



WE CARE ABOUT FOOTBALL

Social & environmental sustainability criteria in UEFA Club Licensing: Engagement workshop

Online session
Thursday, 23 January 2025

UEFA facilitators for this session



Anna Polatowska
Club Licensing Manager



Filippo Veglio
**Head of Social & Environmental
Sustainability**

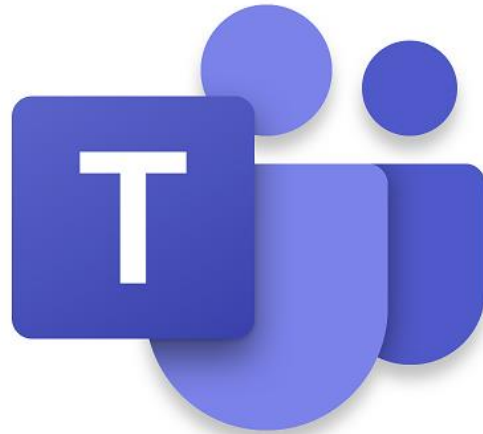
Today

- **Engagement** of all Club Licensing and Social & Environmental Sustainability (SES) officers across the 55 UEFA Member Associations
- **Guidance** on practical application of SES Provisions in UEFA's Club Licensing Regulations 2024
- **Dialogue** on questions or concerns to continue to raise standards across this area in European football



Questions, ideas, comments always welcome

Please use Microsoft Teams chat function





**Ambition:
Accelerating action – with a strategic approach**



Social & environmental sustainability in European club football



- **Position sustainability as a strategic investment** to protect & create value in clubs
- **Leverage UEFA Club Licensing regulations** to guide clubs' approach (Person, Strategy, Actions)
- **Catalyse learning by sharing & collaboration** across European football community



Series of sessions & webinars across 2024 to advocate a strategic approach to guide clubs' efforts



Step 1

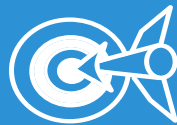
Step 2

Step 3

Step 4

Step 5

Step 6



**Commit
your organisation**

**Appoint
a dedicated
manager & team**

**Develop &
publish
a strategy**

**Implement
the policies through
an action plan**

Measure

**Report &
communicate**

3 key points today



**UEFA Club
Licensing
developments**

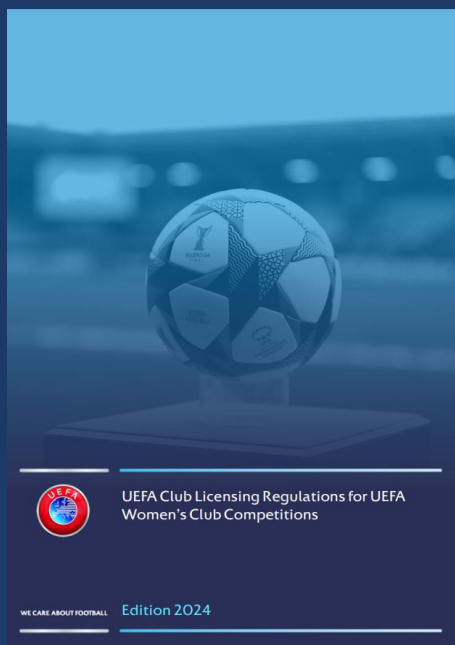
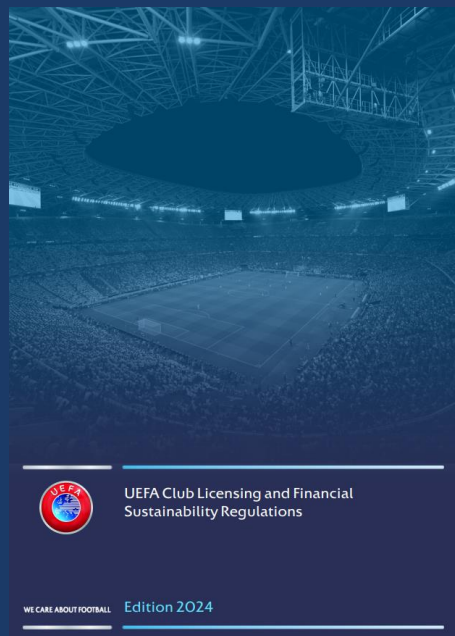


**Implementation
guidance & network**



**2025
outlook**

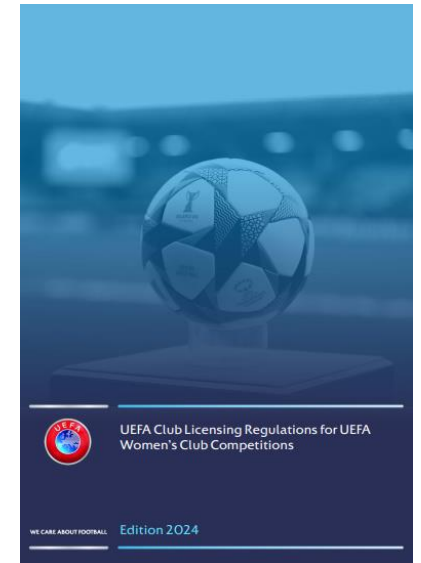
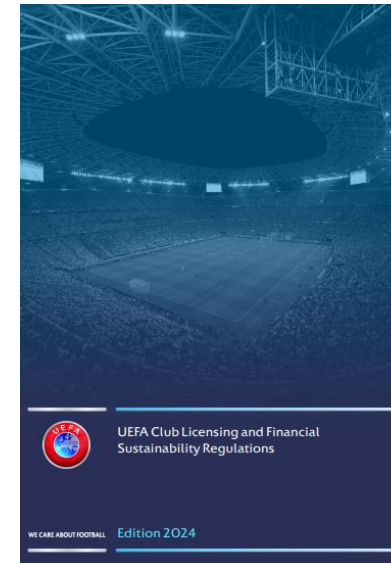
UEFA CLUB LICENSING AND FINANCIAL SUSTAINABILITY REGULATIONS



UEFA Club Licensing Regulations: Catalyst of strategic action on sustainability

Reflects UEFA advocacy of a **3-pronged approach**

1. **Person**
2. **Strategy**
3. **Actions**
 - Equality and Inclusion
 - Anti-Racism
 - Child and Youth Protection
 - Football for All Abilities
 - Environmental Protection

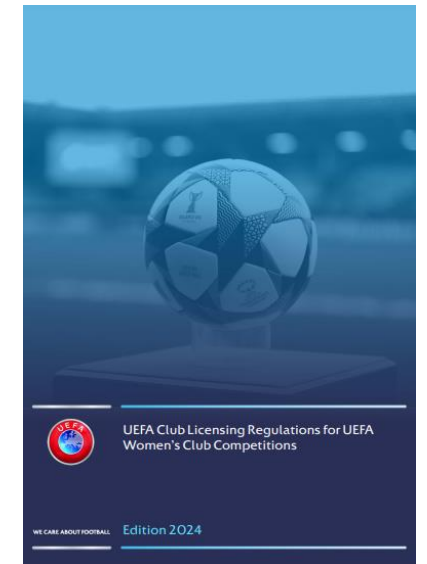
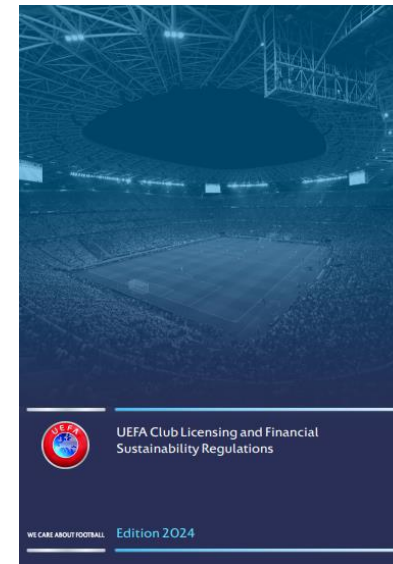


UEFA Club Licensing Regulations: 2024 updates

- **Language:** From Football Social Responsibility (FSR) to Social & Environmental Sustainability (SES)
- Defined as **A criteria** for men's club competitions:
 - Appointment of SES Officer
 - Requirement of an SES Strategy
- Defined as **B criterion** for women's club competitions
 - Appointment of an SES Officer

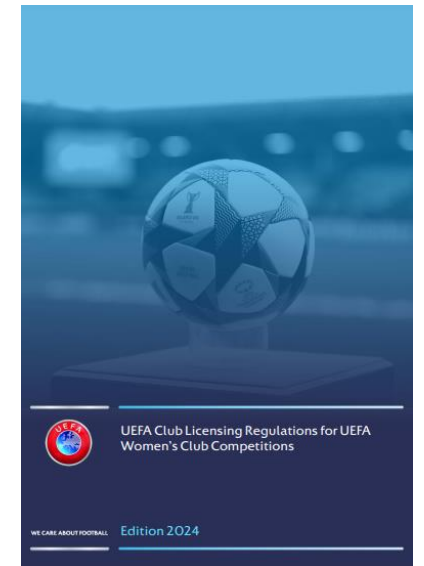
Nota bene:

Solidarity scheme for non-participating clubs includes gradual integration of SES criteria (child & youth protection 2025/26 season, SES Strategy 2026/27 season)



Club licensing process and consequences of non-fulfilment

- Non-fulfilment of **A criteria** leads to **refusal of a license** to enter relevant UEFA Club Competition
- Non-fulfilment of **B criteria** does **not lead to refusal of a license** but to a sanction defined by the licensor according to its catalogue of sanctions



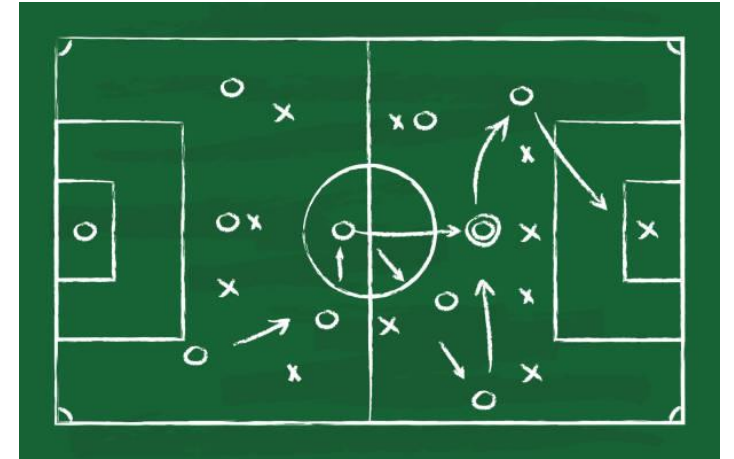
UEFA Club Licensing Regulations: Guidance (1)

1. SES Officer position

- Single point of contact for all stakeholders
- Coordinate & oversee strategy
- Collaborate across all club departments on guidelines, policies and activities
- Contribute to the achievement of measurable objectives and KPIs

2. SES Strategy development

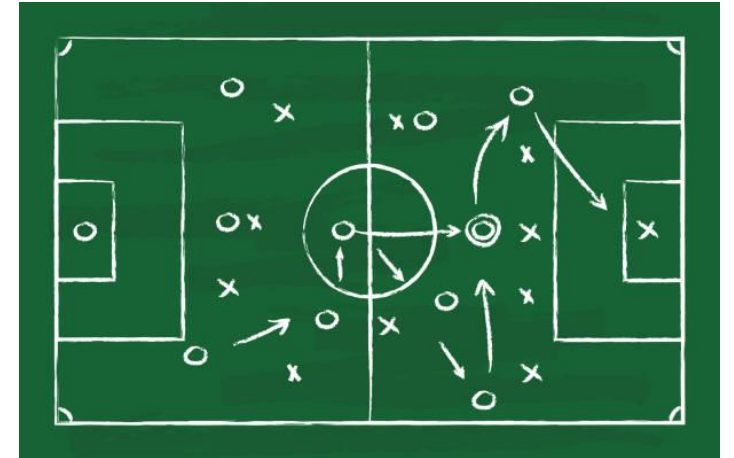
- Focusing on football impact on society & environment
- Taking into account local context & stakeholder engagement
- Setting out guiding principles & mission statement
- Defining policies, focus areas, targets, KPIs
- Laying the ground for execution phase via action plan
- Building in a seasonal measurement & reporting loop



UEFA Club Licensing Regulations: Guidance (2)

3. Policy-specific activities (B criteria) to assess and embark upon

- Equality and Inclusion
- Anti-Racism
- Child and Youth Protection
- Football for All Abilities
- Environmental Protection



Take stock of what is already
in place across the club

Assess value
creation and cost-
benefits of the
activities

(Re)define Targets,
KPIs, Actions

Plenty of UEFA guidance, tools, and checklists freely available for clubs and backed by expertise of SES managers in each NA to support efforts



[Circular Economy Guidelines](#)



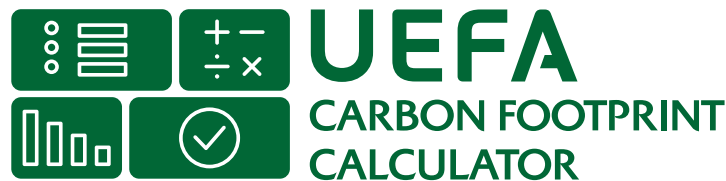
[Healthy & Sustainable Catering Guidelines](#)



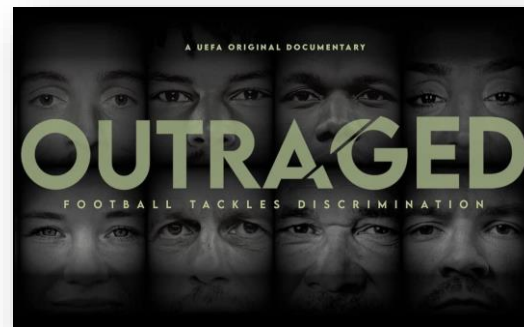
[Sustainable Infrastructure Guidelines](#)



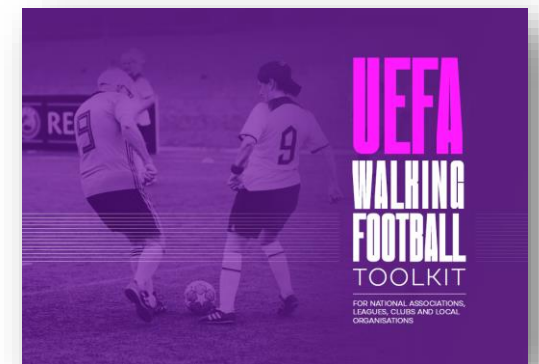
[Accessibility Guidelines](#)



[Carbon Footprint Calculator](#)



[OUTRAGED](#)



[Walking Football Toolkit](#)

UEFA Club Licensing Regulations: Guidance on club reporting

SECTION 1: Club documentation related to SES

Article 44 – Social and environmental sustainability officer

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

1. Name of the club

2. SES Officer details

| | |
|---------------------------------------|--|
| First & Last Name | |
| Year of birth | |
| Telephone | |
| E-Mail | |
| CV / Bio (<i>please attach</i>) | |
| Direct reporting line within the club | |

SECTION 2: Club documentation related to an SES-specific Strategy

Article 27 – Social and environmental sustainability strategy

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

1. Title of the Strategy

2. Publication date

3. Link to the Strategy

SECTION 3: SES Policy-specific documentation

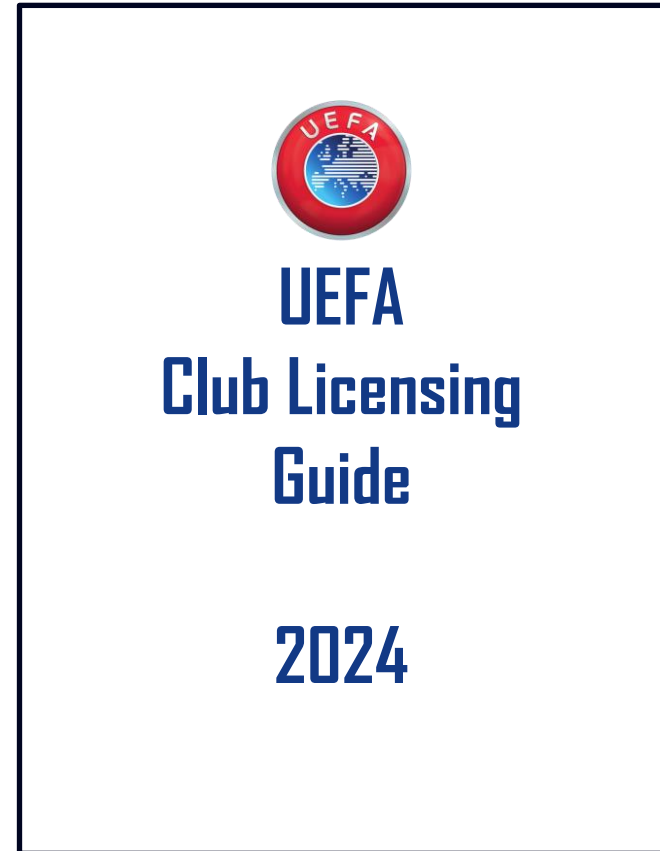
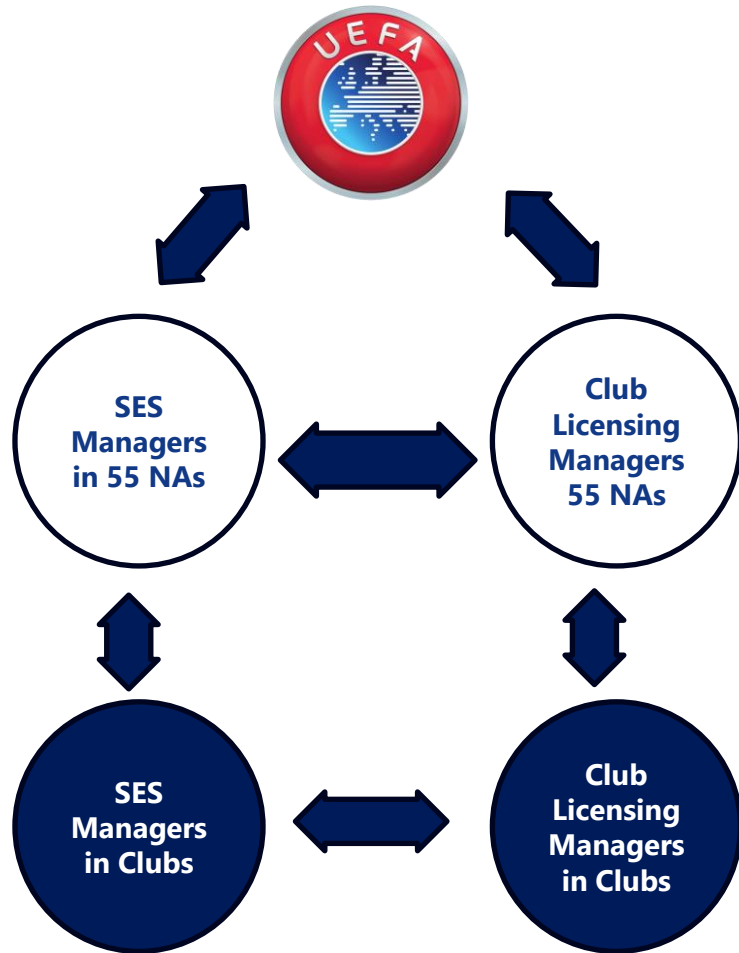
The purpose of this section is to support your organisation in reporting the different SES criteria in the UEFA Club Licensing Regulations. This section highlights the different SES articles covering: Equality and Inclusion, Anti-Racism, Child & Youth Protection and Welfare, Football for all Abilities and Environmental Protection. To support the reporting on each article, this flexible document will help your organisation to report clear targets, KPIs and actions to fulfill the Club Licensing Regulations.

Article 28 – Equality and Inclusion

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

| Target(s) | KPI(s) | Action(s) | Note(s) |
|-----------|--------|-----------|---------|
| | | | |
| | | | |

For all provisions, as every year: Emphasis on collaborative approach – This is a joint journey!



Issued on 31 October 2024
Chapter 20 on SES

Sustainability Officers in each of the 55 National Associations



Driver for 2025:

To (pro)actively support the Club Licensing Manager in their NA – including through review of the SES section in club licensing submissions

UEFA Sustainability Hub – Available for all of you

- Members-only online platform to facilitate inspiration & learning by sharing across the football sustainability community
- All NA Club Licensing Managers will receive an e-mail invitation to join
- Clubs can request access directly via [the Sustainability Hub](#)

Welcome to the UEFA Sustainability Hub!

This platform has been created to share information related to Social and Environmental Sustainability (SES) within the community.

OUR COMMUNITY

STRATEGY

COMPETITIONS & EVENTS

INTERNATIONAL DAYS

FUNDING

CLUB LICENSING

BRANDING & LOGOS

POLICIES

In the spotlight

RESPECT REPORT
2023/24 SEASON

[UEFA releases 2023/24 Respect Report](#)

The report outlines how we continue to take bold steps forward in addressing some of the most significant sustainability issues affecting European football.

SES Events [See all](#)

+ Add event

| | |
|---------|---|
| JAN 23 | Webinar: UEFA Club Licensing – Social & Environmental Sustainability requirements Thu, Jan 23, 2:00 PM |
| FEB 12 | UEFA Take Care Programme launch Wed, Feb 12, 12:00 AM |
| MAY 5-7 | UEFA Respect Forum 2025 Mon, May 5, 12:00 AM |

2025 outlook – Outreach on UEFA club licensing requirements will continue

How UEFA social and environmental sustainability requirements are catalysing change across Europe

Monday, November 25, 2024

Sustainability

Football has an important role to play in creating a more sustainable society, and we are accelerating the adoption of social and environmental practices among clubs participating in our men's club competitions.



Under the UEFA club licensing system, every club that participates in the UEFA Champions League, Europa League or Conference League must appoint a social and environmental sustainability (SES) officer to oversee the implementation of sustainability policies and measures.

Acting as a single point of contact for both internal and external stakeholders, SES officers are responsible for coordinating their club's sustainability strategy – another must-have for participating in our competitions.

UEFA Champions League @ChampionsLeague

♥ All #UCL clubs are committing to a sustainable game.

👉 Here's how we're supporting them...

From uefa.com

6:33 PM · Nov 25, 2024 · 172.8K Views

38 50 543 6

HOW UEFA IS SUPPORTING CLUBS FOR A SUSTAINABLE FUTURE

ALL CHAMPIONS LEAGUE CLUBS MUST APPOINT A SUSTAINABILITY OFFICER AND DEVELOP A STRATEGY

CLUBS MUST HAVE POLICIES FOR SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

DID YOU KNOW? OVER 500 CLUBS ARE WORKING TOWARDS OUR SUSTAINABILITY GOALS

2025 outlook – Other fronts

- **Community meetings**
Online & in person – save the dates to follow soon
- **Educational offer**
Rethink & reshape ongoing (UEFA Academy-ECA Campus), joint webinar series with ECA continues
- **Reporting**
Improve availability, comparability and reliability of disclosures – incl. with work on CSRD



2025 outlook – The football sustainability community across Europe is growing & knowledge is deepening





Q & A



The image shows the interior of a large stadium, likely the Stade Vélodrome in Marseille, France. The stadium features a complex, white, lattice-like metal roof structure that covers the entire arena. The seating is arranged in multiple tiers, with the word "MARSEILLE" visible on the upper levels. The pitch is green, and there are some people visible on the field. A large, light blue oval shape is overlaid on the upper part of the image, containing contact information.

www.uefa.com/sustainability

sustainability@uefa.ch