

SUSTAINABILITY POLICY OF THE FIFA WORLD CUP RUSSIA 2018™

Organising a mega-event such as the FIFA World Cup (FWC) in a sustainable manner is a major challenge. In order to address this challenge, the Fédération Internationale de Football Association (FIFA) and the 2018 FIFA World Cup™ Local Organising Committee (LOC) are committed to working together to fulfil all applicable requirements, abide by international standards and ensure continuous improvement of work processes in order to organise the most sustainable event possible.

This policy provides both FIFA and the LOC with top-level guidance on how to implement the objectives of the 2018 FIFA World Cup Sustainability Strategy and contribute to a positive legacy in the host country.

The purpose of the 2018 FIFA World Cup Sustainability Strategy (published on 23 July 2015) is to ensure that the planning and delivery of the event lessens the negative and enhances the positive impact of the event on people, the economy and the environment.

Integration of sustainability into all FIFA World Cup projects

The basis for the management of the FIFA World Cup Programme is FIFA's Project Management & Knowledge Transfer Process (PM&KT) with three objectives, six phases and four project management outputs. The process provides each project team with a standard way of managing projects, and facilitates project planning, monitoring, execution and closure. Overall, it is managed by FIFA's project management office. To ensure a more sustainable FIFA World Cup, each team shall draw on the principles and sustainability objectives outlined in this policy while working on their projects. In particular:

- in developing and writing their project charters and project plans, each team shall review all the sustainability objectives to assess how their deliverables impact these objectives and vice versa. Where the impact is significant, they shall establish ambitious yet realistic sustainability measures.
- in implementing their project and preparing the project reports and debrief, each team shall monitor and report on the outcome of the sustainability measures put in place by them.

The sustainability dimension of projects is under the responsibility of each project team. Overall guidance and support will be provided by the Sustainability Team of the 2018 FIFA World Cup. Using PM&KT as a standard project management and knowledge transfer approach will further strengthen sustainability across the FWC.

Principles

The following five principles shall guide the decisions of each project team at FIFA and the LOC in implementing the FIFA World Cup projects in a more sustainable way:

- **Responsibility** – accountability for sustainable development, shared by all those whose actions affect environmental performance, economic activity and social progress.
- **Inclusivity** – the practice of fair and non-discriminatory treatment and meaningful involvement of all interested parties. Inclusivity refers to the integration of all interested parties, regardless of skin colour, ethnic, national or social origin, gender, disability, age, language, religion, political opinion or any other opinion, wealth, status, or sexual orientation or any other reason.
- **Transparency** – openness about decisions and activities that affect people, the economy, the environment and their outcomes; willingness to communicate these in a clear, accurate, timely, honest and complete manner.
- **Integrity** – behaviour that is in accordance with accepted principles of right or good conduct in the context of a particular situation and is consistent with international norms of behaviour.
- **Respect** – compliance with the rule of law, considering and responding to stakeholder interests and avoiding the infringement of the rights of others.

Sustainability objectives

Although many aspects of sustainability can be linked to mega-events, FIFA and the LOC have decided on the most relevant social, environmental and economic issues for a sustainable 2018 FIFA World Cup. There are nine key issues and 25 performance objectives. To achieve these, FWC project teams need to identify the objectives most relevant to their project and act in a way that contributes positively to achieving them.

Key issue

Performance objective

Social

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| I. Health and safety | <ol style="list-style-type: none"> 1. Ensure health, safety and security at FIFA World Cup events 2. Ensure tobacco-free FWC sites and events 3. Help bring about improvements to medical services related to the FIFA World Cup events |
| II. Decent work and capacity building | <ol style="list-style-type: none"> 4. Ensure decent working conditions for FIFA and LOC staff and volunteers 5. Promote decent working conditions for FWC stadium construction workers 6. Improve the capabilities and skills of FWC staff and volunteers |
| III. Inclusivity and equality | <ol style="list-style-type: none"> 7. Ensure accessible FWC events and transport services for disabled people and people with limited mobility 8. Create opportunities for low-income groups to obtain tickets for FWC matches 9. Ensure a discrimination-free environment at FIFA World Cup sites and events |
| IV. Social development, healthy living and sporting legacy | <ol style="list-style-type: none"> 10. Tackle social issues through football programmes for young people 11. Promote healthy lifestyles, football development and youth participation in football using the FWC platform 12. Contribute to the sustainable use of FWC stadiums after the event |

Environmental

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| V. Green-building standards for stadiums | <ol style="list-style-type: none"> 13. Ensure the compliance of FWC stadiums with green-building standards 14. Develop the sustainable management capacities of stadium operators |
| VI. Transport, carbon, energy and waste management | <ol style="list-style-type: none"> 15. Ensure efficient FWC-related energy and carbon management 16. Ensure efficient and sustainable FWC-related waste management 17. Minimise the environmental impact of FWC-related transport |
| VII. Risk mitigation and biodiversity | <ol style="list-style-type: none"> 18. Mitigate the risks of environmental incidents related to FWC operations 19. Ensure compliance between FWC operations and local regulations governing specially protected sites 20. Promote environmental protection and biodiversity in relation to FWC preparations and staging |

Economic

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| VIII. Ethical business practices | <ol style="list-style-type: none"> 21. Ensure that Commercial Affiliates and suppliers comply with FIFA and LOC standards on fair marketing practices and ethics 22. Encourage legal compliance with resettlement and buyout regulations related to FIFA World Cup stadiums |
| IX. Local economic development | <ol style="list-style-type: none"> 23. Support investment and infrastructure development in relation to the FIFA World Cup to foster local economic development 24. Contribute to FWC-related job creation 25. Promote FWC regions as tourism destinations and foster urban beautification and tourist attractiveness |

Sustainability management system

To guide the overall approach to sustainability for the FIFA World Cup, FIFA and the LOC established a sustainability management system with a set of interrelated and interacting elements and processes needed to achieve sustainability goals and continuously improve the sustainability of the FIFA World Cup. The system is managed by the Sustainability Team and includes the following elements:

1. Development and publication of a Sustainability Strategy that defines priorities based on past experiences, commitments, international standards and stakeholder engagement;
2. Development of a sustainability action plan to implement the Sustainability Strategy;
3. Creation of a sustainability steering board, which is composed of two senior representatives from each organisation, FIFA and the LOC;
4. Establishment of a FIFA-LOC joint sustainability team that manages the implementation of the Sustainability Strategy, provides support to project teams where needed, and implements social, environmental and economic projects as specified in the sustainability action plan;
5. Creation of two FIFA World Cup project handbooks dedicated to the topic of sustainable event management and the inclusion of a chapter dedicated to sustainability in all other FIFA World Cup project handbooks;
6. Creation of the regulations on the Sustainability Strategy implementation and integration of sustainability principles and sustainability-related clauses into procedural documents including but not limited to the following topics:
 - Environmental risk management
 - Specially protected sites
 - Waste management
 - Health and safety
 - Data collection and feedback mechanism on social and environmental compliance
 - Sustainability data gathering and reporting
7. Stakeholder engagement with interested parties throughout the lifecycle of the event to better understand and adapt to the sustainability context of the event and the host country;
8. Integration of sustainability requirements and recommendations for product and service providers and inclusion of sustainability criteria in legal agreements in compliance with relevant legislative norms;
9. Collaboration with external entities on shared sustainability goals and specific initiatives to ensure a more sustainable event and to widen the positive impact and legacy;
10. Training, awareness-raising programmes and communication on key sustainability issues for internal and external stakeholders, as well as the promotion of sustainability in the world of sport;
11. Publication of a 2018 FIFA World Cup Sustainability Report in accordance with Global Reporting Initiative (GRI) G4 standards and regular updates on sustainability performance;
12. Periodic review of all regulatory documents, including this policy.