A more sustainable
FIFA World Cup™
An update on the implementation of the Sustainability Strategy
Contents

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As an international sports organisation and as set out in its vision for the future, FIFA takes its responsibilities seriously and seeks to set a good example for others, placing sustainability at the heart of everything it does. Successfully organising the biggest single-sport event in the world, the FIFA World Cup, in a more sustainable manner is a critical task for FIFA and the Local Organising Committee (LOC). As a consequence, and to ensure that the planning and delivery of the 2018 FIFA World Cup lessens the negative and enhances the positive impacts of the event on people, the economy and the environment, FIFA and the LOC have developed and published a comprehensive Sustainability Strategy for the 2018 FIFA World Cup.

The close collaboration on sustainability matters between FIFA and the LOC has been crucial in the process of ensuring that the strategy is relevant given the local context and specificities of the host country. The selection of the sustainability principles, nine key issues and 25 related performance objectives for the event was based on the analysis of applicable regulatory documents and the experience of past FIFA World Cups as well as the application of internationally recognised standards. In addition, the strategy was reviewed by key stakeholders, including representatives of NGOs, UN agencies, commercial affiliates, host cities, regions and various government agencies.

Over the past few years, FIFA and the LOC have worked intensively on various measures to make the event more sustainable. This document provides a summary of the key achievements since then.

**Key issues and cross-cutting approaches**

- **Social:** Health and Safety, Decent Work and Capacity Building, Inclusivity and Equality, Social Development, Healthy Living and Sport Legacy
- **Environmental:** Green-Building Standards for Stadiums, Transport, Carbon, Energy and Waste Management, Risk Mitigation and Biodiversity
- **Economic:** Ethical Business Practices, Local Economic Development

Delivering the Sustainability Strategy encompasses five cross-cutting approaches:
- Ongoing stakeholder engagement
- Awareness campaigns and communication support
- Educational programmes that support the achievements of sustainability objectives
- Planning for sustainability as an effective way to a positive legacy
- Promoting the sustainability agenda in the world of sport
A dedicated system for the management of sustainability

In accordance with the international standard for “Event sustainability management systems” (ISO 20121:2012), FIFA and the LOC are implementing a Sustainability Management System (SMS), which provides guidance on day-to-day decision-making for FIFA and the LOC, and translates commitments, requirements, obligations and sustainability performance objectives into effective actions. The SMS has also helped to integrate the basic principles of sustainable development into the functional operation plans of the LOC. So far,
• 124 specific requirements have been developed,
• specific sustainability requirements have been included in the plans of all relevant functional areas – 28 functional operation plans, and
• reference to Sustainability Strategy and Sustainability Policy requirements have been included in 46 functional operation plans (100%).

In addition, the joint FIFA-LOC Sustainability Team has developed and reviewed various policies and procedures related to FIFA Confederations Cup 2017 and 2018 FIFA World Cup operations, while also encouraging the inclusion of sustainability-related criteria into procurement documentation. Alongside the SMS, FIFA and the LOC have also developed a Sustainability Action Plan with around 160 activities. This action plan identifies the key deadlines, milestones, roles and resources required to address the key issues and achieve the objectives defined in the strategy. The action plan is reviewed in its entirety and adapted where needed on a quarterly basis by the joint FIFA-LOC sustainability team. Updates are presented to the LOC Board, the FIFA Management Board and other stakeholders on a regular basis.
For the 2018 FIFA World Cup in Russia, FIFA and the LOC have developed a Decent Work Monitoring System, which was launched in 2016. On a quarterly basis, a monitoring team visits each stadium under construction and renovation for two days. This team of experts reviews all relevant documentation, inspects the construction site, and interviews construction workers, according to a methodology specifically developed for FIFA World Cup stadiums in Russia. After each visit, the general contractor for the stadium participates in a debrief with the monitors, and receives a written report with details about any incompliances found and a list of actions to be taken before the next inspection. The monitoring methodology was developed with the involvement of the International Labour Organization (ILO) Office for Eastern Europe and Central Asia, Building and Woodworkers’ International (BWI) and the Russian Trade Union of Construction Workers (RBWU). The system is implemented by the Klinsky Institute of Labour Protection and Working Conditions, an independent expert institution. Furthermore, FIFA and the LOC collaborate closely with the international and national trade unions BWI and RBWU that regularly take part in our inspection visits.

Additional links, articles and documents:

- Fact sheet: Decent Work Monitoring System in Russia
- Experts assess labour conditions and workers’ safety at St Petersburg stadium (February 2016)
- Working conditions monitoring system launched at World Cup stadiums (May 2016)
- Working conditions: FIFA and trade unions sign cooperation agreement for Russia 2018 (August 2016)
- Workshops on decent working conditions with stadium construction companies in March 2016 and March 2017
Diversity and anti-discrimination

FIFA has a zero-tolerance approach to discrimination, and has recently taken great strides forward in its fight against this issue. In 2015, FIFA put a new system in place to monitor all 871 FIFA World Cup qualifiers and a selected number of friendlies for acts of discrimination (“FIFA Anti-Discrimination Monitoring System”). These activities are being coordinated by FIFA in collaboration with the Fare network, an organisation with a long track record of combating discrimination in football. Match observers are deployed to complement the work of referees and FIFA match commissioners at selected matches with a higher risk of discriminatory incidents. Their observations then facilitate the investigations of FIFA’s disciplinary bodies through the provision of evidence.

Furthermore, FIFA published a Good Practice Guide on Diversity and Anti-Discrimination to support all of its member associations. In 2016, FIFA introduced the annual FIFA Diversity Award to highlight the efforts of organisations, groups or individuals that are standing up for diversity and inspire unity, solidarity and equality in football. At the FIFA Confederations Cup 2017 in Russia, FIFA will implement its monitoring system at all 16 matches. Furthermore, FIFA will celebrate diversity in football with a special pre-match protocol at the semi-finals in Kazan on 28 June and in Sochi on 29 June, the FIFA Anti-Discrimination Days..

Additional links, articles and documents:

- Fact sheet: FIFA milestones on diversity and anti-discrimination
- Discrimination monitoring to be introduced at 2018 FIFA World Cup™ qualifiers (May 2015)
- Video clip: FIFA steps-up anti-discrimination efforts at qualifiers (July 2015)
- Video clip: Piara Powar, Executive Director of the Fare network, speaks about the significance of the anti-discrimination monitoring system (April 2016)
- Slum Soccer receives inaugural FIFA Diversity Award (September 2016)
Accessibility for disabled people and people with limited mobility

In recent years and based on FIFA’s requirements and recommendations for FIFA World Cup stadiums, FIFA and the LOC have been working on making the FIFA Confederations Cup 2017 and the 2018 FIFA World Cup in Russia accessible to all. This includes

• infrastructure solutions (e.g. parking areas, resting areas, special entrances, routes, seating, toilets),
• services (e.g. ticketing, wheelchair lending services, live audio-descriptive commentary), and
• disability awareness training of stadium volunteers by FIFA World Cup Sponsor McDonald’s to provide adequate information and assistance to all spectators.

In each stadium and for all matches, FIFA offers a dedicated allocation of tickets for purchase by disabled people and people with limited mobility. These “Special Access Tickets” are available in four categories, namely (1) Wheelchair User, (2) Easy Access Standard, (3) Easy Access Amenity, and (4) Obese Person. All Special Access Ticket holders (except obese people) will be offered a complimentary ticket for a companion to assist them before, during and after the match.

FIFA has also established a working group with a wide range of stakeholders including non-governmental organisations in Russia that work on accessibility-related issues. This working group helps to promote best-practice solutions and improved access in order to create a more inclusive environment for the FIFA Confederations Cup 2017, the 2018 FIFA World Cup and beyond. FIFA is collaborating with the Centre for Access to Football in Europe (CAFE) in all of its efforts to make its events in Russia more accessible.

Additional links, articles and documents:

• Wheelchair user Sachkov lauds Confeds facilities (April 2017)
• Information on Special Access Tickets for the FIFA Confederations Cup 2017
• FIFA Confederations Cup Russia 2017 Volunteer Training Begins (April 2017)
Football for Hope – social development through football

In the 2018 FIFA World Cup Sustainability Strategy, FIFA and the LOC have identified social development and healthy living as key issues. As evidenced by hundreds of community organisations across the globe, football creates powerful opportunities to promote social development, education and healthcare. Since 2005, FIFA has been supporting such community-based organisations globally with funding, equipment, training and special events through its own Football for Hope initiative.

During 2015, FIFA and the LOC mapped and researched social organisations across Russia to identify those that fit the Football for Hope eligibility criteria. As part of FIFA’s annual Football for Hope support programme, four Russian organisations received funding for their projects in 2017. Eligible organisations in Russia will also be invited to submit proposals for projects in 2018 and 2019. Furthermore, FIFA and the LOC will organise the Football for Hope Forum 2017 in Kazan (26-28 June) and the Football for Hope Festival 2018 in Moscow during the 2018 FIFA World Cup.

<table>
<thead>
<tr>
<th>Name of organisation</th>
<th>City</th>
<th>Project description</th>
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<tbody>
<tr>
<td>All-Russian Public Charitable Fund “Russian Children’s Fund”</td>
<td>Pskov</td>
<td>The mission of the organisation is to support children and youngsters from poverty-stricken communities in the Pskov region to overcome their personal challenges and achieve long-term positive change in their lives.</td>
</tr>
<tr>
<td>NO Fond Podelis Teplom</td>
<td>Moscow</td>
<td>Using football training and complementary activities to support orphans and children who lack parental care to develop their self-esteem and help them integrate into their communities.</td>
</tr>
<tr>
<td>Downside Up</td>
<td>Moscow</td>
<td>The project creates facilities and opportunities for children with Down’s syndrome to play football. The organisation cooperates with the Russian State Social University (RSTU) and the British DSActive programme.</td>
</tr>
<tr>
<td>Perspektiva</td>
<td>Moscow</td>
<td>The project aims at improving the integration of disabled children through sports programmes with mixed classes made up of disabled and non-disabled children. The project is active in five regions in Russia.</td>
</tr>
</tbody>
</table>

Additional links, articles and documents:

- Down’s syndrome children learning to play as a team (May 2017)
The FIFA Confederations Cup 2017 and the 2018 FIFA World Cup will be tobacco-free events. FIFA has participated in the international movement against tobacco since 1986, with the first tobacco-free FIFA World Cup being held in 2002. For the tournaments in Russia, FIFA has developed a tobacco-free policy for all matches and other competition-related events. Furthermore, FIFA, the LOC and the World Health Organization (WHO) country office in Russia hosted two conferences in 2016 and 2017 to promote healthy lifestyles and guide the organisers with their experience of past events as well as with local factors of the host country such as legislation and best practices in tobacco control.

**Additional links, articles and documents:**

- Host Cities to create a smoke-free environment (June 2016)
- Conference on creating a tobacco-free environment at the 2018 FIFA World Cup (April 2017)
- FIFA tobacco-free policy (May 2017)
According to FIFA World Cup stadium requirements, all official stadiums have to obtain green-building certification for design and construction. In 2015, FIFA and the LOC reviewed and approved a new green standard for the certification of football stadiums in Russia which was created with the support of the Russian Ministry of Natural Resources and Environment.

In April 2016, the new Russian certification “RUSO. The Football Stadiums” was presented to representatives of the host cities, stadium managers, contractors and design agencies at the second annual workshop on more sustainable stadiums organised by FIFA and the LOC.

Creating a national standard tailored to local Russian needs was a big step forward in the current legislation, making sure the country’s construction industry keeps up with international green-building standards and legal frameworks. The new standard takes into account FIFA World Cup requirements, international standards, Russian legislation and construction regulations. It includes requirements for architecture, construction, engineering and site plans as well as specifications on Russian environmental norms, energy efficiency and environmental compatibility of the venues.

Additional links, articles and documents:

- Green standard for Russia 2018 stadiums (April 2015)
- Russia 2018 stadiums to be greener and more sustainable (April 2016)
- New Russian construction standard created for FIFA World Cup stadiums (June 2016)
- For more details on the sustainability of football stadiums in Russia, please also refer to the technical reports published in 2016 and 2017.
FIFA believes it has a responsibility to protect, cherish and limit its impact on the environment. FIFA takes this responsibility seriously and seeks to set a good example for others.

In September 2016, FIFA joined the United Nations Climate Change Secretariat’s initiative “Climate Neutral Now”, becoming the first international sports organisation to do so. By joining the campaign, FIFA pledged to continue to strive towards becoming greenhouse gas emission-neutral by the mid-21st century, and has committed to measuring, reducing and offsetting all of its greenhouse gas emissions related to the 2018 FIFA World Cup.

In 2016, FIFA teamed up with the South Pole Group and their carbon management experts to estimate the carbon footprint of the 2018 FIFA World Cup. All emission sources under FIFA’s and the LOC’s direct operational control were included as well as indirect emissions that were considered to be material to the organisation and staging of the event in Russia. This greenhouse gas accounting concluded that the preparation and staging of the competition would result in an estimated 2.1 million tonnes of CO₂ emissions. As was the case for the 2014 FIFA World Cup in Brazil, FIFA and the LOC will compensate its own emissions with carbon credits obtained from low-carbon projects in Russia and abroad.
Waste management and recycling

Waste accumulation affects the environment negatively in terms of the pollution of soil, water and air, and can cause serious harm to humans and other life. Many countries, local governments and organisations are making an effort to better manage waste. As the organisers of a mega sporting event, whose staging creates a significant amount of waste, FIFA and the LOC have developed a waste management concept which includes a set of approaches, requirements and plans for organising an efficient waste management system at all official sites and events of the 2018 FIFA World Cup.

Amid preparations for the first official event of the 2018 FIFA World Cup Russia, the Preliminary Draw in Saint Petersburg in July 2015, the LOC implemented a waste management programme to segregate and recycle waste. Around 20% of the total waste collected was dispatched for recycling. The same system to segregate recyclable material from general waste was applied at the FIFA Confederations Cup Official Draw in December 2016 and will be implemented in all stadiums at the upcoming FIFA tournaments.

Additional links, articles and documents:

- Video clip: Recycling programme a success at the Preliminary Draw (July 2015)
- Recycling a success at Russia 2018 Preliminary Draw (August 2015)
- Waste management concept for the 2018 FIFA World Cup
Host city environmental protection measures

With the support of the FIFA-LOC Sustainability team, the host cities of the 2018 FIFA World Cup Russia have developed tailor-made environmental protection plans. These plans consider the potential environmental impacts that all 2018 FIFA World Cup events could have on the environment in and around each host city. In developing the plan, the following ten topics were recommended for consideration:

1. Use of water
2. Energy consumption
3. Air quality
4. Ground transportation
5. Procurement
6. Construction and renovation of infrastructure
7. Waste management
8. Mitigation of environmental risks
9. Tourism
10. Specially protected areas.

Each host city assessed their situation independently and proposed appropriate mitigation measures. Typical measures proposed included modernising the infrastructure for the separate collection and recycling of waste, reconstructing municipal water supply systems and waste water treatment facilities, usage of low-emission vehicles, organising additional bicycle routes, creating new ecological trails in natural areas, and landscaping.

The collaboration with the host cities will continue with the provision of recommendations and best international practices in the field of environmental protection. The ultimate goal of this activity is to have a positive impact on the quality of life and contribute to a positive 2018 FIFA World Cup legacy in the host regions.
Developing individual capabilities

One key element of social development is maintaining and improving human capital, particularly through capacity-building. As a result of the preparation and staging of the tournament, all personnel receive unique knowledge and experience that can be applied in future in other activities, therefore becoming a positive FIFA World Cup legacy.

With this in mind, FIFA and the LOC have been investing resources into training programmes that strengthen knowledge bases, not only for a specific responsibility during the competition, but also for development in broader areas for the longer term. The LOC has been providing various stakeholders involved in FIFA World Cup preparations with opportunities to continuously improve their existing abilities and skills, and expand their understanding of the issues linked to building a more sustainable world. The following table shows a list of training that has been provided to different groups.

Moreover, FIFA and the LOC, together with international organisations and local experts, have conducted conferences and seminars on sustainability-related issues to raise awareness, spread best practices and share comprehensive experiences among governmental regional and municipal authorities, construction industry representatives and other stakeholders. These events included:

- Seminars on decent working conditions
- Workshops on green stadium construction
- Conferences on tobacco-free events and healthy lifestyles
- Round tables on anti-discrimination topics

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<thead>
<tr>
<th>Audience</th>
<th>Type of training</th>
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<tbody>
<tr>
<td>LOC staff (permanent and temporary)</td>
<td>Induction training on sustainability</td>
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<tr>
<td>Stewards</td>
<td>Training on accessibility and anti-discrimination</td>
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<tr>
<td>Volunteers</td>
<td>General and online training on sustainability</td>
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<tr>
<td></td>
<td>Volunteer guidebook with sustainability section</td>
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<td></td>
<td>Venue training with sustainability section</td>
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<td></td>
<td>Operational training for sustainability volunteers</td>
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<tr>
<td>Drivers of the transportation department contractor</td>
<td>Training on sustainable driving</td>
</tr>
<tr>
<td>Food &amp; beverage concessionaire representatives</td>
<td>Training on anti-discrimination</td>
</tr>
<tr>
<td>Law enforcement agencies</td>
<td>Training on accessibility and anti-discrimination</td>
</tr>
</tbody>
</table>
Conference on sustainable mega-sporting events and legacies

The goal of the conference held in Moscow on 8 December 2016 was to transfer knowledge on the impact of successful legacy planning and the opportunities of major sport events to bring about positive social, economic and environmental changes. The audience included representatives from governments of Russian host cities and host regions, stadium authorities, and international and Russian experts.

The conference, was unique in that it facilitated the sharing of experiences associated with the organisation of seven major sporting events: four FIFA World Cups (2010, 2014, 2018 and 2022) and three Olympic Games (Vancouver 2010, Sochi 2014 and Rio de Janeiro 2016).

Speakers shared best practices on the influence and legacy of major sport events on cities and countries. They also acknowledged that the systematic approach and embedding of sustainability in the preparation and hosting of such competitions leads to positive changes in social, economic and environmental spheres.

Additional links, articles and documents:

- Infographic on the legacy and impact of the 2018 FIFA World Cup Russia