; over 1.5m working hours (up 72%)
- More than 98% of volunteers ready to serve again
- 23,949 applications received from 142 countries (up 34% in terms of applicants)
- 7,374 volunteers accepted, 1,822 dropouts, and a total of 5,563 volunteers deployed (2008: 4,581)
- 63 nations represented
- Cost per volunteer: €925

### GOOD GOVERNANCE /

- Anti-doping: 294 tests, 0 positive (2008: 284 tests, 0 positive)
- Intellectual rights protection programme handled 539 cases of ambush marketing, 286 cases of counterfeiting and 75 cases of opposition; no major registration problems
- No incidents of match-fixing or corruption reported during the tournament or in the build-up

### ANIMAL WELFARE /

- €8,000 donated by UEFA to the Kyiv branch of the Society for the Protection of Animals (SPA) to help finance its activities



## INTRODUCTION /

**The tournament in Poland and Ukraine far exceeded expectations, and by setting a number of organisational standards, has set the bar very high for future hosts.**

## MAIN ACHIEVEMENTS

### /G4-2/

Organising the first ever EURO in eastern Europe was no easy task and required a massive amount of work. But Poland and Ukraine rose to the daunting challenge and provided everything required to make this tournament a success. UEFA EURO 2012 was a long, difficult and turbulent mission, but it surpassed previous tournaments in many respects. The tournament in Poland and Ukraine far exceeded expectations, and by setting a number of organisational standards, has set the bar very high for future hosts. New benchmarks were set and innovations implemented, resulting in the following main achievements:

- **Free public host city transport initiative** – There was free local public host city transport for ticket holders on the day of the match and until noon the next day (with more than 3m free journeys on public transport for spectators and about 1m free journeys for staff and volunteers).



- Despite the negative press in the build-up to the tournament, only 11 racist incidents (five in Ukraine and six in Poland) were reported over the 31 matches. In co-operation with the Football Against Racism in Europe (FARE) network and the Never Again Association, all matches were monitored to identify any offensive or discriminatory behaviour.



- There was cooperation between UEFA's partners CAFE, Fundacja TUS (in Poland) and the National Assembly of Disabled People (in Ukraine) to introduce new accessible match day services, provide guidance regarding transport infrastructures to assist visiting disabled fans to the tournament and improve their general experience.
- The four quarter-final matches were used to showcase football played by players with four different forms of disability, giving fans first-hand experience of integration in sport. The games took place before kick-off and showed the public that football is within everyone's reach. Four types of team were involved: players with intellectual disabilities (Warsaw), blind football players (Gdansk), deaf football players (Donetsk), and football players with cerebral palsy (Kyiv).

## INTRODUCTION /

**Eight stationary and 12 mobile fan embassies had contact with over 48,000 fans and achieved high satisfaction rates – 88.9% in Poland and 95.1% in Ukraine.**



// Fan zone in Kharkiv



- Eight stationary and 12 mobile fan embassies had contact with over 48,000 fans and achieved high satisfaction rates – 88.9% in Poland and 95.1% in Ukraine.
- Over 6,000 trainers and volunteers were trained across the two countries (with over 800 continuing to work actively after the tournament) to promote active and healthy lifestyles.

## INTRODUCTION /

**This report aims to illustrate the topics, objectives, initiatives and outcomes relating to UEFA's attempt to organise a socially responsible UEFA EURO 2012 and the key points for subsequent UEFA EURO tournaments to learn from.**

## ABOUT THE REPORT



/G4-28/

UEFA EURO tournaments attract considerable public attention. This generates a responsibility to organise them in accordance with best practices in event management, respecting economic, ecological and social parameters. In addition, the tournaments can be used to drive specific social issues that affect football and the social platform on which it is played. For UEFA EURO 2012 in Poland and Ukraine, UEFA set out to establish a football and social responsibility programme that, through its projects, would have an impact both within the borders of Poland and Ukraine and beyond, as well as leaving a long-lasting legacy in the two host countries. This report aims to illustrate the topics, objectives, initiatives and outcomes relating to UEFA's attempt to organise a socially respon-

sible UEFA EURO 2012 and the key points for subsequent UEFA EURO tournaments to learn from.

This report is written from UEFA's perspective. All work pertaining to public services, such as the construction of stadiums and infrastructure, as well as the unilateral operations of UEFA partners and other third parties, falls outside its scope. The report covers all material social, environmental and economic aspects during the lead-up to and delivery of the tournament.

The report provides background information and details policies and objectives relating to the different topics, lists initiatives that were implemented prior to and during the tournament, describes their results and achievements, and illustrates the outcomes in figures. As a point of reference and to enable comparability, data from 2008 (and, where available, 2004) is also provided. The bidding requirements for EURO 2020 are used as a benchmark for the different indicators. This is the first time that minimum requirements regarding sustainability have been included in bid documents.

The Global Reporting Initiative is the most widely used international framework for reporting on sustainability. UEFA has actively supported the development of a specific sector supplement for event organisers (EOSS), both on the advisory board and in the working group. A certified



## INTRODUCTION /

**This report is being published one year after UEFA EURO 2012 to take account of legacy documents, including benchmarks for 2020, and incorporate the lessons learned.**

training course was offered to PL.2012 (19 and 20 April 2011) and the Ukrainian National Agency (29 and 30 November 2011), in order to train the local teams on GRI's international sustainability reporting guidelines. A total of 29 people were certified for GRI reporting as a result.

### /E012/

This report is being published one year after UEFA EURO 2012 to take account of legacy documents, including benchmarks for 2020, and incorporate the lessons learned. For future comparability it was decided to wait for the new version of GRI guidelines before finalising the report.\*

### /G4-32/

This report is written in core accordance with the latest GRI G4 sustainability reporting guidelines. Where relevant in the text, reference is made to the Event Organizers Sector Supplement (EO indicators) based on GRI G3.1. The GRI index is included at the end of the report.

### /G4-33/

The preparation of the report was outsourced to Schwery Consulting, an expert in CSR and sport and a member of the GRI working group that has developed the new Sector Supplement for Event Organisers. Specific external verification of the contents of this report has not been sought.

\* GRI G4 was launched 22 May 2013 and should make sustainability reporting easier, both for beginners and for experienced reporters. The update of sector specific disclosures for event organisers is in development



## BENCHMARK FOR EURO 2020 /

- Sustainable event management system in place
- Sustainability report in accordance with GRI's EOSS guidelines

## CONTENTS OF THE REPORT /

### /G4-19/

This social responsibility report addresses a number of key issues, which have been grouped together in three sections: The Stage, The Tournament, and Behind the Scenes. We engaged our primary stakeholder groups in 2 workshops and 8 face-to-face meetings to listen and understand their main concerns, and opportunities to improve the event sustainability. The table highlights the key material issues per stakeholder group, which influenced the development of the social responsibility strategy:

## INTRODUCTION /

This social responsibility report addresses a number of topics, which have been grouped together in three sections: The Stage, The Tournament, and Behind the Scenes.

### /G4-20/G4-21/ STAKEHOLDER GROUPS INVOLVED

TOPICS	WORKSHOP IN POLAND <sup>a</sup>	WORKSHOP IN UKRAINE <sup>b</sup>	WORKING GROUPS <sup>b</sup>	UEFA	EXTERNAL EXPERTS <sup>c</sup>	PAGE
<b>THE STAGE</b> (INFRASTRUCTURE FOR THE TOURNAMENT)						
Infrastructure ☉	x				x	44
Access ● ☉	x	x	x	x	x	51
Transport ● ☉	x	x		x	x	60
Energy ●	x			x	x	70
Water ●	x	x			x	72
<b>THE TOURNAMENT</b> (ACTIVITIES AND IMPACT DURING THE TOURNAMENT)						
Waste ● ☉	x	x		x	x	74
Fan experience ☉	x	x	x	x	x	79
Diversity ● ☉	x	x	x	x	x	89
Inclusion ● ☉	x	x	x	x	x	95
Safety and security ● ☉		x		x	x	102
Procurement ●	x	x		x	x	107
<b>BEHIND THE SCENES</b> (ACTIVITIES AND IMPACT BEHIND THE SCENES)						
Healthy lifestyles ● ☉	x	x	x	x	x	112
Charity ☉	x	x	x	x	x	116
Workforce (training) ●	x	x		x	x	118
After-placement programme ●	x	x		x	x	127
Volunteers ●	x	x		x	x	128
Anti-doping ●				x	x	133
Intellectual property rights ● ☉	x				x	134
Corruption and match-fixing ☉	x			x	x	135
Animal welfare ☉	x	x			x	135

a. See "About the report", for details.

b. See "Football and social responsibility programme".

c. Validated by Schwery Consulting.

● Impact within the organisation.

☉ Impact outside the organisation.



## INTRODUCTION /

Four issues were chosen by the football and social responsibility working group as core social responsibility issues for UEFA EURO 2012 under the umbrella of the Respect campaign. They are referred to in this report using their project slogans:



## INTRODUCTION /

**This social responsibility report for UEFA EURO 2012 in Poland and Ukraine is the first tournament report to be prepared by UEFA using the new GRI EOSS framework and the G4 guidelines.**

## REPORTING CYCLE /

/G4-29/

The first social responsibility report for a UEFA EURO tournament was written in 2008 by the host countries Switzerland and Austria.\* This social responsibility report for UEFA EURO 2012 in Poland and Ukraine is the first tournament report to be prepared by UEFA using the new GRI EOSS framework and in core accordance with the G4 guidelines. It was drafted with the intention of serving as a template for UEFA EURO social responsibility reporting in the future.



## REPORT PARAMETERS /

/G4-18/G4-30/

This UEFA EURO 2012 social responsibility report uses GRI's G4 framework as a guide to structure content. It covers the topics identified during the stakeholder process prior to the tournament for which UEFA had direct responsibility or influence over. Relevant data was collected before, during and after the tournament. Areas under the sole control of the local organising committees, commercial partners or suppliers are not covered. However, in the many instances where aspects of a UEFA EURO tournament involved close cooperation between UEFA and its different partners, each chapter or topic specifies UEFA's influence and its specific responsibilities.

Aside from this social responsibility report, which focuses on the UEFA EURO 2012 tournament between 8 June and 1 July 2012, UEFA will publish an annual social responsibility report starting with the financial year 2012/2013.

\* See [www.uefa.admin.ch/themen/nachhaltig/00270/02671/index.html?lang=en](http://www.uefa.admin.ch/themen/nachhaltig/00270/02671/index.html?lang=en)









# ORGANISATION OF UEFA EURO 2012 /

## BUSINESS MODEL

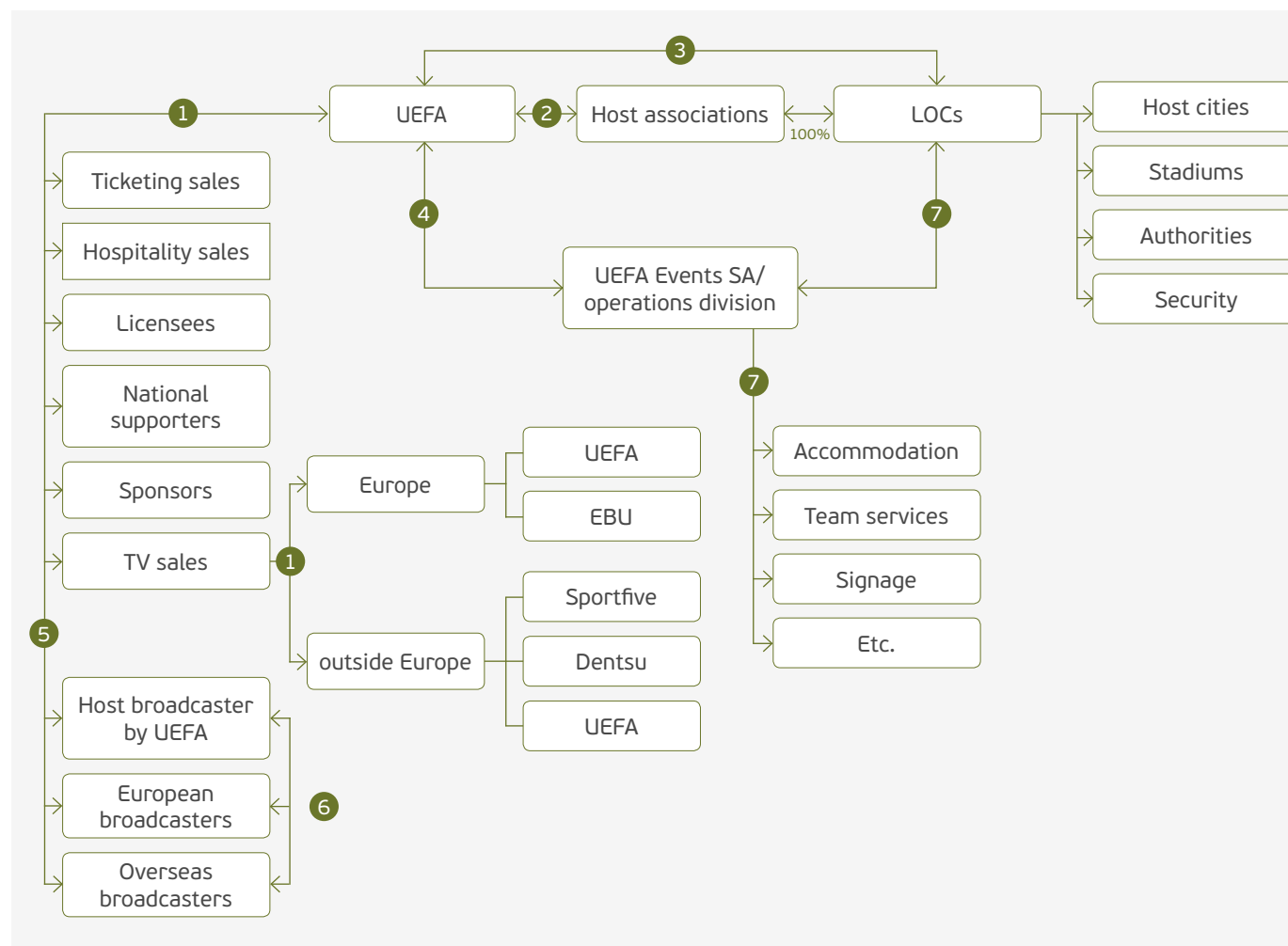
/G4-12/G4-16/G4-34/



For **UEFA EURO 2012**, a new form of organisation was derived from some political factors related to the organisation of previous European Championships, and the business model was adapted as follows:

- 1 UEFA responsible for competition and commercialisation including host broadcasting.
- 2 Service agreement between UEFA and the host associations.
- 3 Service Agreement between UEFA and the LOCs.
- 4 Ownership by UEFA Events SA.
- 5 Rights services against fee/value in kind.
- 6 Provision of signal.
- 7 UEFA Events SA is responsible for the operation of UEFA EURO 2012, for most of the activities of UEFA and the host associations.

### UEFA EURO 2012 BUSINESS MODEL



## ORGANISATION OF UEFA EURO 2012 /

### /G4-13/

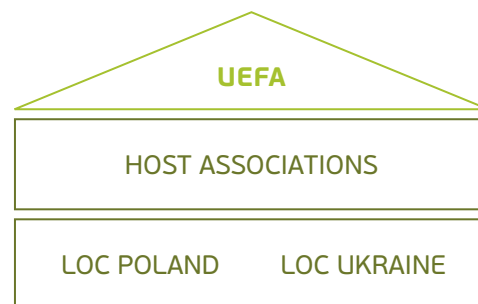
The business model for UEFA EURO 2012 was called a “house model”, whereby UEFA was responsible for the organisation of the final tournament on behalf of its 53 member associations and was the owner of the event. Within UEFA, the operations division was in charge of all EURO-related matters. The operations division had to manage the entire programme and support the LOCs by transferring knowledge, sharing information, providing guidelines and monitoring the entire process. As time went by, UEFA Events assumed a more operational role and retained overall responsibility. On the other hand, it also had to coordinate all other UEFA divisions on

EURO-related matters. The two host associations were the event organisers. The Polish and Ukrainian football associations each created a local organising committee. The LOCs were fully focused on the delivery of the tournament. Service agreements were established between the LOCs and UEFA in order to define delegated responsibilities, levels of service to be attained, the financial model, and so forth.

In general terms, the business model agreed with the two host associations is shown in the figure below.

### /// THE HOUSE MODEL

#### /G4-6/ SPORTS SIDE



- Match organisation
- Competition/football-related matters
- Media rights and sponsorship

#### /G4-6/ GOVERNMENT SIDE

Host countries/provinces/cities



- Infrastructure and traffic
- Public security
- Promotion of the host countries/cities
- Public services
- Guarantees

## ORGANISATION OF UEFA EURO 2012 /

**The operations division of UEFA Events SA played a central role in this model. It managed the entire programme and supported the LOCs**

## LEGAL NATURE OF THE ENTITIES ORGANISING UEFA EURO 2012

### LOC POLAND /

/G4-7/G4-17/

Euro 2012 – Polska Sp. z o.o. (LOC Poland) was a company created and fully owned by the Polish Football Federation (PZPN) that was tasked with taking care of the preparation and organisation of UEFA EURO 2012 in Poland. The company was registered in April 2009 and started operating in June 2009. The key figures in Poland were Grzegorz Lato, the president of LOC Poland and PZPN president, and Adam Olkiewicz, the Polish tournament director and PZPN vice president. In the Polish structure, another company was created solely to manage the volunteer programme – EURO Wolontariat Polska Sp. z o.o. This was because, by law, commercial entities could not hire volunteers. In order to overcome this challenge, the PZPN created another non-profit-making company with the appropriate statutes so that the volunteer programme could be implemented in Poland.

### LOC UKRAINE /

LLC LOC Euro 2012 Ukraine (LOC Ukraine) was founded in July 2009 and was fully owned by the Football Federation of Ukraine (FFU). It was tasked with taking care of the preparation and organisation of UEFA EURO 2012 in Ukraine. The key figures in Ukraine were Grigoriy Surkis,



president of the FFU, and Markiyan Lubkivskyi, the Ukrainian tournament director.

### UEFA EVENTS SA /

/G4-3/G4-5/

UEFA Events SA based in Nyon is a wholly owned subsidiary of UEFA and was created to manage and handle UEFA's commercial and event operations. The operations division of UEFA Events SA played a central role in this model. It managed the entire programme and supported the LOCs, while also coordinating all other UEFA divisions on EURO-related matters.

## ORGANISATION OF UEFA EURO 2012 /

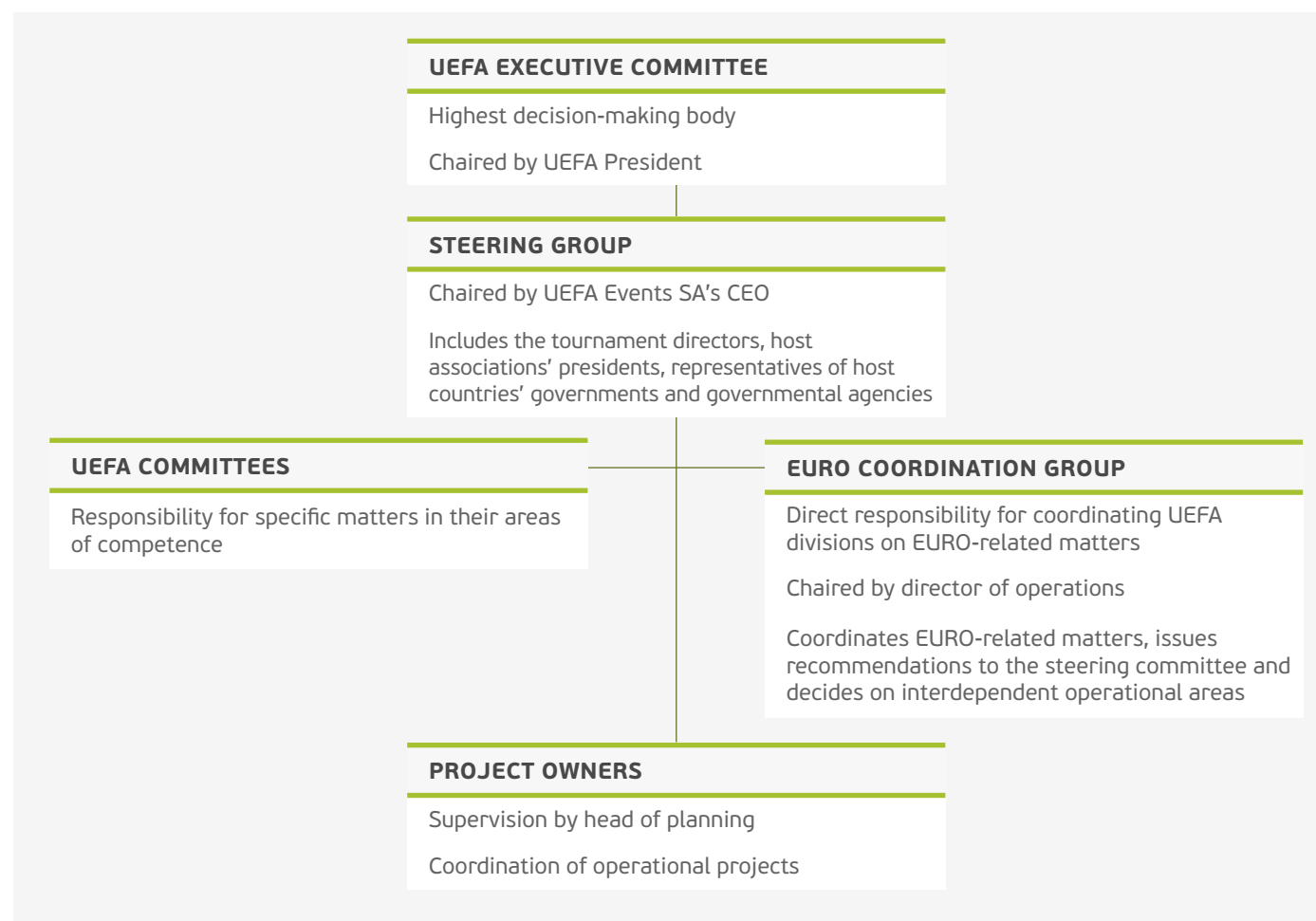
## GOVERNANCE

### /G4-34/

Clear identification of the decision-making bodies and their areas of authority was key to ensure smooth and efficient delivery.

EURO 2012 was a complex matter, so decision-making had to be very clear and transparent. Furthermore, that inherent complexity required a lean decision-making process and the ability to take the necessary decisions quickly. The different entities in place concentrated on their respective areas of authority, ranging from decisions on the match schedule to regular project reporting or approval of expenses, in order to simplify the decision-making process for the next level.

### UEFA EURO 2012 DECISION-MAKING BODY



## ORGANISATION OF UEFA EURO 2012 /

### MISSION

The mission was to organise the tournament's 31 football matches and other events relating to UEFA EURO 2012. In so doing, the organisers aimed, within an appropriate budget, to satisfy the prime sports entertainment needs of their stakeholders – namely football fans, sponsors,

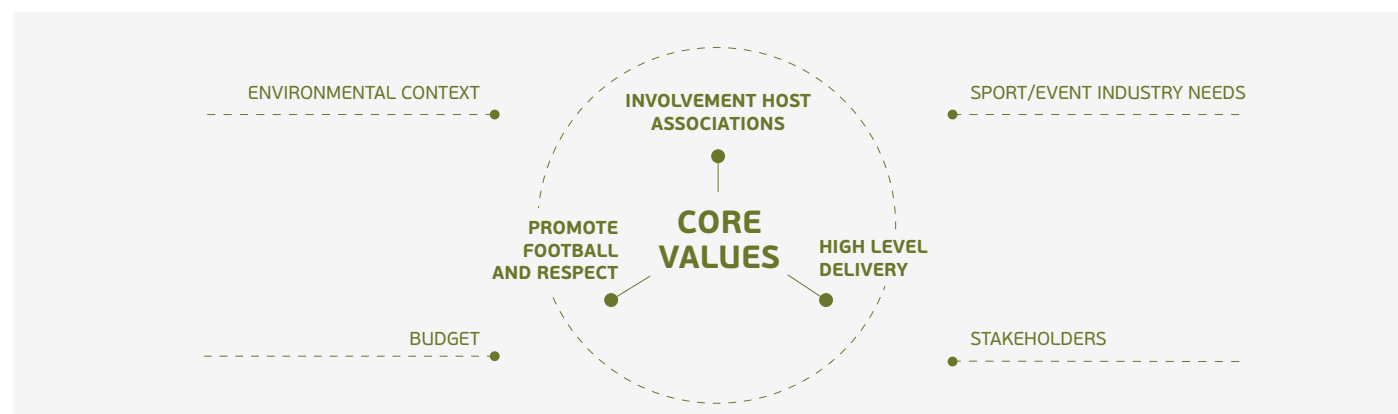
the media, participating teams and the football family in general – by providing them with an appropriate level of service while showcasing the host cities and the host countries.

### /// UEFA EURO 2012 STRATEGY PILLARS

#### /G4-56/ PROMOTE FOOTBALL AND RESPECT

HIGH LEVEL DELIVERY	RELATIONSHIP	INVOLVEMENT
Last two tournaments have set a high standard	UEFA + LOC POL + LOC UKR (united team) standard	Involvement of Host Associations and LOCs (100% subsidiaries of the Host Association(s) standard
Levels of service are demanding	Shared responsibility in specific areas of delivery	
Capitalise on know-how and planning		Strong collaboration towards common goal
Knowledge and project management approach	Operations Division is in the lead of the EURO project	

### /// STRATEGIC PILLARS AND CONTEXT





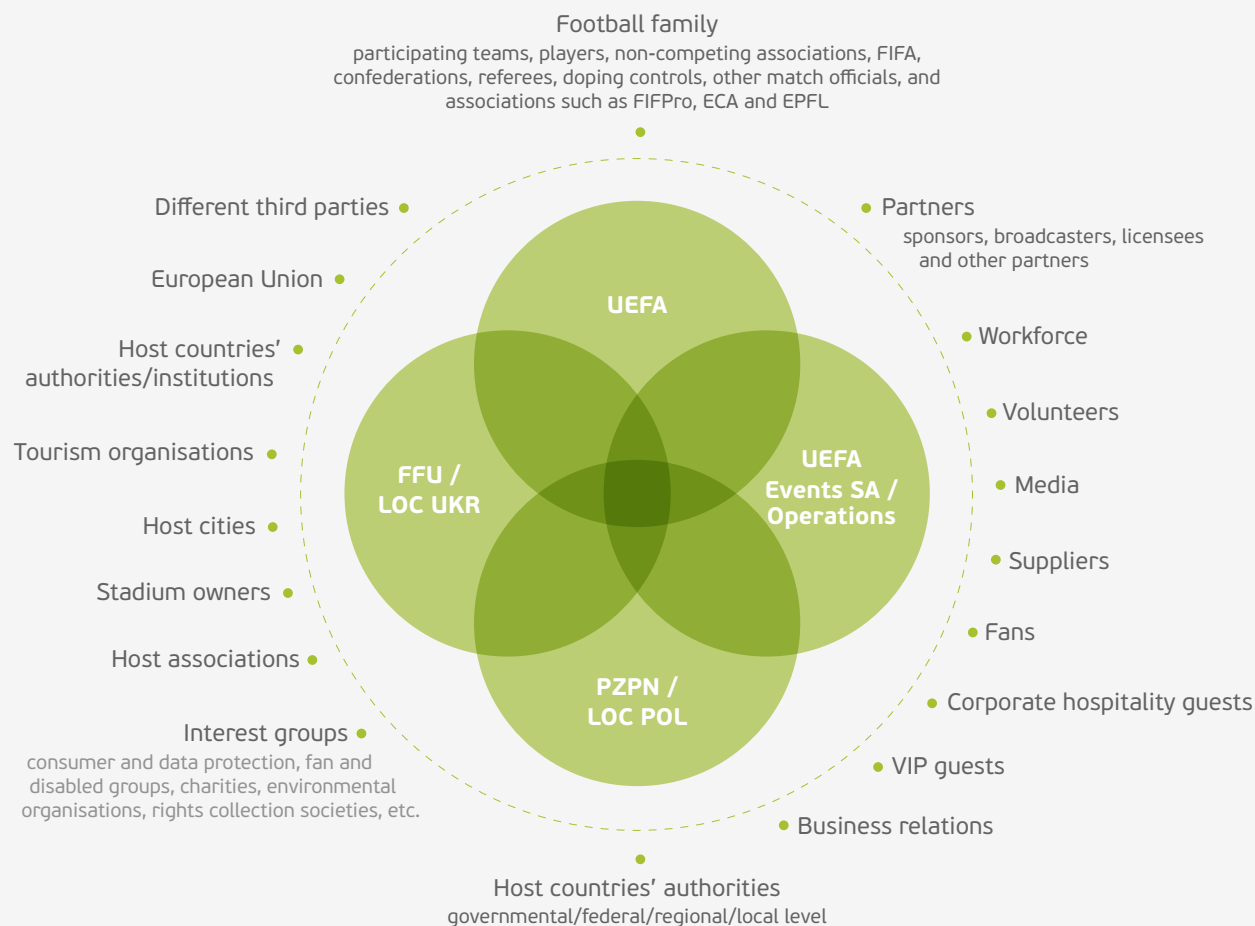
## ORGANISATION OF UEFA EURO 2012 /

## ENGAGEMENT OF STAKEHOLDERS

### /G4-24/

In order to fulfil its overall mission, UEFA followed a stakeholder approach, which considered each of the main stakeholders involved or impacted in some way by UEFA EURO 2012.

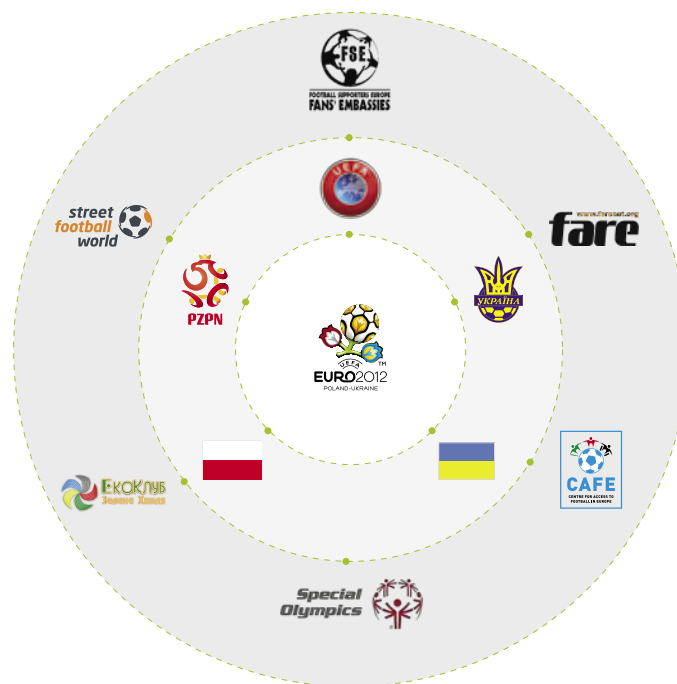
### UEFA EURO 2012 STAKEHOLDERS



## ORGANISATION OF UEFA EURO 2012 /

### /G4-24/G4-25/

As part of this stakeholder approach, UEFA invited key stakeholders in Poland and Ukraine to propose and develop a joint football and social responsibility programme. This involved the governments, host cities and national football associations of both host nations committing themselves to implementing a selected number of uniform football and social responsibility projects under the banner of UEFA's Respect campaign.



To uphold the principle of stakeholder involvement and ensure that the most relevant issues and initiatives in the field of football and social responsibility were identified, a working group (FSR WG EURO 2012) was established two years before the tournament.

The working group represented the most relevant stakeholder groups (UEFA, PL.2012, the Ukrainian National Agency, the PZPN and the FFU) and involved the implementation of initiatives by expert non-governmental organisations (NGOs) with a view to contributing to sustainability and the creation of a legacy for the event. There were NGOs working in the following fields: anti racism (FARE network), grassroots football and education (streetfootballworld), the environment (Green Wave), fan culture (FSE, a representative fans' organisation), disabled access (CAFE), disabled football in Poland (Special Olympics Europe Eurasia, together with the CROSS association, the International Blind Sports Federation (IBSA) and Special Olympics Poland) and disabled football in Ukraine (National Sports Committee for the Disabled of Ukraine; NSCDU).

### /G4-26/

These organisations were selected on account of their expertise in a wide variety of areas, which could be relevant for such a major sporting event. The parties involved engaged in an intense cooperation process, meeting nine times between April 2010 and November 2012.

## ORGANISATION OF UEFA EURO 2012 /

## ORGANISATIONAL STRUCTURE

### /G4-6/

The operations division had to ensure that project plans and concepts existed and were consistent across the parties concerned, and that progress and information-sharing took place. It directed the entire programme. Its main areas of activity included the running of the 31 matches, ticketing, hospitality packages, host broadcasting, accreditation and the sale of commercial and television rights.

Initially, the main tasks of the LOCs were related to the implementation of services in a wide range of areas, such as accommodation, ceremonies, event transport, host city management, team base camps, technical services and volunteers, in accordance with UEFA guidelines. As the concept and development phases progressed, several

amendments were introduced in terms of responsibilities in order to allow greater efficiency in implementation.

Safety and security remained the responsibility of the host associations, as stipulated in the UEFA EURO 2012 staging agreement. Both host countries, Poland and Ukraine, worked in close cooperation with the host cities and were responsible for the development of the necessary infrastructure, for public services and security, and for hosting visitors in a fun and safe way.

In addition to the decision-making bodies, the senior management structure was complemented by a number of heads of unit providing operational expertise and day-to-day management of the different projects. The functional structure was implemented as per the chart below:

### /// ORGANISATIONAL STRUCTURE



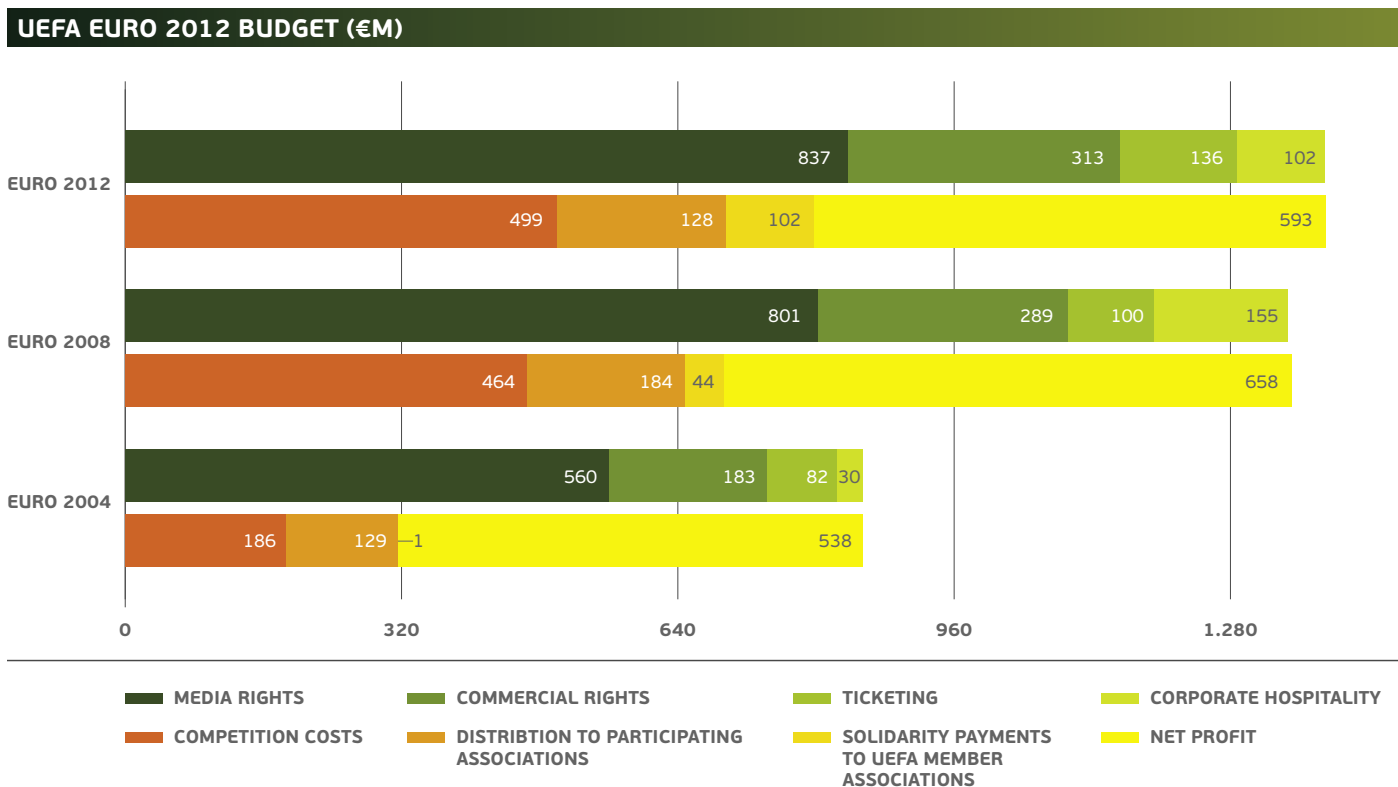
## ORGANISATION OF UEFA EURO 2012 /

### FINANCIAL RESULTS OF THE TOURNAMENT

#### /G4-9/G4-EC1/

In terms of financial results, the tournament exceeded expectations. In total, UEFA's revenue from UEFA EURO 2012 amounted to €1.391bn. UEFA's total earnings from the 2012 tournament exceeded those of UEFA EURO 2008, which was held in Austria and Switzer-

land, by €40m, and exceeded those of the 2004 tournament in Portugal by €537m. The biggest shares came from the sale of broadcasting rights (€837.2m), sponsorship sales and licensing (€313.9m) and ticket sales (€136.1m).

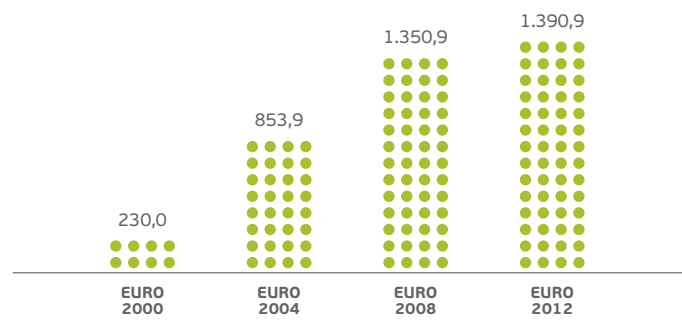


## ORGANISATION OF UEFA EURO 2012 /



// Organisation of UEFA EURO 2012

### EURO REVENUE (€M) – HISTORIC



The biggest shares came from the sale of broadcasting rights (€837.2m), sponsorship sales and licensing (€313.9m) and ticket sales (€136.1m).



## ORGANISATION OF UEFA EURO 2012 /

## FOOTBALL AND SOCIAL RESPONSIBILITY PROGRAMME



/G4-27/

As a result of the stakeholder process, key social responsibility topics were identified and initiatives were launched in four areas:

**RESPECT INCLUSION** (ACCESS, SHOWCASING AND CHARITY)

**RESPECT DIVERSITY**

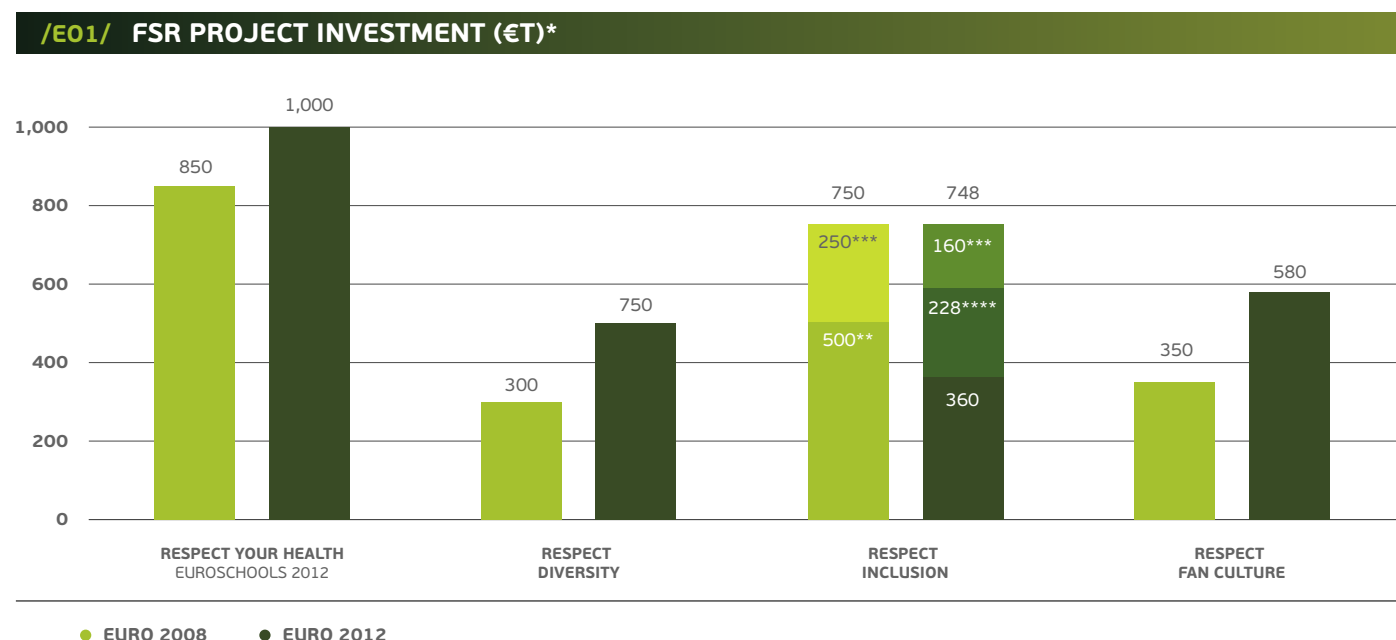
**RESPECT YOUR HEALTH**

**RESPECT FAN CULTURE**

The budget for such football and social responsibility projects increased by 47% relative to EURO 2008 in Austria and Switzerland. In total, €3.3m was invested in the four components of the Respect campaign, which promoted diversity, inclusion, healthy lifestyles and fan culture. That money came from the ordinary FSR budgets of previous years (€1m), the 2011 Monaco Award to streetfootballworld (€1m), UEFA's provisions for EURO 2012 (€600,000), the EURO 2012 public TV licensing fee (€350,000) and income from matchday programme sales for UEFA competitions (€300,000).

## ORGANISATION OF UEFA EURO 2012 /

In total, €3.3m was invested in the four components of the Respect campaign, which promoted diversity, inclusion, healthy lifestyles and fan culture.



\* A total of €3.3m when project management fees and contingency costs are included.

\*\* The charity project in 2008 was in cooperation with the International Committee of the Red Cross (ICRC). The funds of the campaign "Score for the Red Cross" were donated to six physical rehabilitation centres in Afghanistan serving up to 86,500 people.

\*\*\* Showcase games during quarter-final matches (see pages 98-101).

\*\*\*\* Tournament charity 2012 "Respect Inclusion - Football With No Limits" (see page 116-117).

### /G4-S01/

An external evaluation of the football and social responsibility projects was conducted for the UEFA EURO 2012 programme, as it had also been done in 2008. The report, prepared by sociologists from the Kiev International In-

stitute of Sociology and from the Institute of Sociology, University of Warsaw (Projekt Społeczny 2012), evaluates the activities and social impact of the four main projects, presenting key findings and recommendations for UEFA.<sup>a</sup>

a. Kiev International Institute of Sociology and from the Institute of Sociology, University of Warsaw (Projekt Społeczny 2012), UEFA EURO 2012 Football and Social Responsibility Respect Projects Evaluation Report, Warsaw-Kyiv 2012





# THE STAGE /

**It was clear that both host countries needed to make a huge effort to upgrade their infrastructure. Main roads, railway systems and airports had to be upgraded, and new stadiums needed to be built.**

## INFRASTRUCTURE

### /G4-2/

On 18 April 2007, the UEFA Executive Committee awarded the right to host UEFA EURO 2012 to Poland and Ukraine. Following that decision, it was clear that both host countries needed to make a huge effort to upgrade their infrastructure. Main roads, railway systems and airports had to be upgraded, and new stadiums needed to be built.

### /E013/

Awarding the tournament to Poland and Ukraine provided the opportunity for the tournament to leave a lasting legacy. Most of the infrastructure projects were already in the pipeline anyway, but many of them were completed more quickly than would have been the case without the clear deadlines of the tournament. *“If we hadn’t had EURO 2012, we would have improved our infrastructure, but it would have taken longer – between two and three years longer”,* said Jakub Borowski, chief economist at Kredyt Bank and a lecturer at the Warsaw School of Economics.<sup>1</sup>

Some of the infrastructure had to be built specifically for this major event. The focus here was on establishing

temporary infrastructure that could be downsized after the tournament, so as not to create additional maintenance costs for the future. Responsibility for constructing the infrastructure was fully in the hands of the host countries. Consequently, detailed facts and figures do not appear in this report. See the reports by the governments of Poland<sup>2</sup> and Ukraine<sup>3</sup> for more details.

### /G4-14/

UEFA was responsible for carefully monitoring progress and providing support by means of guidance whenever necessary. UEFA relies on a technical event guide when it comes to venue operations and the construction or provision of official sites for UEFA EURO tournaments. This document outlines the requirements in order to comply with local job protection laws and the principles of European industrial safety guidelines. Each contractor was asked to provide information on subcontractors, as well as a written risk assessment with regard to risk levels, hazards, the consequences of accidents, and measures (technical, organisational and personal protection measures) implemented prior to the assignment.

1. [www.insideworldfootball.com/world-tournaments/european-championship/11635-euro-2012-will-be-bigger-than-the-qbarcelona-effect-q-economists-claim](http://www.insideworldfootball.com/world-tournaments/european-championship/11635-euro-2012-will-be-bigger-than-the-qbarcelona-effect-q-economists-claim).

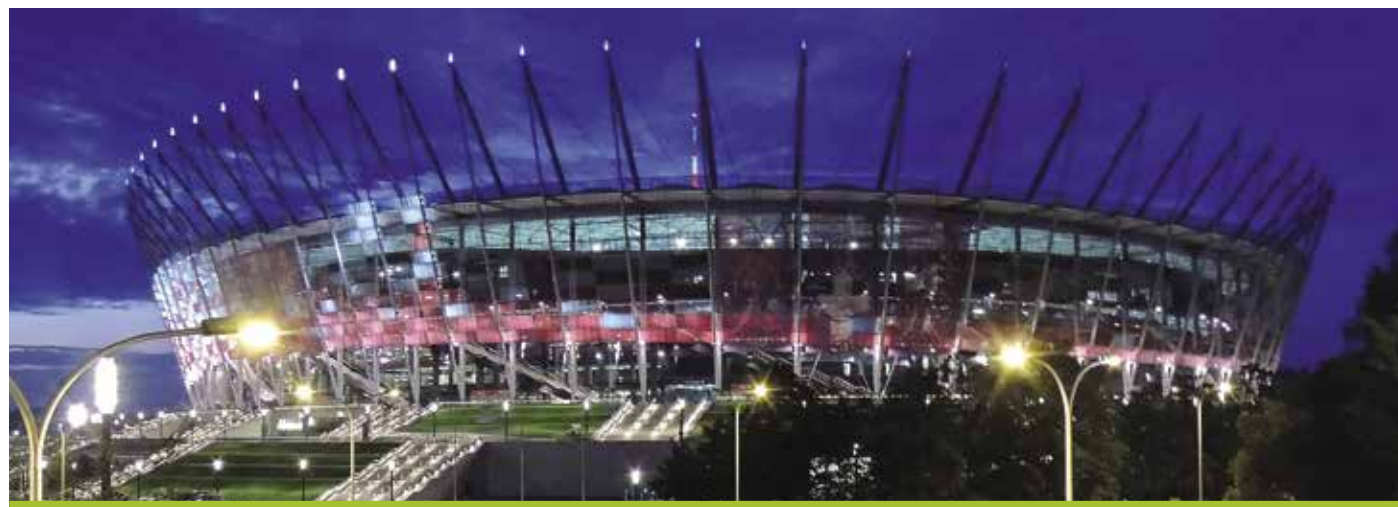
2. Forbes, The Legacy of Euro 2012, Ringier Axel Springer Polska Sp. z o.o., 2012.

3. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Megaevents – Motoren für Nachhaltige Entwicklung: Gutachten zu den sozioökonomischen Wirkungen der EURO 2012 für die Ukraine, 2013.



## THE STAGE /

**Total investment in the two countries in order to host the tournament exceeded €30bn.**



## INFRASTRUCTURE INVESTMENT /

/G4-EC7/

In Poland, 83 key construction projects totalling €22bn were completed. In addition, 136 other projects were completed in relation to EURO 2012.<sup>4</sup> The estimated investment in Ukraine totalled €11.5bn. The bulk was for a long-needed overhaul of the country's transport network (east-west highway, new airports, trams and improvements to the rail network), but there were also new stadiums in each of the host cities and other cities. Total investment in the two countries in order to host the tournament exceeded €30bn.

The stadiums in Kharkiv, Kyiv, and Poznan had to be completely renovated; the others were built specifically for the tournament. According to Saxo Bank's estimates, investment in the refurbishment of the stadiums exceeded €2.3bn.<sup>5</sup> The Donbass Arena in Donetsk was completed in 2009, well ahead of the tournament, but the completion of the others created serious tensions, and they were not ready until shortly before the tournament.

In total, around 163,968m<sup>2</sup> of infrastructure was built, including 88,194m<sup>2</sup> of temporary facilities.

4. PL.2012 presentation entitled "Legacy", 16 March 2012.

5. [www.tradingfloor.com/posts/ukraine-and-poland---are-their-euro-2012-investments-worth-it-779246436](http://www.tradingfloor.com/posts/ukraine-and-poland---are-their-euro-2012-investments-worth-it-779246436).

## THE STAGE /

**WARSAW**



NEW, 2011

**WROCLAW**



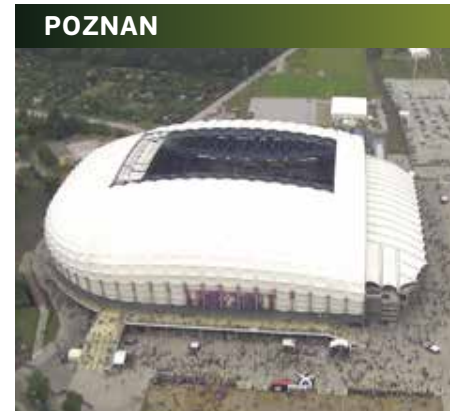
NEW, 2011

**GDANSK**



NEW, 2011

**POZNAN**



RENOVATED, 2010 (1980)

**KYIV**



RENOVATED, 2011 (1923)

**DONETSK**



NEW, 2009

**KHARKIV**



RENOVATED, 2009 (1926)

**LVIV**



NEW, 2011

## THE STAGE /

**This was a gigantic investment project which modernised the country and had measurable effects. Thanks to EURO 2012, Poland built express roads and highways faster than it had ever done before.**

### POLAND /

EURO 2012 was the largest logistical operation ever carried out in Poland, with 9,678 railway connections, 23,873 airport operations and tens of thousands of fans and tourists moving around the country in buses and cars.

Linking mobilisation issues connected with the organisation of EURO 2012 and using EU funds during the five years of preparations helped to complete 80 vital investment projects – mainly transport infrastructure worth approximately €17bn. Another €4.8bn was spent by the end of 2012 on finishing some of those investment projects. This money is not included in the cost of the tournament because most of the projects were already scheduled to be carried out at a later date. This was a gigantic investment project, which modernised the country and had measurable effects. Thanks to EURO 2012, Poland built express roads and highways faster than it had ever done before. Between the end of 2007 and mid-2012, the total express road network increased by 148% to 2,800km and the number of kilometres of highway increased by 76%. On the other hand, underdeveloped transport infrastructure remains one of the major barriers restricting inflows of foreign direct investment in Poland.

The most important projects completed during the preparations for EURO 2012 were: the A2 highway and the S8 express road, which shortened journey times from Warsaw to Berlin from seven to five hours; the A4 highway from Wroclaw to Dresden; and the A1 highway linking the capital with Poznan and Gdansk, which had an impact on journey times between Berlin, Wroclaw and Gdansk. Looking at airports in Poland, there were over 20,000 flights, with 122% more passengers than before the tournament. Poland spent PLN 4.3bn (approximately €1bn) on stadiums, with approximately €450m being spent on the National Stadium.<sup>6</sup>

### UKRAINE /

In Ukraine, 88% of investment expenditure was on infrastructure, but 91% of that was not built especially for EURO 2012, having already been planned. About 20% of investment was financed by third parties, totalling approximately €2.3bn. According to the calculations of the German Society for International Cooperation, total investment in Ukraine stood at about €11.5bn, with EURO-specific investment totalling €2bn.<sup>7</sup>

6. Forbes, The Legacy of Euro 2012, Ringier Axel Springer Polska Sp. z o.o., 2012.

7. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Megaevents – Motoren für Nachhaltige Entwicklung: Gutachten zu den sozioökonomischen Wirkungen der EURO 2012 für die Ukraine, 2013.



## THE STAGE /



### **BENCHMARK FOR EURO 2020 /**

- Legacy plan for new or refurbished infrastructure

### **INDIRECT ECONOMIC IMPACT /**

**/G4-EC8/**

When the UEFA Executive Committee decided in 2007 to award EURO 2012 to Poland and Ukraine, it was well aware of the physical and technological challenges. The organisers clearly intended to have a lasting impact on the development of both countries and to leave a legacy behind.

Measuring the economic impact of the world's third largest sporting event is a complicated matter. The Polish government has attempted to carry out a detailed study assessing the short-term and long-term macroeconomic impact of UEFA EURO 2012 on the Polish economy. A preliminary study on the effects of the tournament on the Polish economy over the period 2008–20 used three different scenarios (pessimistic, neutral and optimistic).<sup>8</sup> Three months after the tournament, a final report was presented, eliminating some uncertainties.<sup>9</sup> The Ukrainian government has not made a comparable study to measure the economic impact of the tournament.

Net revenue from inbound tourism in Poland during the tournament was estimated at €266m. This was 33% higher than expected and was thanks to the higher than expected average attendance figures per game (46,481).<sup>10</sup> Subtracted from these figures is the value believed to be lost when 'normal' tourists are discouraged to visit the country because of the tournament (the "crowding-out effect"), which is estimated at 12.3% of total revenue.

An increase in Poland's attractiveness to tourists as a result of hosting the tournament will contribute in the future to more visitors coming to Poland (the "Barcelona effect").

8. Impact report – On the impact of the preparations for and organisation of UEFA EURO 2012 on the Polish economy, ministry of sport and tourism, Warsaw, 2010.

9. Jakub Borowski (ed.), Update on the impact of the preparations for and organisation of UEFA EURO 2012 on the Polish economy, Warsaw, October 2012.

10. [www.insidethegames.biz/sports/summer/football/1011816-euro-2012-will-be-bigger-than-the-barcelona-effect-economists-claim](http://www.insidethegames.biz/sports/summer/football/1011816-euro-2012-will-be-bigger-than-the-barcelona-effect-economists-claim).

## THE STAGE /

**An increase in Poland's attractiveness to tourists as a result of hosting the tournament will contribute in the future to more visitors coming to Poland (the "Barcelona effect").**

Additional revenue from foreign tourism in connection with the tournament will total €1.922bn.

The economic effects of the tournament on the Polish economy were examined with the help of a dynamic computable general equilibrium (CBE) model. The results of the simulation indicate that the long-term economic effect of the tournament is a 1.3% increase in GDP, with growth being spread over the period 2008–2020.<sup>11</sup>

In Ukraine, additional earnings of approximately €600m per year will result in a return on investment (ROI) within 20 years. Given the expected increase in GDP, with an increase of about 4% forecast for 2013 and a further rise expected for 2014, the investment connected with EURO 2012 could lead to an earlier ROI.<sup>12</sup>

INDIRECT ECONOMIC IMPACTS - POLAND		
	POLAND	
SHORT-TERM IMPACT		
Total revenue from foreign tourism	PLN 1.279bn	€303.5m
Crowding-out effect	PLN 158m	€37.5m
Net revenue from foreign tourism	PLN 1.121bn	€266m
LONG-TERM IMPACT 2008–2020		
Future tourism (“Barcelona effect”)	PLN 8.100bn	€1.922bn
Impact on economic growth (2008–2020)	PLN 21.3bn	€5.1bn (+1.3%)
Impact on employment	66,000 jobs	

**Source:** Jakub Borowski (ed.), Update on the impact of the preparations for and organisation of UEFA EURO 2012 on the Polish economy, Warsaw, October 2012.

11. Jakub Borowski (ed.), Update on the impact of the preparations for and organisation of UEFA EURO 2012 on the Polish economy, Warsaw, October 2012.

12. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Megaevents – Motoren für Nachhaltige Entwicklung: Gutachten zu den sozioökonomischen Wirkungen der EURO 2012 für die Ukraine, 2013.



## THE STAGE /



### **SOME FURTHER FACTS AND FIGURES:<sup>13</sup> /**

- According to the London-based Brand Finance Institute, EURO 2012 helped Poland to raise its 100-nation ranking, with the country rising from 24th to 20th.
- In financial terms, the value of "Brand Poland" increased by 75%.
- A survey carried out at the end of the tournament by the PBS Institute in Poland discovered that 92% of foreign supporters polled said that they would recommend Poland for a holiday and 80% wanted to come back.
- According to a survey by the German Society for International Cooperation (GIZ), 42.2% of tourists visiting during EURO 2012 showed interest in visiting Ukraine again.
- It is estimated that an extra 766,000 tourists will visit Poland as a result between now and 2020.

13. [www.insidethegames.biz/sports/summer/football/1011816-euro-2012-will-be-bigger-than-the-barcelona-effect-economists-claim](http://www.insidethegames.biz/sports/summer/football/1011816-euro-2012-will-be-bigger-than-the-barcelona-effect-economists-claim).

## THE STAGE /



### CORE ISSUE:

Respect Inclusion – Football With No Limits (access)

## ACCESS

### /G4-15/

In order to allow disabled fans to take part in UEFA EURO 2012, UEFA, in cooperation with its partners CAFE, Fundacja TUS (in Poland) and the National Assembly of Disabled People (in Ukraine), planned and implemented the Respect Inclusion – Football With No Limits campaign. The objective was to offer and promote accessible and comfortable conditions for disabled fans at the stadiums and on all access routes by means of centralised coordination – the first time that such an approach had been adopted.

On the basis of Technical Report CEN/TR 15913 by the European Committee for Standardisation (CEN), a minimum of at least 210 wheelchair-accessible spaces and 210 easy access seats, plus two per 1,000 seats in excess of 40,000 were to be provided, as well as specific services such as special provisions for deaf and hard of hearing fans and audio-descriptive commentary services for blind and partially sighted fans. In order to assist blind and partially sighted fans, special commentators were to be trained. In the stands, disabled fans were to be assisted by a limited number of volunteers.

In Donetsk, older students at the Donbass Academy of Construction and Architecture were involved in the successful implementation of the project. Their participation



provided important practical experience and, significantly, showed that universal design and accessibility were crucial for the architecture of the future, which should be comfortable, inclusive and accessible for all.

One of the volunteers, Andrey Anisimov, shared his impressions, saying: *"I think we are lucky to be volunteering for this project, which has provided us with a unique opportunity to practise and to meet so many joyful and creative disabled people who are making this world more modern and comfortable for themselves and other people."*

More than 50 students took part in the project, and their cooperation ensured the swift completion of high-quality

## THE STAGE /

**The objective was to offer and promote accessible and comfortable conditions for disabled fans at the stadiums and on all access routes by means of centralised coordination – the first time that such an approach had been adopted.**

access assessments in the city as they looked at some 500 venues on the main fan routes.

In addition, fan zones and public places (local businesses such as banks, hotels and restaurants) within a 1.5km radius of the stadiums were to be given guidance on the provision of improved facilities and services for disabled people. This was to be achieved by developing initiatives and activities in cooperation with local partners and host city governments. Through this campaign, a legacy was to be left in both host countries by improving access to



// Disabled-friendly airport in Poznan

football for disabled fans and by attempting to raise awareness and remove physical, sensory and intellectual barriers in public places.

### **BENCHMARK FOR EURO 2020 /**

- Access audit of facilities including fan zones
- Access monitoring during the matches

### **WHEELCHAIR USER SEATS /**

**/E06/**

The CEN's technical report TR 15913 provides a number of design solutions showing how a spectator viewing area should be designed for disabled people and people with special needs. It applies to all spectator facilities, including sports grounds, stadiums and entertainment venues, whether permanent or temporary and offers clear guidance on the minimum acceptable number of wheelchair user spaces in stands.<sup>14</sup>

The table provides an overview of the number of wheelchair user seats provided at the stadiums in each of the host cities relative to international standards. It shows that the number of disabled fans' seats was less than 50% of the minimum international standards in all host cities except Lviv (55%) and Kharkiv (54%). It should be noted, however, that while numbers of wheelchair user seats were lower than recommended, significant numbers of additional user seats were installed in stadiums, with numbers being doubled in some cases.

14. [www.anec.eu/attachments/m420ENfinalMandate.pdf](http://www.anec.eu/attachments/m420ENfinalMandate.pdf)

## THE STAGE /

### /E06/ BARRIER-FREE ACCESS

STADIUM	TOTAL WHEELCHAIR USER SEATS	ASSISTANCE SEATS	TOTAL STADIUM SEATS	RATIO (NON-DISABLED SEATS PER WHEELCHAIR USER SEAT)	MINIMUM STANDARDS*	ACTUAL SEATS AS % OF MIN. STANDARDS* (01/07/2012)	% OF WHEELCHAIR USER SEATS PURCHASED**
Gdansk	100	100	40,818	816	210 + 210	48%	100%
Poznan	50	50	42,004	840	214 + 214	23%	100%
Warsaw	104	104	56,000	659	242 + 242	43%	100%
Wroclaw	95	95	40,610	427	210 + 210	45%	100%
<b>AVERAGE FOR POLAND</b>	<b>349</b>					<b>40%</b>	
Lviv	104	104	33,788	626	189 + 189	55%	100%
Kyiv	105	105	69,004	657	268 + 268	39%	100%
Donetsk	100	100	49,400	515	243 + 243	41%	100%
Kharkiv	110	110	37,750	351	204 + 204	54%	100%
<b>AVERAGE FOR UKRAINE</b>	<b>419</b>					<b>47%</b>	

\* Minimum standards made by the European Committee for Standardisation as to the provision of wheelchair user spaces at a newly constructed spectator facility. Published in 'Technical Report CEN/TR 15913 (August 2009)'

\*\* While 100% of wheelchair user seats were purchased, it should be noted that not all were in use due to instances where able-bodied supporters had purchased tickets for wheelchair user seats and were thus refused entry upon arrival at the stadium gates.



**THE STAGE /**

// View from  
the section for  
wheelchair users,  
National Stadium  
in Warsaw

**BENCHMARK FOR EURO 2020 /**

Requirements for disabled persons:

- Choice of accessible viewing areas, including elevated positions, with no more than 25% at pitchside
- 150 seats near amenities with easy access for disabled people (non-wheelchair users), plus three per 1,000 seats in excess of 30,000
- 150 seats for wheelchair users, plus three per 1,000 seats in excess of 30,000
- 210 seats for wheelchair users, plus two per 1,000 seats in excess of 40,000
- 210 seats near amenities with easy access for disabled people (non-wheelchair users), plus two per 1,000 seats in excess of 40,000
- Adjacent complimentary companion seat for each wheelchair user
- Accessible amenities and refreshment areas

- One accessible toilet for every 15 wheelchair users, with a horizontal travelling distance of no more than 40m

**AUDIO-DESCRIPTIVE COMMENTARY SYSTEM /**

There are no standards for the number of seats for blind or partially sighted people, or people who are deaf or hard of hearing. These fans should be able to choose any seat, sitting with their friends and families and among supporters of their own team, rather than in designated areas, except where they would require easy access seats (e.g. extra leg room to accommodate a guide or assistance dog). It is, however, important that partially sighted or blind supporters be given a choice of viewing areas throughout the stadium and that a complimentary ticket is provided for a companion, if one is required to assist. For this reason, the provision of an audio-descriptive commentary service and radio headsets should not be restricted to certain areas, especially as portable transmitters and headsets are widely available. Portable equipment for audio-descriptive commentary services allows partially sighted and blind spectators from visiting teams to use this service.

All UEFA EURO 2012 matches were covered by audio-descriptive commentary services, although information on the number of headsets distributed and collected was not recorded. The following chart details the number of seats that were set aside in the stadiums for deaf and blind people. (Each seat had an additional seat for an assistant, hence "+".)



## THE STAGE /

### /E06/ NUMBER OF SEATS IN THE STADIUMS FOR DEAF AND BLIND PEOPLE

STADIUM	DEAF AND HARD OF HEARING PEOPLE	BLIND AND PARTIALLY SIGHTED PEOPLE	GAMES AT STADIUM	% OF GAMES COVERED BY AUDIO-COMMENTARY
Gdansk	30 + 30	30 + 30	4	100%
Poznan	20 + 20	20 + 20	3	100%
Warsaw	30 + 30	30 + 30	5	100%
Wroclaw	20 + 20	20 + 20	3	100%
Lviv	20 + 20	20 + 20	3	100%
Kyiv	30 + 30	30 + 30	5	100%
Donetsk	20 + 20	20 + 20	5	100%
Kharkiv	20 + 20	20 + 20	3	100%

### /E013/

After the tournament, the equipment was supplied to CAFE, which is in negotiations with local clubs and stadiums with a view to reassigning headsets and transmitters. Each stadium will coordinate and distribute headsets as part of its accessible matchday services, as has been done at the National Stadium in Poland, which featured the use of the new equipment in an article and related video on its website.<sup>15</sup> Thus far, four legacy

equipment sets have been donated to Ukrainian and Polish stadiums and are in use. Ongoing maintenance will also become the responsibility of each stadium or football club. All project volunteers in both countries (including media students and new journalists) have agreed to continue supporting services.

### BENCHMARK FOR EURO 2020 /

- Audio-descriptive commentary system for partially sighted and blind persons in all areas of the host stadiums
- Assistive hearing devices for hard of hearing and deaf persons in all areas of the host stadiums
- Easy access seats in all areas of the stadium for ambulant disabled fans requiring seats with extra leg-room (non-wheelchair users)

### LOCAL TRAINING FOR AUDIO-DESCRIPTIVE COMMENTARIES /

In each host country, there was a two-day start-up training seminar, with volunteers coming together in Kyiv and Warsaw and being introduced to the concept of audio-descriptive commentaries.

A total of 49 volunteers were trained to provide audio-descriptive commentaries with media students and

15. [www.stadionnarodowy.org.pl/aktualnosci/2189,tydzien-akcji-i-audiodeskrypcja-na-narodowym](http://www.stadionnarodowy.org.pl/aktualnosci/2189,tydzien-akcji-i-audiodeskrypcja-na-narodowym)

## THE STAGE /

**A total of 49 volunteers were trained to provide audio-descriptive commentaries with media students and unemployed persons amongst the trainees.**

unemployed persons amongst the trainees. Some of them will be willing to carry on working on a voluntary basis, and their skills will be vital in supporting the project's legacy at each host venue. Others are aiming to create enterprises delivering audio-commentary in sporting and cultural settings. All participants were given intensive training, which included commentating on 15 different pre-recorded match highlights for each volunteer, with feedback after each match.

This was supported by an online and telephone-based course running from 4 April to 20 May 2012. Before the tournament, all volunteers had the chance to have live matchday practice at their local clubs using special portable training equipment. The commentators appointed for tournament matches had a further week of one-to-one live match coaching, including technical training on how to set up and use the tournament equipment. This training was designed to ensure that volunteers could train future trainers, to help spread the service to other clubs and public events.

*"The training seminars were an overwhelming success," said CAFE's managing director Joyce Cook, "and we have been lucky enough to discover a large pool of volunteers with a real passion for audio-descriptive commentary. Many of the volunteers had no previous experience of commentating, and it was very exciting for us to see how well they took to it. It is now crucial that the volunteers continue to develop their skills ahead of UEFA EURO*



*2012."* Larysa Sayevich, project coordinator in Donetsk for CAFE's Ukrainian local implementing partner the National Assembly of Disabled People, and a blind football supporter herself, said: *"Before, listening to commentary was like a black and white movie. By the end of the training seminar, I saw a rainbow."*

### /E012/

The following table provides an overview of training on the audio-descriptive commentary service and usage during matches.

STADIUM	EXPECTED NUMBER OF PEOPLE TRAINED (7 MAY 2012)	ACTUAL NUMBER OF PEOPLE TRAINED (1 JULY 2012)	AVERAGE HOURS OF TRAINING PER PERSON	TOTAL HOURS OF TRAINING	PEOPLE TRAINED AS PERCENTAGE OF PEOPLE EXPECTED	N.º OF COMMENTATORS AT EURO 2012 MATCHES	ACTUAL COMMENTATORS AS PERCENTAGE OF TRAINED PEOPLE
Gdansk	4	4	102	408	100%	2	50%
Poznan	4	4	102	408	100%	2	50%
Warsaw	4	10	102	1,020	250%	2	20%
Wroclaw	4	7	102	714	175%	2	29%
<b>TOTAL FOR POLAND</b>	<b>16</b>	<b>25</b>		<b>2,550</b>	<b>156%</b>		<b>37%</b>
Lviv	4	4	102	408	100%	2	50%
Kyiv	4	10	102	1,020	250%	2	20%
Donetsk	4	6	102	612	150%	2	33%
Kharkiv	4	4	102	408	100%	2	50%
<b>TOTAL FOR UKRAINE</b>	<b>16</b>	<b>24</b>		<b>2,448</b>	<b>150%</b>		<b>38%</b>

### ACCESSIBLE MATCHDAY SERVICES / /E012/

Further services included suitable parking, dedicated entrances, one or two volunteers per disabled fans area of the stand and access to other facilities (sanitary facilities, food and beverages, etc.) inside the stadium. Information was provided via the giant screens, plus the PA system. After the tournament, accessible matchday services will continue for the local football clubs.

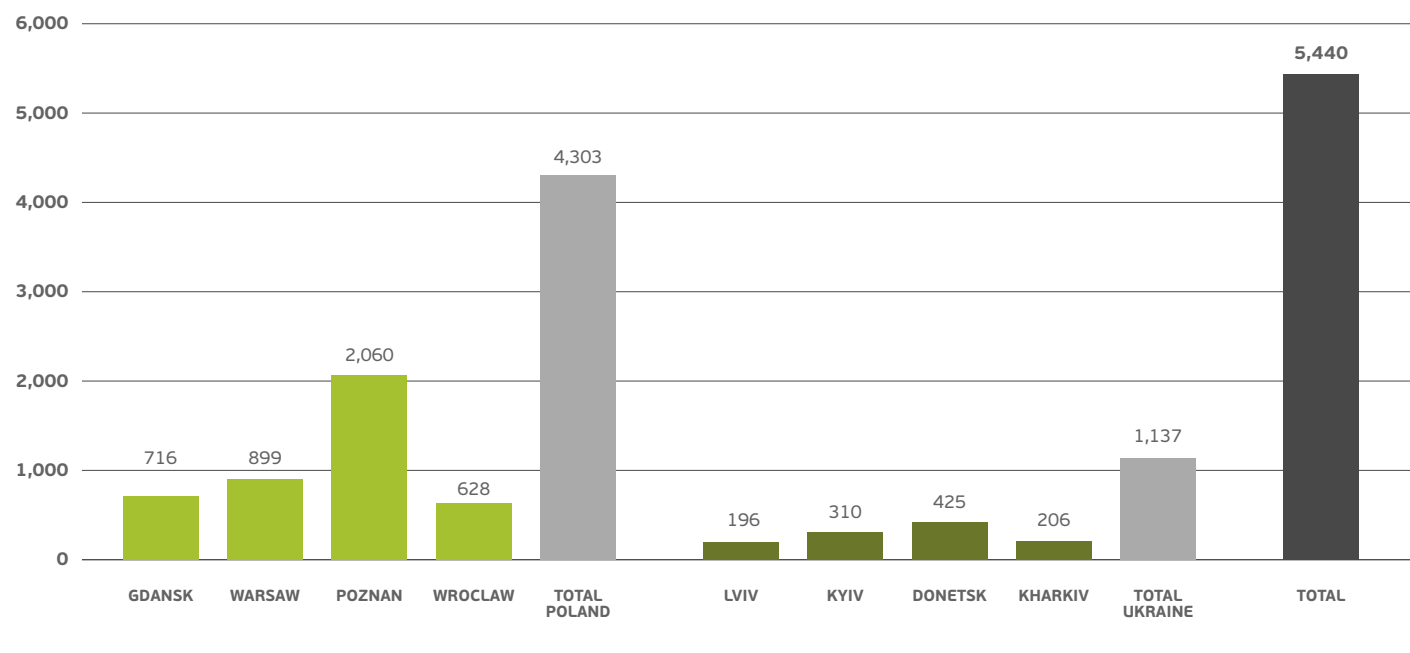
### BENCHMARK FOR EURO 2020 /

- Provisions for assistance and guide dogs
- Easy orientation and good signage
- Disability awareness trained staff and volunteers

**THE STAGE /****LOCAL BUSINESSES /**

As regards accessibility in the host cities, access to public spaces was assessed under the leadership of CAFE prior to the tournament. In total, 5,440 local businesses were assessed in the eight cities and provided with toolkits to improve access. A total of 538 venues requested barrier-free

accessibility advice, 1,439 barrier-free access stickers were distributed, and a total of 32 Ukrainian businesses improved their accessibility prior to the tournament (figures not available for Poland). Detailed figures on this initiative can be found in the following table.

**NUMBER OF ACCESSIBILITY AUDITS BY HOST CITY**



## THE STAGE /

**An access guide was compiled, which will ensure a robust legacy and a more accessible Ukraine and Poland – not just for football fans, but for all disabled people in both countries.**



Over 200 budding architects from the Architecture Academy in Donetsk and the University of Technology in Gdansk participated in the project, giving them relevant experience that will help them in their future architectural work. They were given training on how to assess a venue or public place using a specially developed access assessment tool.

### **LASTING COMMITMENT TO ACCESS / /E013/**

In addition, an access guide was compiled, which will ensure a robust legacy and a more accessible Ukraine and Poland – not just for football fans, but for all disabled people in both countries. The guide will be helpful for

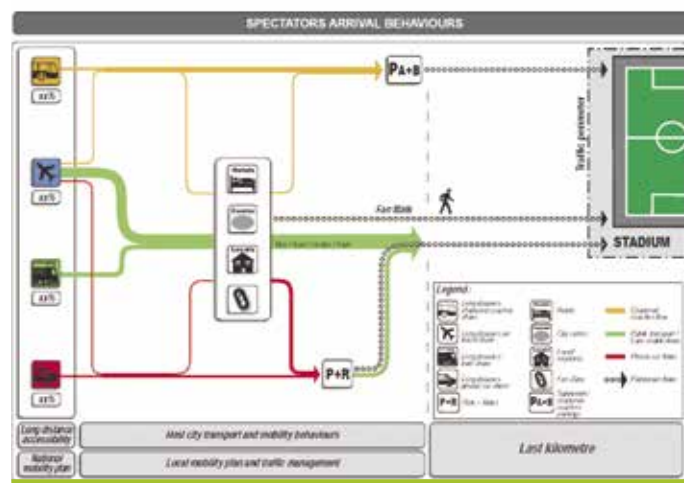
disabled visitors at any other major events in Poland and Ukraine and for disabled tourists.

The two access advisory groups, chaired by Fundacja TUS in Poland and the National Assembly of Disabled People in Ukraine, which were both established prior to the tournament, will continue to work on other sporting and public events. Each NGO partner has confirmed its commitment to developing a wider and more informative “living guide” – a guide that looks beyond football and UEFA EURO 2012. These living guides will provide guidance on how to get around both countries, which will attract future disabled travellers and support local disabled people who wish to be more actively involved in day-to-day life.

## THE STAGE /

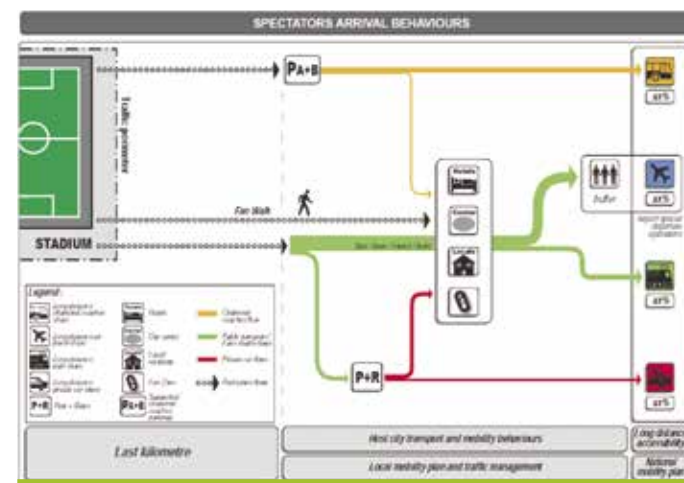
## TRANSPORT

As the final tournament was taking place in eastern Europe for the first time and neither of the two host countries had hosted a major sporting event of this size before, the challenges for the transport community were even greater.



Source: Mobility and transport strategy for EURO 2012, release 1.0, March 2011.

Good mobility and a smooth functioning transport system were two key elements that contributed to a safe and enjoyable UEFA EURO 2012 and helped with the positive image of the tournament, the two host countries and the eight host cities. As the final tournament was taking place in eastern Europe for the first time and neither of the two host countries had hosted a major sporting event of this size before, the challenges for the transport community were even greater.



Given the distances that supporters would have to travel in order to reach and cross the host countries, it was recognised prior to the tournament that travel by foreign and domestic supporters would constitute one of the main environmental impacts of UEFA EURO 2012. To minimise the environmental burden and the drain on resources in the context of the tournament, effective and efficient use of all means of transport was crucial. For this reason, a mobility and transport strategy was developed for EURO 2012 and estimates were made for each mode of transport.

## THE STAGE /

The sustainability-related objectives were:

- ensure a high level of coordination for all stakeholders involved in the transport sector;
- encourage the use of public transport and non-motorised transport among match ticket holders on matchdays in the host city and its vicinity;
- maximise the use of public transport and pedestrian areas around the stadium (i.e. public transport and non motorised transport, including shuttles, in the 5km around the stadium);
- promote public transport as a legacy for future mass sporting events in both host countries. /E013/

The target of having 60% of match ticket holders use public transport was met. Compared with public transport usage in western European countries, this does not sound overly ambitious. But taking into account the underdeveloped public transport infrastructure in Poland and Ukraine (especially the latter), it was a challenging benchmark (similar to the levels in Switzerland and Austria).

For EURO 2012, the LOCs were in charge of event and public transport (including match tickets, as well as accreditations allowing spectators, accredited workers and volunteers to travel for free), traffic management, signage, park-and-ride services, pedestrian access to the stadiums and information.

UEFA took responsibility for the transporting of national teams, officials, guests and various staff groups to/from stadiums, airports, headquarters and staff hotels, as well as teams' base camps and transfer hotels. UEFA's transport strategy was based on a fleet of official cars provided by Hyundai and Kia, as well as team buses and shuttle buses provided by six different service providers.

### LOCAL TRANSPORT /

/G4-EN27/

The main initiative in terms of public transport was to offer a combi-ticket. This allowed match ticket holders to use public urban transport in host cities on the day of the match and until noon the following day (with the cost included in the match ticket). UEFA subsidised host cities, giving them a total of €1.7m to guarantee free public transport in all host cities.

/E02/

An intended detailed survey assessing the modal breakdown was not conducted by UEFA. It was estimated that approximately 50% in Poland and 65% in Ukraine travelled to the host city by plane. Especially for Ukraine, these figures would seem to be too high (on the basis of numbers arriving at airports).<sup>16</sup>

16. UEFA EURO 2012 in Lviv: Best practices in event management, Lviv city council, 2012.

## THE STAGE /

Each host city strongly reinforced and extended its own public transport services for the duration of UEFA EURO 2012. Extra shuttle buses and trams were added to connections between airports, stadiums, city centres and fan zones. Transport services in some cities were increased by 30–50% for these connections, resulting in an estimated 360,000 additional public transport kilometres, or more than 500,000 additional seats overall on public



// Special lane for EURO Event transport, Poznań

transport. Most of the host cities got new transport vehicles, like new buses and trams. By way of example, Kyiv got 160 new buses and 63 new trams, and Donetsk got 100 new trams and 17 new minibuses.

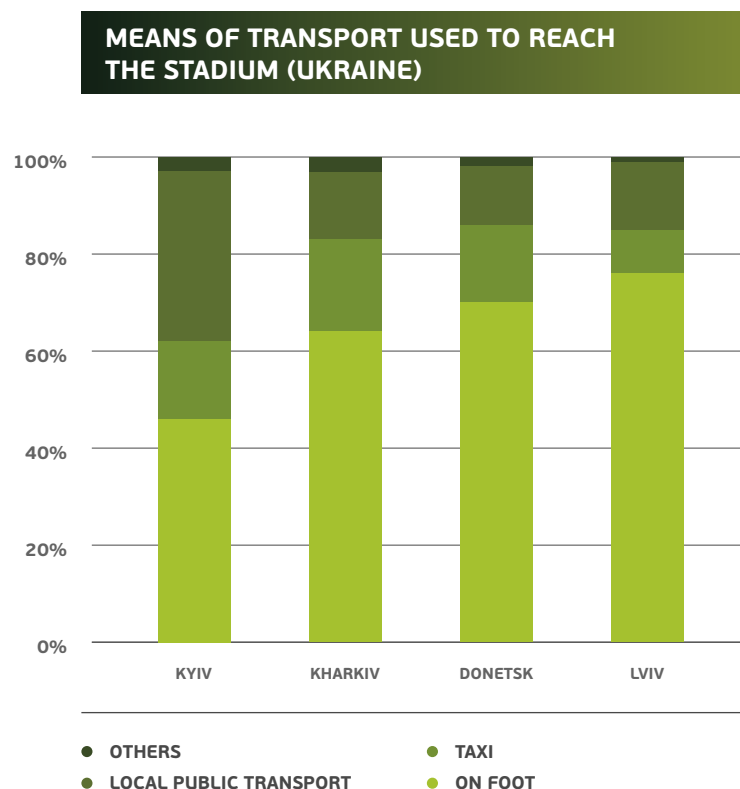
Well-planned pedestrian access to the venues resulted in a repeat of the positive experiences at previous tournaments. Convenient pedestrian environments such as “fan walks” linking the city centre/fan zone with the stadium resulted in increased use by spectators. In Warsaw, more than 30% of match ticket holders (more than 15,000 people) walked to the stadium and back to the fan zone in the city centre. In Kyiv, the numbers were even higher.

Urban rail transport (suburban trains) also played a key role in terms of access to stadiums. In Warsaw, for example, all the main sites (the airport, the fan zone and the National Stadium) were connected by a newly renovated and extended railway line, which was a huge success. In May 2012, Ukrainian Railways introduced seven new high-speed trains, which linked the four host cities on a daily basis during the tournament. This added to the positive experiences of UEFA EURO 2012 visitors.

The free transport initiative resulted in more than 3m free rides on public transport during the tournament for spectators and about 1m free rides for staff and volunteers. Traffic-related signage increased to more than 14,000 signs (up 69% relative to EURO 2008).



## THE STAGE /



Source: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Megaevents – Motoren für Nachhaltige Entwicklung: Gutachten zu den sozioökonomischen Wirkungen der EURO 2012 für die Ukraine, 2013.

According to research by the German Society for International Cooperation (GIZ) in Ukraine, most people arrived

at the stadium or fan zones on foot. Of the remainder, more than 50% used public transport.<sup>17</sup>

## FLEET MANAGEMENT /

/G4-EN27/

UEFA mainly used the official fleet of cars and buses to move teams, guests and staff. All official vehicles used in Poland and all official national team buses complied with the Euro 5 emission standard<sup>18</sup>, but there were some Euro 4 vehicles in Ukraine. Except for the hybrid vehicles, all vehicles remained in Poland and Ukraine after the tournament.

## OVERVIEW OF INITIATIVES /

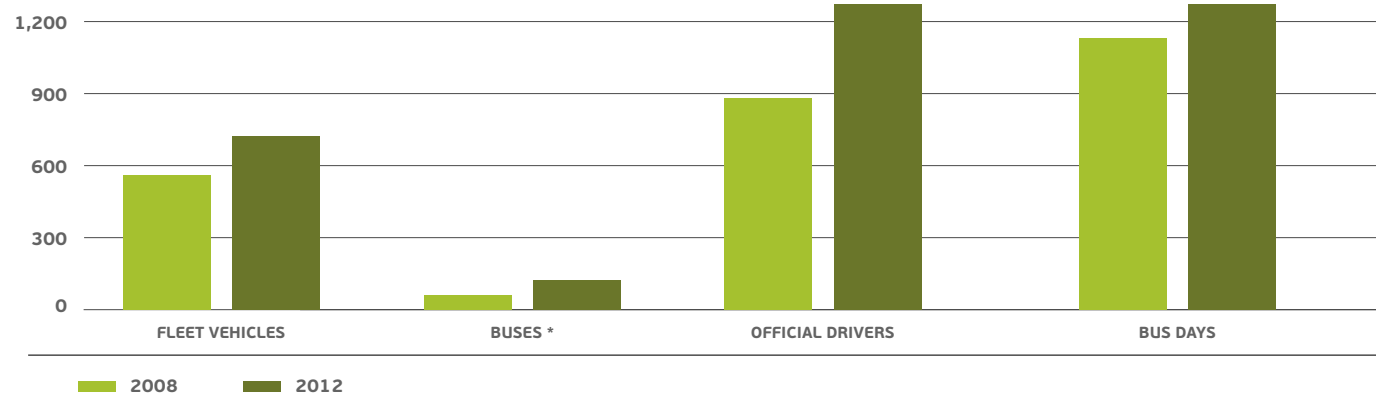
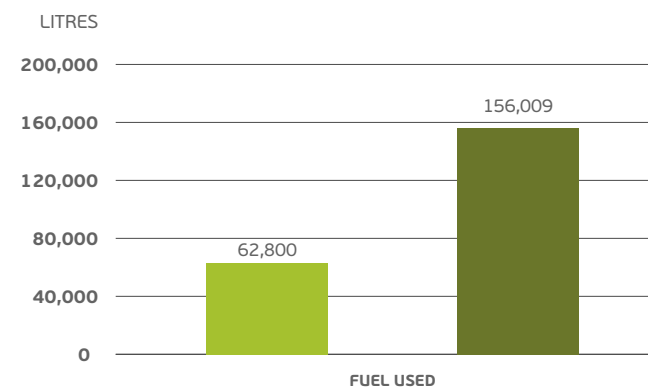
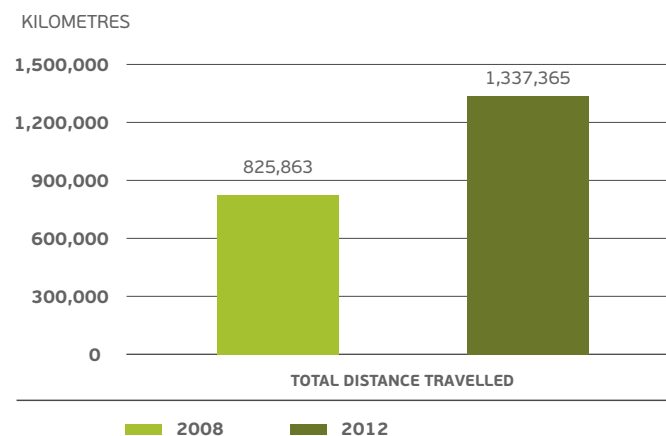
/E013/E012/

- Shuttle bus system for staff and guests
- Optimisation of pick-ups using a dispatch software tool. There was training for drivers and an online training portal with videos to explain the daily tasks to the volunteer drivers, which received positive feedback.

In 2012, a total distance of 1,337.365km (up 95% on 2008) was travelled by official vehicles (722 Hyundai and Kia cars – of which 20 were hybrid vehicles – and 114 buses). In total, 8,469 transfers were registered with the new software tool by 1,100 drivers (252 professionals, 145 paid bus drivers and 703 volunteers); 156,009 litres (up 148%) of fuel were used; and a total of 67,649 parking passes were issued for the tournament.

17. Steffen Kessler, Die Euro aus der Sicht der Fans, GIZ, 2012.

18. <http://ec.europa.eu/environment/air/transport/road.htm>

**THE STAGE /****DRIVERS AND VEHICLES <sup>19</sup>****FLEET MANAGEMENT**

\*Estimated figure. The allocation/dispatch of buses in 2008 was done directly by the bus company and no records now exist. The estimation is based on the calculation that 'one bus day' was ordered for each target group (VIPs, staff, logistics, etc.) and the bus company used one bus to serve them all.

19. A comparison of driver numbers for 2008 and 2012 is not valid, mainly owing to the existence of an operations model in 2008 that required intercity transfers, which was not used in 2012, and because in 2008 most teams had one crew of five drivers, whereas in 2012 most teams had two crews of five drivers: one at the team's base camp and one at the host city where they were playing.

## THE STAGE /

**A total of 60% of the flights were within or between the host countries, while 40% were flights to/from other countries.**

### AIR TRAVEL /

Management of international air travel was a challenge for the airports. However, the additional tournament traffic was expected to be absorbed by the existence of temporary terminals. The relative increase compared with air traffic during the previous year was far greater for the smaller airports, such as Lviv (+200%) and Kharkiv (up 150%), than it was for the airports of the capital cities, Warsaw (up 17%) and Kyiv (up 14%).

There were at least 5,100 tournament-related flights, transporting more than 520,000 visitors to the eight host cities. A total of 60% of the flights were within or between the host countries, while 40% were flights to/from other countries. For the final alone, 300 private charters were managed by the airports.

#### TRAFFIC FIGURES FOR EURO 2012 AIRPORTS

AIRPORT	FLIGHTS (ARR. & DEP.)	PAX (ARR. & DEP.)	ADDITIONAL PAX (COMPARED TO JUNE 2011)
<b>GDANSK</b>	5,400	348,900	45%
<b>POZNAN</b>	3,100	200,100	28%
<b>WARSAW</b>	17,100	1,077,850	17%
<b>WROCLAW</b>	3,860	283,100	40%
<b>DONETSK</b>	2,500	122,000	60%
<b>KHARKIV</b>	750	53,000	150%
<b>KYIV</b>	11,800	989,000	14%
<b>LVIV</b>	840	45,000	200%

**THE STAGE /**

**During the business year 2011/12, UEFA compensated for 68,295 flights, totalling a distance of 67,791,403 km, with 27,983 tonnes of CO<sub>2</sub> emissions.**

**CO<sub>2</sub> COMPENSATION /**  
**/G4-15/E03/G4-EN30/G4-EC2/**

It is UEFA policy to compensate for all air travel booked through its travel agency. During the business year 2011/12, UEFA compensated for 68,295 flights, totalling a distance of 67,791,403 km, with 27,983 tonnes of CO<sub>2</sub> emissions. An additional 196 tonnes of CO<sub>2</sub> emissions<sup>20</sup> were compensated for on account of the seven charter flights that were made during the tournament. All UEFA-related emissions stemming from air travel were compensated for in cooperation with Climate Friendly, through various renewable energy projects.

The compensation payments were invested in:

- a wind farm on the north-west coast of Turkey, near the Aegean Sea, where 11 wind turbines generate 82,000MWh of electricity each year and prevent 52,000 tonnes of greenhouse gases (a gold standard project that supplies power to the equivalent of 41,000 households, as well as providing socio-economic and environmental benefits to the residents of one of the least developed regions of Turkey);
- a small run-of-river hydro power project, also in Turkey, supplying around 30,000MWh of electricity each year, as well as providing additional benefits, such as support for a sustainable trout fishery;



- a facility on a farm in Cyprus that captures livestock biogas and uses it to create electricity for the farm and beyond.

It is important to note that carbon emissions produced by UEFA staff and guests made up only a small proportion of the overall carbon emissions associated with the tournament. UEFA does not compensate for the air travel of fans and visitors – which constitutes the majority of carbon emissions. However, with its €1.7m investment in public infrastructure for “combi-ticketing”, UEFA has made a significant contribution to sustainable

20. CO<sub>2</sub> emissions for air travel are calculated using the tCO<sub>2</sub>e/pkm emission factors from the Greenhouse Gas Protocol (published in June 2009), differentiated by seat class and by distance bracket. The emissions include the non-CO<sub>2</sub> impact of air travel. An RFI (radiative forcing index) of 2.7 is used, as the IPCC (Intergovernmental Panel on Climate Change, 1999) considers that the full global warming impact of air travel is approximately 2.7 times that of fuel alone.

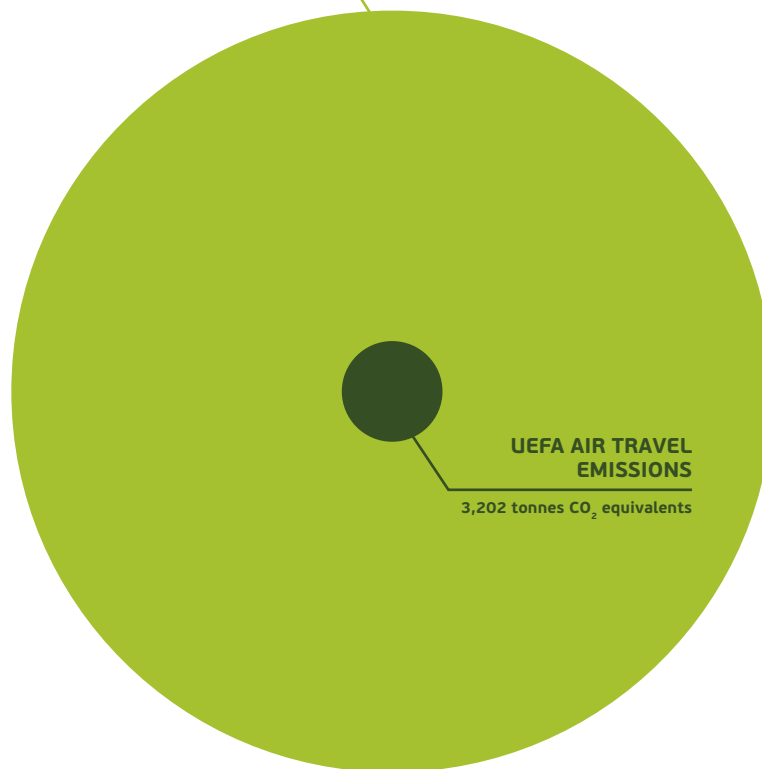


## THE STAGE /

### CARBON EMISSIONS OF AIR TRAVEL

#### SPECTATOR-RELATED EMISSIONS FROM AIR TRAVEL (EST.)

>200,000 tonnes CO<sub>2</sub> equivalents



mobility infrastructure, reducing the event's carbon footprint as regards the host countries.

During the tournament month of June 2012, UEFA air travel (8,773 commercial flights and seven charter flights totalling a distance of 7,887,225km) generated 3,202 tonnes of CO<sub>2</sub> emissions. In comparison, more than 200,000 tonnes of CO<sub>2</sub> emissions were produced by fans and visitors' air travel during the tournament.

**THE STAGE /**

**A total of 76% in Poland and 64% in Ukraine were satisfied with the transport to and from the stadium.**

**SATISFACTION WITH TRANSPORT /****/G4-PR5/**

The general level of satisfaction<sup>21</sup> with the transport system was significantly higher in Poland than in Ukraine. A total of 76% in Poland and 64% in Ukraine were satisfied with the transport to and from the stadium. Slightly lower was the general level of satisfaction with the transport system in the host cities.

**BENCHMARK FOR EURO 2020 /**

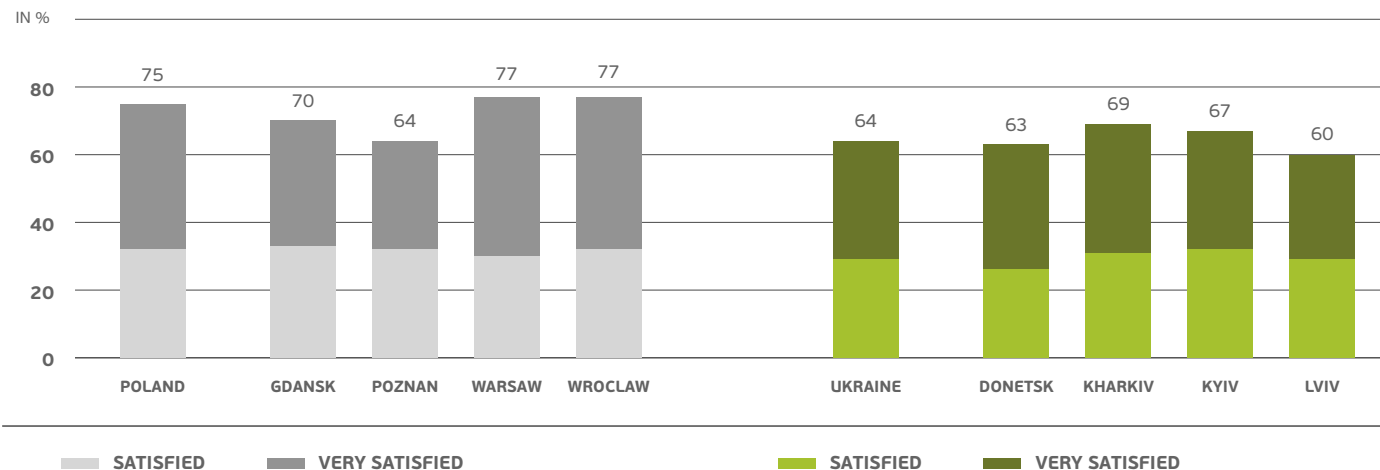
- Free local public transport for ticket holders on match-day and until noon the next day
- 80% of match ticket holders use public city transport, travel by bicycle or walk to the stadium
- Minimum requirements for disabled people:
  - Accessible transport links considered early in planning stage
  - Accessible drop-off and pick-up points and disabled-friendly parking
  - Good signage and easy orientation

21. Surveys from other sources show a slightly different picture (e.g. Forbes in "The Legacy of EURO 2012" or the German Society for International Cooperation (GIZ) in "Die Euro aus der Sicht der Fans").

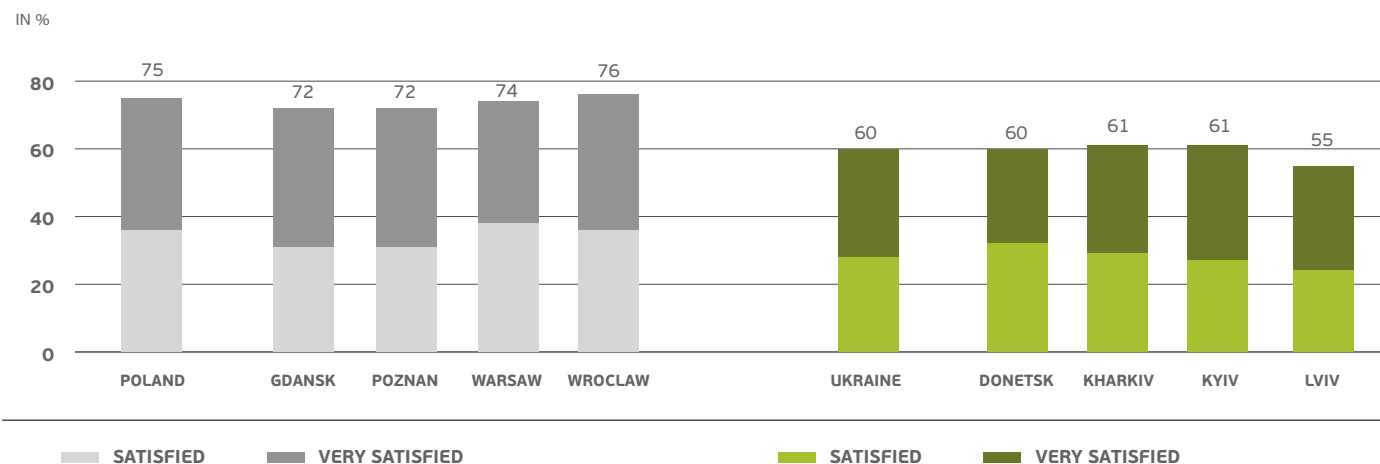
## THE STAGE /

Significantly higher satisfaction with the transport in Poland compared with Ukraine (computer-assisted web interviews conducted with visitors to UEFA EURO 2012 who visited the respective city)

### SATISFACTION WITH THE TRANSPORT TO AND FROM THE STADIUM



### SATISFACTION WITH THE TRANSPORT IN GENERAL DURING UEFA EURO 2012 IN POLAND/UKRAINE



**THE STAGE /****ENERGY**

// Miejski Stadium in Poznan on 18 June 2012 after the Italy Ireland match



The staging of a UEFA EURO tournament relies on energy being provided to many different areas, such as the stadium, sponsor and hospitality areas (at stadiums and fan zones), and the production facilities for international TV signals (at stadiums and the international broadcast centre (IBC)). Certain areas were under UEFA's control (e.g. hospitality and broadcasting areas), but most of those areas (such as stadiums) were managed by the LOCs. The objective of the preparation phase was to ensure a reasonable level of power, electricity and ventilation, using generators with the latest environmental specifications and particle filters, avoiding over-dimensioned systems and managing generators' running times. The information included in this report relates only to hospitality, the

TV compound, and the accreditation centres. The data for stadiums was not collected.

**ENERGY CONSUMPTION /**

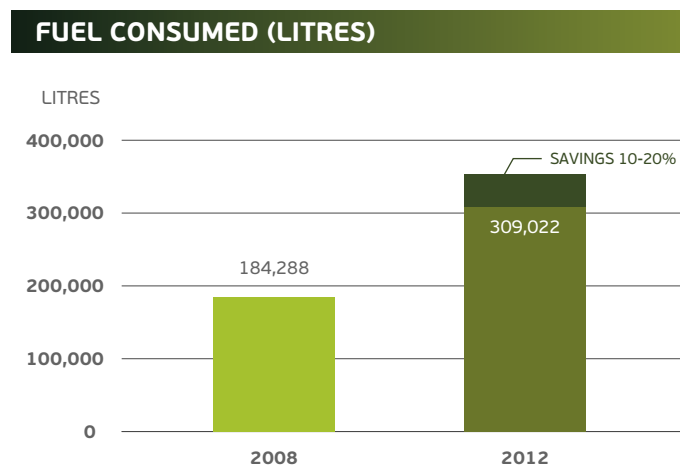
**/G4-EN3/E013/**

Respecting environmental aspects of the design and implementation of the overlay infrastructure, UEFA EURO 2012 necessitated the redesigning of the power grid in several Polish and Ukrainian cities. The task of establishing an entirely uninterrupted power source was given to local governments.

The total amount of energy used for stadiums, hospitality, TV compounds and accreditation centres stood at 1,648,440kWh (+127%). This figure is an estimation based on costs incurred (and therefore, measurements) during non-match-days as match-day costs were not recorded. The figure is equal to the annual energy consumption of 660 households in Poland or Ukraine<sup>22</sup>. One possible explanation for the higher power consumption in 2012, as compared to 2008, was the fact that the weather, especially in Ukraine, was extremely warm, which meant that air conditioners were being used indoors throughout the day, and at full capacity.

22. Average annual energy consumption by households is 2,263kWh in Poland and 2,507kWh in Ukraine. Source: [www.economicshelp.org](http://www.economicshelp.org)

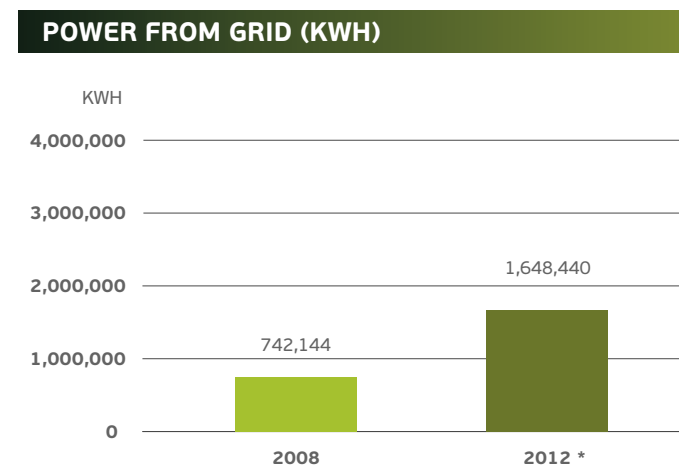
## THE STAGE /



### REDUCTION OF FUEL CONSUMPTION /

#### /G4-EN6/

Thanks to close cooperation with the grid supplier, generators were only installed as a backup source in the hospitality areas and were never used during the tournament. Only reliable n-1 backup systems were accepted, and in some host cities, the grid supplier renovated entire sub-stations in order to fulfil UEFA's requirements. But in Lviv, these requirements were not met, with the result that the grid had to be replaced. The entire stadium was powered on matchday and the day before by a temporarily installed generator system, which created additional costs of €430,000.



\* Estimate figure, based on costs during non-match-days. Match-day costs were not recorded.

Total fuel consumption for the diesel generators stood at 309,002 litres. For the TV compounds, a sophisticated backup solution allowed the technical power generators to be switched off on non matchdays, allowing approximately 10–20% of fuel to be saved. The redesigned and new grid systems in several cities can be seen as a legacy of the tournament.

### BENCHMARK FOR EURO 2020 /

- A minimum of 50% of the energy used is to come from renewable resources
- Diesel generators should be avoided whenever possible



## THE STAGE /

**The objective prior to the tournament was to ensure that water and sewage needs were met at a reasonable level, while still aiming for a reduction in both water pollution and the consumption of fresh water.**

## WATER

At UEFA EURO tournaments, water is used in areas such as pitch watering, hospitality and sanitary infrastructure. Certain areas of the event were under UEFA's control (e.g. the hospitality and broadcasting areas), but most (stadiums and sanitary infrastructure) were managed by the LOCs. The data for these areas were not available. The objective prior to the tournament was to ensure that water and sewage needs were met at a reasonable level, while still aiming for a reduction in both water pollution and the consumption of fresh water. For this purpose, UEFA worked with MTD Pure Water with a view to adopting a controlled fresh water flushing approach in hospitality areas, as well as using grease separators where possible.



## WATER WITHDRAWAL /

The venues were asked to deliver a complete analysis of their water, based on samples taken from every hand-over point that UEFA was using. As these results were delivered much too late, UEFA's technical services decided to implement water filters at all connection points to prevent the use of potentially polluted drinking water (especially in Ukraine), instead of using bottled water.

In order to avoid bacterial pollution, fresh water pipes need to be flushed frequently by using a controlled fresh water flushing approach, instead of constant flushing. Consequently, in the hospitality areas, only 5,443m<sup>3</sup> (instead of 7,900m<sup>3</sup>) of water was used, a saving of 30%. However, the installation of grease separators in the hospitality areas was only possible in Poland, as no disposal was possible in Ukraine.

/G4-EN8/

2012

Water used in hospitality and broadcast areas

5,443m<sup>3</sup>

Water saved

2,457m<sup>3</sup>



# THE TOURNAMENT

UEFA EURO 2012 **SOCIAL RESPONSIBILITY REPORT**

# THE TOURNAMENT /

## WASTE

A sports event on the scale of a UEFA EURO tournament produces quite an amount of waste. Based on the experiences of the tournament stadiums in Poland and Ukraine, a decision was taken not to separate waste in public areas, as it was believed that the fans would not accept it. The two service providers SITA (Poland) and VEOLIA (Ukraine) were appointed to handle waste dis-

posal. The objective was to collect PET/plastic and paper separately via a bin system in all functional areas under UEFA's responsibility (see table below). In addition, organic waste was to be collected in Poland only (owing to the absence of treatment facilities in Ukraine). The goal was for the total volume of waste in functional areas not to exceed 1,400 tonnes.

WASTE	GENERAL	ORGANIC	PET	PAPER
AREA				
Public	x			
Offices (all areas)	x		x	x
Kitchens	x	x	x	
SMC	x		x	x
Accreditation centre	x		x	x
Volunteer centre	x		x	x
Hospitality areas	x	x	x	
Global catering	x	x	x	
TV compound	x		x	
TCP	x		x	x



## THE TOURNAMENT /

**The goal was for the total volume of waste in functional areas not to exceed 1,400 tonnes.**

### /G4-EN23/

A total of 1,360 tonnes of waste was collected in the functional areas during UEFA EURO 2012. As the bin system was not delivered on time and a campaign (including icons and signage) to encourage and help people to separate waste was lacking, the separate collection of waste did not work as well as intended. It was disappointing that only 18% of waste was separated. A sustainability and waste concept will be necessary in order to reach the ambitious target of 70% by 2020.



// Waste collection in the stadium (left)

// Collection of blue plastic for pick-up, Gdansk (right)



**THE TOURNAMENT /**

ITEM	2008	POLAND	UKRAINE	TOTAL FOR 2012
Total waste managed (within venue security perimeters)	895 tonnes	630 tonnes	730 tonnes	1,360 tonnes
Percentage of waste separated	41%	16%	21%	18%
Waste per spectator in venues	0.81kg			0.94kg

**It was disappointing  
that only 18% of waste  
was separated.**



// Mountain of plastic from previous years, Gdansk



## THE TOURNAMENT /

Mixed waste had to be separated in the incineration plants. Gdansk benefitted from a new incineration plant where 45% of the mixed waste was composted; 30% went into fuel production (refuse derived fuel, RDF) and 10% was sorted and reused. Other cities, especially in Ukraine, used old-style incineration plants that were unable to cope with the majority of waste, which ended up in landfills, thus creating more air pollution.

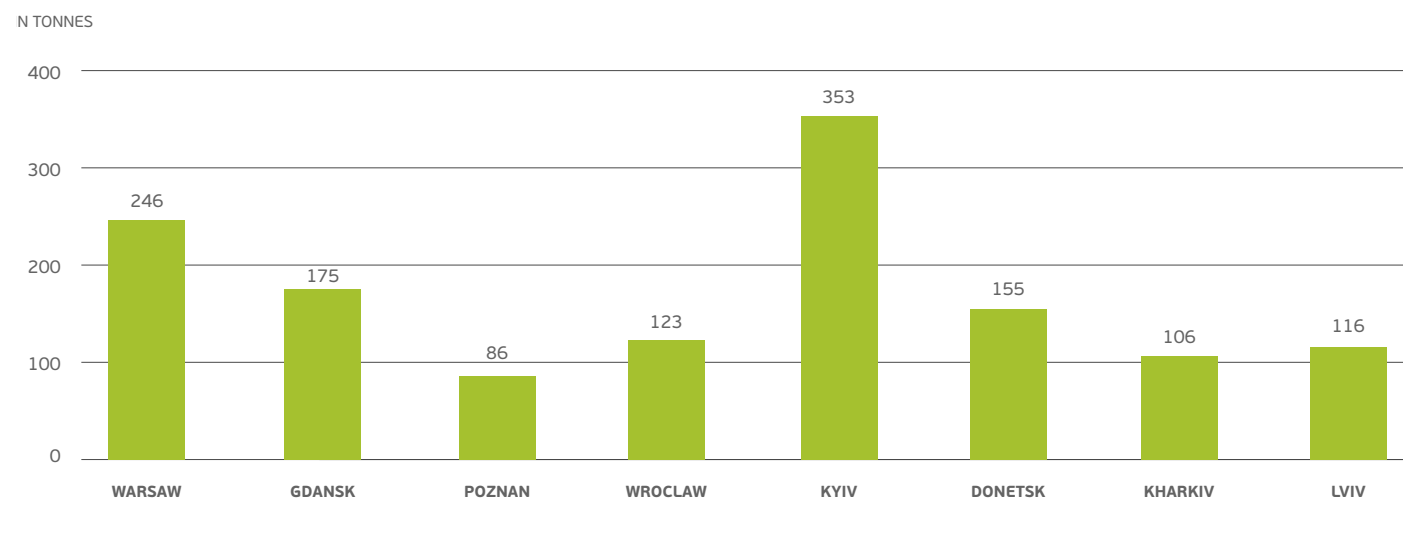
### BENCHMARK FOR EURO 2020 /

- No untreated waste sent to landfill
- 70% of waste re-used or recycled



// Incineration plant close to Kyiv

### TOTAL WASTE PRODUCTION PER VENUE (TONNES)



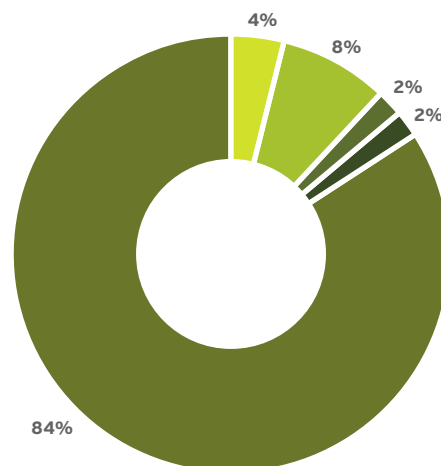
## THE TOURNAMENT /

// Manual sorting at the conveyor belt, Incineration plant in Gdansk (left)

// Manual sorting of aluminium, Gdansk (right)

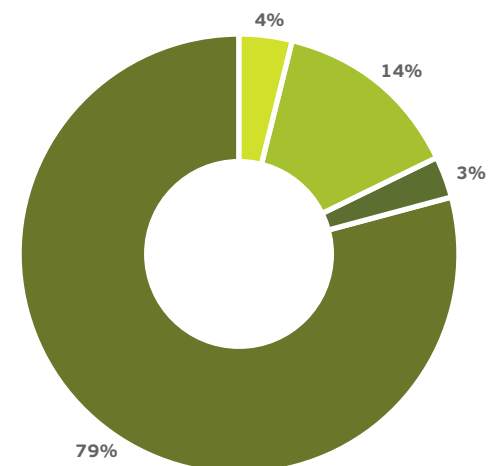


### WASTE SEPARATION IN POLAND



- 84% **GENERAL WASTE**
- 4% **GLASS**
- 8% **CARDBOARD**
- 2% **ORGANIC**
- 2% **PET / FOIL**

### WASTE SEPARATION IN UKRAINE



- 79% **GENERAL WASTE**
- 4% **GLASS**
- 14% **CARDBOARD**
- 3% **PET / FOIL**

## THE TOURNAMENT /

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**Fan zones were open every day during the tournament and hosted more than 7 million guests across all eight host cities**

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## FAN EXPERIENCE

### FAN ZONES /

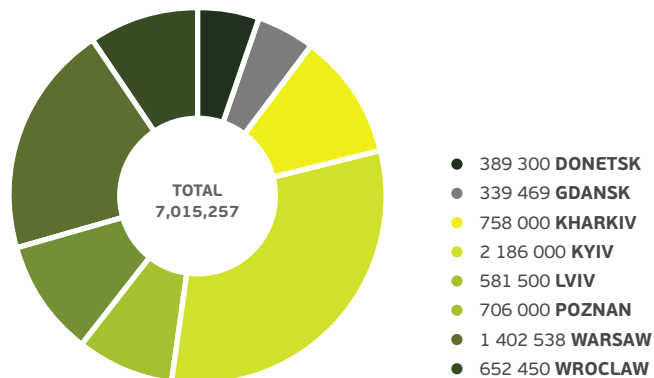
Over the course of the tournament, 7,015,257 spectators visited the fan zones in Poland and Ukraine – an increase of 67% relative to the 2008 tournament. The final broke records for a EURO, with 539,300 spectators watching

it in the fan zones in Poland and Ukraine. The best daily attendance at a single fan zone was in Kharkiv, where 300,000 spectators watched the Netherlands play Germany on 13 June.



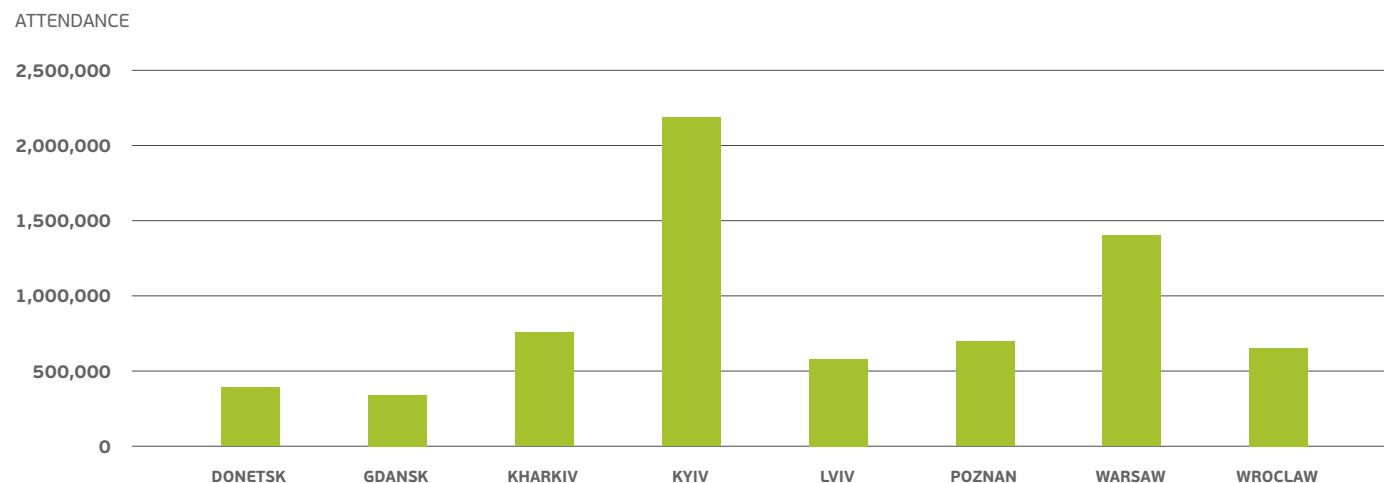
## THE TOURNAMENT /

### FAN ZONE VISITORS PER CITY



The best daily attendance at a single fan zone was in Kharkiv, where 300,000 spectators watched the Netherlands play Germany on 13 June.

### FAN ZONE VISITORS PER CITY



## THE TOURNAMENT /

### CUSTOMER SATISFACTION /

#### /G4-PR5/

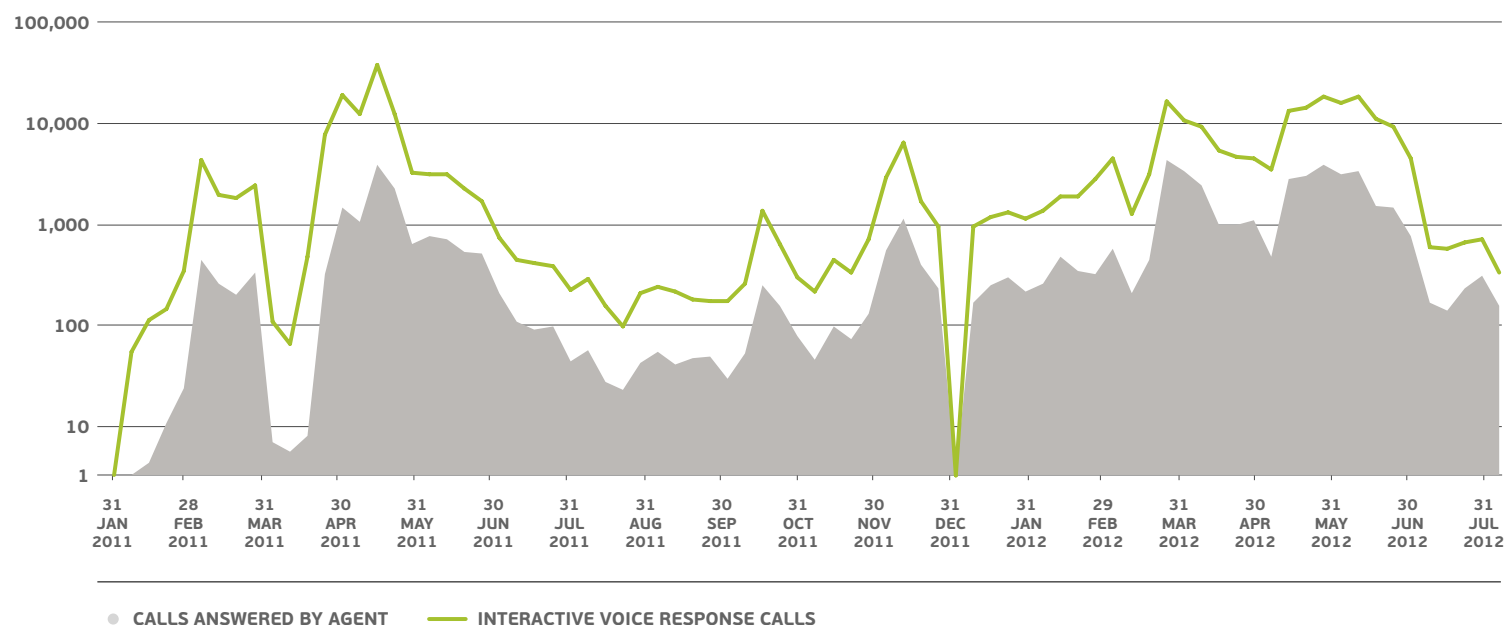
Given the extremely high demand for tickets, dealing with the number of expected enquiries within a reasonable budget was a challenge. It was achieved by offering fans two different means of communication (internet/email and telephone), as well as a multi-layered approach.

The technical infrastructure, based on a tailor-made CRM system, as well as agents, was provided by an external provider located in Poland, which was part of ORANGE Polska.

Almost 99% of questions were successfully answered via automated services, dynamic FAQs on UEFA.com and an interactive voice response system for clients phoning UEFA's service numbers.

Both channels allowed fans to ask questions which were not answered by the automated service. They could either submit an email online or be connected to an external agent on the telephone. The most complex cases could be transferred to an internal service team, which contacted customers by phone and email.

#### TICKETING SERVICES: TELEPHONE CHANNEL





## THE TOURNAMENT /



### CORE ISSUE:

Respect Fan Culture  
– Fan Embassies

Agreed service levels were set, with all enquiries to be answered within one business day. Almost 99% of enquiries were responded to on time, with the remaining enquiries being answered with only one day's delay. The total number of enquiries handled was above 17m.

### FAN EMBASSIES /

/E05/

UEFA wanted UEFA EURO 2012 to be a hospitable, secure and friendly event. For this reason, UEFA implemented the Respect Fan Culture campaign in cooperation with Football Supporters Europe (FSE).

The cornerstone of the campaign was the fan embassy project, which sought to treat fans with respect and provide them with a high-quality information service, in order to encourage interaction between local communities, international fans and the authorities. The objective was to use the tournament to foster the development of networks of football fans in Poland and Ukraine and train skilled fan experts. The Fan Embassies Go East project kicked off three years prior to the tournament.

*"We are constantly in contact with fans. This helps to resolve any issues that appear during the tournament quickly and effectively,"* said Austrian Gabriele Rechberger, who was responsible for the Kyiv fan embassy. *"Foreign fans come in a variety of situations. They can lose their passport, they might not know how to get a particular place, and so on. Our goal is to help them. The pro-*



*ject is overseen by experienced people, many of whom worked at the previous EURO in Austria and Switzerland. There are even some who did similar things at the EURO in Portugal in 2004."*

A considerable number of people wanted to take part in the project, and the volunteers lucky enough to qualify did not hide their enthusiasm. *"When I heard that volunteers were needed in Kyiv's fan embassy, I had a burning desire to take part in this significant event in the history of Ukraine,"* said student Tatiana. *"We had a lot of training, where we were told in detail how to behave in different situations to maximise support for foreign fans."* Tatiana believed that her experience of volunteering at the fan embassy would help her in the future. *"There is no doubt that this practice will benefit all participants in the project,"*

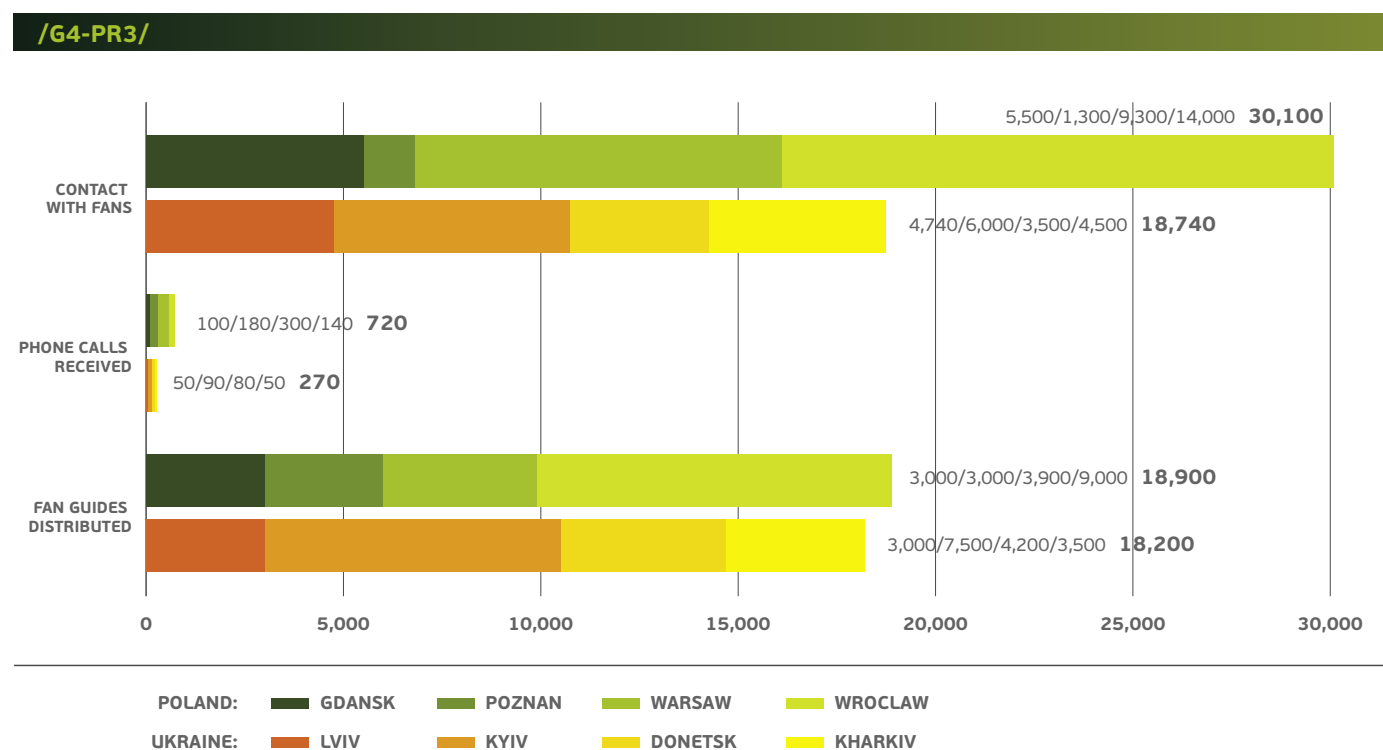
## THE TOURNAMENT /

she said. *"While being here, we communicate with people from different countries, learn something new, practise languages and gain experience. If I had such an opportunity, I would gladly take part in a similar event again."*

Ukrainian tournament director Markiyan Lubkivskyi praised the work of the fan embassies: *"Every day we are in contact with representatives of fan embassies, so we know what their everyday life is like. The Ukrainians' attitude towards foreign supporters is unbelievable – I'm*

*really happy that Ukrainians have shown themselves to be so open to the world."*

In each host city, a stationary fan embassy worked in close cooperation with the mobile fan embassies of the participating teams. There were a total of eight stationary fan embassies, one in each host city (as in 2008), and 12 mobile fan embassies moving around the two countries (four fewer than in 2008). The following table outlines the activities of the stationary fan embassies.



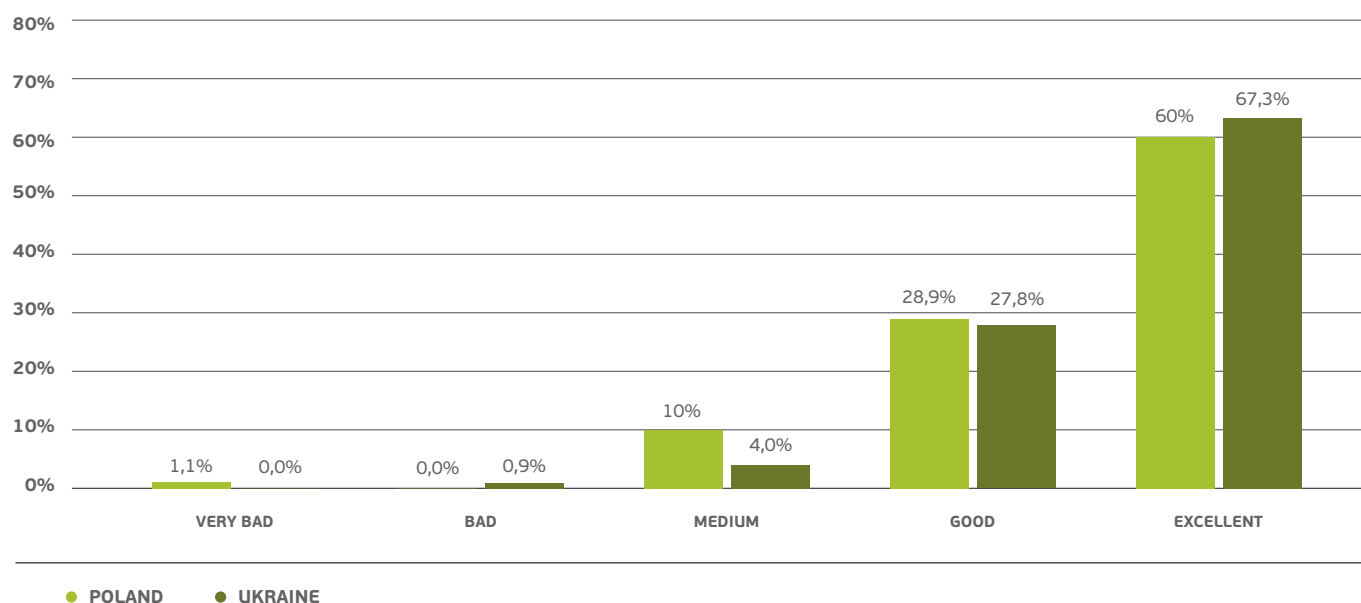
## THE TOURNAMENT /

The survey demonstrates that almost all surveyed fans – 88.9% in Poland and 95.1% in Ukraine – were satisfied (“good” or “excellent”) with the services provided by fan embassies.

To assess fans’ satisfaction with the service provided by fan embassies, researchers were stationed outside fan embassies to capture relevant data.

A total of 180 fans responded to the survey in Poland, and 223 fans did so in Ukraine. The results were as follows:

## /G4-PR5/ FANS’ SATISFACTION WITH FAN EMBASSY SERVICE



The survey demonstrates that almost all surveyed fans – 88.9% in Poland and 95.1% in Ukraine – were satisfied (“good” or “excellent”) with the services provided by fan embassies. Similarly, fans were satisfied with the commitment shown by fan embassies’ staff (87.7% in Poland and 92.4% in Ukraine).

The location of fan embassies was judged to be highly convenient by 83.2% of fans in Poland and 87% of fans in Ukraine, and 85% and 81.6% respectively found that fan embassies’ staff were easy to recognise. These figures are slightly lower than during EURO 2008, when more than 90% described visibility and accessibility as “good” or “quite good”.

## THE TOURNAMENT /

**The fan embassy staff in Gdansk were able to rely on an excellent organisational structure thanks to their experience as members of the Kibice Razem project.**



*"I can honestly say that Poland has prepared well for UEFA EURO 2012," said Andrzej Strelau, former coach of the Polish national team. "The event is organised by professionals, but that success would be impossible without the help of all these volunteers. They deserve a lot of praise and gratitude."*

## CASE STUDY /

The fan embassy staff in Gdansk were able to rely on an excellent organisational structure thanks to their experience as members of the Kibice Razem project. The co-operation with the local authorities and institutions was well established, and lines of communication were short, as can be demonstrated by one example. Each morning, the fan embassy would receive a list from the tourist office with an overview of free accommodation in town and disseminate that information among fans and colleagues from mobile teams. For the quarter-final, where fans from Germany and Greece came to Gdansk without having the opportunity to book their accommodation weeks in advance, this turned out to be very helpful.

The experiences of the fan embassy in Gdansk also show that football fans are far from being solely interested in beer and the match. They are also interested in local knowledge and input from the fan community of the host city. *"We had a lot of guests from Spain in our embassy today. Many Spanish supporters came to us and asked about the history of Solidarity and the location of the Gdansk shipyard, where Solidarity was born. Spanish*

## THE TOURNAMENT /

**More than 90,000 fan guides were produced, in seven different languages.**



*supporters are also interested in the history of Lechia Gdańsk and our ultras."*

## FAN GUIDES /

**/G4-PR3/**

The main physical manifestation of the fan embassies' work in Poland and Ukraine, apart from the teams of workers on the streets, was the printed fan guide that was handed out to visiting supporters. Each city supplemented this booklet with its own printed map containing useful local information provided by local fans, which was targeted specifically at the nationalities who would be visiting each city. This Respect Fan Culture project ensured that visitors were given information when they were in the cities through the respective fan embassies.

**/E013/**

More than 90,000 fan guides were produced, in seven different languages. The languages chosen were those where demand was expected to be greatest (English, Polish, Ukrainian, Russian, Italian, Spanish and German). In addition, 45,000 fan guide maps were produced across all eight cities, in all 15 languages of the participating national teams. In terms of the tournament's legacy, the success and use of the fan guides will lead to the development of an official UEFA FSE free fan guide app for smart phones for national teams as well as club football.



## THE TOURNAMENT /

**The aim of the FanGuide2012 website was to provide extremely comprehensive information on each city and country to all visiting fans in the most accessible format possible.**

## WEBSITE /

Covering everything from language guides and details of local history and culture to local legislation and accessibility, from matchday information and how to get around to information on stadiums, fan zones and fan embassies, the aim of the FanGuide2012 website was to provide extremely comprehensive information on each city and country to all visiting fans in the most accessible format possible. The website had 423,900 individual visitors (18.2m hits) during May and June 2012, compared with 35,000 in 2008 during the month of the tournament.

## TRAINING OF FAN EXPERTS /

/E012/

Questions such as "How do you prevent potential problems and react in an emergency?" and "How do you ensure reliable, valuable, necessary and independent information is passed out to fans?" were discussed at the first FSE fan embassy training session for Ukrainian and international fan embassy staff, which was held in the host city of Kharkiv from 8 to 10 August 2011. A similar event was held around the time of the Poland v Germany game in Gdansk on 9 September 2011.

Both training sessions aimed to show and explain to the future fan experts all the details and principles of how, before the games, to organise mobile and stationary fan embassies. The speakers were experienced representatives of FSE who were used to working closely with fans at a number of international championships. In each

case, the training session lasted a couple of days, with theoretical information about the methodology of the fan embassy services, and several workshops focused on organisational matters, internal and external communication and the printed and online fan guide for 2012.

As no (Ukraine) or few (Poland) fan experts were available prior to UEFA EURO 2012, the tournament leaves behind a network of skilled fan experts as a legacy (with those people qualifying as supporter liaison officers for licensed football clubs participating in European competitions). In addition, fans' groups are now better organised when it comes to interacting with local authorities and institutions in both Poland and Ukraine. In Ukraine, a new national fans' organisation has even been founded with governmental support.



## THE TOURNAMENT /

### SYNERGIES WITH OTHER PROJECTS /

The mobile fan embassy teams supported the project “Football for Equality – Challenging racist and homophobic stereotypes in and through football” by distributing its information material, stickers, buttons and T-shirts.

The project is a European initiative carried out by various partner organisations of the FARE network, led by FairPlayVIDC in Vienna and part-funded by the European Commission’s Fundamental Rights and Citizenship programme. Within the framework of this programme, the Euro Pride House in Warsaw was opened during EURO 2012. The Euro Pride House was a place for the lesbian, gay, bisexual and transgender (LGBT) community to enjoy the tournament in safety alongside straight friends, allies and fellow supporters. The Euro Pride House was visited by several teams’ representatives from the FSE fan embassy programme.

Media work had to be undertaken by all the mobile teams: giving interviews, explaining the principles behind the work of the fan embassies, assessing the situation for fans in Poland and Ukraine, and predicting match results. In some cases, however, events demanded a swifter and more direct kind of press work. Both the Russian and the Croatian mobile teams published statements on the issue of racist behaviour by “their” fans, trying to achieve a more nuanced approach. Likewise, the Spanish fan embassy dealt with a racist incident, condemning any kind of discrimination as “unacceptable” and demonstrating sol-

idarity with the large section of Spanish supporters who were aware of this issue and tried their best to intervene.

### /E011/

Successful fan activities such as friendly fan matches, a photo exhibition and LGBT activities were organised by the fan embassies to promote tolerance among fans. As a result, several countries’ fan embassy initiatives received institutional support and praise from their football associations or governments for the first time.

Following the experience at UEFA EURO 2012, FSE, as a fans’ organisation, has also been involved in consultation on the competition format and implementation of UEFA EURO 2020, to ensure fan-friendly hosting conditions. This is the first time that fans have been directly involved in the development of bidding criteria and in the planning stages of an international tournament. FSE has provided input on overarching matters such as travel, logistics, fans’ embassy provisions and competition formats in relation to geographical issues.

## THE TOURNAMENT /



### CORE ISSUE:

Respect Diversity  
– Football Unites

## DIVERSITY

### /E011/

UEFA has been supporting anti-racism campaigns since 2000. As both Poland and Ukraine have had problems with racism and discrimination, particularly within football, the tournament was to be used to increase awareness and recognition of diversity among the general public. Through the Respect Diversity campaign, UEFA cooperated with the FARE network for the third tournament in succession. The local partner was the Never Again Association.

The overall objective of the programme was to celebrate diversity and spread a positive message of multicultural inclusivity, using the power of football to bring people together regardless of race, ethnicity, religion, nationality, sexual orientation, disability or gender. Incidents of discrimination were to be closely monitored (particularly racism, intolerance and the presence of the far right) and inclusive zones were to be established around all of the host cities. The goal was to raise awareness and train a large number of people on the topic of diversity.

*"Diversity is a glorious word because it encompasses everything that is positive about life itself,"* said Peter Gilliéron, Chairman of the UEFA Fair Play and Social Responsibility Committee. *"Long-neglected biodiversity*

*is now being cherished and protected. Human diversity also needs care and protection. By human diversity, we mean everything that makes us different, more interesting and richer. Football itself is full of diversity: young and old, male and female, black and white, tall and short, able-bodied and disabled, heterosexual and homosexual. This is exactly what makes our sport so interesting."*



*"UEFA EURO 2012 in Poland and Ukraine must serve as a great example of the triumph of football's diversity,"* Mr Gilliéron reflected ahead of the tournament. *"Respect*

## THE TOURNAMENT /

*Diversity is the leitmotif of this extraordinary event, one of the top sports and media events in the world. We must dedicate ourselves to this task: make sure that everyone, everywhere, for the next three weeks, is respected and protected."*

**ANTI-DISCRIMINATION TRAINING /**

The Never Again Association (NAA), in cooperation with Warsaw University's faculty of education, prepared a training module specifically for UEFA EURO 2012. It was created to give participants a better understanding of racial discrimination in sports arenas and everyday life, to familiarise and equip them with the tools to promote the values of tolerance and multiculturalism. Specially trained representatives of the NAA delivered the module

in workshops lasting from 15 to 60 minutes and consisting of the following thematic blocks:

- Racism, xenophobia and discrimination – introduction;
- "Let's Kick Racism from the Stadium" and "Respect Diversity" – a social campaign before and during UEFA EURO 2012;
- Monitoring of racist incidents;
- Racist symbolism – the symbols, codes and other manifestations;
- Educational and legal methods of fighting racism.

**/G4-HR7/E012/**

The following table provides an overview of the numbers and types of people trained:

TYPE	UKRAINE	HOURS OF TRAINING (AVERAGE PER PERSON)	POLAND	HOURS OF TRAINING (AVERAGE PER PERSON)	TOTAL PEOPLE	TOTAL HOURS
Police	400	1.5	80,000	1.5	80,400	121,200
Stewards	400	1.5	8,000	1	8,400	9,000
Volunteers	2,500	3	3,000	1	5,500	13,000
Other*	400	1	4,000	3	4,400	13,600
<b>TOTAL</b>	<b>3,700</b>		<b>95,000</b>		<b>98,700</b>	<b>156,800</b>

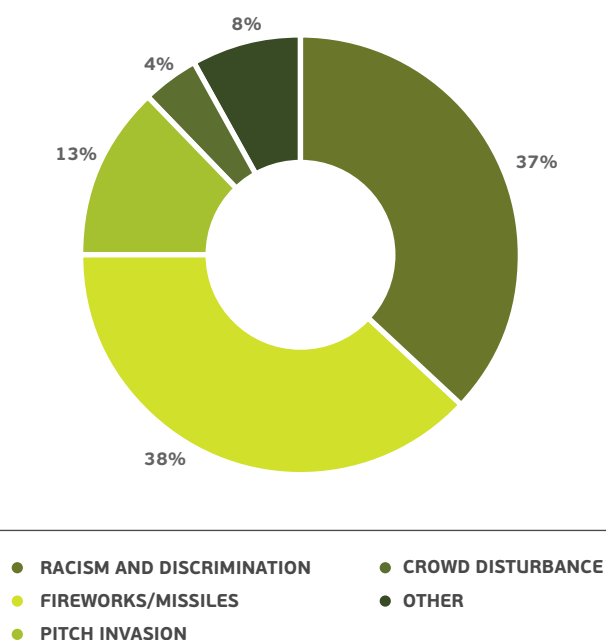
\* Mainly teachers working in schools.

## THE TOURNAMENT /

For training purposes, a FARE guidebook on the monitoring of offensive and discriminatory signs in European football was produced. This will continue to be used by Polish and Ukrainian clubs competing in UEFA competitions by a now experienced international group of observers.

**In total, 11 incidents were reported during the 31 matches.**

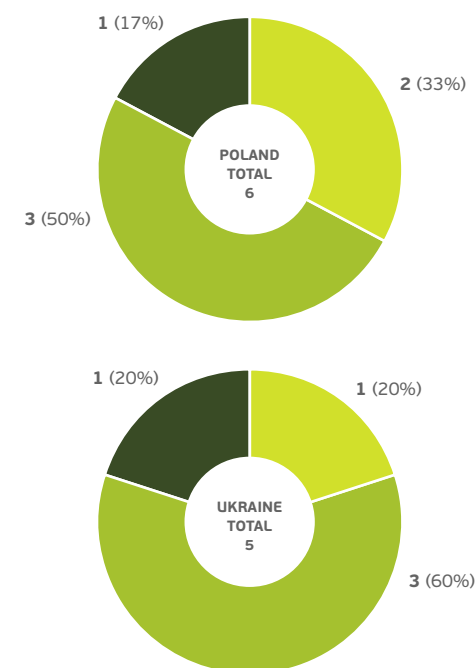
**/EO12/ TYPES OF MISCONDUCT DURING UEFA EURO 2012**



## MONITORING /

A major component of the Respect Diversity initiative was the monitoring of offensive and discriminatory signs during the 31 matches played at UEFA EURO 2012. The following table gives an overview of the data collected.

**/G4-HR3/ INCIDENTS REPORTED AND TYPE OF REACTION – POLAND AND UKRAINE**



● NO CASE OPENED ● FINE AFTER THE MATCH ● NO FINE; MINOR ISSUE



## THE TOURNAMENT /

The aim of the inclusive zones was to create areas that were open, accessible and welcoming for all fans, regardless of their ethnic origin, national background, gender, disability or sexual orientation.

**/EO5/ NUMBER OF INCLUSIVITY ZONES ESTABLISHED**

TYPE OF INCLUSIVITY ZONE	POLAND	UKRAINE	TOTAL
Museums and art centres	13	2	15
Cafes, restaurants, clubs and bars	152	28	180
Schools, universities and institutes	14	50	64
Community centres, NGOs, and social and sports clubs	30	15	45
Other (cities, public offices, fan zones, hotels, shops, cinemas, travel agencies, entertainment and business centres, and media establishments)	2,102	56	2,158
<b>TOTAL</b>	<b>2,311</b>	<b>151</b>	<b>2,462</b>

In total, 11 incidents were reported during the 31 matches. One such incident took place on 8 June 2012 during a group A match between Russia and the Czech Republic in Wroclaw. Poland and Russia supporters directed monkey chants towards Czech defender Theodor Gebre Selassie. What is more, the Russian imperial flag was spotted, adorned with Nazi symbols. The Russian Football Union was fined €120,000, with a suspended six-point deduction, for offences including the display of illicit banners.

**INCLUSIVE ZONES /**

The aim of the inclusive zones was to create areas that were open, accessible and welcoming for all fans, regardless of their ethnic origin, national background, gender, disability or sexual orientation. The zones included public buildings, such as schools, sports centres, community centres and cultural institutions, as well as private buildings such as shops, pubs and businesses.

## THE TOURNAMENT /

**By linking Respect with swapping shirts, UEFA intended to make a connection with players and fans alike, encouraging everyone to exchange jerseys as a sign of respect for diversity.**

Each of the inclusive zones was marked with posters and stickers. As part of the initiative, each site received specially designed materials and information about ongoing anti-discrimination activities before, during and after UEFA EURO 2012. Through their participation in this project, it is hoped that these buildings will become part of a broad and lasting network.

### **ONLINE CAMPAIGN – EXCHANGE YOUR JERSEY /**

UEFA promoted the principles of respect at the tournament through an online Respect campaign, which ran for the duration of the tournament alongside other social initiatives. The campaign was called 'Exchange Your Jersey' and featured several football personalities as campaign ambassadors.

The campaign centred on the idea that swapping shirts at the end of a match is a symbol of respect between opponents. By linking Respect with swapping shirts, UEFA intended to make a connection with players and fans alike, encouraging everyone to exchange jerseys as a sign of respect for diversity. Through the launch of the integrated Respect campaign, UEFA intended to set a friendly tone for UEFA EURO 2012, to stimulate behavioural changes among some fans and create a legacy for the host countries, as well as for future UEFA tournaments.



The initiative sought to reach out to supporters online through a dedicated website created in nine languages. The site enabled users to join and create jersey exchange chains online, invite their friends and win prizes. The website had a total of 238,000 unique visits during the three months that it was online. A 2012 poster campaign was launched in all eight host cities displaying Respect ambassadors swapping shirts. An integrated campaign targeted players, officials, fans and large TV audiences. A 30-second TV advert was broadcast across Europe at half-time during matches, as well as in the fan zones and on big screens at the stadiums.

## THE TOURNAMENT /



### **ADDITIONAL ACTIVITIES /**

Additional activities during UEFA EURO 2012 were integrated into the Respect Diversity campaign:

- a Respect Diversity message by team captains at the semi-final matches;
- match referees with the power to suspend/abandon matches in the event of racist incidents;
- a fan hotline/online form to report racist/discriminatory incidents;
- a TV advert publicising the campaign;
- sporting activities and cultural initiatives, such as the Streetkick tour, which involved mobile football games run by FARE network member Football Unites, Racism Divides (FURD) in several fan zones and fan camps in Poland and Ukraine.

## THE TOURNAMENT /



### CORE ISSUE:

Respect Inclusion  
– Football With No Limits  
(showcase games)

## INCLUSION

UEFA EURO tournaments generate considerable national and international attention. For this reason, several UEFA initiatives were aimed at allowing as many people as possible to participate in UEFA EURO 2012. The showcase games were part of the Respect Inclusion campaign and were organised to promote the integration of disabled players and fans into football. This campaign was organised in cooperation with CAFE, the Special Olympics, the International Blind Sports Federation and the CROSS association, as well as the National Association of People with Disabilities in Ukraine (NAPDU).

The objective of the campaign was to raise awareness about disabled people in Poland and Ukraine. In both countries, the needs of citizens with disabilities are not widely advocated, so the tournament was used to establish public understanding that would reinforce structures in this respect.

In addition, ticketing procedures were established that would give all applicants worldwide a fair chance of obtaining tickets, and large fan zones were offered for ticketless fans, allowing them to watch matches in a safe environment that incorporated the atmosphere of the tournament and offered a wide range of services and entertainment.



## TICKETING POLICY /

The aim of the ticketing policy was to maximise attendance at matches during UEFA EURO 2012 through a fair and transparent system which provided value for money for spectators and offered them a safe and fun environment.

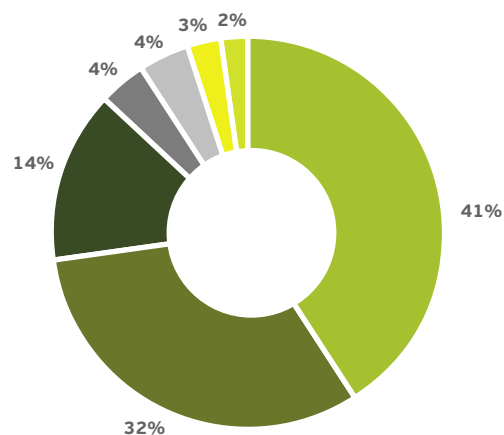
Ticketing for UEFA EURO 2012 was expected to be a challenge for a variety of reasons. But full stadiums across Poland and Ukraine ensured that the atmosphere in the stands was every bit as good as the football on the pitch. Stadiums were full to 98.82% of capacity across the tournament, with over 1.4 million people attending matches and the sales rate being practically 100%.

## THE TOURNAMENT /

The cost of attending the tournament for travelling supporters coupled with the huge distances involved posed a test for UEFA, as did the local culture of only buying tickets on matchday at relatively low prices. UEFA rose to the challenge by modernising its ticketing approach and implementing processes to maximise sales and attendance at every game.

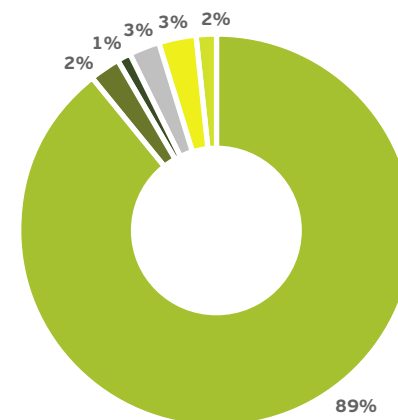
**12,149,425 ticket requests were received from fans in 206 countries for a net capacity of around 1,472,000 tickets.**

### STAKEHOLDERS



- 41% DIRECT SALES TO PUBLIC
- 32% SALES VIA PARTICIPATING NATIONAL ASSOCIATIONS
- 14% COMMERCIAL PARTNERS AND FANS' TICKET PROMOTIONS
- 4% SALES TO HOST CITIES' RESIDENTS
- 4% CORPORATE HOSPITALITY
- 3% FOOTBALL FAMILY
- 2% VIP GUESTS

### MATCH TICKET APPLICANTS



- 89% HOST COUNTRIES
- 2% GERMANY
- 1% RUSSIAN FEDERATION
- 3% OTHER PARTICIPATING ASSOCIATIONS
- 3% OTHER EUROPEAN COUNTRIES
- 2% REST OF THE WORLD

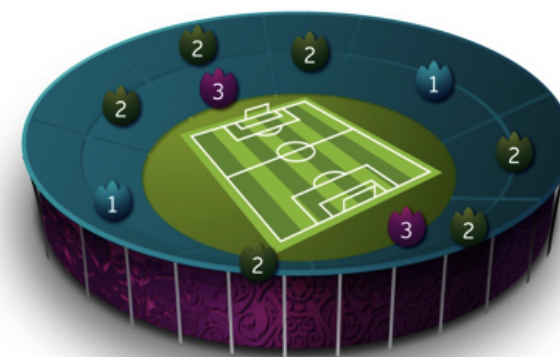
The general public were invited to apply for tickets via UEFA.com between 1 and 31 March 2011, when 12,149,425 ticket requests were received from fans in 206 countries for a net capacity of around 1,472,000 tickets. Fans from the host nations accounted for 89% of those applications with Polish supporters representing the vast majority. In total we had more than 950,000 applicants and finally allocated tickets to slightly over 173,000 people who became our customers.



## THE TOURNAMENT /

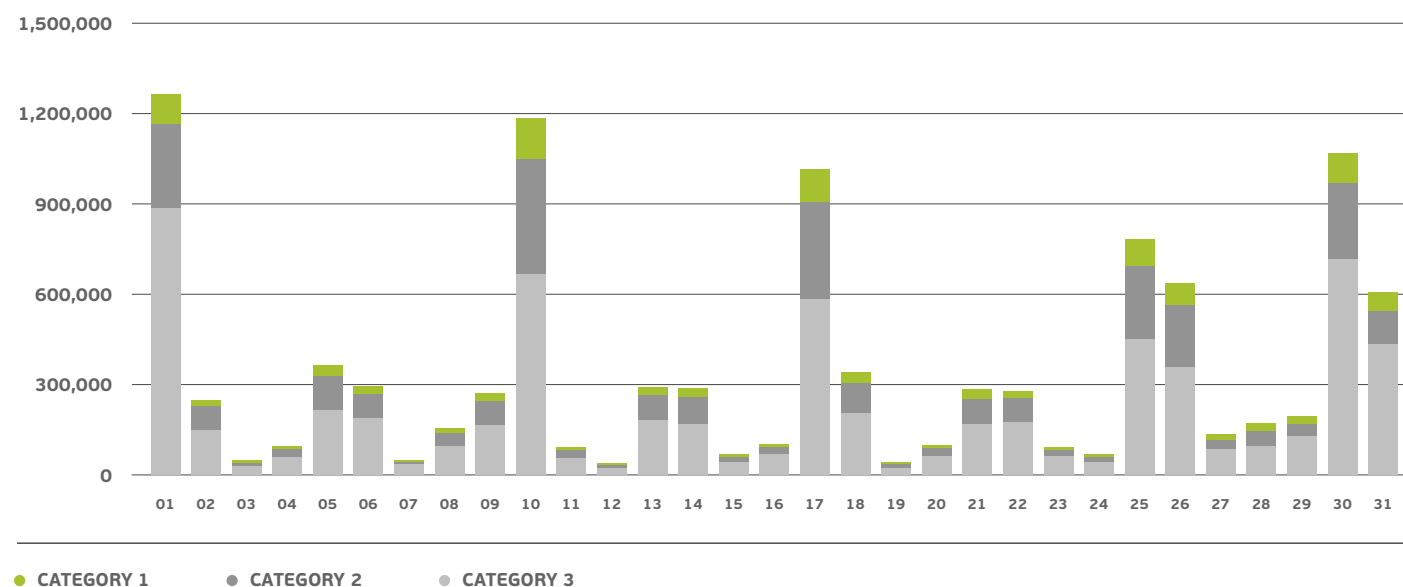
**With prices starting at €30 for group matches, the ticketing policy put a premium on fairness and affordability. Tickets were offered in three categories depending on their location in the stadium.**

The pricing strategy was defined taking into account the purchasing power of the host country residents and upon consultation with the host associations. It was decided to have a more segmented approach with a wider band between categories one and three. This proved to be a challenge, as demand was not uniform and around two-thirds was specifically for category three. Different measures and several forms of contact with customers had to be put in place in order to align the demand with the existing ticket supply.



// A harmonised category scheme was applied to all venues

### TICKETS REQUESTED PER MATCH AND CATEGORY



**THE TOURNAMENT /****TICKETING INITIATIVES /**

Two separate ticketing initiatives took place during UEFA EURO 2012. One involved the allocation of tickets to 140 children and 60 guardians from the Chernobyl Rehabilitation Centre for the Sweden v France match in Kyiv. The other involved 40 deprived children and orphans and eight guardians being allocated tickets to four group stage matches (ten children plus two guardians per match) in Poland and Ukraine.



// Celebrations after goal from Special Olympics player from Stemplew, Showcase game in Warsaw.  
Photo: Adam Nurkiewicz

**SHOWCASE GAMES /****/E05/E011/**

The four quarter-final matches in Warsaw, Gdansk, Donetsk and Kyiv were used by UEFA's Respect Inclusion project to showcase different disabled football players, giving fans first-hand experience of integration in sport. The games took place before kick-off and showed the public that football is within everyone's reach. Four types of team were involved.

**FOOTBALL PLAYERS WITH INTELLECTUAL DISABILITIES /**

The first of the games took place ahead of the encounter between the Czech Republic and Portugal at the National Stadium in Warsaw and featured athletes with intellectual disabilities from Special Olympics Poland. The players themselves were overjoyed at being able to display their undoubted ability in a high-profile setting. *"We are pleased that we can show ourselves at the National Stadium,"* said Daniel Kazimierczak. *"Our disability in no way prevents us from playing sport. For me, the most important thing in football is just the satisfaction and the opportunity to represent my region at tournaments or at games like this. It is a huge honour. We are proud to have been selected for this match."*

**BLIND FOOTBALL PLAYERS /**

The showcase events continued with a five-a-side game for blind and partially sighted players from the CROSS association at the Municipal Stadium in Gdansk before the

## THE TOURNAMENT /

**The four quarter-final matches in Warsaw, Gdansk, Donetsk and Kyiv were used by UEFA's Respect Inclusion project to showcase different disabled football players, giving fans first-hand experience of integration in sport.**

quarter-final between Germany and Greece. There was clear evidence that blind and partially sighted players are fully able to share the pleasures of playing football. CROSS has been involved in football since 2010. Its aim is to promote and develop sports and physical culture among blind and partially sighted children and young people.

*"Many thanks to UEFA, who allowed these athletes to play in such wonderful stadiums at such a special time as the quarter-final of the European Championship," said Andrzej Szarmach, a former Olympic footballer. "Let's give these guys a chance to fulfil their dreams," he added. "It's very important to show supporters and athletes alike that disabled people can participate in sports activities and be a part of football, just like anyone else. By showcasing and celebrating disabled athletes, they become a part of EURO 2012."*

### DEAF FOOTBALL PLAYERS /

Two teams of deaf and hard of hearing players showed their love of the game by playing a seven-a-side match ahead of the quarter-final between Spain and France at the Donbass Arena in Donetsk. UEFA's partner for this event was the National Sports Committee for the Disabled of Ukraine, in cooperation with EDSO, the European Deaf Sport Organisation.

Mini-tournaments took place at the centre for Deaflympic activities in Yevpatoriya, Crimea, and the winning teams – Mriia and Zorya – earned the opportunity to play



in Donetsk. The participants were proud of their efforts. *"It was a dream come true, a memory which I will keep forever,"* said 15-year-old Andrii Iedynak of Mriia. *"It was a good game with a good result, even if the start was difficult because everybody was nervous and excited,"* added Iaroslav Bezruk of Zorya – a footballer since the age of three – who went on to express his dream of playing for the Ukrainian national team.

### FOOTBALL PLAYERS WITH CEREBRAL PALSY /

In Kyiv, the fourth and final match, which featured players with locomotive impairments (including cerebral palsy), was contested by two teams comprising players aged between 11 and 16. It was organised by CPISRA, the Cerebral Palsy International Sports and Recreation Association. Ukraine Hope and Little Stars fought out an exciting 2-2 draw as a curtain-raiser to the match between England and Italy at the Olympic Stadium in Kyiv.



## THE TOURNAMENT /

// Kyiv Showcase games with football players with cerebral palsy (left)

// Special Olympics athletes in Flag Team before UEFA EURO 2012 quarter-final in Warsaw (right)

*"This is a match taking place in Kyiv, but it is an example for the whole country that disabled sports can take place anywhere,"* said Valeriy Sushkevich, president of the NSCDU.

The players themselves enjoyed an unforgettable moment in the spotlight. *"I felt huge emotions on the pitch,"* said Little Stars team member Vadim Khorolsky.

*"I unfortunately could not score as I had hoped, but I will remember this match for the rest of my life,"* added Ukraine Hope player Nazar Goida.

### /E011/

The various organisations, ambassadors and volunteers will continue their activities in Poland and Ukraine. The two countries are experiencing an increase in interest



## THE TOURNAMENT /

in football among disability groups, with 19 deaf teams and 12 cerebral palsy teams in Ukraine and five blind and partially sighted and 300 Special Olympics teams in Poland. The CROSS association in Poland is coordinating blind and partially sighted futsal, with new structures, new teams and new equipment, training new coaches

and finalising membership of the International Blind Sports Federation. Since the tournament, a number of blind and partially sighted futsal events have been organised or attended by Polish teams, with the national team attending the IBSA European Championship for the first time in Hungary in September 2013.

**The two countries are experiencing an increase in interest in football among disability groups, with 19 deaf teams and 12 cerebral palsy teams in Ukraine and five blind and partially sighted and 300 Special Olympics teams in Poland.**

// The teams at the Kyiv showcase match with EURO mascots Slavek and Slavko





## THE TOURNAMENT /

### SAFETY AND SECURITY

// Private guards and police officers take joint action against “FEMEN” activists who had penetrated the outer security perimeter of the Olympic Stadium in Kyiv on matchday morning, 19 June 2012



Safety and security formed an integral part of the overall organisation from the very start of the planning process. Although there were split tasks and responsibilities between the private and public sector in providing safety and security, both UEFA/LOCs and public authorities shared the common interest of jointly providing the highest standards for the care and well-being of teams, spectators, visitors and resident population for the duration of the tournament.

UEFA's role was to advise, support and validate the endeavours of the parties involved, based on UEFA's own regulations and best practice from former EURO tournaments and other mega sports events.

### COOPERATION AND COORDINATION WITH PUBLIC AUTHORITIES /

Cooperation and coordination with the public authorities, especially police and emergency services, was throughout the eight venues positive and, with a few exceptions, very cooperative. The implementation of the new “Law of Mass Events”, in Poland and Ukraine, and UEFA's “Safety – Service – Security” philosophy required a significant change of doctrine and mind-set of policing. According to the new laws, event organisers had to ensure safety and security at the venues by deploying private SNS

// Police forces escort the team bus to the stadium

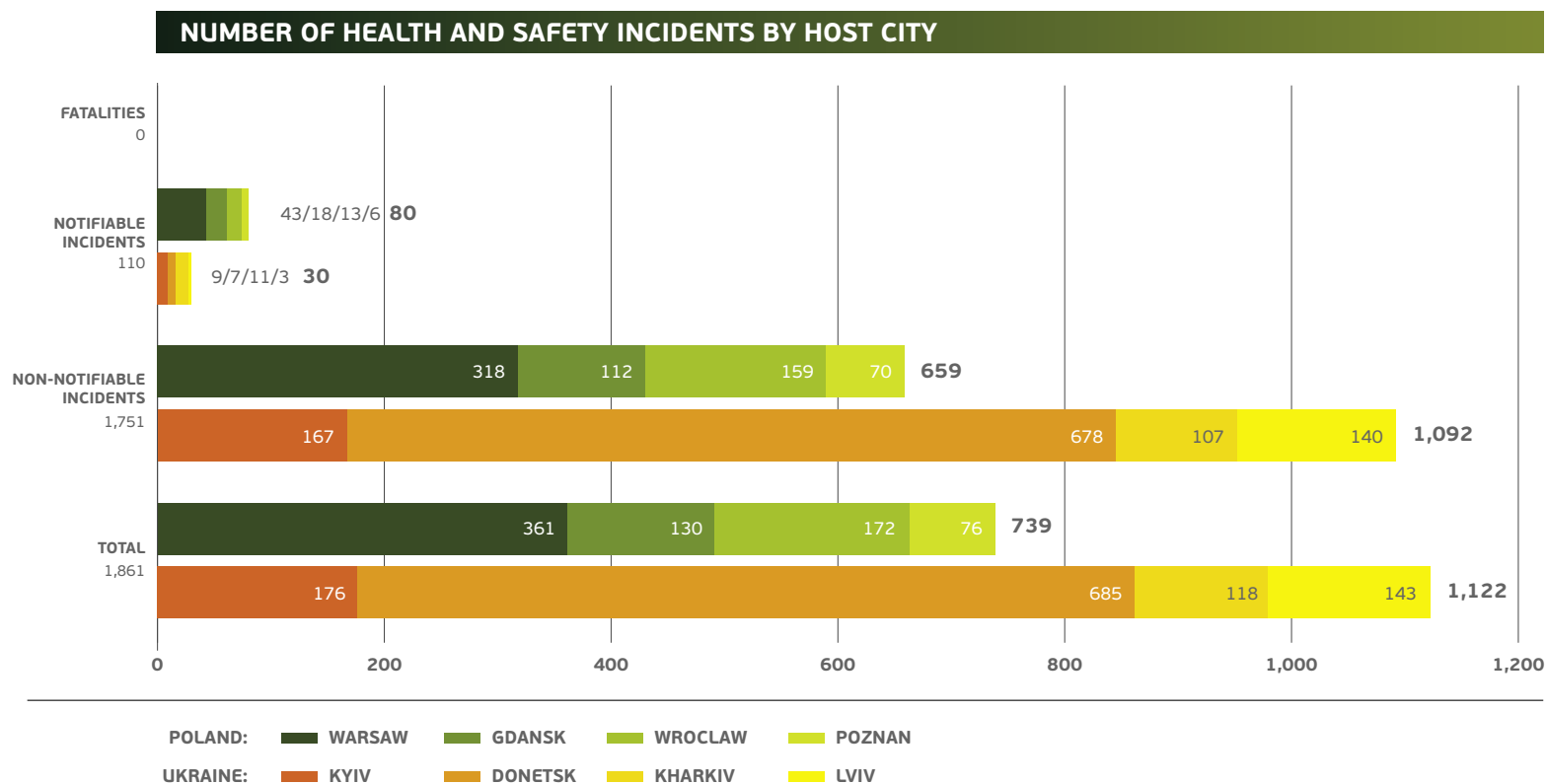


## THE TOURNAMENT /

providers and police, while other public services would intervene only in case of an emergency or when public order was deemed to be at risk. Both Polish and Ukrainian police authorities managed this transition fairly well, despite the two “Warsaw cases” when police forces intervened unilaterally and without consultation with the Stadium Control Room team during matches when Russian supporters behaved inappropriately.

## HEALTH AND SAFETY ISSUES / /E07/G4-PR1/

The total number of health and safety incidents in the stadiums and at the fan zones was 1,861, compared with 1,183 in 2008 (up 57%). Thankfully, there were no fatalities recorded during the whole tournament. And with 110 notifiable incidents (requiring medical write-ups) and 1,751 non-notifiable incidents, the number of incidents was quite low considering that there were more than 8.5 million visitors in the stadiums and fan zones (0.025%).



## THE TOURNAMENT /

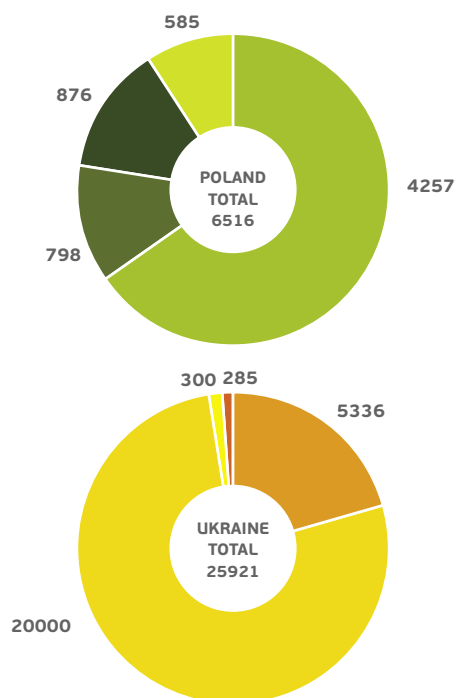
The total number of prohibited items collected at UEFA EURO 2012 was 32,437, compared with 18,939 at UEFA EURO 2008 (up 71%).

## /E07/

The total number of prohibited items collected at UEFA EURO 2012 was 32,437, compared with 18,939 at UEFA EURO 2008 (up 71%). In all Ukrainian host cities and in Gda-

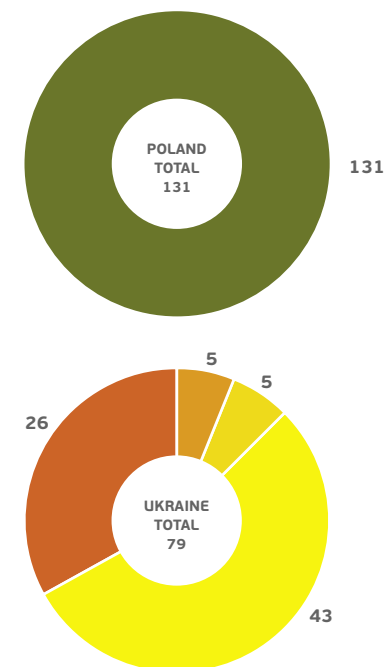
nsk a total number of 210 fake tickets were also collected. No fake accreditations were reported. During the whole tournament the fire service had to intervene four times.

## NUMBER OF PROHIBITED ITEMS COLLECTED BY STEWARDS AT THE TURNSTILES BEFORE MATCHES



● WARSAW ● WROCLAW ● KYIV ● KHARKIV  
● GDANSK ● POZNAN ● DONETSK ● LVIV

## NUMBER OF FAKE TICKETS COLLECTED

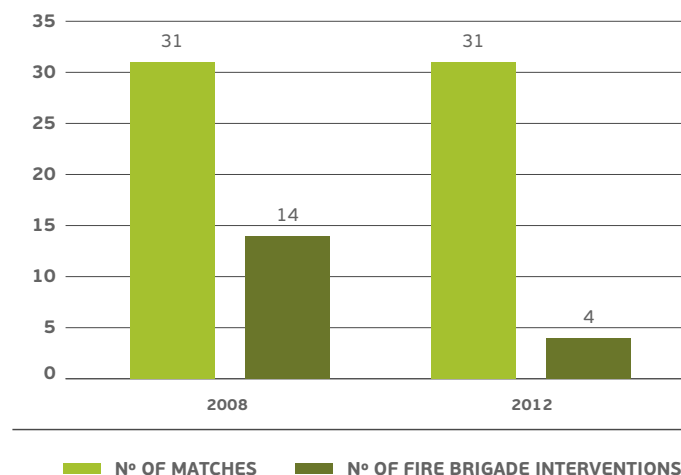


● WARSAW ● WROCLAW ● KYIV ● KHARKIV  
● GDANSK ● POZNAN ● DONETSK ● LVIV

## THE TOURNAMENT /

To guarantee the safety of the event and to protect a total of 77 sites, 27,828 stewards were deployed, supported by 6,145 police officers and 5,146 security guards.

### /E07/ FIRE BRIGADE INTERVENTIONS



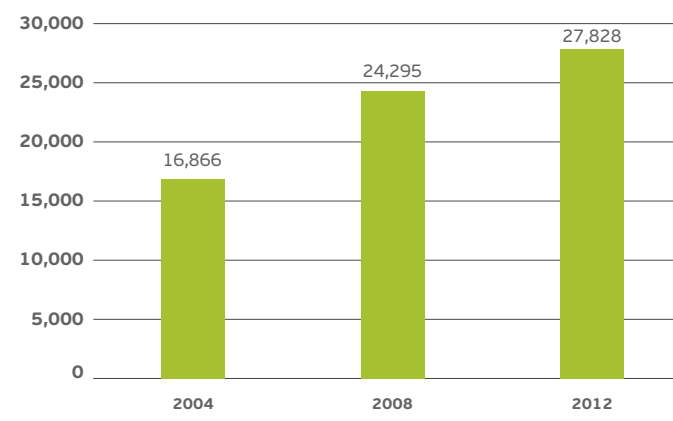
### SAFETY AND SECURITY PERSONNEL /

To guarantee the safety of the event and to protect a total of 77 sites, 27,828 stewards were deployed, supported by 6,145 police officers and 5,146 security guards. The ratio of private security to police forces changed significantly compared with previous events in Poland and Ukraine. Under the new Laws on Mass Events, private stewards were mainly deployed to ensure a safe and secure event. As regards dynamic risk assessment, the police presence was changed from match to match.

### SATISFACTION WITH SAFETY AND SECURITY /

In general terms, safety and security at all eight venues was fully ensured, the entrances with the channel systems for first security checks and the people inflow concepts proved to be flawless and customer-friendly. Teams, UEFA guests and spectators gave a very positive feedback on the services provided and all of them felt safe and secure at the venues. Services offered to other departments were always delivered to the best possible degree, depending on the current possibilities and circumstances.

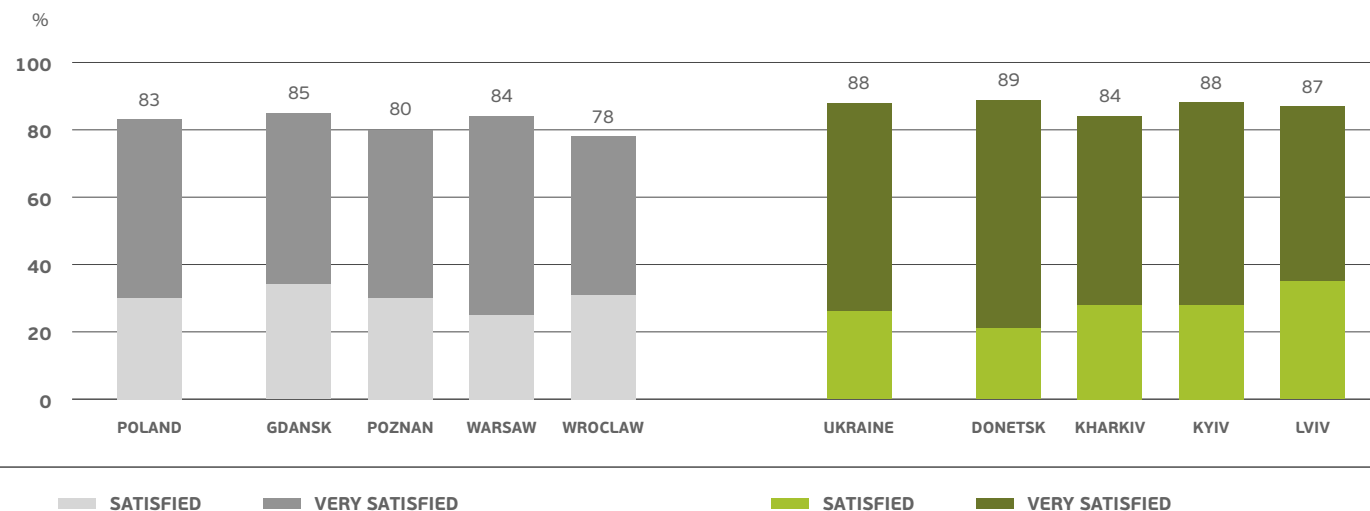
### TOTAL NUMBERS OF STEWARDS AT UEFA EUROS



## THE TOURNAMENT /

**Feeling safe and secure: 80% of matchday visitors were either satisfied or very satisfied with security. (Computer-assisted web interviews conducted among UEFA EURO 2012 visitors who visited the city on a matchday.)**

## /EO7/ SATISFACTION WITH THE SAFETY AND SECURITY IN AND AROUND THE STADIUM





## THE TOURNAMENT /

## PROCUREMENT

**The objective was to prioritise suppliers in Poland and Ukraine with regard to equipment (e.g. furniture, fences or containers), gifts, print items, signage, etc. in order to consider local markets and avoid unnecessary costs and transport.**



Prior to UEFA EURO 2012, UEFA established a procurement policy centralising tender processes for services exceeding €100,000 in value. The policy aimed to respect transparency and ethical values, while being open to a diverse range of suppliers. The objective was to prioritise suppliers in Poland and Ukraine with regard to equipment (e.g. furniture, fences or containers), gifts, print items, signage, etc. in order to consider local markets and avoid unnecessary costs and transport. Renting of venue equipment would avoid unnecessary waste and costs. However, expectations with regard to quality, ca-

pabilities, volumes and delivery times would mean considering working with international suppliers where necessary. Certain equipment was provided to UEFA under value-in-kind agreements (e.g. casual uniforms for staff or volunteers).

The event logistics (ELOG) team planned to provide functional management, leadership and policy compliance for the procurement activities of all divisions. It successfully implemented its mission through effective and efficient management of the purchasing process.

## THE TOURNAMENT /

**Our aim was to focus on local suppliers, but quite often we had to involve international suppliers to overcome such gaps.**

### GENERAL PROCUREMENT POLICY /

The criteria on the selection of suppliers remained applicable in the procurement part and the following additional elements had to be taken into account: there had to be a negotiated agreement with a supplier whereby

unused items could be returned after the event in order to reduce costs; it had to be possible for items that were no longer in perfect condition to be given to various charities or remain at the stadium. The most important factors in choosing office suppliers were as follows:

GENERAL PROCUREMENT POLICY				
UEFA EURO 2012 PROCUREMENT POLICY				
MISSION				
To deliver goods and services both on time and within available budget				
Value for money				
Fit for purpose				
Sustainable development				
<b>Available budget</b> overruns are not acceptable	<b>On time for the pre-tournament event or the tournament</b> the tournament cannot be postponed to another date	<b>Health and safety, scope, operation, behaviour, security</b> only safe products (such as giveaways) to be purchased, in compliance with international standards	<b>Environmental responsibility (energy, waste)</b> renting of material instead of buying; smart dismantling process	<b>Functionality, design impact, quality</b> the best quality to be achieved as well as gifts and giveaways being useful and functional

## THE TOURNAMENT /

**As the local markets are not very well developed with regard to renting equipment, foreign suppliers had to be considered.**

## CRITERIA FOR PROCURING OFFICE MATERIALS /

### PROCUREMENT PRINCIPLES

KEY WORDS	MEANING ATTACHED
<b>Wide selection</b>	Catalogue of products from office stationery to machine consumables
<b>Guaranteed next day delivery</b>	Guarantee to deliver next day, distribution centres located in all identified locations
<b>Free delivery</b>	No delivery charges, no minimum order value, no insurance charges, no collection charges
<b>Personal service and advice</b>	Dedicated project manager
<b>Quality commitment</b>	Assurance of product quality
<b>Environmentally friendly</b>	Operating in an environmentally friendly way, possibility to return unused items

## SUSTAINABLE PROCUREMENT POLICY /

### /E09/

UEFA planned the following initiatives for 2012. On account of missing data, no comparison with 2008 is possible.

- Centralisation of tenders
- Local procurement
- Renting of venue equipment

UEFA worked with local partners to source items such as uniforms, print items and office materials for UEFA EURO 2012<sup>23</sup>. As the local markets are not very well developed with regard to renting equipment, foreign suppliers had to be considered.



23. The number of local partners and the percentage of items sourced locally were not tracked.

## THE TOURNAMENT /

**Overall, the availability of suppliers in Ukraine was extremely limited and the costs were much higher than in Poland**

ITEM	2008	2012
Percentage of local procurement	n/a	n/a
Number of suppliers dealt with	5,800+	Approx. 6,000
Number of purchase orders	8,500+	11,768
Total formal uniforms	1,558	835
Total value of UEFA procurement (excl. transport; incl. reserve positions)	n/a	€6.16m
Total value of value-in-kind agreements (adidas and Coca Cola)	n/a	€3m



The local markets, especially in Ukraine, were quite limited in terms of the range and quantity of goods (fences, containers, etc.) required to stage a major sporting event. Our aim was to focus on local suppliers, but quite often we had to involve international suppliers to overcome such gaps. In the European market, there was competition for certain resources, as the Olympics were taking place in London at more or less the same time. The result was higher costs, unplanned transport and higher pressure to source what was needed. Overall, the availability of suppliers in Ukraine was extremely limited and the costs were much higher than in Poland (e.g. container costs per square metre were 11 times higher).

**BENCHMARK FOR EURO 2020**

- All products and services sourced in accordance with sustainability criteria





# BEHIND THE SCENES

UEFA EURO 2012 **SOCIAL RESPONSIBILITY REPORT**



# BEHIND THE SCENES /



## CORE ISSUE:

Respect your Health  
– Euroschools 2012

## HEALTHY LIFESTYLES

### /G4-S01/

EUROs can be used to promote healthy lifestyles among local communities and fans. At UEFA EURO 2012, Respect Your Health – Euroschools 2012 was the official community health education programme in Poland and Ukraine. Having received the Monaco Charity Award in 2011, streetfootballworld, a Berlin-based NGO, used its grant to implement this programme with the support of the World Heart Federation, the European Healthy Stadia Network and Muuvit, as well as local partners Volunteers for Sport, PL.2012, the School Sports Association in Poland and the Football Federation and Open Fun Football Schools in Ukraine.

As a lack of awareness with regard to healthy lifestyles was acknowledged in both Poland and Ukraine prior to UEFA EURO 2012, the objective of Respect Your Health was to develop a general perception of the role of sport in the lives of individuals and communities. The programme aimed to convey the values associated with a healthy lifestyle through sport, mainly football classes in schools, youth clubs and community groups. The goals were: to strengthen the expertise of sports coaches, teachers, youth workers and volunteers by supplying them with theoretical and practical tools; to start sports activity programmes; to build up a network of teachers,

coaches and local health institutions in the community; and to strengthen the role of members of the local community in this process. There was a focus on preventing smoking, healthy eating, responsible alcohol consumption and physical activity.

## PROMOTING ACTIVE, HEALTHY LIFESTYLES /

### /EO11/

A network of community coaches was created and given training on linking up with relevant actors in the community and using sport, and football in particular, to lead a healthy lifestyle. They were supported first and foremost by a guidebook that was developed especially for this programme, and also by an online programme. Those who led the first training sessions were involved in designing the programme in each country. Those who have received training will, in turn, train others as part of the tournament's legacy. In total, more than 6,000 trainers and volunteers were trained across the two countries – with over 800 continuing to work actively in their communities after the tournament. A “train the trainer” approach was implemented with the aim of developing the skills of those working with the target group: teachers, coaches, community workers and volunteers. Between September 2011 and August 2012, the pro-

## BEHIND THE SCENES /

**Between September 2011 and August 2012, the programme reached out to over 40,000 children in Poland and 10,000 in Ukraine.**

programme reached out to over 40,000 children in Poland and 10,000 in Ukraine (114,500 when repeat attendance is included in the figures).

The Respect Your Health guidebook included concise information on the effects of drinking alcohol and smoking cigarettes, as well as a presentation on various aspects of a healthy lifestyle, such as healthy eating and exercise. It also provided innovative ideas for sensible and engaging activities for children. In total, the local implementing partners distributed 2,400 copies of the toolkit, mainly among teachers and coaches in Poland and Ukraine.

The toolkit was produced on recycled paper in Ukraine. The Polish and English versions were produced in Germany using recycled paper and climate-neutral printing with soya-based colours.

The website created as part of the programme proved to be a useful tool for sharing knowledge and experience between teachers, sports coaches and organisers. It also helped to establish community networks, building horizontal contacts in what is a highly hierarchical sports environment, especially in Poland, and helped to raise the profile of the programme.



// Teaching healthy lifestyles in schools - Euroschoools 2012 project in Poland

## BEHIND THE SCENES /

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**Over 120 tickets were distributed to girls and boys from orphanages and social projects in Poland and Ukraine to watch their favourite players play live.**

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### **ONLINE TOOL FOR TEACHERS /**

**/E013/**

Muuvit was an additional element of the Respect Your Health programme that was introduced to schools in Poland and Ukraine. The Muuvit programme ([www.muuvit.com](http://www.muuvit.com)) is a global online tool that focuses on promoting healthy living.

**/E011/**

After reaching out to 1,000 school classes during the programme, Muuvit is another component of Respect Your Health that has continued after UEFA EURO 2012. Volunteers for Sport in Poland and the Child Wellbeing Fund in Ukraine are now official Muuvit partners and have begun integrating the programme into school curriculums across both countries. For example, in all schools in the town of Obuhov in Ukraine, Muuvit makes up part of the "Life in Eco-Style" project.

### **RESPECT YOUR HEALTH PARTICIPANTS AT UEFA EURO 2012 /**

As a special reward for being the most active young participants in the Respect Your Health programme, 124 boys and girls were selected to carry the blue Respect flag into the stadium for the pre-match ceremonies before games at UEFA EURO 2012.

In addition, over 120 tickets were distributed to children from orphanages and social projects in Poland and Ukraine, allowing them to watch their favourite players

play live. "This was definitely the best day of my life," said 12-year-old Damian, who had never been to a stadium before. Although tickets were limited to a relative few, many more children were able to savour the UEFA EURO 2012 experience in other ways. For example, an orphanage close to Warsaw organised a day trip to the capital to visit the Polish Olympic Museum of Sport and then watch the match between Poland and Russia, cheering for their team in the front rows of the fan zone.

### **EURO CAMP 2012 /**

Delegations from the social programme partners of 41 UEFA member associations gathered in Wroclaw in late August 2012 for a four-day event consisting of intercultural workshops, football, educational activities and fun. A total of 268 participants took part, with 29 young leaders supporting the implementation process and acting as mediators.

The participants (two girls and two boys per delegation) attended two days of workshops on social topics such as fair play, social inclusion, healthy lifestyles and European values. There was also a two-day football tournament featuring mixed teams of boys and girls, using special fair play rules that promote the ability to foster peaceful conflict resolution. Movement, meeting and respect were the three key elements of Eurocamp 2012.

## BEHIND THE SCENES /

**UEFA's decision to ban tobacco from the world's third-biggest sporting event sent a strong message to football fans everywhere, reaffirming the link between football and good health.**

## TOBACCO-FREE TOURNAMENT /

/G4-PR1/E011/

UEFA sought to uphold the highest standards of health, safety and comfort at UEFA EURO 2012 in order to underline its wider commitment to promoting healthy lifestyles through football. As eastern Europe has an extremely high male smoking rate and the highest levels of exposure to second-hand smoke, a tobacco-free policy was developed and implemented by UEFA in co-operation with the World Health Organization (WHO), the World Heart Federation (WHF), the European Healthy Stadia Network, the LOCs in Poland and Ukraine, and local health advocacy groups.

UEFA's decision to ban tobacco from the world's third-biggest sporting event sent a strong message to football fans everywhere, reaffirming the link between football and good health. "A tobacco-free EURO 2012 is about respecting the health of our spectators and everyone else involved in the tournament," said UEFA President Michel Platini. "We uphold the highest standards of health, safety and comfort at our flagship tournament, and tobacco does not fit within them."

The implementation of the smoke-free policy at the events was not always easy. Though stewards explained

to spectators that smoking was not permitted, a number of fans were smoking in the public area of the stadium during the breaks and after the match. It was also noticed that toilets reserved for disabled supporters were regularly blocked by fans that were smoking cigarettes.

### SAFE SEX /

/E011/

In addition, as stakeholders raised the issues of human trafficking, prostitution and sex tourism in the context of such a major sports event, UEFA supported a scientific study focusing on this topic prior to the tournament<sup>24</sup>. The study concluded that it was not part of football supporters' fan culture to use this type of service. Although no direct link was established, a safe sex message was promoted as an integrated part of all Respect programmes, and fans were alerted to the health hazards of casual sex.

### BENCHMARK FOR EURO 2020 /

- 100% of stadiums tobacco-free
- Training of workforce on smoke-free policy
- Healthy and balanced food options at all sites and nutritional labelling

24. Martina Schuster, Almut Sülzle and Agnieszka Zimowska, "Discourse on prostitution and human trafficking in the context of UEFA EURO 2012. Academic study of discourse and campaigns in the run-up to the 2012 European Football Championship finals as the basis for advising decision-makers," first report, December 2010.



**BEHIND THE SCENES /****CORE ISSUE:**

Respect Inclusion – Football  
With No Limits (charity)

**CHARITY**

UEFA's objective was to use UEFA EURO 2012's high profile to support a charity project as part of the Respect Inclusion campaign. For each goal scored during the 31 official tournament matches, UEFA donated €3,000 to CAFE. The funds would allow CAFE and its local partners to continue with their inclusion projects aimed at enabling disabled people in Poland and Ukraine to lead independent and fulfilling lives within their communities. Through an additional ticket auction and a donation project, further money was raised during the tournament.

**FUNDS****/E01/**

Just over €400,000 was raised by the UEFA EURO 2012 official tournament charity. A total of 76 goals were scored during the tournament, so UEFA contributed €228,000 as a result of its pledge of €3,000 per goal. In addition, €175,000 was raised through a ticket auction.

**/G4-EC8/**

The funds raised will be invested in the audio-descriptive commentary service, which will continue to be offered to blind and partially sighted football supporters in the two host countries. In addition, workshops aiming to improve access for disabled fans will be run for football clubs and stadiums in Poland and Ukraine. Networks for disabled

fans will be established at club and national level and awareness campaigns will be supported. Dedicated local development officers have been appointed by CAFE in both countries to help support this service.

The first CAFE Week of Action took place in Poland and Ukraine in 2013 and proved extremely successful. This promotional campaign enabled key stakeholders, including the Ukrainian and Polish Premier Leagues, as well as football clubs and local disability groups, to celebrate in-



// CAFE's managing director Joyce Cook thanked UEFA for its generous donation

## BEHIND THE SCENES /

clusion and access for disabled fans, and to plan further initiatives with the local authorities' support. Several clubs and stadiums implemented and promoted access improvements in support of the campaign.

### /E011/

The next CAFE Week of Action is planned for 2014, with the aim of making this a self-sustaining promotional project. In April 2014, CAFE is planning to organise an international conference in Kyiv in order to continue the sharing of good practices with regard to accessible stadiums and disabled fans' services.



// Portuguese player Ronaldo against the Czech Republic in the quarter-finals match

**For each goal scored during the 31 official tournament matches, UEFA donated €3,000 to CAFE. A total of 76 goals were scored during the tournament, so UEFA contributed €228,000.**

ITEM	2008	2012
Donation per goal by UEFA	€4,000	€3,000
Total goals scored during tournament	77	76
Total donation by UEFA	€308,000	€228,000
Donation from Ambassador	€63,100*	-
Ticket auction	-	€175,000
Total charity donation	€371,100	€403,000

\* CHF 100,000 donation from Cristiano Ronaldo as ambassador for the Score for the Red Cross campaign and a member of the team of the year for 2007

**BEHIND THE  
SCENES /****WORKFORCE**

The organisation of a large-scale sporting event like UEFA EURO 2012 relies on a highly professional and motivated workforce. The guidelines for the recruitment process took account of the need for equal opportunities and non-discrimination, multicultural awareness, fairness, team spirit and solidarity, trust, professionalism, compliance, commitment to the environment and social responsibility, protection and proper use of company as-

sets and confidentiality, as well as asking for conflicts of interest to be reported. Tools such as job descriptions, workforce assessments, an after-placement programme, staff regulations and a workforce manual were used to assist managers and workers in their daily activities. Salary levels were agreed with the LOCs on the basis of local market conditions and took account of the fact that contracts were time-limited.



There was a strong commitment to hiring local people with local knowledge and leaving behind a more knowledgeable workforce for future events. However, for specialist positions, the necessary expertise and skills needed to be brought in from outside. Event training was therefore crucial. Departments were to be provided with tools to train their own staff. In addition, manuals and operational publications were established, as was a debriefing process. An observer's programme for the hosts of UEFA EURO 2016 in France and other major sports events allowed for further knowledge transfer.

**/E012/**

In order to leave a legacy in the two host countries, a host broadcasting (HB) talent programme and a volunteers project were set up. The volunteers project (which does not include host city volunteers) sought to offer

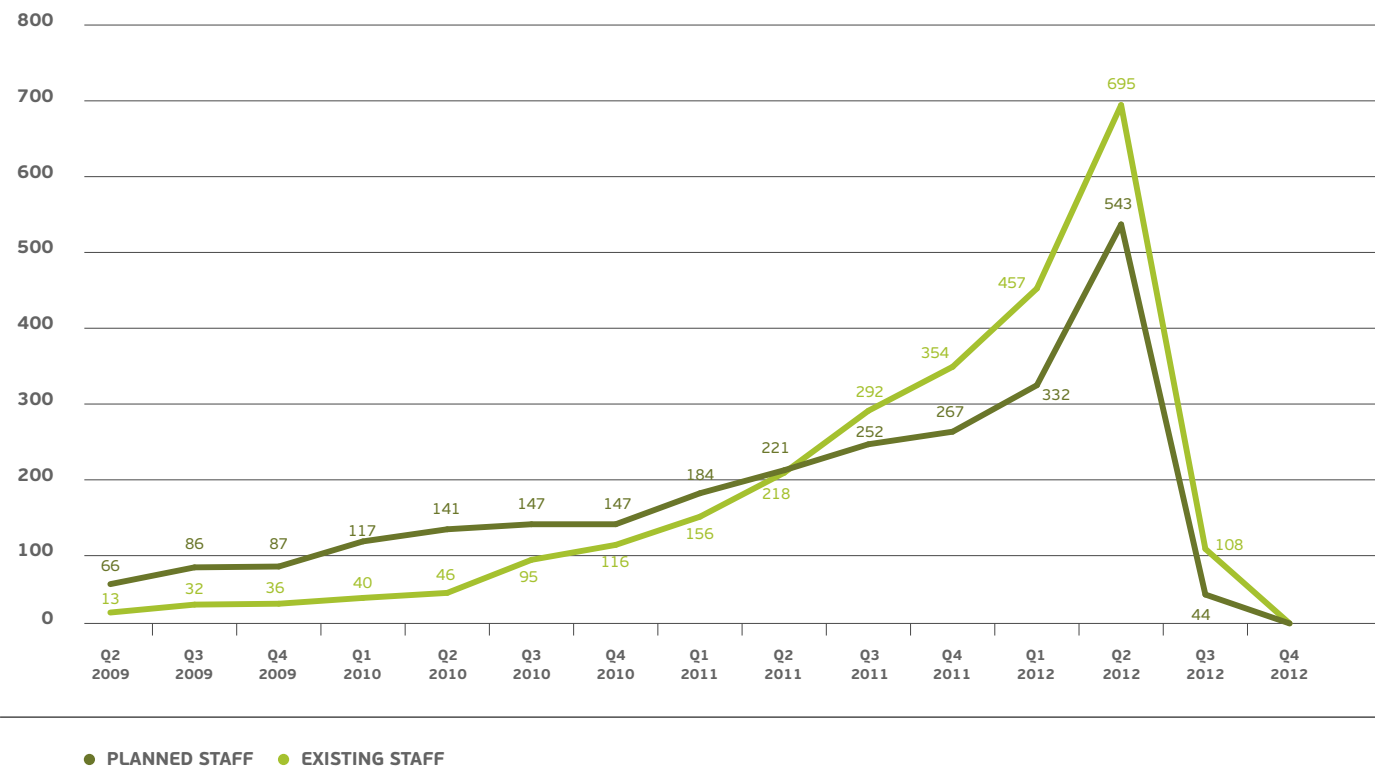
## BEHIND THE SCENES /

The UEFA EURO 2012 business plan forecast the recruitment of 543 people to cover around 650 positions. Ultimately, we employed 695 people to fill 956 positions in three countries.

volunteers a valuable experience, thereby triggering a volunteering culture in Polish and Ukrainian sport. The HB talent programme was directed at media/journalism/sports students to allow UEFA to leave a legacy behind for the students of the eight host cities. The aim was to run an efficient and successful recruitment, training and management programme in close cooperation with the parties involved.

## TOTAL WORKFORCE / /G4-9/G4-13/G4-LA1/

The UEFA EURO 2012 business plan forecast the recruitment of 543 people to cover around 650 positions. Ultimately, we employed 695 people to fill 956 positions in three countries. Everything went well until the middle of 2011. However, we then deviated from our plans in a series of ways owing to the commercial division's integra-





## BEHIND THE SCENES /

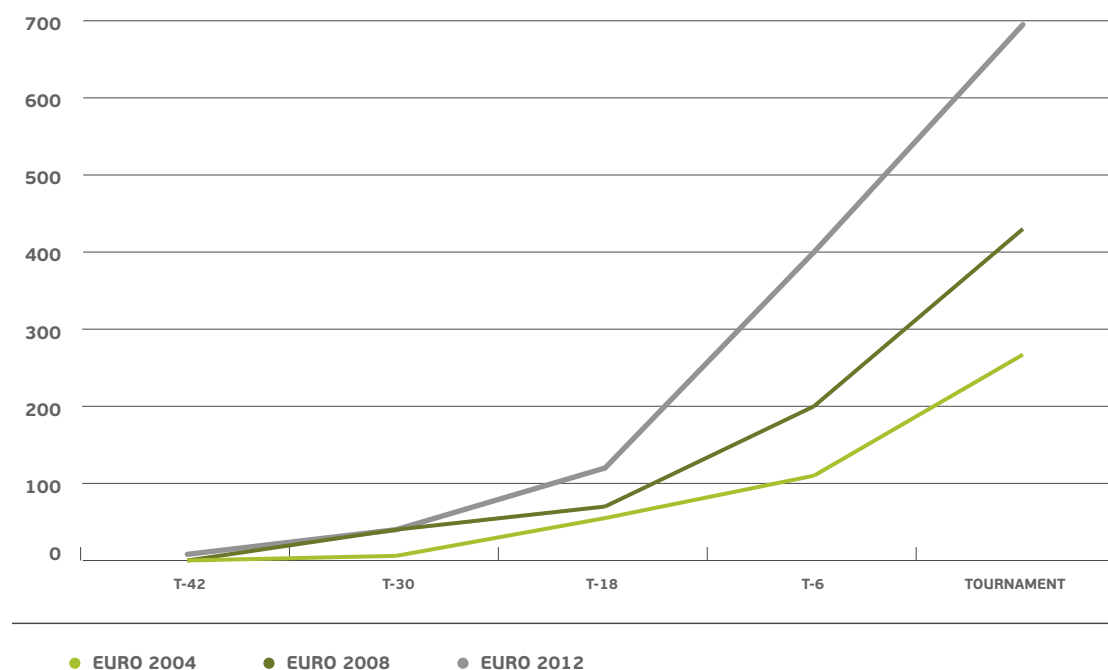
tion into the operations division, the widening of the scope of a few projects and the need for UEFA to take on more responsibility and provide more managerial support.

Most of our staff members had a direct employment contract with UEFA Events SA or the Polish or Ukrainian LOCs. However, as we got closer to the tournament, it became more difficult to find people with short-term availability and the necessary skills. The solution was to

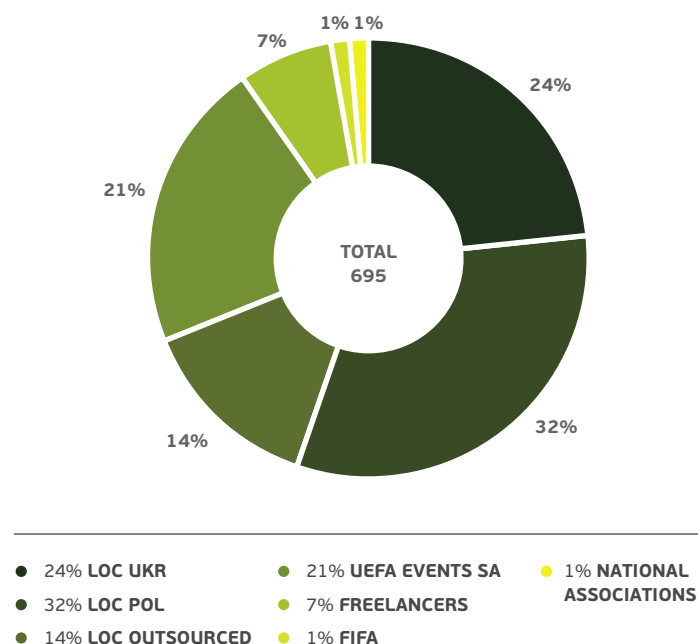
resort to outsourcing companies, stadium owners, national football associations, FIFA and freelance contractors to overcome this challenge.

The organisational structure was not ideal and did not really represent a typical LOC model. Initially, we had a situation where the strategy was following a fast-growing structure, rather than the other way around. The result was a structure based in three countries with some

/G4-10/



/G4-10/ TOTAL WORKFORCE BY TYPE OF CONTRACT



## BEHIND THE SCENES /

duplication – if not triplication – of positions, in which the managers were not always in close proximity to the decision-makers. This caused an increase in the total number of staff relative to 2004 and 2008.

/G4-LA12/G4-11/

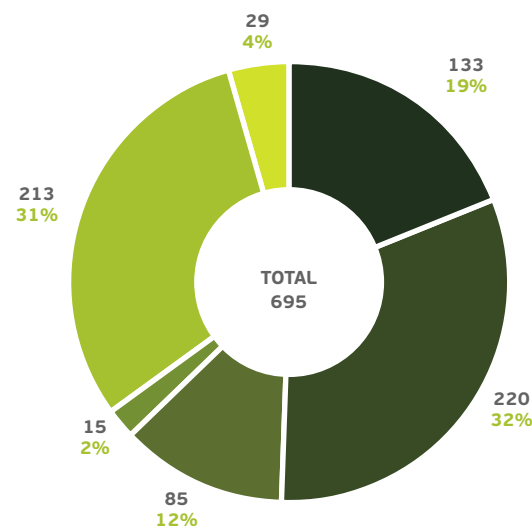
### Facts and figures on EURO staff in June 2012:

- There were 19 nationalities, the majority being Ukrainian (29%), Polish (37%) or Swiss (10%).
- 54% were men and 46% women (no numbers for gen-

der split by hierarchical level available).

- The average age was 33, with the youngest being 21 and the oldest 70.
- In total, our workforce contributed 182,724 working days and around 1.5m working hours – an increase of 72% relative to the previous tournament.
- From a hierarchical point of view, the largest group of staff was employed at coordinator level, as shown below.
- There was no collective bargaining agreement in place for EURO staff.

### TOTAL WORKFORCE BY HIERARCHICAL LEVEL



**In total, our workforce contributed 182,724 working days and around 1.5m working hours.**

- |                      |   |
|----------------------|---|
| ● ASSISTANT          | ● HEAD OF DIVISION OR TOURNAMENT DIRECTOR |
| ● COORDINATOR        | ● MANAGER                                 |
| ● SENIOR COORDINATOR | ● SENIOR MANAGER                          |

## BEHIND THE SCENES /

**For good integration of staff, a two-day newcomers' introduction session was implemented monthly and later on twice a month.**

### WELCOME AND INTEGRATION /

In a major project with short-term positions, an efficient welcome and integration becomes of paramount importance as people need to become productive very quickly. We should not underestimate all the administrative processes that can make life simple or very difficult, actualisation with planning and understanding of what the event is all about, where to locate information, which decisions have been made and so on. These elements play a key role in the quick adaptation of the workforce.



For good integration of staff, a two-day newcomers' introduction session was implemented monthly and later on twice a month. These sessions informed about UEFA, the tournament, local procedures and regulations, etc.

and were organised by event training supported by specialists from the different functional areas. The first day presentation was delivered by HR until July 2011, and as of July-August 2011 the sessions were fully organised and conducted by the Event Training team. All newcomers attended the Newcomers Welcome Day session on the very first working day of their employment.

On the first day, topics concerning the LOC and the overall UEFA EURO 2012 structure were covered. On the second day, a more practical training session about different UEFA processes was organised (budget, programme management, information management and FAME).

At the same time, newcomers' welcome day were getting acquainted with all the past experience and working plans. Thus, all employees received a copy of the executive report from UEFA EURO 2008, the EURO Manual for UEFA EURO 2012 and, for coordinator level and above, the business plan for the tournament.

### TRAINING /

**/G4-LA9/**

Event training was built around three main modules: organisational training; welcome and integration/team-building; and tournament training. Event training was one of the key factors in the successful running of the tournament. The vast majority of the workforce was young

## BEHIND THE SCENES /

**The organisational training focused on tactical training needs that were common across projects and allowed members of the workforce to perform their roles effectively and efficiently.**

and did not have any tournament experience. There were many different nationalities and cultural mindsets and people from completely different walks of life. Event training was the primary means of letting them know the expected overall outcomes, encouraging interaction with other venue team members, explaining requirements in terms of acceptable behaviour, familiarising them with working tools and processes and, last but not least, empowering them to take action and decisions.

The main innovation in event training was the implementation of an e-learning tool. The aim of the e-learning tool established for UEFA EURO 2012 was to support the different target groups, to enhance and increase the knowledge base and to aid preparations for the or-

ganisation of the event. It was crucial to ensure that the various sections of the workforce were properly trained by the time the tournament began. The e-learning tool allowed people working on the different projects to prepare at any time of the night or day. The e-learning tool was aimed at staff, volunteers and hostesses, as well as internal and some external partners.

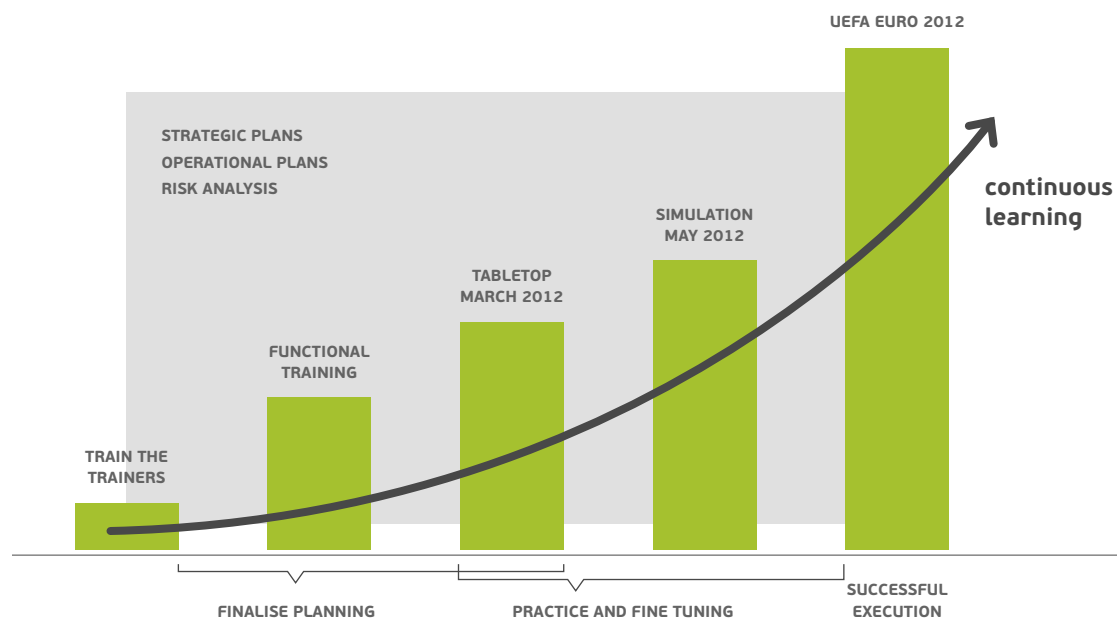
Overall, more than 6,500 people successfully completed the e-learning tool. It was very interactive and consisted of a generic part about UEFA, the host countries and the tournament itself and another part, which was more targeted that included specific functional training elements.

TRAINING MODULES	PARTICIPANTS
Pre-tournament events (draw I and II)	178
Leadership training	83
Customer service training	837
Train-the-trainer	37
Venue-specific training (tabletops and simulations)	936
Guest serviced training	193
Teambuilding events	229
Radio training	314
E-learning (staff, volunteers, hostesses and HB talent)	6,534



## BEHIND THE SCENES /

ITEM	2008	2012
Total number of staff	430	695
Total hours of training for staff	6,927 hours (6 hours per person)	11,565 hours (16.6 hours per person)
Total HB talents	n/a	190
Total number of volunteers	4,581	5,500



The different modules and phases are described below.

One very important point that we placed much more emphasis on was following up on identified gaps. In a major sports event with hundreds of people involved and many different projects, with people not always working side by side, it is inevitable that there are gaps between the planned processes and what the workforce intends to implement. Event training sessions are important for uncovering such gaps and then bridging them. The event training team was tasked by the head of planning with documenting and following up on all identified gaps so that a solution was found, and then ensuring that all of the relevant people in the venues were communicated with. This seems obvious, but is not easy to achieve in an efficient manner. For UEFA EURO 2012, we were able to successfully bridge these gaps, which was a key factor in our success.

The workshops and seminars in the planning phase proved to be an essential element of the HB preparations. The HB talent programme provided full pre-event training for the students involved within their own countries. In the months preceding UEFA EURO 2012, several workshops were held in Nyon for operational, technical and production staff, which proved invaluable. Closer to the event, centralised training days were held at the IBC, both for staff working there during the tournament and for staff who were subsequently travelling on to their respective venues.

## BEHIND THE SCENES /

**Newcomers' welcome and integration sessions allowed employees to understand the organisational structure and become integrated into the teams quickly.**

### MANAGEMENT AND ADMINISTRATION

The aim of the management and administration sub-project was to act as a trusted business partner for the whole EURO 2012 organising team (UEFA Events SA, UEFA's operations division and the Ukrainian and Polish LOCs) by providing professional HR services, the best HR tools and management solutions, taking all the necessary steps to achieve the most effective allocation and utilisation of human resources, as well as optimum personnel productivity/motivation/retention ratios for the whole operational period. The full HR cycle was covered, from sourcing, recruiting and retention to the exit procedure. The following paragraphs touch on just a few of the most important processes.

Salary levels for LOC staff members were agreed with LOC management on the basis of local market conditions, the need to retain staff until the end of the tournament, the fact that employees had time-limited contracts and the need to find people with the right skills. In principle, there were to be no salary increases during the employment period, and only a few exceptions were made. In order to avoid issues with varying exchange rates and inflation, salaries were determined in Euros. In addition, a comprehensive set of fringe benefits was implemented to ensure a competitive and comfortable package.

All relevant staff regulations and information were set out in the EURO Manual. For the tournament itself, that



// Staff and volunteers' daily preparations in Kharkiv

was renamed the Workforce Manual and included more specific event-related information.

In terms of leave, staff were told that, as of February 2012, no regular leave would be allowed. Employees

## BEHIND THE SCENES /

**The performance appraisal process, which was implemented for all staff, was considered to be a very effective retention and motivation tool and was conducted in a transparent and unbiased way.**



were encouraged to plan leave during 2011. Closely linked with this was the overtime policy, which was followed strictly in both countries. Most of the staff's actual overtime was given back as days off in accordance with that policy and legislation. For the months of May and June 2012, a special overtime regime was put in place.

### /G4-LA11/

The performance appraisal process, which was implemented for all staff, was considered to be a very effective retention and motivation tool and was conducted in a transparent and unbiased way. The process consisted of a ten-week assessment and a functional appraisal. The first was held at the end of an employee's probation period. Employees were assessed by their managers on an annual basis, looking at their efficiency in their positions

and their compliance with UEFA's core values and competencies. Assessments were conducted in an objective, fair and transparent manner.

In line with the approved UEFA EURO 2012 business plan, a bonus structure for the staff of the Ukrainian and Polish LOCs was drawn up and communicated in November 2011. It consisted of two bonus levels: a functional part, based on performance; and an organisational part, based on adherence to a set of organisational rules and contributions to UEFA's legacy objective. The functional bonus was based on variables such as the employee's hierarchical level, time spent working in the organisation and the yearly appraisal. The organisational bonus was based on the same variables, but took account of an organisational appraisal based on more than 30 tournament deliverables, which was evaluated by the head of planning, subject to managers' recommendations.

The well developed and clearly communicated performance evaluation system helped managers to be more conscious and clear with regard to objective setting, as well as making them more neutral when it came to the evaluation part of the process. Staff had a clear understanding of the bonus structure and were motivated to perform at the highest level, as well as fulfilling all of the deliverables of the organisational part of the bonus programme within their own area of responsibility. This contributed significantly to the knowledge management legacy and the fulfilment of obligations.

## BEHIND THE SCENES /

### AFTER-PLACEMENT PROGRAMME / /G4-LA10/

Building on the experience from 2004 and 2008, and as a result of the organisation's commitment to social responsibility, we decided to design and implement an internal after-placement programme, which provided useful tools to help employees to find jobs.



An integrated reference letter procedure was set up as part of the after-placement project. Each staff member was provided with a reference letter after finishing his or her contract. All managers understood the importance of the reference letters and were willing to cooperate on this matter by providing a proper evaluation of their subordinates, as well as adding valuable comments to the letter.

The after-placement programme did not guarantee employees a job after the tournament, but aimed to help employees to search for work and make them visible to potential future employers.

A training session was organised to explain the functionalities of the system and give guidance on how to complete the career assessment. The Hogan career compass assessment, which was provided by an external company, was an individual assessment carried out online by means of a questionnaire.



## BEHIND THE SCENES /

**The aim of the volunteers project sought to offer volunteers an unforgettable and invaluable experience, and thereby, as a legacy, trigger a culture of volunteering in Polish and Ukrainian sport, in accordance with the values of fair play and respect.**

### **VOLUNTEERS /**

The aim of the volunteer project was to create a high-quality volunteer programme for UEFA EURO 2012, providing the different projects within the organisation with the right number of volunteers in the right place at the right time – people with the right qualifications, the necessary motivation and skills, and appropriate tools. At the same time, the volunteers project sought to offer volunteers an unforgettable and invaluable experience, and

thereby, as a legacy, trigger a culture of volunteering in Polish and Ukrainian sport, in accordance with the values of fair play and respect.

The programme was hugely successful. However, it was not short of challenges and uncertainties. The major issue was the fact that, by contrast with Switzerland and Austria, there was no culture of volunteering in either



## BEHIND THE SCENES /

**The most important criteria for volunteers proved to be attitude, enthusiasm and motivation.**

Poland or Ukraine. It goes without saying that positions like volunteer driver are completely alien concepts in societies where the economic level is still low in many respects. A considerable amount of communication and education was needed, and work had to start from a basic level and be developed. The workload for a volunteer programme is very large, owing to the large number of people to deal with. Despite initial discussions, it was decided to have an official UEFA volunteer programme, separate from the host city initiatives. The UEFA programme focused mainly on stadiums and official sites, performing roles to satisfy UEFA's target groups and spectators. In order to counter the challenges faced in the two host countries – namely the limited awareness of the programme, the lack of a volunteering culture and the low prestige of volunteering – and to avoid confusion with the host cities' volunteer programmes, a professional communication campaign was launched.

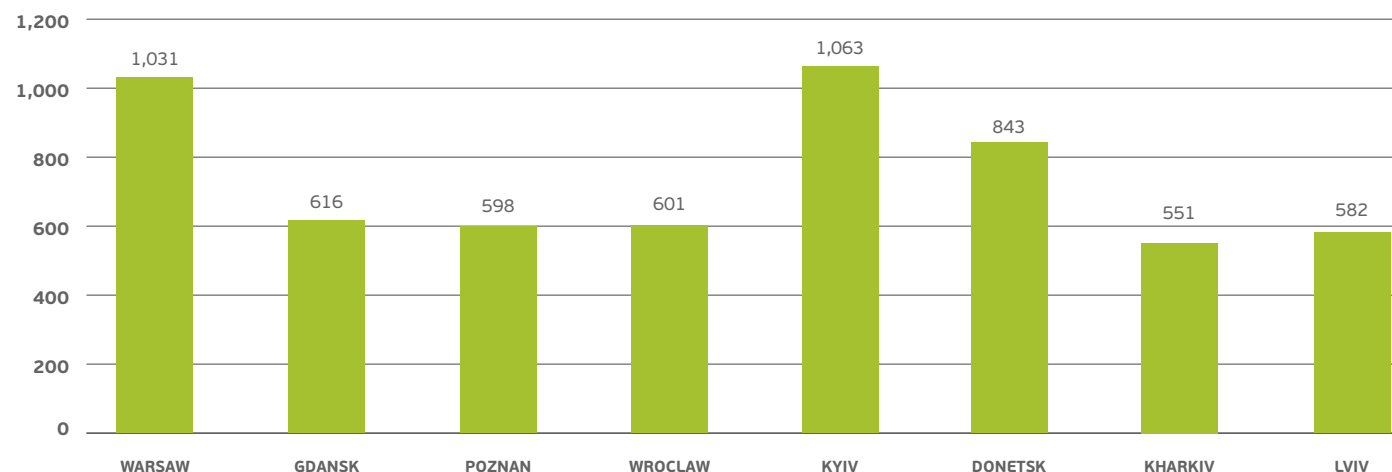
Volunteers needed to: be at least 18 years old, communicate well in English, be motivated team players, be available for interviews and training, have the skills needed for defined roles, and commit to a reasonable number of days and shifts. The most important criteria for volunteers proved to be attitude, enthusiasm and motivation. A new record was achieved in terms of applications: 23,949 were received over a four-month period. There were 42 full-time team members, 180 volunteer recruiters and 120 volunteer management volunteers working on the preparation and implementation of the programme.

Projects requested 5,640 volunteers. A total of 7,374 volunteers were confirmed, including a margin of up to 27% for each function, depending on the specific difficulty assessment of each function. At the beginning of the volunteer operations on site, there were 5,885 volunteers, with a total of 5,563 volunteers staying until the end of the operations. In Poland, 20% more volunteers were confirmed to take account of dropouts; in Ukraine, 31% more volunteers were confirmed.



## BEHIND THE SCENES /

### BREAKDOWN BY HOST CITY



### /G4-LA12/

#### Facts and figures:

- Volunteers came from 63 different countries.
- 44% of the volunteers were men and 56% were women.
- The youngest volunteer was 18 and the oldest was 78.
- The average age was 24 and more than 90% of volunteers were below the age of 30.
- The vast majority of volunteers were students.
- In total, 10% of places were reserved for international volunteers to allow diversity and the possibility of participation.
- The number of volunteers was up 21% compared with EURO 2008.
- The largest group of volunteers – around 1,400 – worked on the safety and security project, while event transport and accreditation each required just over 600.
- The smallest groups were deployed in the match organisation and information management teams, with eight per project.
- Investment per volunteer totalled around €1,000, which was 50% lower than in 2008.
- Costs were more efficient thanks mainly to the transfer of knowledge.

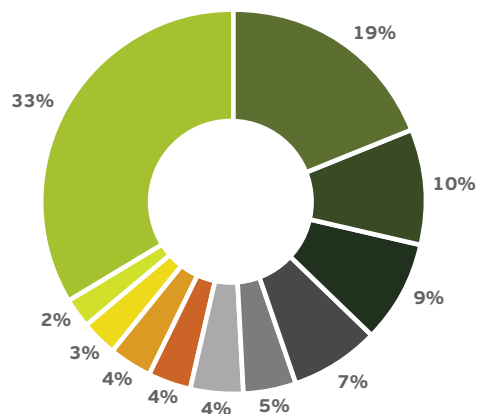
## BEHIND THE SCENES /

But not everything went according to plan. In particular, the organisational structure, with two volunteer managers and an advisor, was not easy to handle. The lack of communication and the lack of distinction between the different programmes were not ideal.

// Motivational programme  
for volunteers

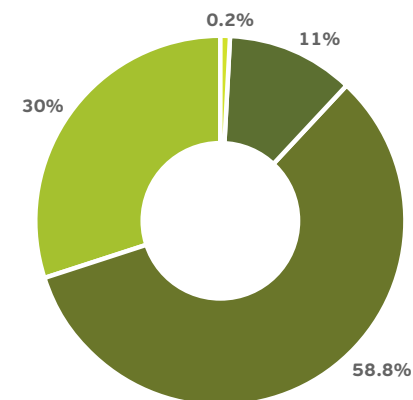


### BREAKDOWN BY NATIONALITY



33% **POLAND**  
 19% **GERMANY**  
 10% **UKRAINE**  
 9% **ITALY**  
 7% **SPAIN**  
 5% **FRANCE**  
 4% **USA**  
 4% **CANADA**  
 4% **LITHUANIA**  
 3% **CHINA PR**  
 2% **PORTUGAL**  
 OTHERS <2%

### BREAKDOWN BY EDUCATIONAL LEVEL



0.2% **PRIMARY**  
 11% **SECONDARY/HIGH SCHOOL**  
 58.8% **STUDENT**  
 30% **UNIVERSITY GRADUATE**



**BEHIND THE  
SCENES /****GOOD GOVERNANCE ASPECTS**

Various aspects with regard to good governance were considered at UEFA EURO 2012. In order to take proactive precautions concerning intellectual property rights, UEFA set up various initiatives to protect parties involved in the tournament. For the first time, UEFA participated in the host associations' sponsor workshops, and there

was close cooperation with the national associations prior to and during the event. There were several activities with regard to ambush marketing, such as press conferences, letters to major retailers, information leaflets and a specific section on UEFA.com.



// A EURO-day



## BEHIND THE SCENES /

**No positive tests were reported as a result of the out-of-competition or in-competition programmes.**

### ANTI-DOPING /

/G4-S05/

UEFA's anti-doping operation at EURO 2012 was designed to prevent and detect doping, to safeguard the integrity of matches and the tournament as a whole, to protect the health of players, and to support UEFA's message of fair play and respect.

This was achieved through an extensive and carefully planned operation involving pre-tournament testing of teams and post-match doping controls at all tournament matches. Using experienced UEFA doping control officers (DCOs), established testing procedures and a WADA-accredited laboratory analysing samples using the latest scientific techniques, UEFA sought to ensure that EURO 2012 was a drug-free tournament for everyone involved.

Pre-tournament testing (ten players from each team) and post-match controls (two players from each team for each match) were conducted. No positive tests were reported as a result of the out-of-competition or in-competition programmes.



/G4-S05/

ANTI-DOPING	2008	PRE-TOURNAMENT 2012	TOURNAMENT 2012	TOTAL FOR 2012
Doping tests conducted	284	160	134	294
Positive doping tests	0	0	0	0

## BEHIND THE SCENES /

### INTELLECTUAL PROPERTY RIGHTS /

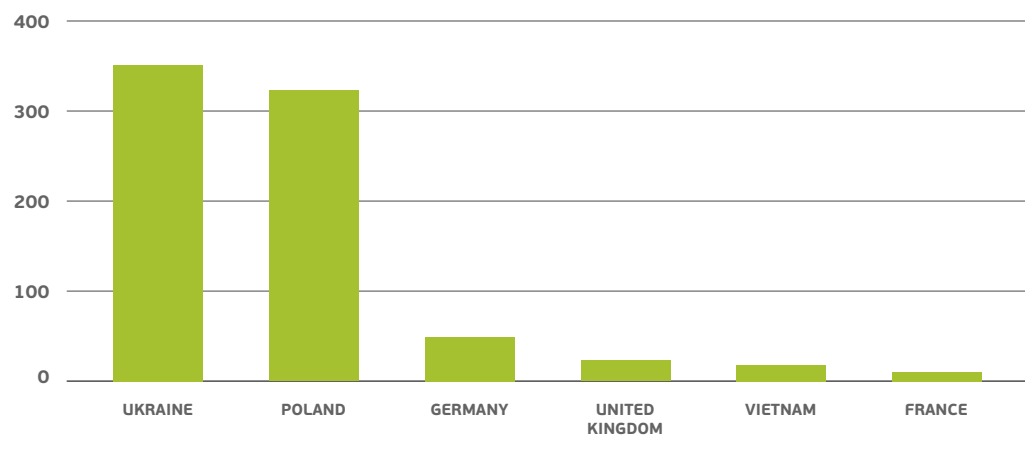
/G4-PR7/

The IP registration programme implemented for UEFA EURO 2012 was the broadest ever for a EURO tournament. No major registration problems were encountered. All trademarks were registered swiftly in the host countries, in European markets and in other key territories in time for the event. Thanks to our early applications, collaboration with both host countries' patent offices was excellent, leading to the speedy registration of our trademarks and the proactive refusal or cancellation of 75 conflicting applications.

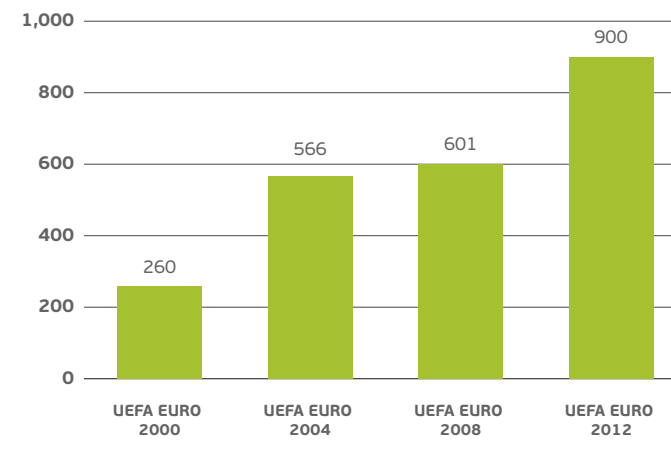
External lawyers in all participating countries and other key countries were appointed and briefed. In total, 900 cases were handled. A breakdown of cases by country shows that the vast majority of the cases took place in the host countries. The intellectual rights protection programme handled 539 cases of ambush marketing, 286 cases of counterfeiting and 75 cases of opposition.

One prominent case received considerable media attention: Denmark forward Nicklas Bendtner promoted a betting company on his underwear during the group B match against Portugal. He was banned for one competitive fixture and fined €100,000 for improper conduct.

#### INFRINGEMENTS PER COUNTRY - UEFA EURO 2012



#### EVOLUTION OF THE NUMBER OF CASES



## BEHIND THE SCENES /

**UEFA has a policy of zero tolerance in this regard and cooperates fully with international legal bodies to prevent any wrongdoing.**

### CORRUPTION AND MATCH-FIXING /

/G4-S05/

UEFA has two disciplinary bodies – the Control and Disciplinary Body and the Appeals Body. UEFA's disciplinary inspectors represent UEFA in proceedings before the disciplinary bodies. These authorities are independent within the organisation, and their members are bound by UEFA's rules and regulations.

Within the UEFA administration, the disciplinary services unit undertakes the key role of monitoring matches with the aim of eliminating match-fixing. Matches in the top two divisions and domestic cup competitions of all 53 national associations, as well as all matches organised by UEFA, are analysed using a betting fraud detection system (BFDS).

In conjunction with the three bodies mentioned above, strict measures are enforced if clubs, associations or individuals are found to be guilty of manipulating a match for betting or other purposes.

No incidents of match-fixing or corruption were reported during the tournament or the preparatory phase. UEFA has a policy of zero tolerance in this regard and cooperates fully with international legal bodies to prevent any wrongdoing.

### ANIMAL WELFARE

In order to cope with the overpopulation of stray animals (especially dogs) roaming the streets in Ukraine's cities, for many years Ukrainian law allowed the killing of such animals. After being contacted by various animal protection organisations about this situation prior to UEFA EURO 2012, UEFA entered into a dialogue with the Ukrainian authorities and the Society for the Protection of Animals, in order to find appropriate measures that would respect the dignity of these animals.

UEFA donated €8,000 to the Kyiv branch of the Society for the Protection of Animals to help finance its activities. Prior to UEFA EURO 2012, the government of Ukraine announced an immediate ban on the killing of stray animals. The Ukrainian authorities planned to build animal shelters, and animals that could not be housed there would be sterilised before being released. New laws would make it compulsory for city mayors to enforce these new regulations, and those who refused would risk prosecution.

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\*External assurance has not been sought for this report

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## **UEFA EURO 2012 SOCIAL RESPONSIBILITY REPORT**

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### **PUBLISHER /**

Union of European Football Associations (UEFA), Route de Genève 46, 1260 Nyon, Switzerland  
This report is available in English, French and German

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### **LAYOUT /**

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### **PHOTO CREDITS /**

**Schwery Consulting** (pages 40, 45, 52, 54, 62, 70, 75r, 76, 77, 78, 100r, 117, 133);  
**Streetfootballworld** (112, 113); **Special Olympics** (73, 98); **Climate Friendly** (43, 66); **CAFE** (56, 116);  
**FARE** (89, 94); **NSCDU** (100l), **UEFA** (all other pictures)

### **PRINTING /**

Artgraphic Cavin SA  
This report is printed on 100% FSC controlled and recycled paper



### **MANAGEMENT / EDITING /**

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Nyon, October 2013



